

Whole Systems Change in Nations and Communities

Process, Planning and Implementation

By Richard Barrett

Purpose

The purpose of this document is to set out a process for carrying out whole system culture change in nations¹ and communities.² The guidelines provided have been put together by members of the National Values Assessment (NVA) Coalition.³

History

The NVA Coalition has met three times in the last three years in Sweden (2009), USA (2010) and Hungary (2011). The purpose of these meetings was to share and learn from each other how to implement a whole system change process in nations and communities in order to improve the level of well-being of citizens. The next NVA Coalition meeting will be held in South Africa 17-18 September, 2012. South Africa has recently completed a national values assessment, and this will be an opportunity to explore these results in depth with local decision makers as well as presenting updates on the other national and community assessments that have taken place in 2012.

The common thread amongst all the individuals and groups participating in the NVA Coalition meetings is that they are all using the Barrett Values Centre's (BVC) Cultural Values Assessment (CVA) instruments in their survey work. The CVA in a national setting is called a National Values Assessment (NVA) and in a community it is called a Community Values Assessment. The key advantage of the CVA is that it enables societies and communities to make the evolution of human consciousness, conscious.

¹ Nation: A geographically defined independent autonomous state

² Community: A group of people living and working together in a rural or urban area within a nation

³ NVA COALITION: A group of consultants, professors, civil servants and other interested individuals who are attempting to bring about a values-led culture shift in their nations and communities. The NVA COALITION is facilitated and coordinated by the Barrett Values Centre (www.valuescentre.com).

The NVA Coalition fully recognizes what they are attempting to do has never been done before. They are working at the cutting edge of evolution. This is the reason they came together—to learn from each other and support each other in improving the life conditions of human society. Anyone who has thoughts, ideas, and opinions about how to do this is welcome to participate in the NVA Coalition reflections.⁴

Objective

The objective of this paper is to set out the latest thinking of the NVA Coalition with regard to conducting a whole system change process in a nation or a community. It is fully expected that the information provided in this document will change over time. Each time significant changes are made to this document a new version will be published.

This document and the process it outlines is a work in progress. Please use it for guidance only. You will need to adapt to the local circumstances to achieve the best results. What we do know is that results of the cultural values assessments in nations and communities provides one of the best ways of stating the new conversations that need to take place to allow cultures and consciousness to evolve.

The Process

The proposed process (developed at the third NVA Coalition meeting) for carrying out whole system change in a nation or community is shown in Figure 1. Down the side of the process matrix are the key stages—thinking, preparing, planning, implementing and maintaining. Along the top of the process matrix are the tasks that fall under each stage. Within each task are specific sub-tasks which are shown in the boxes on Figure 1.

Stage 1: Thinking

- Doing your homework
- Choosing your way

Stage 2: Preparing

- Finding the players

Stage 3: Planning

- Planning the process and survey design

⁴ Please contact info@valuescentre.com if you are interested in carrying out a whole system change initiative in your nation or community or believe that you have something to contribute to the learning of the NVA Coalition.

Stage 4: Implementing

- Generating the knowledge
- Disseminating the survey results
- Citizen dialogues
- Identifying actions
- Identifying and implementing priorities

Stage 5: Maintaining

- Monitoring and aligning culture (repeat survey)

Current Achievements

Most of the NVA surveys carried out to date by members of the coalition have focused on awareness raising—demonstrating to decision-makers that it is possible to make the evolution of human consciousness, conscious, by mapping citizen’s personal values, the values they see in the current culture of their nation or community, and the values they would like to see in the desired culture of the nation or community to the seven levels of consciousness model. These awareness raising efforts have usually gone as far as the middle of Stage 4—they have disseminated results but they have not conducted citizen dialogues.

In two countries the process was taken through to Stage 5, Iceland and Latvia. In Iceland the NVA results led to citizen dialogues which resulted in the writing of a new constitution. In Latvia the NVA results led to citizen dialogues which resulted in the development of a Sustainable Development Strategy for Latvia until 2030. The following is an extract from the report:

“A group of experts led by associate professor Roberts Kīlis, in accordance with the task of the Ministry of Regional Development and Local Government, has developed the draft sustainable development strategy of Latvia “Latvija2030”. Persons representing different age groups and professions from around Latvia also took active part in the creation thereof, so we would like to express our deepest gratitude to everyone who participated in discussions and forums that took place within the framework of the project “Latvia 2030. Your Choice” and expressed their opinion regarding strategic choices and potential solutions for the development of Latvia. The task of the strategy is to outline the state development guidelines and spatial perspective for the time period until 2030.

“Latvija2030” emerged in the result of extensive discussions in different places of Latvia, on the Internet and other media and not in offices or among limited number of experts. Thus, although the development of this document was commissioned by the public administration, the society of Latvia is the true owner of this strategy.”

The following is a report on the writing of the new constitution in Iceland:

The newest government in the world was designed with help from comments on the internet. God help us all. After Iceland's economic collapse in 2008, the island nation decided it was time to write a new constitution, this one not based on its parent country of Denmark but rather made from the original ideas of its citizens. Iceland's small population of 320,000 elected 25 assembly members from 522 ordinary candidates (including lawyers, political science professors, journalists, and many other professions), who in turn opened their process up to the public in an unprecedented fashion. The Constitutional Council was highly active on Twitter, Facebook, YouTube and Flickr, where they solicited comments and suggestions for the new government. On Friday July 29th, 2011, the Iceland parliament officially received the new constitution, comprised of 114 articles divided into 9 chapters. Set to be reviewed, and then put before vote for ratification by October 1st, the internet-assisted document marks a possible paradigm shift in governing. In the 21st Century, we're writing our constitutions with social media. The future is a crazy place.

From the elections to the website, Iceland has gone to great length to make their citizens feel involved and enabled by the process of writing the new constitution. Candidates for the constitutional assembly gathered thousands of signatures to appear on the ballot, and discussed their views publicly on 50 radio show presentations. The candidates also wrote about themselves on public websites including Wikipedia and Facebook. After The Constitutional Council was formed, there was a constant upstream of their proceedings to Twitter, and Facebook, along with regular photo updates on Flickr.

In Sweden, where NVA surveys have been carried out in 2009, 2010, and 2011, there a plans to carry out a further survey in 2012 and also do extensive surveys in nine communities involving citizens, local authority official, and politicians. This work will begin early in 2012.

In Finland the results of the first national values survey in 2010 were presented to the President. A second survey was carried out in 2011.

References:

- To find out more about the evolution of societal and community consciousness click here: <http://bit.ly/zCUf37>
- For a copy of the Latvia Sustainable Development Strategy click here: <http://bit.ly/wjKW1e>
- For a report on the Iceland process click here: <http://bit.ly/qjRtqr>
- For full documentation on the results of the all the NVA surveys carried out to date click here: <http://bit.ly/wSUn37>

The Process

There are two key questions that you must ask yourself before you embark on a whole system change process in a nation or a community:

- Why do you want to do this work?
- What are you getting out of it?

Understanding your purpose is fundamental to setting your expectations for success. There are many possible reasons why you would want to do this work. Here are some of them:

- I want to generate work and income for myself or my company.
- I want to be part of a group of people who are doing interesting work.
- I want to be recognized for the work I am doing by other professionals.
- I want to achieve something significant through my work.
- I want to fulfil my sense of mission.
- I want to collaborate with others and make a difference in my world.
- I want to support the evolution of consciousness of humanity

Take a moment to tick the boxes that most align with your motivations. Reflect on what this means for you. If none of the last three boxes are ticked then you may want to reconsider whether this is work that you are truly cut out for. You must embody the consciousness of “we” and be in alignment with your deeper motivations if you are going to be successful at this work.

It is important to write down a full statement about what your intention is and share that with other stakeholders. When you get to the stage of building a Steering Committee you should develop a collective statement about the vision and purpose of the work.

Having understood why you want to get involved, you must now think carefully about how you are going to do this work and the methodologies you are going to use. There are two key topics you must consider:

- Methodology
- Funding

Methodology

As far as the methodology is concerned there are two topics you must consider:

- Partial or Integral Approach

- Statistically Valid Sample or Community of Interest

Approach

If you want to achieve “on the ground” improvements, the NVA Coalition endorses an integral approach. A partial approach may be appropriate if your objectives are focused solely on awareness raising.

An integral approach means designing a process that involves changes in personal values and beliefs, and changes in personal behaviours, as well as changes in collective values and beliefs, and changes in collective behaviour.

A partial approach simply involves carrying out a cultural values assessment and sharing the results with interested parties such as a municipality, political group, or a government ministry with the purpose of interesting them in using this type of assessment instrument as a way of measuring alignment and well-being and implementing cultural change.

References:

- To find out more about the Integral Model (as applied to organisations) click here: <http://bit.ly/wln1i9>
- To see the results of cultural values assessment in nations click here: <http://bit.ly/yAxNnB>

Sample Validity

The question you have to answer at this point is, “Do you want to carry out a statistically valid survey?” This has perception, accuracy and cost implications.

NVA Coalition recommends carrying out a statistically valid survey. This requires using a panel from a reputable polling company. This has cost implications. The way this is done is as follows. After calculating your sample size and assessing the demographics you need for a statistical validity (proportion of men and women, age groups, ethnic origins, income group, etc.), working with the polling company you send the survey (on-line or paper) to the first tranche of participants (10% – 20% of sample) and then monitor how well you are doing to achieve the correct demographic sample sizes. You release more surveys to more tranches over the next few days targeting the demographic sub categories that are need to make the results statistically valid. Information on calculating your sample size can be found below in references.

The reason we recommend this approach is because it will help you achieve your integral objectives. Ultimately, the people you want to influence through this work are not just the citizens, but also those in charge of the governance of the nation or the community. You will need to make sure that you have a statistically valid sample in order to get their attention.

Those members of the NVA Coalition who have not been able to get statistically valid samples either by using a polling company or attempting to get the people or the groups they know to fill in the survey have found it difficult to get the attention of decision makers. They have found that they need show sample validity to persuade government decision-makers to make policy changes and get them interested in using an instrument such as the CVA to monitor the well-being of the nation or community.

You may have to consider using interviews and paper surveys if you are dealing with people who do not have access to computer or are not computer literate. This could be an important consideration in making sure you have full representation of the population.

The following diagram shows the four methodological choices you could make:

	Statistically Valid Sample	Partial Survey
Integral Approach	<u>Recommended if you want to make a difference</u>	Not recommended because some population sub-groups will not be represented in the results
Awareness Raising T	Not absolutely necessary	Maybe sufficient for the purposes of awareness raising

References:

- To calculate sample size, view: <http://bit.ly/LNjNs>

Other Considerations

Work Survey: The survey process normally involves three questions designed to identify personal values, current culture values and desired culture values. At no extra cost, the BVC will also include two additional questions which refer to the current and desired cultures of participant's workplaces.

The five questions that we normally use on a national values assessment are:

Question 1. **Personal Values:** Please select ten of the following values/behaviours that most reflect who you are, not who you desire to become.

Question 2. **Current National Culture Values:** Please select ten of the following values/behaviours that most reflect how your society currently operates in the [name of country or region].

Question 3. **Desired National Culture Values:** Please select ten of the following values/behaviours that you would most like to see reflected in the society of [name of country or region].

In addition you can choose to explore an organisational perspective through these additional questions.

Question 4. **Current Organisational Culture Values:** Please select ten of the following values/behaviours that most reflect how your organisation currently operates. If you are not currently employed, please rate an organisation that you are familiar with.

Question 5. **Desired Organisational Culture Values:** Please select ten of the following values/behaviours that, in your opinion, are essential for your organisation to achieve its highest performance. If you are not currently employed, please choose the values that in your opinion are important for high performing organisations.

Sharing Results: The agreement that has been reached with the NVA COALITION is that everyone shares the results of their national and community assessments with each other to promote dialogue and learning.

The Process in Detail

Stage 1: Thinking—Choosing Your Way

There are two topics that you should reflect on with regard to choosing your way.

- Government Involvement
- Funding Sources

Government Involvement (or not)

The experience of the NVA Coalition to date, with one or two notable exceptions (Latvia, Iceland and the Region of Extremadura in Spain), has been that local and national Governments have not yet understood the importance of, a) attempting to build a values-driven society, and b) measuring the well-being (alignment and entropy) of the societies they are responsible for with a view to instigating cultural changes. This is not surprising given the cutting-edge nature of this work.

Consequently, much of the work of the NVA Coalition up to this point in time has been in demonstrating the power of the CVA to help societies map their current and desired values, and show how the results of the surveys can be used to help societies consciously evolve.

An alternative approach consists of starting a citizen movement aimed at pressuring politicians to listen to and act on the needs of their constituents. This, I believe, is an interim approach, which could ultimately result in the adoption of the use of the CVA at the local and national levels of all nations. In this regard, if you are able to involve local and central government representatives in the planning and implementation tasks of the whole system change process, this would help forward this work.

Funding Sources

Your choices, with regard to having an integral or partial approach and a statistically valid or partial survey, will have financial implications. The financial implications will then raise funding questions. To date, most of the NVA work has been financed by interested parties such as consultants or large organisations interested in contributing to the future of the nations in which their headquarters are located.

The main difference in costs between a full integral approach, with statistically valid results and a partial survey for the purpose of awareness raising is not in the task of Generating the Knowledge (carrying out and analysing the survey), but in the tasks which follow— Information Dissemination, Engaging the Players and Identifying Actions. Implementing Priorities will not be a direct cost because it will probably involve expenditure by government agencies.

The costs (all prices in US \$) of carrying out a national CVA are as follows:

- Setting up the National CVA = \$2500
- Written Overall Report = \$1100
- Cultural Data Reports for each Demographic Sub Category = \$275 each
- Multiple Languages = \$600 per language for more than one language
- Additional Questions = \$150 for raw data

Depending on how much data you want analysed⁵ the cost could be in the range \$3900 for an overall national report and single language survey to \$11,800 for 4 additional languages and 20 Cultural Data Reports (including set up and overall report costs).

The cost of obtaining a statistically valid sample using a polling agency is approximately \$6.00 per person. A 1500 person sample, which is adequate for most large nations would therefore cost \$9,000.

⁵ You are not charged for collecting data for demographic categories. You are charged only for the reports you request.

A maximum overall budget of around \$22,000 would be adequate for most nations. For small nations with fewer languages a budget of around \$14,000 could suffice. One could expect the costs for a community to be around \$10,000.

If you are not planning on not using a polling agency then the costs of the survey would be in the range \$3,900 to about \$11,800 depending on the number of demographics you want analysed.

The cost of the actual surveys will be in alignment with the normal pricing system of the Cultural Transformation Tools.

Example pricing for a three Question survey (Personal, Current Culture and Desired Culture).

Survey design, web site Set-up & data collection		\$2,500
Overall National Values Assessment written report		\$1,100
Gender	2 groups - CDRs at \$275 each	\$550
Age	6 groups CDRs at \$275	\$1,650
Employment status	4 groups CDRs at \$275 each	\$1,100
	Total	\$6,900

These figures, in January 2012 prices, are provided as an example and they will vary for each assessment depending on sample size and reporting requirements. Please check the CTT Price list for further options.

For third party panel costs – check with provider.

Information Dissemination, Engaging the Players and Identifying Actions

The costs of this part of the process are difficult to calculate because it depends on the size of the nation/community, the process that is used for engaging people in dialogue, and the amount of background work involved in running the process and identifying the actions. The costs could range from \$100,000 to \$1,000,000. It will be important if you are taking the work to this level to find a sponsor (funder). This could be a group of Corporations (South Africa) a Government Agency (Latvia) or a Multilateral Sponsor (International Agency).

Stage 2—Preparing: Finding the Players

As Jim Collins says in his book *Good to Great*, your first task as a leader is to get the right people on the bus (in place). This means bringing together interested parties in a Steering Group which will be involved in the preparing, planning, implementing and maintaining stages of the process/project.⁶

You will need to identify four types of persons:

- Stakeholders
- Influencers
- Champions
- Participant representatives

Stakeholders

Stakeholders are representatives of organisations or groups that have a significant role in the society or community that you are working with. These might include people from Government (national, regional or local), Chambers of Commerce, National Statistics Office, faith groups, ethnic groups, and other NGOs, etc.; anyone who might have an interest in using the survey results to implement policies or influence change. Representatives from funding sources should also be included. You should be careful not to politicize the Steering Group: it should be a place where the people (citizens), the authorities, and politicians meet as equals with the purpose of improving the lives of the society or the community.

The underlying objective is for the society or community to gradually take ownership of the process so that it becomes a recognized annual event—measuring the alignment and the well-being of the nation or community, and using the results to change policies and take actions that improve the lives of people—a sort of societal accounting that measures what is working and not working for people.

Influencers

Influencers are people that are respected and listened to by the society or community who can play a role in disseminating information about the survey and the results, and also bring people together to participate in the subsequent citizen dialogues. These might include local and national media (newspapers, radio, and television), well-known personalities, religious leaders, etc. These people will not necessarily be part of the Steering Committee. Once they have been engaged, they should be kept closely informed of progress and should be asked to support the

⁶ It is important to emphasize this is a process and not a project. Building a values-driven society requires constantly repeating the tasks of survey-plan-act-measure. In other words, decide what to do, implement actions, measure the impact, and then repeat the process based on what has been learned.

dissemination of the results in a manner which is appropriate for their respective audiences. The Influencers have a role to play in information dissemination and influencing decision-makers in implementing priorities.

Champions

Champions are people who support the process in engaging players and implementing the citizen dialogues. They are committed community activists who can organize events that bring people together to take a deep dive into the results and emerge with a well-considered list of priority actions and policy changes.

Participant Representatives

These are members of the general public from all demographic groupings that can be used as a sounding board in the design of the survey process—for example, how to access particular subgroups (ethnic, age, religious, etc.), prepare paper surveys in other languages, conduct interview surveys (if necessary) in order to ensure their involvement in the survey, in the dissemination of the results and in the citizen dialogues.

Stage 3: Planning—Process and Survey Design

Build the Team Vision and Values

It will be important, once the Steering Committee has been formed, to work on team cohesion—to make sure the team has a shared vision (of the purpose of project/process), and has an agreed set of values that they all share. This will require the Steering Committee spending several hours working together before they start the work of planning the process and the survey design.

References:

- For information on building a team vision click here: <http://bit.ly/yh5tzi>
- For information on creating the team values click here: <http://bit.ly/wegVUd>

Involve Stakeholders in Planning and Design

Having created a shared vision and values, the team should begin planning the cultural values survey, media and influencer involvement in the dissemination of results, and process design for the citizen dialogues and prioritization of actions.

Survey Design

Key factors that need to be taken into account in the survey design are as follows:

- The choice of demographic groupings (gender, age, location, political affiliation, income, faith, ethnicity, etc.)
- How to make the overall survey results statistically valid
- How to ensure that results for each demographic grouping are statistically valid
- How to engage subgroups that may not have access to computers or are illiterate through an interview process (if these groups are significant in the community or nation).

The most important aspect of the survey design is to make sure that everyone in the nation or community is properly represented in the survey.

Stage 4: Implementing—Generating the Knowledge

Conduct Surveys, Analyse Results and Prepare Dissemination Materials

The surveys will be prepared in appropriate languages and posted on the BVC Web site. If you are using a panel to complete the surveys on-line, you need to allow 2-3 weeks to collect the data. The report will be available 1-2 weeks later. If you are not using a panel, but are relying on media and contacts, you may need to allow 5-10 weeks to collect the number of responses you need to make the overall survey statistically valid.

Once the results are in, you will need to prepare a press release and media materials. These will vary depending on who you want to inform, the approach you want to take, and what the headline results of the survey are telling you.

Stage 4: Implementing—Disseminating the Survey Results

Media Engagement, Influence Engagement and Champions Engagement

You should plan on disseminating the results as widely as possible (Newspapers, TV, Journals, etc.). The objective is to raise the awareness of the population to the results and engage decision-makers. You should hold special briefings for the influencers and champions that you identified during the Preparation Stage.

Stage 4: Implementing—Citizen Dialogues

Hold Dialogues, Gather Feedback and Identify Improvements

The citizen dialogues will take careful planning. You will need to decide who to engage with, how to engage, and design the process with the end in mind. This work could involve the participation of thousands of people all over the nation.

Different methodologies can be used for engaging people.

- Standard Focus Groups
- Appreciative Inquiry
- Theory U Approach

You should research which methodology or which methodologies to use with the people and the key decision-makers, and in what order. For example you could use the Theory U Approach with key decision-makers after the focus groups have done their work, and after appreciative inquiry sessions.

The objective of this sub-stage is to arrive at a list of actions and policy changes that, if implemented, would create greater alignment and reduce the level of cultural entropy in the nation or the community.

References:

- To find out about involving the “Whole System,” click here: <http://bit.ly/xawLrN>
- To find out about the Theory U, click here: <http://www.ottoscharmer.com/>

Stage 4: Implementation—Identifying Actions

Identify Strategic Actions, Prioritize and Engage Media

Having identified a list of actions and policy changes required to increase the cultural alignment and decrease the level of entropy overall and among specific subgroups, it will be necessary to prioritize these actions and design the implementation process. Depending on what actions and policy changes are needed this could require the involvement of the national and/or local government. You should engage the media at this stage to report on the deliberations of the dialogues and the recommendations coming out of the process.

Stage 4: Implementation—Identifying/Implementing Priorities

Influence the Decision-Makers

If you already have key decision-makers on your Steering Committee you will need to support them in developing strong arguments for the proposed changes by

identifying the compelling reasons for change. Whole system change requires a commitment from leaders to the proposed changes.

References:

- To find out more about Whole System Change, click here: <http://bit.ly/x0g0g3> Although this link refers to an organisation, the theory is also applicable at the national or local level of a democracy.
- To find out more about the process for change reasons for change click here: <http://bit.ly/wyA1uS> Although this link refers to an organisation, the theory is also applicable at the national or local level of a democracy.

Stage 5: Maintaining—Monitoring and Aligning the Culture

Monitoring Programme

National and local cultures are growing and evolving more rapidly than at any other time in human history. One can almost see the evolution taking place before your eyes. It is therefore important to stay in touch with what is happening to the people in your nation and/or your community on a regular basis. This means carrying out a cultural values assessment every one or two years. This approach has proved to be extremely successful in managing culture change in organisations. It is too early yet in our work in nations and communities to make a recommendation on the frequency of surveys. The data from Sweden and USA, where we have annual survey results over 3 and 4 years, suggests that in times of rapid global changes and crises, the current and desired cultures of nations and communities can show some significant changes in cultural entropy.

Coalition Agreements

Members of the NVA Coalition agree to share high level data (the overall results and principal demographic categories) with each other, once the sponsor has had the opportunity to make the data available to the public in the nation/region concerned. This would normally be within 4 months of the completion of the report. At this time, Barrett Values Centre will publish the overall results on its web site to enable all members of the coalition to compare and contrast the data.

Barrett Values Centre, as a full partner in the Coalition and the provider of services, retains the right to publish any or all of the data from any national or regional survey in articles, books or on its website, after first reviewing the information to be published with the coalition and project sponsors.

Endnotes

It is important to remember that all the work we do to increase people's awareness about the role that values play in decision-making is making a contribution to the evolution of consciousness of a nation or a community. This includes all the organisational values assessments, all the leadership values assessments and all the leadership coaching we collectively do.

We should take every opportunity to share the national and community values work with schools, universities, NGOs, municipal, national and private organisations to enlist their support and collaboration in the evolution of human consciousness.

My thanks go to the NVA Coalition for their commitment to this work and their ideas and suggestions for this paper.

If you have any comments, corrections, additional information, suggestions, please contact Richard Barrett at richard@valuescentre.com.

Richard Barrett

December 22, 2011

Table 1: Whole System Change in Nations and Communities—Process, Planning and Implementation

Tasks	Doing your homework	Choosing your way	Finding the players	Planning the process and survey design	Generating the knowledge	Disseminating the survey results	Citizen Dialogues	Identifying Actions	Identifying/ implementing priorities	Monitoring and aligning the culture
Stage 1: Thinking	<ul style="list-style-type: none"> Understand your motivations Establish type of approach and need for statistical validity 	<ul style="list-style-type: none"> Start a movement or Involve Government Establish funding sources 								
Stage 2: Preparing			<ul style="list-style-type: none"> Enrol key stakeholders Identify influencers Identify champions Identify survey participants 							
Stage 3: Planning				<ul style="list-style-type: none"> Build the team-- vision, mission and values Involve stakeholders in process planning and survey design 						
Stage 4: Implementing					<ul style="list-style-type: none"> Carry out surveys Analyse results Prepare materials for dissemination 	<ul style="list-style-type: none"> Media engagement Influencers engagement Champions engagement 	<ul style="list-style-type: none"> Hold Dialogues Gather feedback Identify improvements Change From ... To ... 	<ul style="list-style-type: none"> Identify strategic actions Prioritize actions Engage Media 	<ul style="list-style-type: none"> Influence decision-makers Implement changes in laws, systems, structures, etc.) 	
Stage 5: Maintaining										Annual Bi annual monitoring programme

Repeat surveys and process every 1 or 2 years and adjust process/actions to improve cultural alignment and reduce cultural entropy.