GLOBAL ENVIRONMENT FACILITY
INVESTING IN OUR PLANET

IFAD
Investing in rural people

Resilient FOOD SYSTEMS

FAO SHARED TRAINING

Training Webinar 1 – Tuesday 14th July

Stakeholder Processes and Relationships

Food and Agriculture Organization of the United Nations

SHARED
The Decision Hub

World Agroforestry

POLL 1

How are you feeling?

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What has changed for you since March?

Some responses:

Working from home

Cancelled wedding, working from home, no travel and trying to stay safe

Working from home most of the times

Working from home, a new normal. Missing the field work and farmers interactions!

Working more from home and no project sites visits

Life has turned upside down

The pandemic has really changed how we work. We work less hours in the office working from Home and home schooling. More virtual meetings

Working from office but less in the field

Our political situation changed after polls

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POLL 2

Which role best describes you?

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Introductions
Resilient
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SHARED TRAINING TEAM

Constance Neely

Sabrina Chesterman

Mieke Bourne

Emilie Smith Dumont

TRAINING PROCESS OVERVIEW

Food and Agriculture Organization of the United Nations

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1 **Consultation interviews and engagement with Country teams**

2 **Webinar 1 Training**

Stakeholder processes and relationships

3 **Country Team Reflections**

Applying tools and approaches to key gaps

4 **Webinar 2 Training**

Policy engagement and evidence-based decision making

5 Country project workplanning to integrate lessons, approaches and methods

Overall Training Objectives

Introduce a **systematic approach** to influencing policies and decisions using the SHARED inclusive, evidence-based process.

Provide **tools, approaches and methods** tailored to the country programs based on the interview and consultation feedback.

Share lessons and experiences for enhancing stakeholder engagement and influencing practices, programmes and policies and how these could be applied with relevance to the country projects.

Assist country programs to **develop proposed pathways** to enhance influence through policy, institutional and multi-stakeholder processes.

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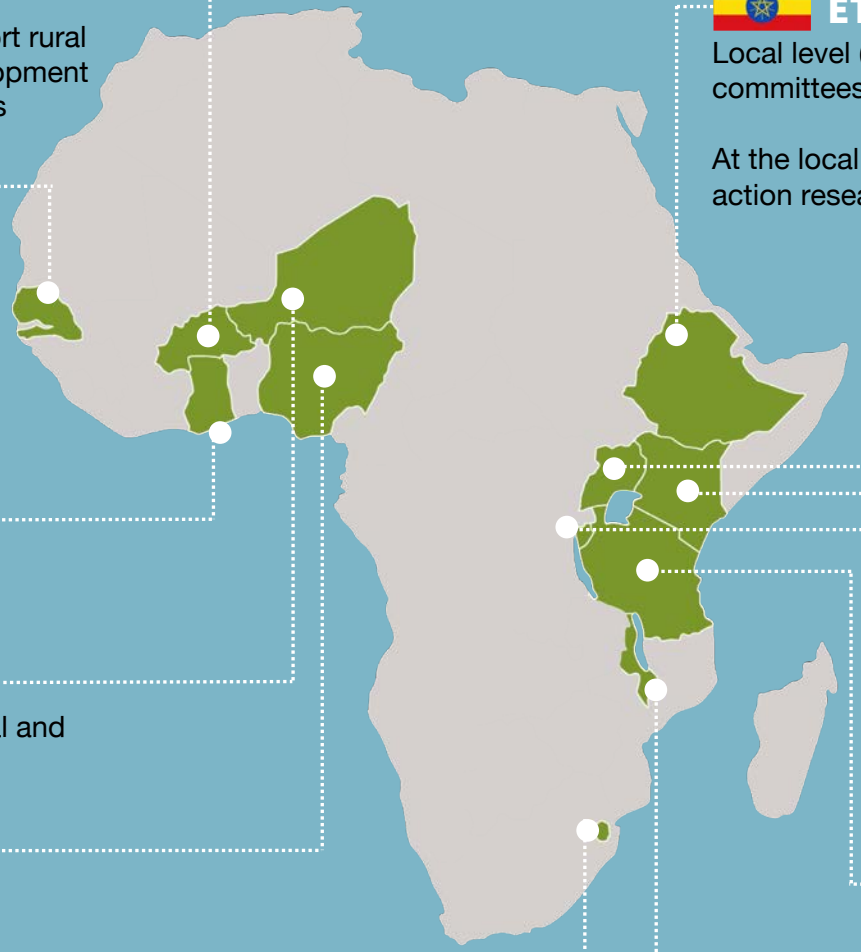
Sharing lessons – what is working well across the RFS projects



BURKINA FASO

Working with regional agricultural chambers to support rural organisations and enterprises with business or development plans, institutional and technical and financial aspects

SENEGAL

Revitalised existing national and regional platform
- Information sharing and sensitization workshops to map on going activities to avoid duplications of activities in similar sites

Influence local development plans through engagement processes

GHANA

Community watershed development planning
Common pool resources

NIGER

Local conventions that have integrated environmental and climate change in the development plans

NIGERIA

Policy development process with strong stakeholder engagement and working across sectors
Multi-stakeholder Platform

ESWATINI

Forming the Chiefdom Development Plans (CDPs) and the formulation of a National Irrigation and Drainage Committee, which aims to bring together all stakeholders to influence policies related to sustainable land and water management

ETHIOPIA

Local level (Woreda) and Federal level multi-stakeholder steering committees for guiding the project

At the local level have technical committees and universities engaged in action research. Ownership and uptake of the approach at the local level

UGANDA

Cross sectoral integration through national common framework in support of implementation

KENYA

Multi-stakeholder platform including Private Sector - established the Trust Fund
Have the County Advisory Committee as a negotiation and championing mechanism
Policy development

BURUNDI

Community visioning , participatory mapping to build future vision

TANZANIA

Land use planning to facilitate the Land Use Action Plans

MALAWI

Integration of regional level water resource management at village and district level as stipulated in the Water Act

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01 Webinar

Stakeholder processes and relationships

Introductions

SHARED process

Turkana County Case study
Applying SHARED to integrated development planning

Summary of lessons learned

SESSION 1– Stakeholder Mapping and Influence

Q&A and country feedback

Stretch

SESSION 2 – Deepening Relationships

Q&A and country feedback

Applications to country project work

Wrap up and close

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HOW TO PARTICIPATE

Principles of engagement

Please mute if you are not speaking

Questions and comments can go in the chatbox or you can raise your hand

We encourage cross country learning and questions – please share insights and questions

Make sure you have water and refreshments and get comfortable

We will have a ‘stretch’ breaks during the training

We will share the presentation slides. There will also be a SHARED toolkit developed as a result of the training webinars

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SHARED FRAMEWORK

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Stakeholder Approach to Risk Informed and Evidence Based Decision Making (SHARED)

- The SHARED Decision Hub, founded in 2012, is a collective of stakeholder engagement behavioural specialists and transdisciplinary scientists.
- The SHARED approach is a tailored method for stakeholder engagement, managing relationships and brokering multi-stakeholder and cross-sectoral partnerships
- The SHARED process is founded on a principle of fostering evidence-based decision making.
- SHARED has been applied in multiple sustainable development thematic contexts and 17 countries to date.

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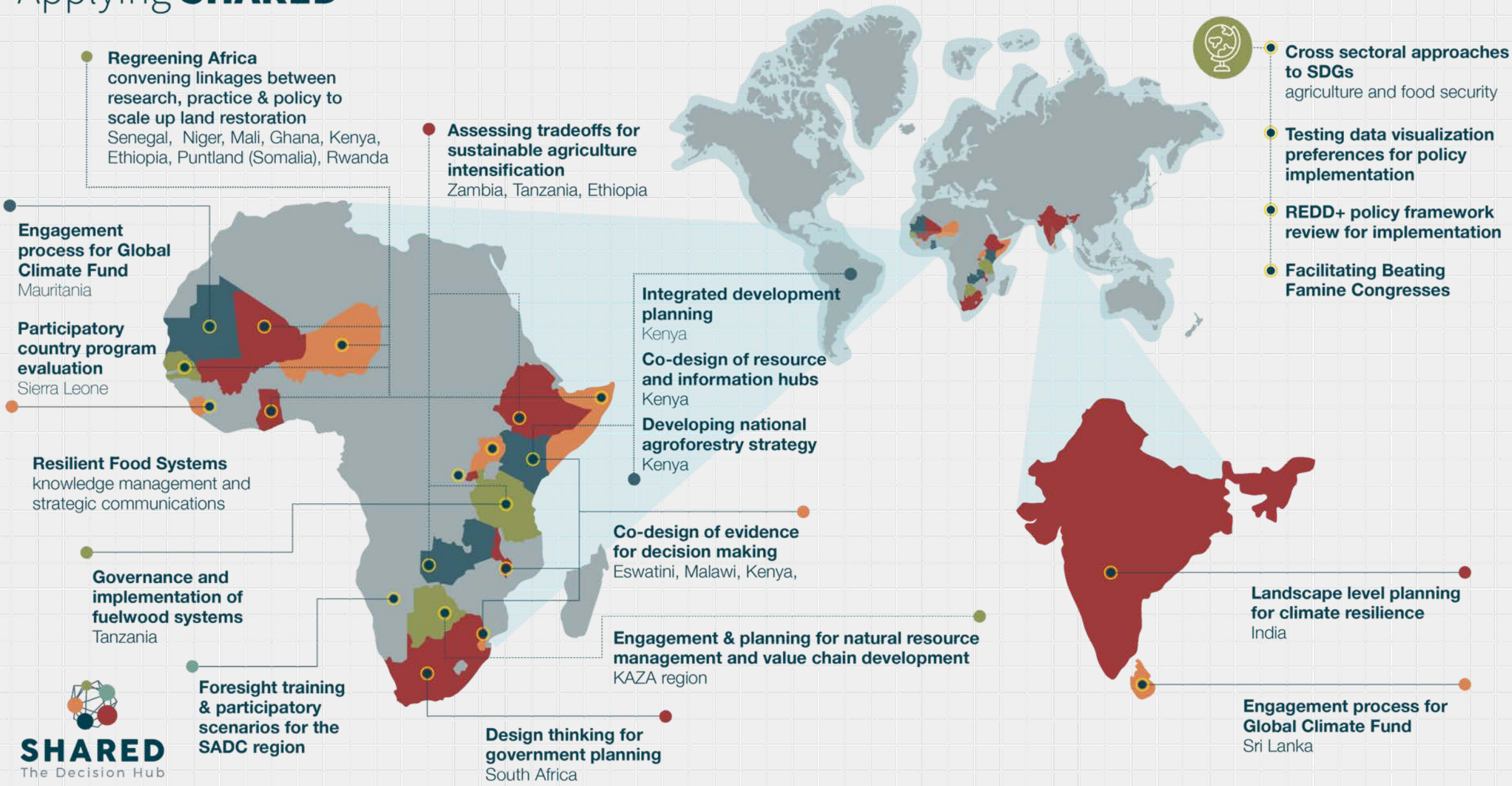
Applying human-centred process and science to shift decision culture

SHARED works to strengthen the linkages across science, practice and policy. Through a tailored process to decision-making, centred around people and knowledge, transformational change toward sustainable development can result.

We recognise there are many steps to achieving this, as well as internal and external factors. **We offer a range of approaches and tools towards a transformational outcome.**

We work across scales, institutional levels, and themes, and **tailor to context and needs.**

Applying **SHARED**



Regreening Africa
convening linkages between research, practice & policy to scale up land restoration
Senegal, Niger, Mali, Ghana, Kenya, Ethiopia, Puntland (Somalia), Rwanda

Assessing tradeoffs for sustainable agriculture intensification
Zambia, Tanzania, Ethiopia

Engagement process for Global Climate Fund
Mauritania

Participatory country program evaluation
Sierra Leone

Resilient Food Systems
knowledge management and strategic communications

Governance and implementation of fuelwood systems
Tanzania

Foresight training & participatory scenarios for the SADC region

Design thinking for government planning
South Africa

Integrated development planning
Kenya

Co-design of resource and information hubs
Kenya

Developing national agroforestry strategy
Kenya

Co-design of evidence for decision making
Eswatini, Malawi, Kenya,

Engagement & planning for natural resource management and value chain development
KAZA region

Cross sectoral approaches to SDGs
agriculture and food security

Testing data visualization preferences for policy implementation

REDD+ policy framework review for implementation

Facilitating Beating Famine Congresses

Landscape level planning for climate resilience
India

Engagement process for Global Climate Fund
Sri Lanka

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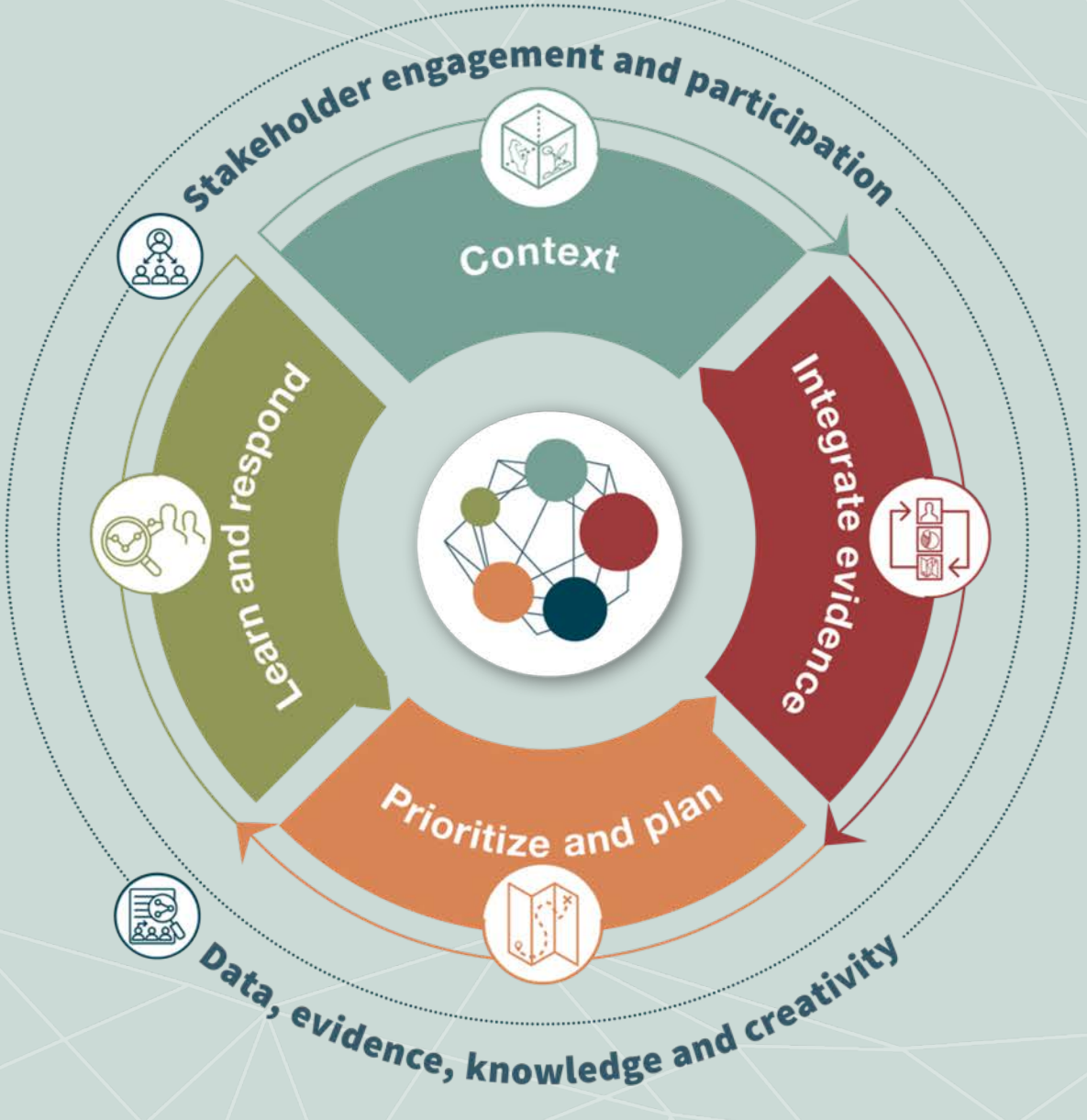
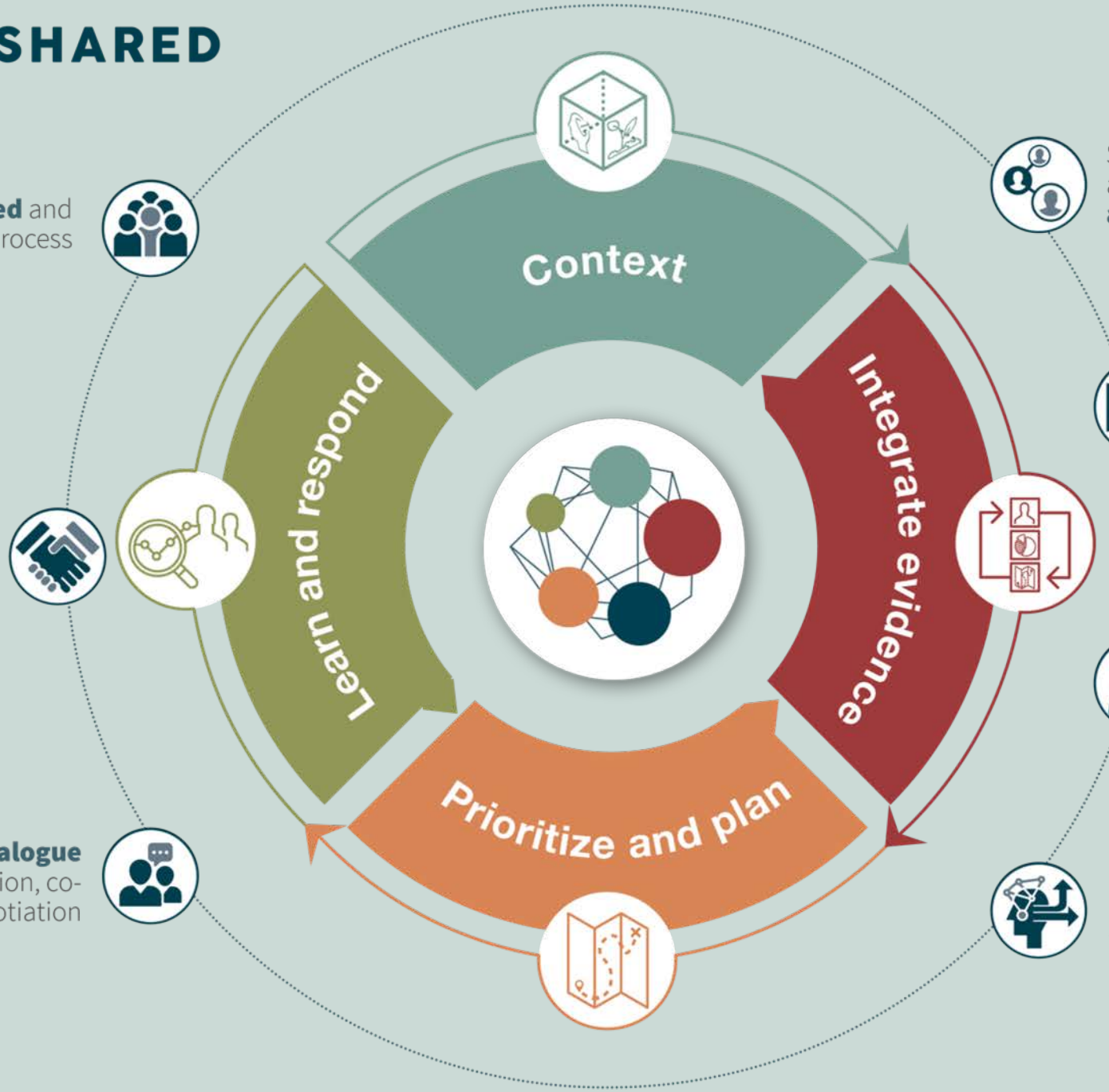
SHARED framework



Principles of SHARED



A **people centered** and demand driven process

Systems approach that appreciates **complexity and interrelationships**

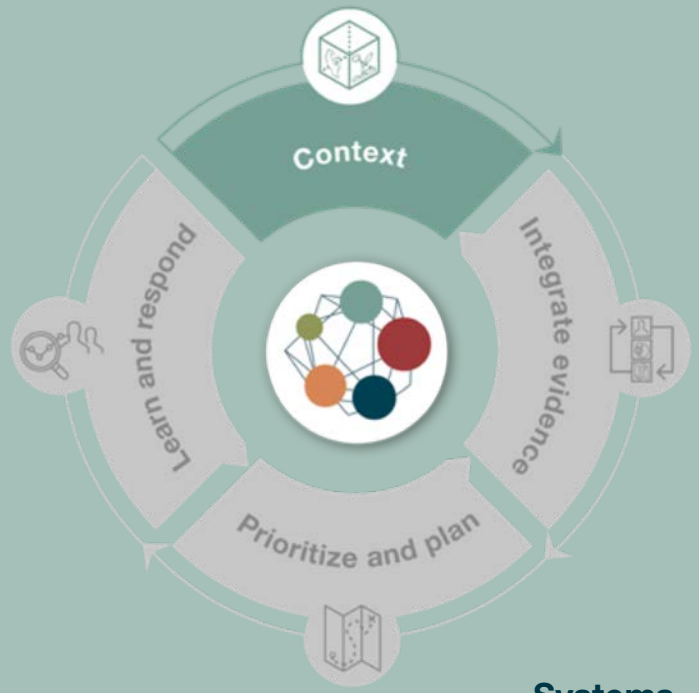
Brokers knowledge exchange, recognising different knowledge sources

Tailored and rigorous **cross-sectoral and multi-stakeholder engagement** structure and space for addressing power asymmetries, building trust and collaboration

Addressing **root causes** and **behavioural drivers**

Deliberative dialogue and communication, co-learning, and negotiation

Enhanced **decision making capacities** for transformative change



Context Phase

- Identify desired future state and key indicators
- Map stakeholders and influencing factors for decision making
- Carry out a reflective situational and causal analysis
- Agree upon timelines, processes and indicators
- Develop an engagement plan

Stakeholder mapping

Systems mapping & causal analysis

Sequencing relationships

Decision cycles

Vision setting

Social network analysis

Cross-sectoral analysis

Convening multi-stakeholder dialogues

Results

Clear understanding of socio-ecological context and issue analysis, geographic boundary, key structures, policies and relationships across sectors for decision making.

Enhanced collaboration amongst diverse stakeholders

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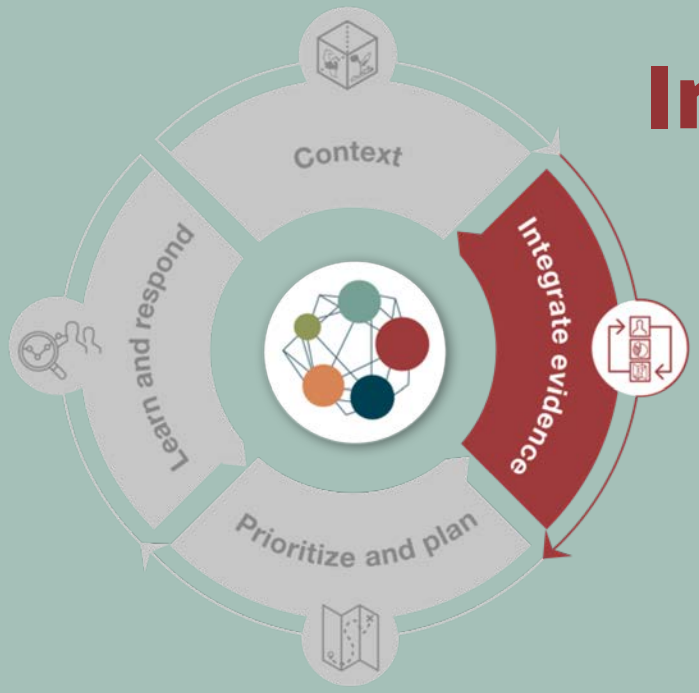

Integrate evidence

- Scope, organize and analyze diverse evidence sources into synthesized outputs
- Co-design accessible and interpretable evidence
- Develop capacity on systems thinking to link bio-physical and socio-economic information
- Disseminate tailored actionable evidence
- Build capacity of stakeholders to access and interpret and apply data for making decisions
- Capture and integrate local knowledge and formalizing input through participatory consultation processes
- Package evidence for adaptive and planned advocacy and policy influencing

Promoting the value of evidence and a data sharing culture

Evidence Walls

Co-design of decision platforms

Systems thinking

Information flow protocol

Participatory approaches to local knowledge

Communicating evidence for decision makers

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Results

Evidence culture across stakeholders
Information and knowledge management plan
Actionable evidence to support planning, investment and decision processes
Clarity of attribution of data and promotion of data sharing
Clear role on data and information sourcing, attribution and management

Evidence

We define evidence as the integration of raw data constituting numbers, words, images, and insights emerging from diverse knowledge sources.

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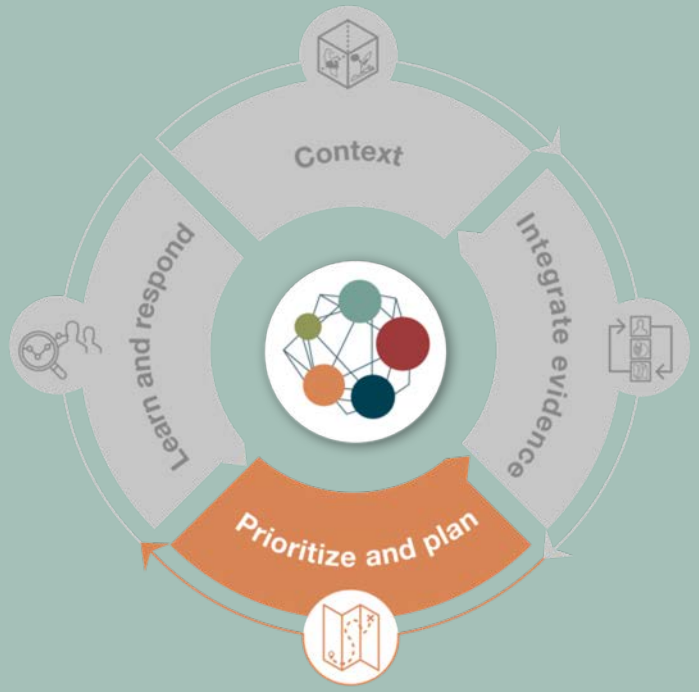

Prioritize and plan

- Convene inclusive knowledge exchange and negotiation events
- Develop foresight capacity including participatory scenarios for plausible future's
- Identify additional evidence and advocacy priorities
- Formalize strategic partners, opportunities and identify joint funding strategies
- Develop cross-sectoral and multi-sectoral strategic plans and pathways

Scenario Development

Negotiating power dynamics

Backcasting

Cross-sectoral and multi-stakeholder Pathway Development

Multi-scale goal nesting

Trends analysis

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Results

Strategic planning for transformative change

Development of multiple future pathways to achieve vision, targets and goals

A collaborative evidence based and time bound strategy to achieve desired outcomes through science, practice and policy interventions

Learn and respond

- Integrate a monitoring and adaptive learning strategy into decision making
- Reflect on progress, integrate new evidence and ensure sustainability
- Facilitate people-centred consultative processes
- Adapt and update investment and implementation priorities
- Carry out participatory evaluations
- Develop strategic recommendations

Joint Reflective Learning Events

Foresight and scenario training

Participatory local consultation

Integrating local participation

Interpreting key messages for strategic change

Disruptive thinking

Results

Enhanced decision-making capacities building on lessons learned
Reflection and adaptation for achieving transformative change
Proactive reprogramming and amending plans

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What tools, methods or approaches have you found to be most useful in influencing either stakeholders or policy processes?

Some responses from the chat box:

- Social audits, community scorecards
- Stakeholders participation and engagements at all levels
- participatory approaches on community problem solving
- Stakeholder analysis and power mapping
- We are using Stakeholders participation, community scorecards and engagements at all levels. We also use Onion Tool
- Stakeholders Dialogue forums
- One on One debriefs with key decision makers, focused discussions with subject matter experts, stakeholder dialogues for interest groups, white papers for targeted audiences
- Public participation on need assessment and projects designs

SHARED Application Example

Turkana County Integrated Development Planning

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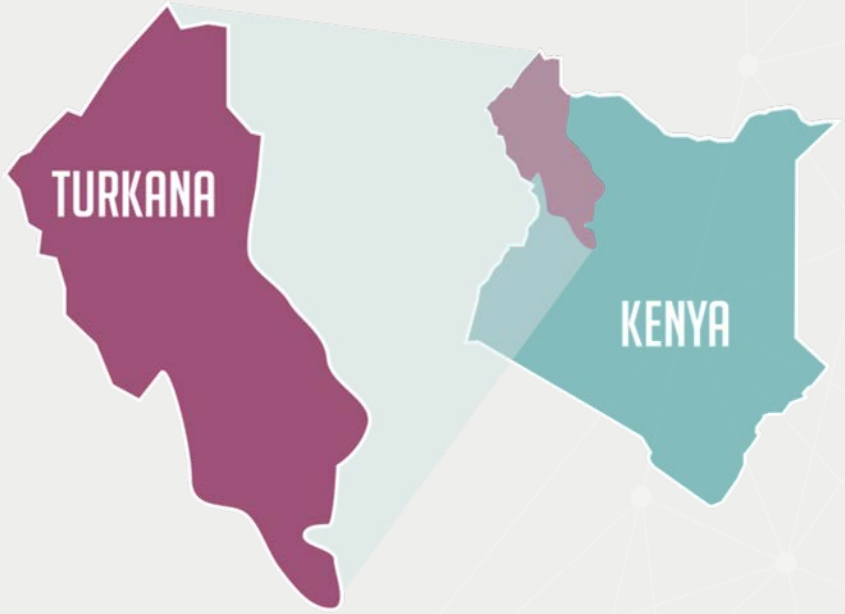
Policy and institutional context in Turkana County

- Historically in Kenya, the Arid and Semi-Arid Land (ASAL) counties were economically and politically marginalized.
- Turkana County is the largest county in northern Kenya and the principle livelihood is based upon pastoralism.
- The new Kenya Constitution (2010), devolved significant decision making to county governments and enhance citizen engagement.
- Devolution to the Turkana County Government resulted in new-found sub-national governance structure, shifts in inter-institutional and multi-scalar relationships and the rapid requirement of a 5-year County Integrated Development Plan.
- When it came time for the second 5-year plan Turkana needed a new planning modality.



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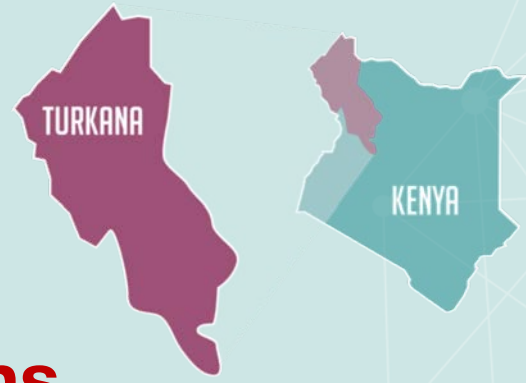
Policy aspiration



In 2015, the Chief of Finance and Economic Planning, Emathe Namuar, requested support to **"make decisions that will have an impact on outcomes – despite the risks Turkana faces"**.

This request stemmed from:

- Development partners providing resources for their own priorities over county priorities
- County Government Departments and Ward leads requesting silo-based allocations.

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Policy aspiration

Policy Aspiration: The Turkana County Government (TCG) requested a process for bring sectors and evidence together to for more informed, synergistic decision making in anticipation of greater development returns on County investments.

A partnership was created among the TCG, ICRAF-SHARED, USAID Resilience Program, and UNICEF that grew over time.

The SHARED Team has served as technical backstopping directly to the Finance and Planning Department from 2014-present.

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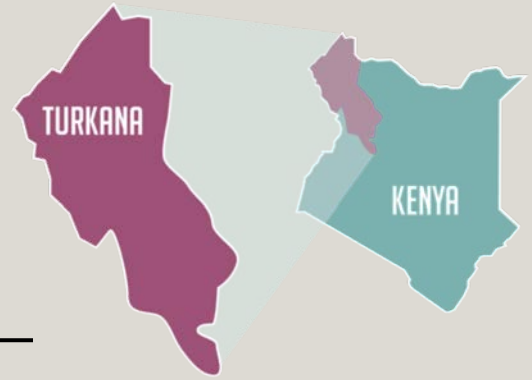
Integrated Planning Approach Methodology



Design and implement structured engagement approaches to develop integrated development plans.

Strengthen situational analysis skills through systems thinking, causal analysis and social network analyses and an understanding of decision making processes.

Develop cross-sectoral and multi-stakeholder partnerships and flagships to accelerate progress toward mutually agreed vision, mission and goals.

Ensure local goals are reflected and aligned into national, regional and international goals and targets.

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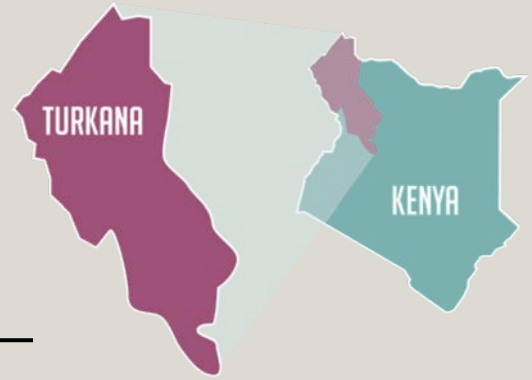
Integrated Planning Approach Methodology



Bring multi-dimensional evidence to bear in visually assessible forms through co-designed decision dashboards.

Enhance capacities for data management, interpretation and use in decision making.

Identify criteria for future external investments to ensure support to County priorities.

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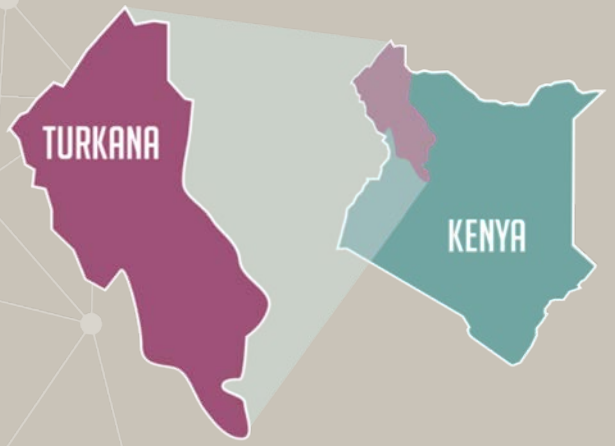

SHARED Tools, Methods and Approaches applied to date in Turkana County

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COUNTY VISION

We the people of Turkana aspire to be socially empowered citizens with equality for all women and men, with opportunities for food, nutritional and water security, good health, education, economic prosperity, living in a peaceful, socially just and culturally-sensitive environment, underpinned by a resilient natural resource base and leadership and an inclusive governance of utmost integrity.

COUNTY MISSION

To facilitate social, environmental, economic and equitable transformation of the Turkana People.

Vision Setting

Systems Mapping

Root cause analysis

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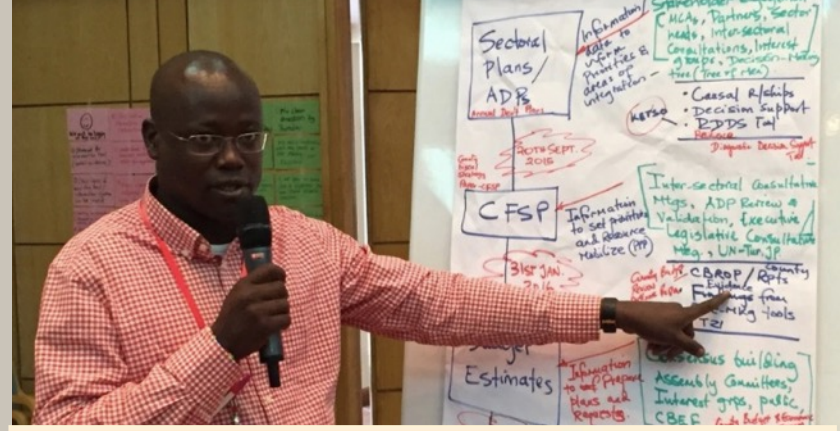
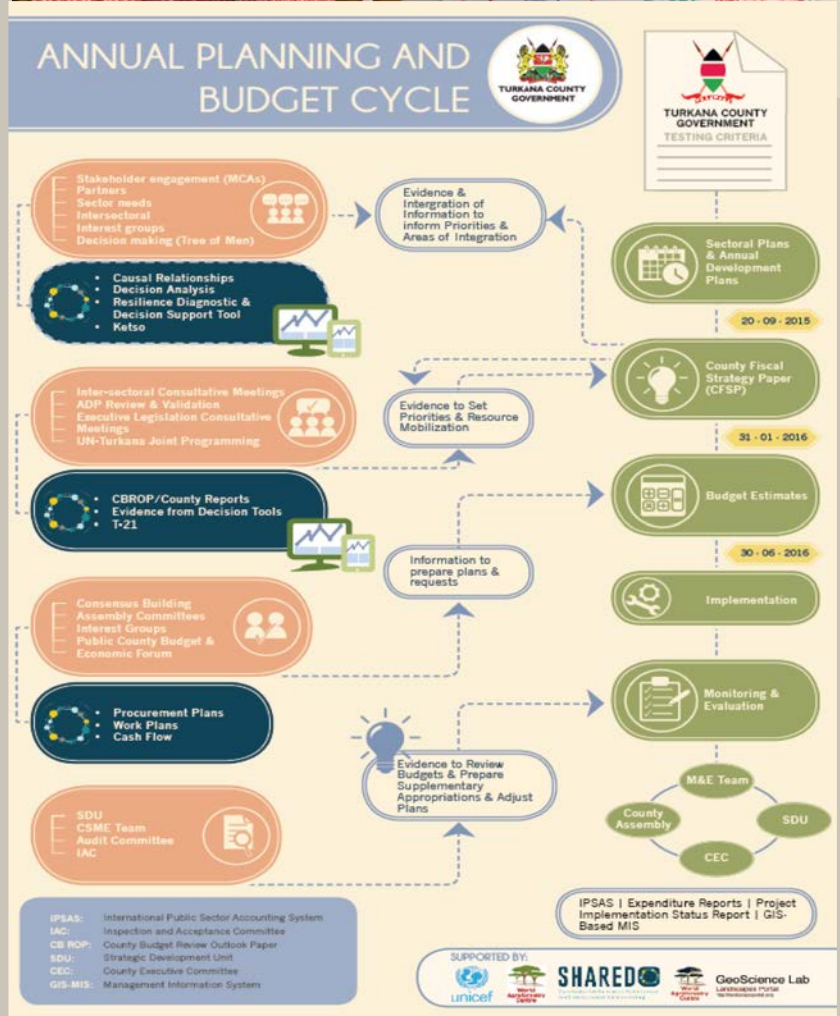
Decision Cycles

Decision cycles and amending the annual budget cycle for specific points of engagement with evidence and stakeholders





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Engagement

- Building cross-sectoral collaboration
- Convened multi-stakeholder and cross-sectoral meetings, workshops and engagements
- Public participation and wide citizen engagement

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Evidence

- Value and quality of evidence
- Bridging sectoral evidence sources and implications
- Co-design evidence interface to enhance visual accessibility and interpretability of data to increase actionability

TRANSFORMATIVE FLAGSHIP 1

NATURAL RESOURCES REGENERATION FOR ECOLOGICAL AND EQUITABLE ECONOMIC EMPOWERMENT AND WELL-BEING.

TRANSFORMATIVE FLAGSHIP 2

INCREASING SUSTAINABLE PRODUCTIVITY AND MARKETS LINKAGES ASSOCIATED WITH AGRICULTURE, LIVESTOCK AND FISHERIES-BASED LIVELIHOODS.

TRANSFORMATIVE FLAGSHIP 3

ENHANCING HEALTH, EDUCATION AND GENDER EQUITY SYNERGIES AND OUTCOMES WHILE PROMOTING NATURAL RESOURCES RESILIENCE

TRANSFORMATIVE FLAGSHIP 4

INCREASING LAND HEALTH AND PRODUCTIVITY AND HARNESSING OF LOTIKIPI WATER AQUIFER TO SUPPLY QUALITY WATER SUPPLIES FOR HUMANS, LIVESTOCK, AND IRRIGATION

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Planning

- Developing Transformative Flagships programs
- Criteria for investments and with whom the government chooses to partner based on development needs

Outcomes of Applying the SHARED Framework

- Revised Indicator Handbook
- Monitoring and Evaluation Bill
- County statistical abstract
- Movement of Statistics Department into Economic Planning and Finance
- Data Management System and Resilience Diagnostic Decision Dashboard
- Budget Allocations Based on Evidence Rationale
- TCG now demands that bilateral, NGO and research activities provide their data to support decision making

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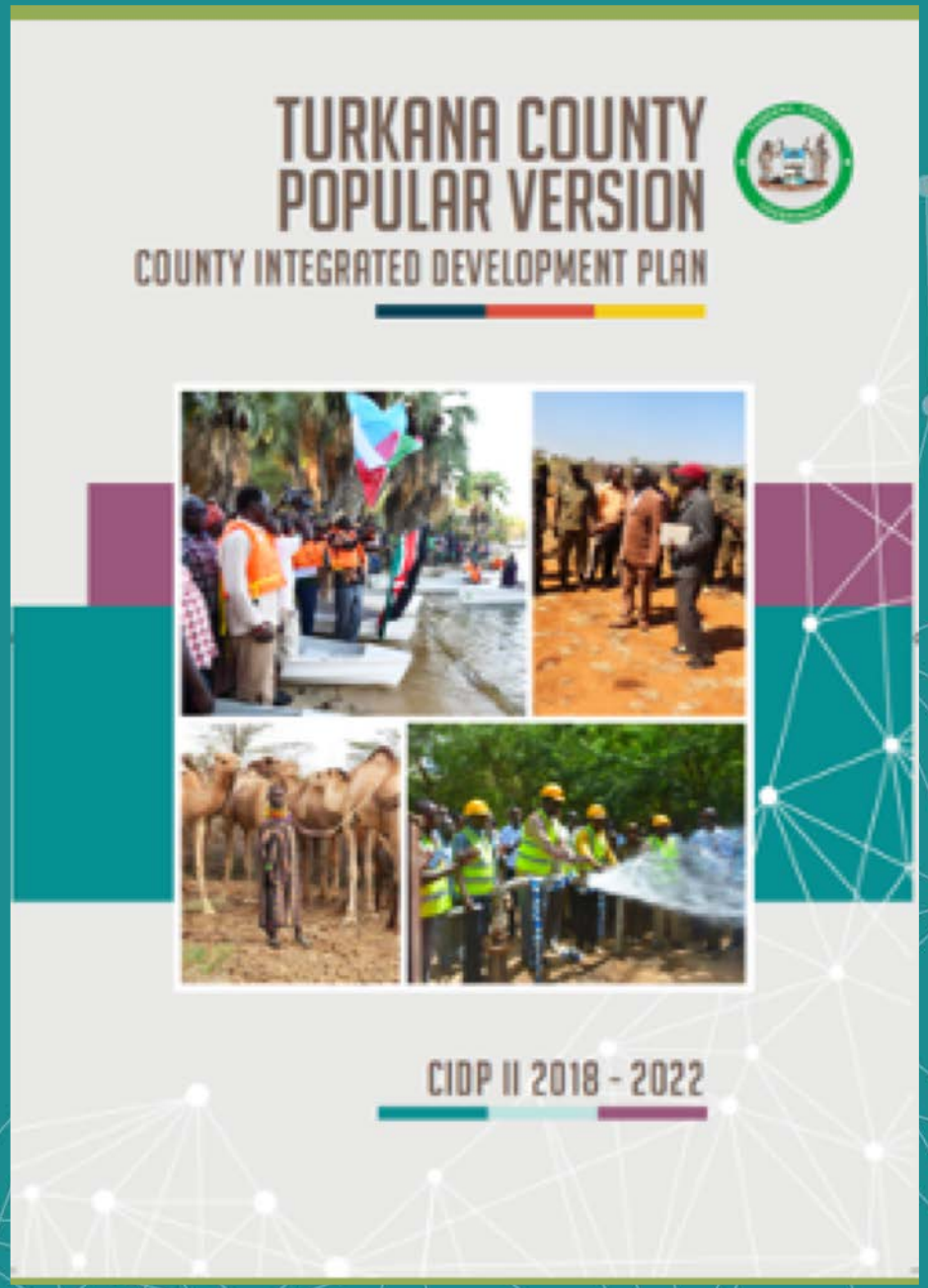
Outcomes of Applying the SHARED Framework

- Training and sensitization across sectors and stakeholders
- County Assembly continued annual budget allocation to SHARED work
- Robust partnerships established
- Enhanced local public participation in prioritization and planning
- Cross-sectoral and multi-stakeholder transformative flagships
- Actionable County Integrated Development Plan and Popular Version



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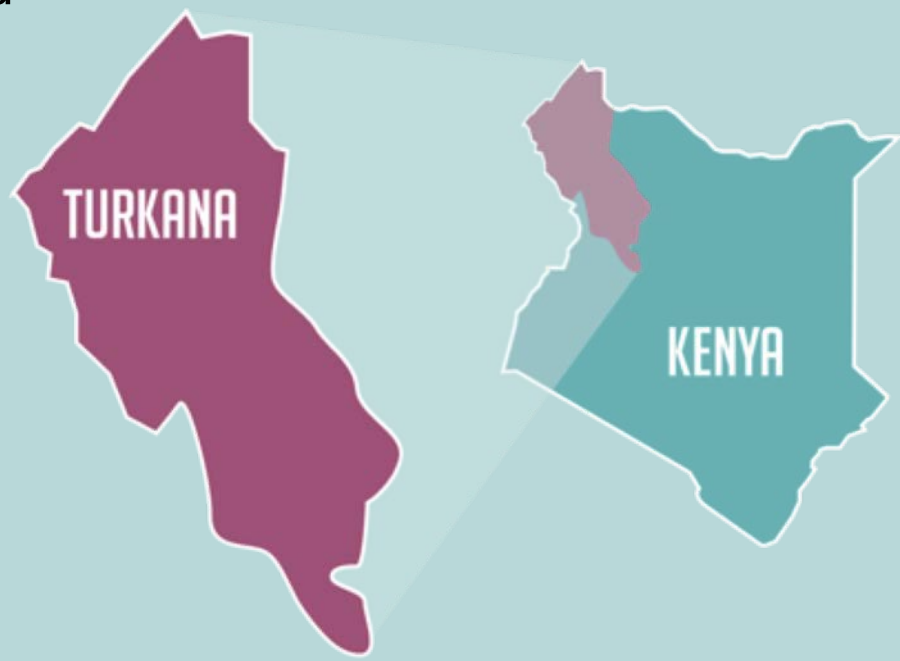
Lessons

- In original CIDP (2013-2017) we only had sectoral plans and we have a number of examples for which we have not seen the results. In the second generation CIDP (2018-2022), we have seen much greater return on the investments in actions towards our vision.
- The SHARED consultative process allowed us to overcome hurdles including legal processes and blocks, and now we involve stakeholders at every stage, and everyone has an opportunity to contribute
- The SHARED approach was fully embraced, and it has been a continued and important learning curve



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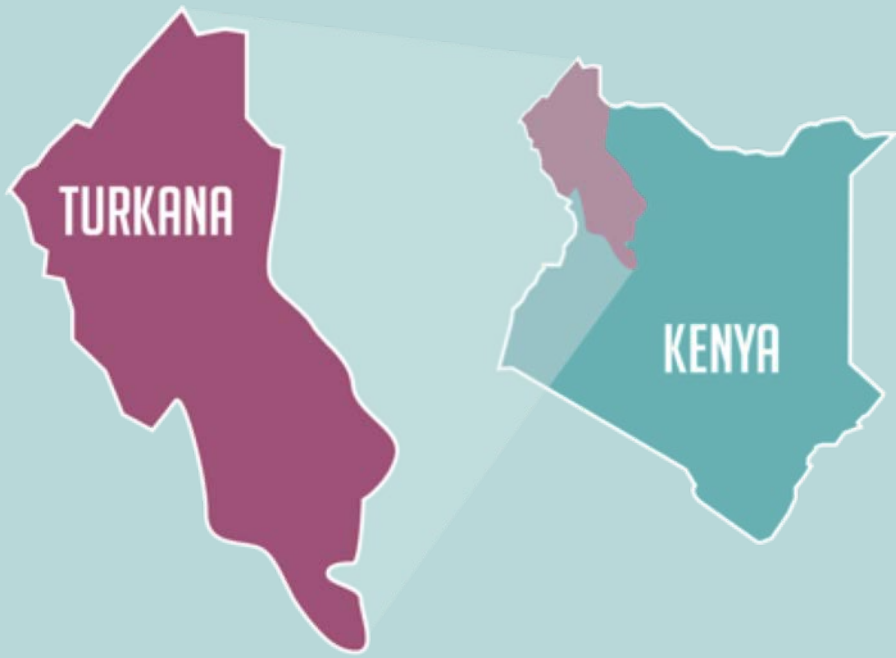
Lessons

- The partnerships built and new partnerships developed are the the basis for the TCG way of working
- Mercy corps funded 100 M USD program on “Doing things differently” based on the TCG approach to evidence-based decision making
- TCG established a directorate for Resource Mobilization with 26 partner organizations that allows for county co-leveraging of resources that work on these processes.
- Even changes in leadership do not impede our process and achievements



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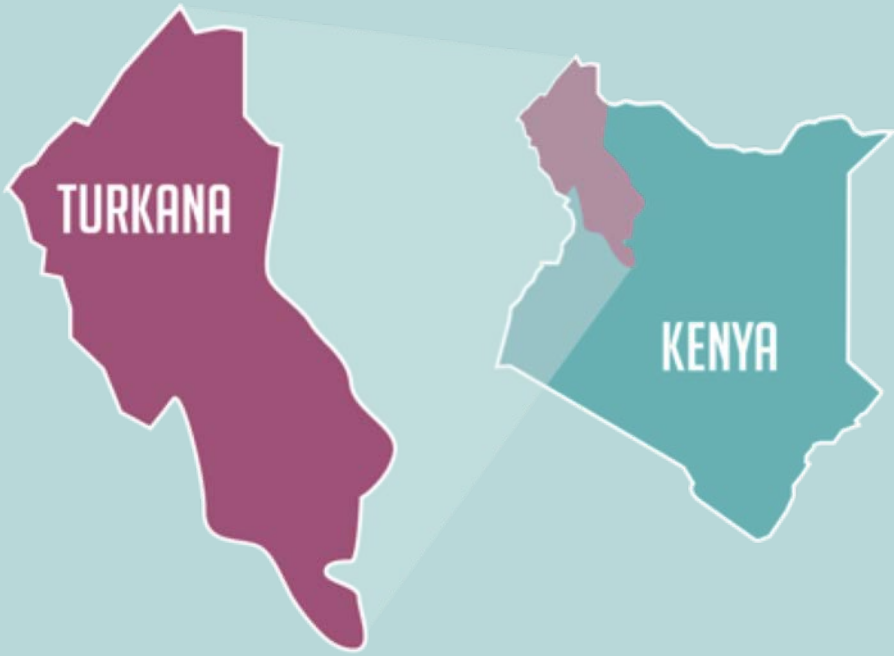
Four take home messages

- Involve everyone from the beginning
- Build on relevant competencies from stakeholders
- Build Consensus
- Give Feedback regularly



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Questions from participants:

- How long has this process taken and what would you point out as the high points and the low points during the CIDP development journey?
- What legal framework is required to have the Resources Mobilization Unit in place?
- You mentioned about 26 partners now aggregating to move this forward, how is the leadership organized - TCG leads or others?
- You also mentioned about an MOU - who are the parties to the MOU? is it publicly available/you can share with us?
- Which was the best tool used in buying in from politicians, and how long did it take?
- How did you ensure quality of citizen participation in the development of the CIDP?
- Findings are they difficult to share?
- How do you get over in terms of data mining from stakeholders and how did you go around that?

Responses in detail in the recording, in summary:

CIDP journey took at least 2 years and low point was bringing evidence driven messages to the political process and high point when the Governor was impressed with the work and issues a circular that all resource requests must be accompanied by a justification and feasibility/return on investment assessment.
Also changed investment decisions (such as a road) to be based on evidence.
When applying a scientific approach to analysis you need to bring it to the political level clearly.
The Resource Mobilization Unit is established through the County when the governor takes to the County Executive Committee to approve and the county public service board to establish.
MOU can be shared privately – a non-financial MOU outlining how we will work together
Data mining took a lot of time. In Turkana we have high staff turnover. Stressing to get data
We managed to get what we really needed and partnered with the statistics body.
From this challenge we developed a statistics unit, so we have data that is available.

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REVIEW FROM COUNTRY CONSULTATIONS

Resilient FOOD SYSTEMS

POLL 3

How much do you feel you know about the other country projects work in policy and institutional areas?

Some responses from the chat box:

- Not much
- I know very little..
- Just getting to know something about Turkana
- I do not know much
- None, wiling to learn
- I know little about what's going on in other countries

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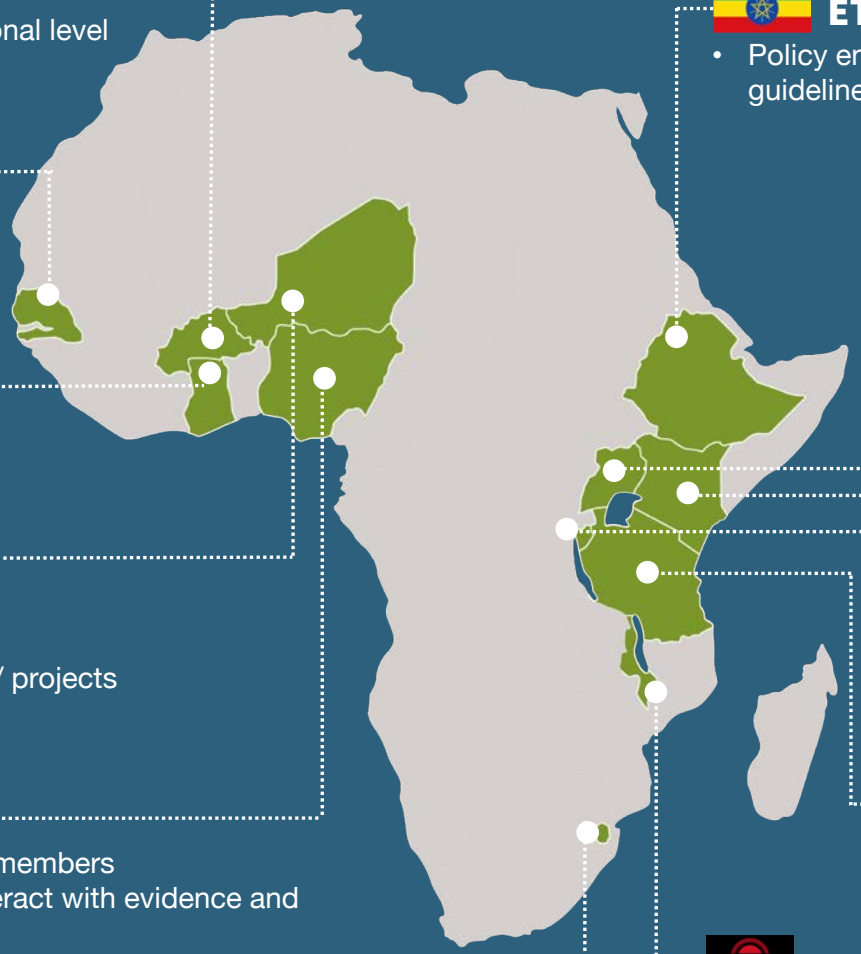
Application of tools, methods approaches to address country needs



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- Stakeholder and intervention mapping at sub-national level
- Outcome mapping
- Advocacy for policy influence

SENEGAL

- Visioning
- Stakeholder mapping
- Outcome mapping
- Information and data sharing mechanisms

GHANA

NIGER

- Stakeholder analysis
- Building a common vision
- Web based platforms for identifying stakeholders / projects
- Integration of evidence in decision making
- Linking local and national level policy

NIGERIA

- Effective advocacy by multi-stakeholder platform members
- Engagement process for platform members to interact with evidence and devise key advocacy messages

ESWATINI

- Build interest, appreciation and commitment to data sharing using standard protocols
- Making evidence accessible
- National stakeholder meetings on evidence

ETHIOPIA

- Policy engagement and advocacy at federal level using best practice guidelines developed through the project

UGANDA

- How to build and use multi-stakeholder platforms to implement policy locally

KENYA

- Prioritisation
- Context analysis
- Working in a devolved systems

BURUNDI

- Stakeholder mapping and analysis
- Facilitating dialogue processes
- Hierarchy of problems for prioritising action

TANZANIA

- Stakeholder mapping
- Policy influencing

MALAWI

- Stakeholder platform creation and collaboration
- Packaging of lessons for policy influence
- Identification and communication of evidence with policy makers at multiple levels

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TRAINING FRAMEWORK

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01 Webinar

Stakeholder processes and relationships

Stakeholder mapping and influence

- **Systems Mapping**
- **Stakeholder mapping**
- **Influence and power relationships**
- Visioning
- **Causal analysis**
- Outcome mapping

Deepening relationships

- Sequencing relationships
- Information flow
- **Multi-stakeholder platforms**
- Sustainability & scaling

02 Webinar

Policy engagement and Evidence based decision making

Policy Engagement

- Negotiating power dynamics
- Decision cycles
- Multi-scale nesting of goals & targets
- Advocacy

Applying evidence

- Evidence culture
- Cross sectoral evidence layering
- Co-design of decision platforms

Evidence for influence

- Communicating evidence
- Integrating evidence into policy processes

SESSION 1 - Stakeholder Mapping and Influence

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01 Webinar

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SYSTEMS MAPPING

STAKEHOLDER MAPPING

INFLUENCE AND POWER RELATIONSHIPS

VISIONING

CAUSAL ANALYSIS

OUTCOME MAPPING

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SYSTEMS MAPPING

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SYSTEM MAPPING

What is it

Systems mapping provides a visual way of exploring the system, its elements, connections and complexity

Why we use it

Mapping systems can be used as a basis for understanding stakeholders and their relationships, issues, and the influence of trends

KEY STEPS

1. Consider which system is relevant to the scope

2. Diagram the system

3. Consider the stakeholders that need to be involved

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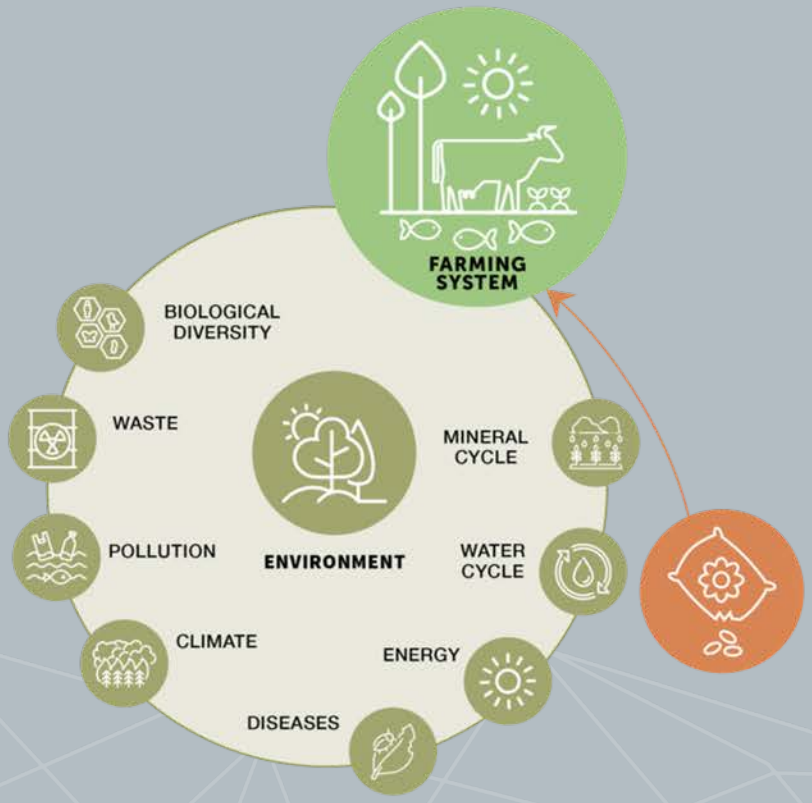

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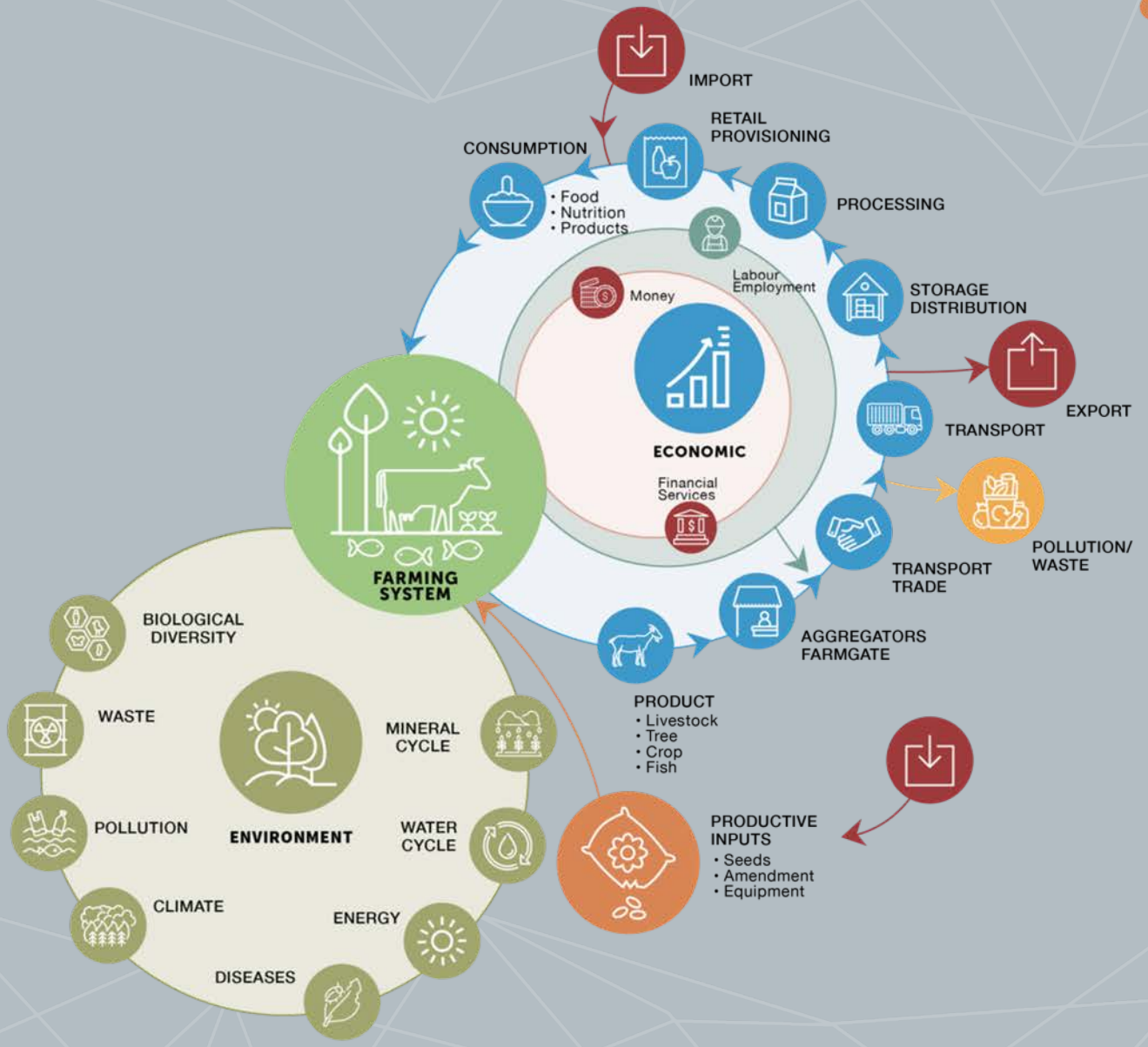

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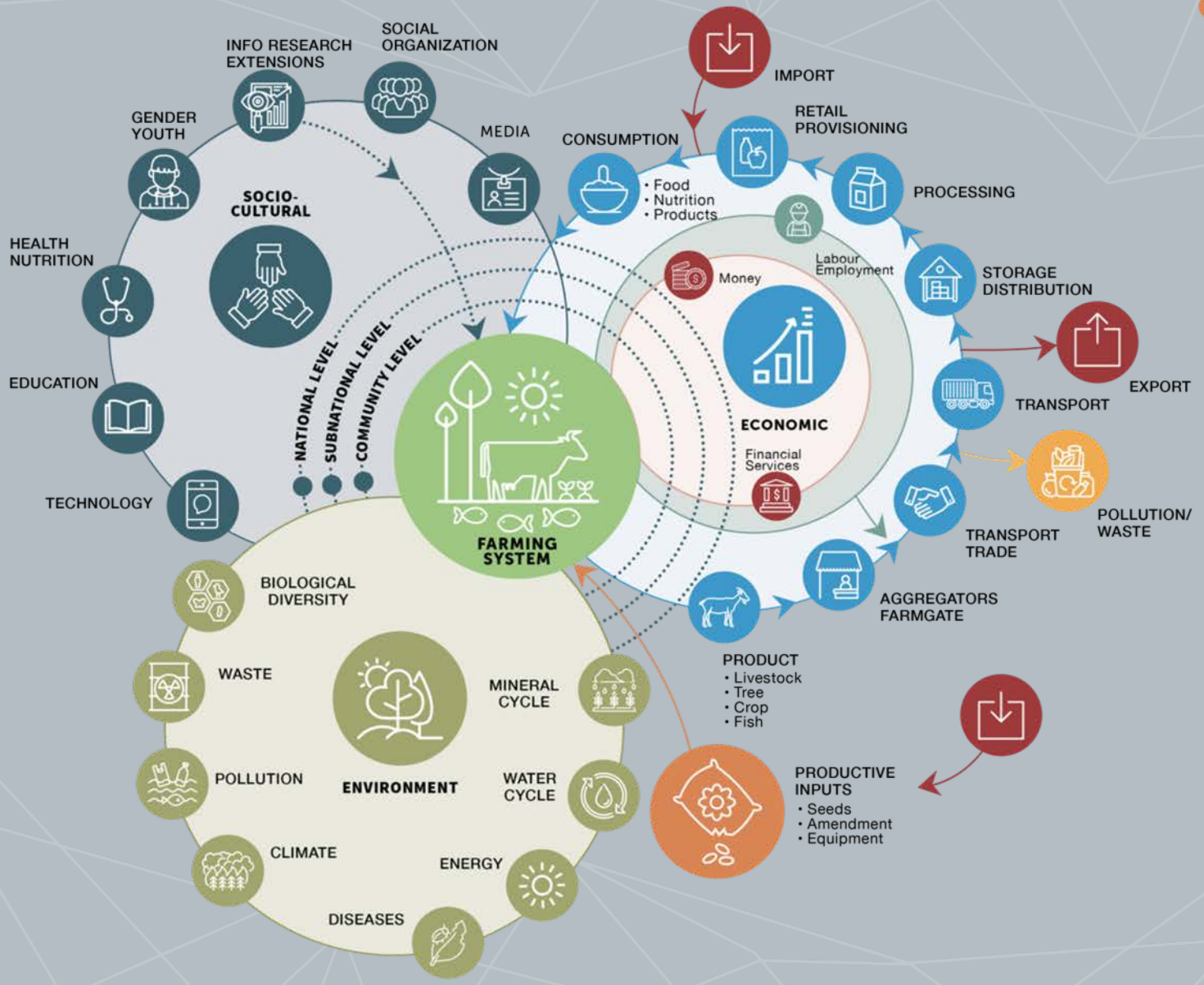

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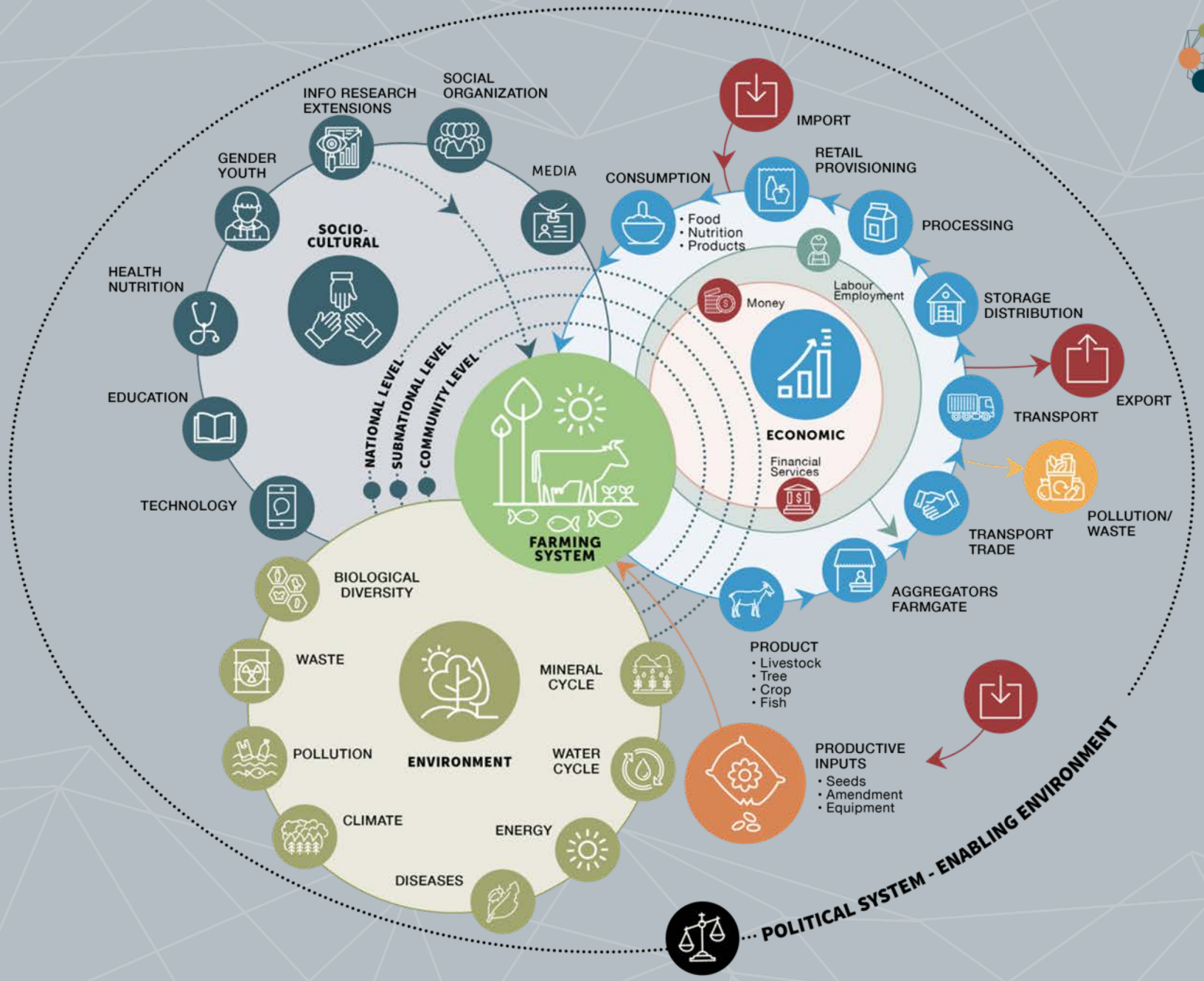

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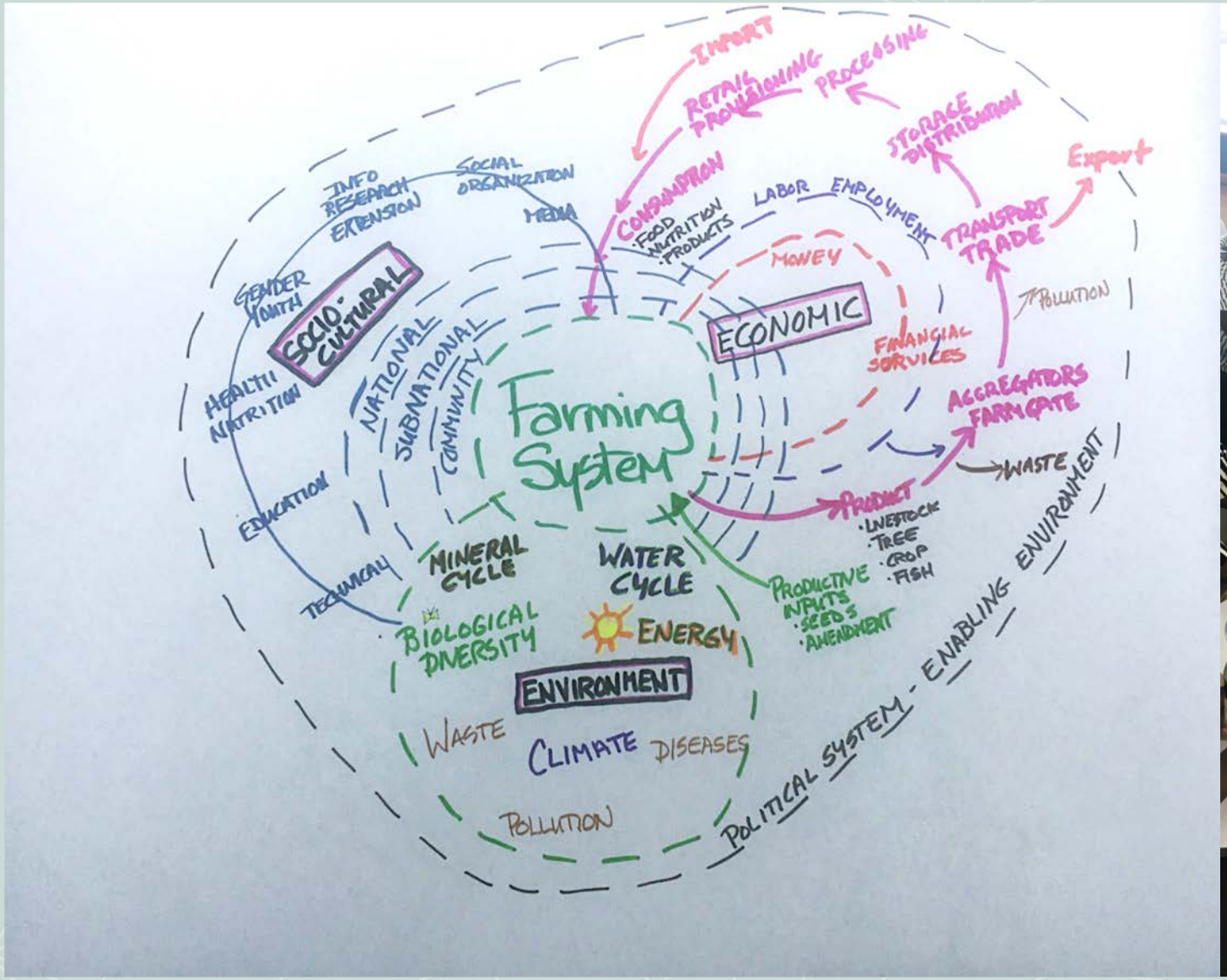
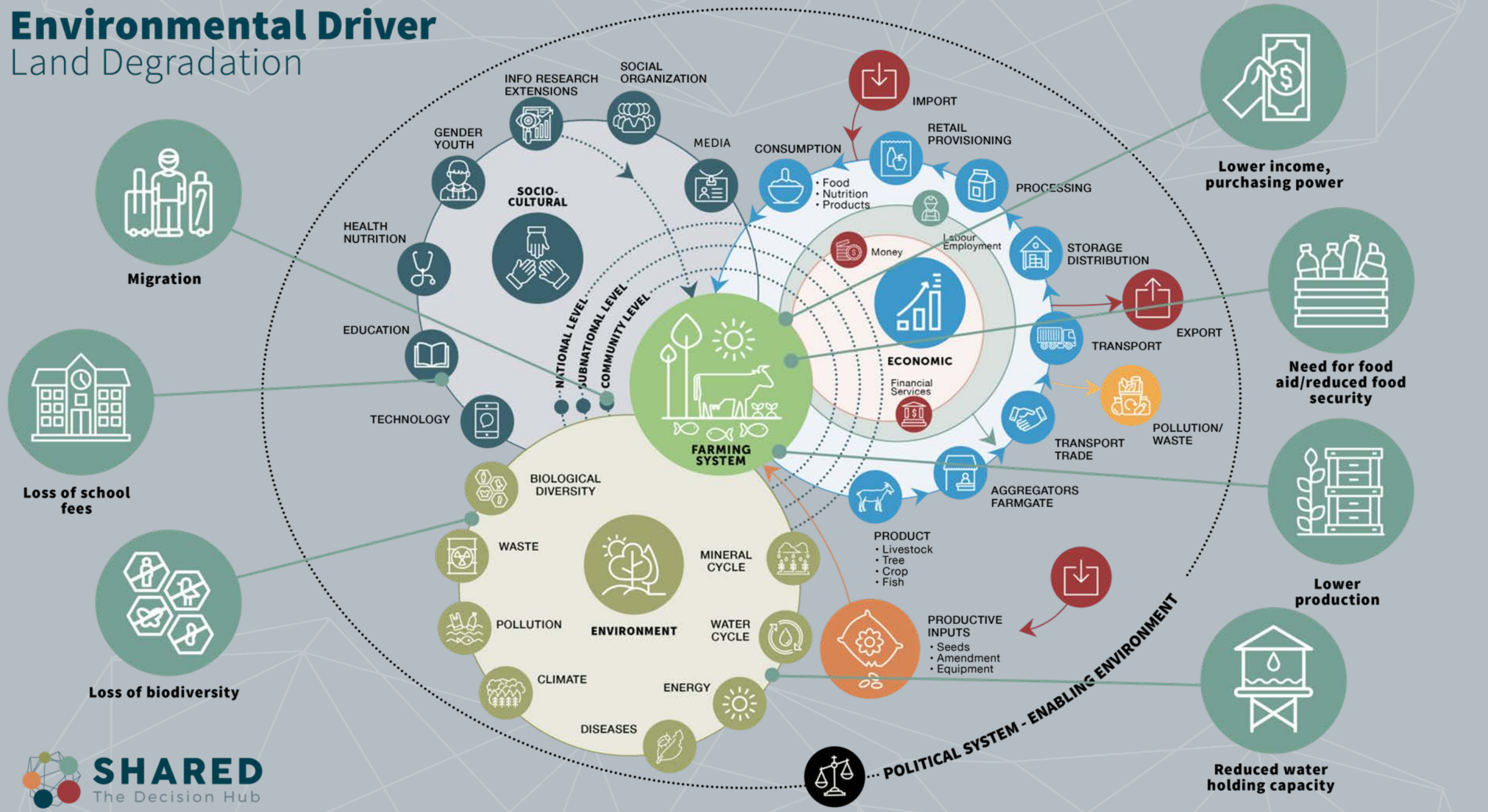


Environmental Driver
Land Degradation



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REFLECTIONS

It is important that the stakeholders within the system and those that influence the system are involved in the mapping.

The conversations around the maps are as important as the maps themselves.

Application

eSwatini – land health monitoring and how this links into chiefdom planning

Kenya – different sectors and priorities with an understanding of water catchments within the system

STAKEHOLDER
MAPPING
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SYSTEM MAPPING

STAKEHOLDER MAPPING

INFLUENCE AND POWER RELATIONSHIPS

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STAKEHOLDER MAPPING

What is it

Mapping of individuals, groups and organizations that have a stake in the topic or issue of focus

Why we use it

To identify stakeholders that are present and those that need to be engaged

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KEY STEPS

1. Clarify the engagement focus
2. Map stakeholders through surveys or participatory exercises

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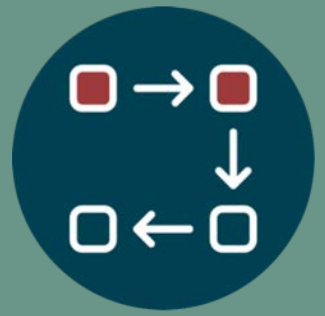
STEP 1

Clarify the engagement focus

Clearly articulate as a project team the focus topic or theme for engagement. This may be an issue or policy area.

Identify the geographical area and level of interest.



STEP 2

Map stakeholders through participatory exercises or surveys

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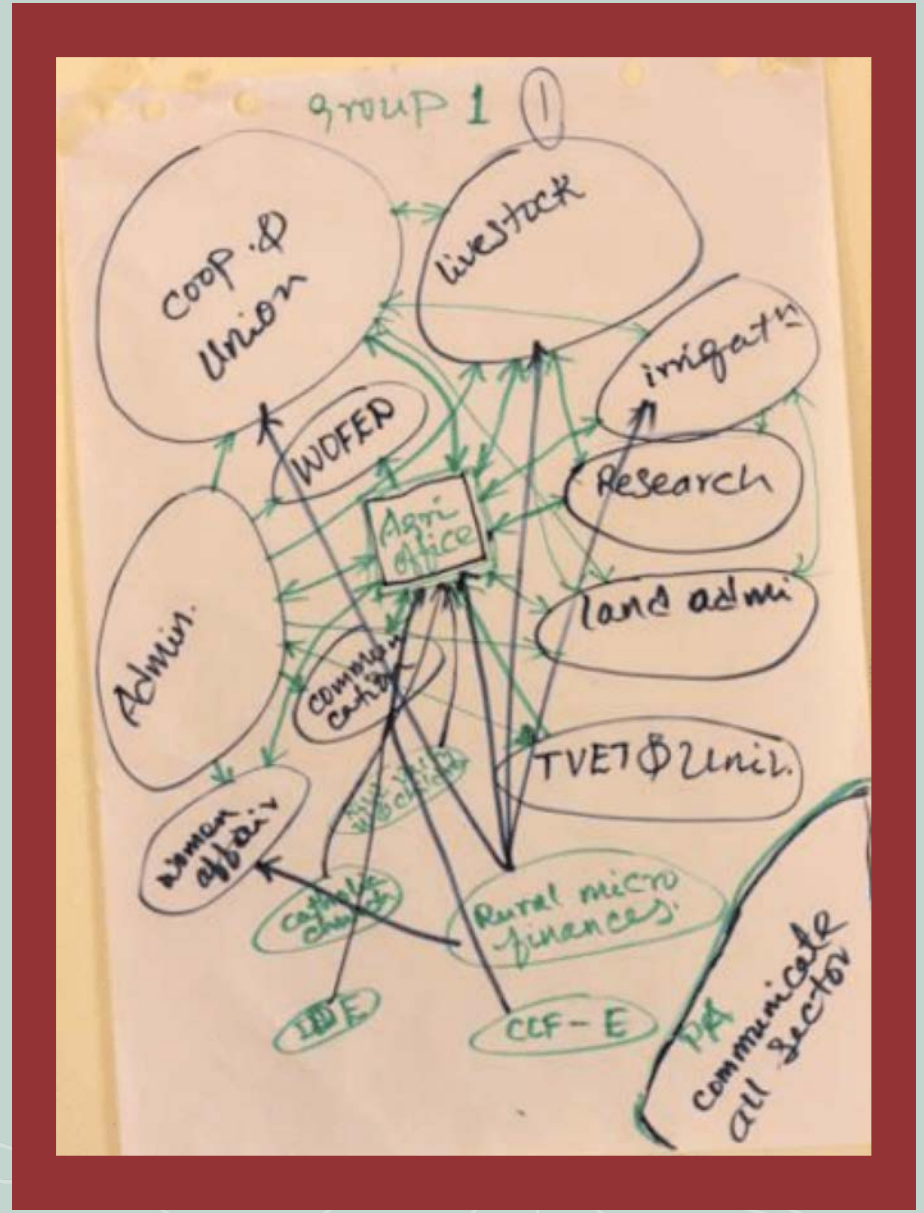
Participatory stakeholder mapping

Carry out as a group activity at a workshop or meeting

List stakeholders related to the topic

Draw each stakeholders as a separate circle with the size of the circle showing perceived importance

Use lines with arrows between circles to show connections and inter-relationships



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Mapping stakeholders through a survey

The survey option can be through a) individual interviews, b) providing a survey to each participant at a workshop or c) through email. There are benefits and costs for each option.

Example from the Kenya Agroforestry Strategy development mapping

Name of organization / stakeholder	Contact person (name and email or phone number)	Role of organization / stakeholder (e.g. policy development, implementing NGO, research etc.)	How important is the relationship with them or their information to you? 1. Very 2. Moderately 3. Not very

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REFLECTIONS

Stakeholder mapping is a continual process.

As the project evolves from the design document stakeholder mapping, so too might the stakeholders. Mapping stakeholders and updating your engagement plan allows as the project develops helps ensure that relevant stakeholders are included.

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SYSTEM MAPPING

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INFLUENCE AND POWER RELATIONSHIPS

What is it

Analysis and interpretation of the interest, power and relationships of and between stakeholders

Why we use it

When developing stakeholder engagement and management plans, it is important to understand levels and kinds of influence among stakeholders that may affect the relationships

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KEY STEPS

1. Conduct analysis using an interest-power grid and/or using social network analysis

2. Develop stakeholder engagement plans

Application

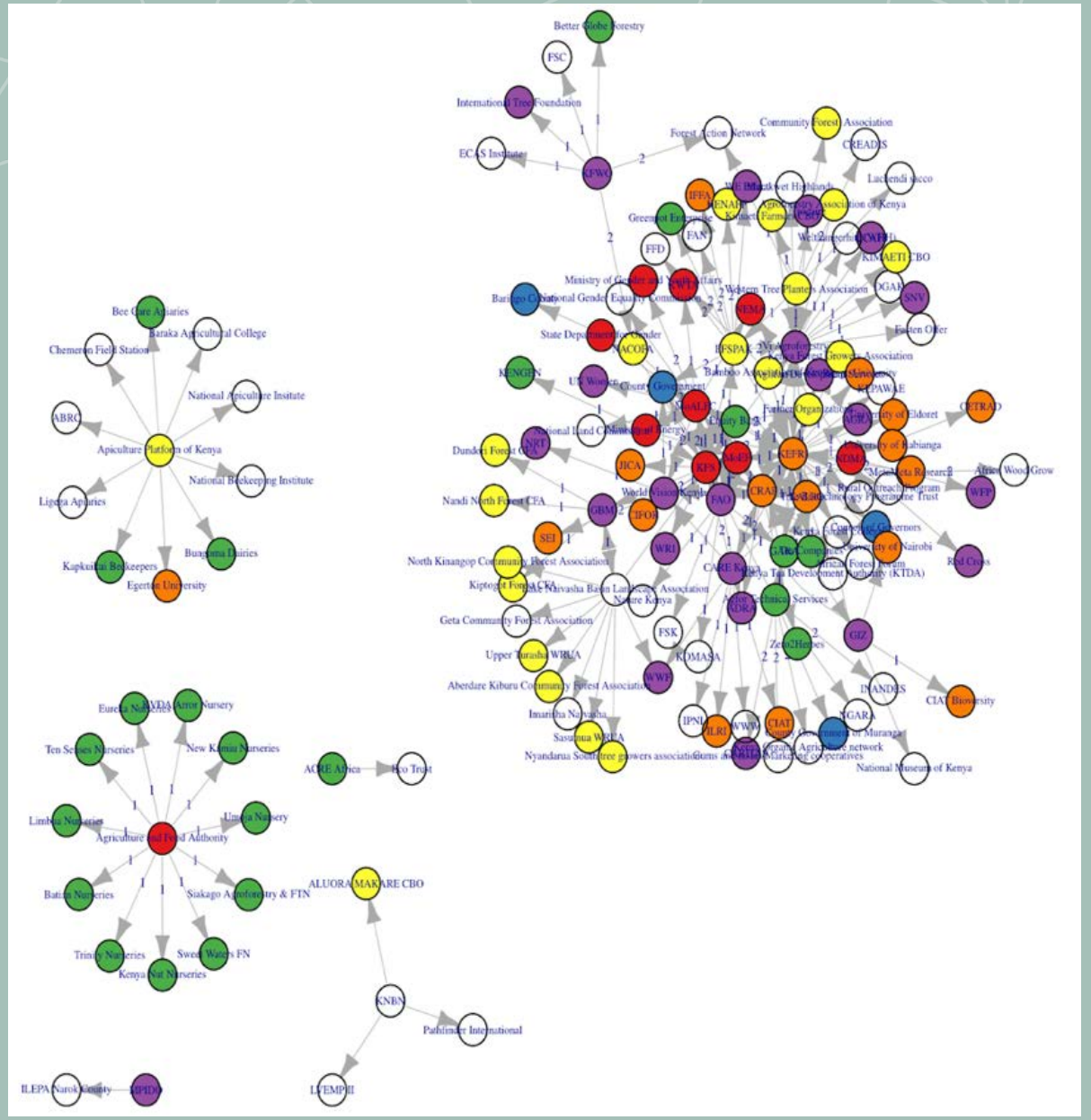
Stakeholder network for developing the **Agroforestry Strategy in Kenya**.

Developed using Social Network Analysis.

* The colours indicate the type of organisation (government, private etc) and the numbers show the type of relationship between the staleholders.

* The network shows where groups of stakeholders are not connected and those stakeholders that are well connected.

This analysis can be used as a baseline and endline to show changes in the network and relationships among stakeholders



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STEP 1

Stakeholder Interest – Power grid

For this analysis, stakeholders would be asked the level of their engagement in the topic or theme of interest and how much they influence the allocation of resources, policy development, implementation of programs and information dissemination.

This can be done through surveys in workshops and meetings or through interviews or over email.

This information informs the interest-power grid.

Stakeholder Interest – Power grid

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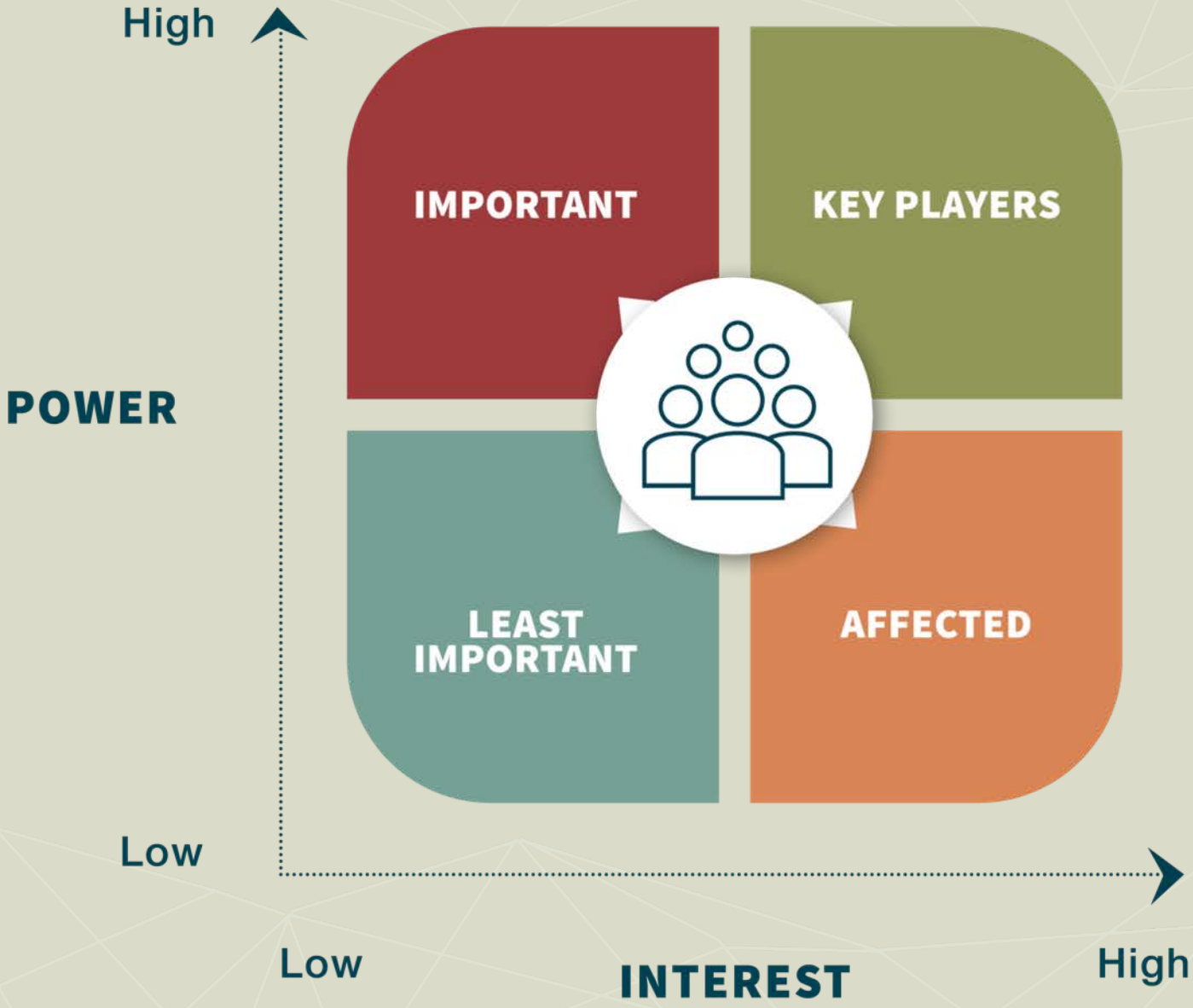
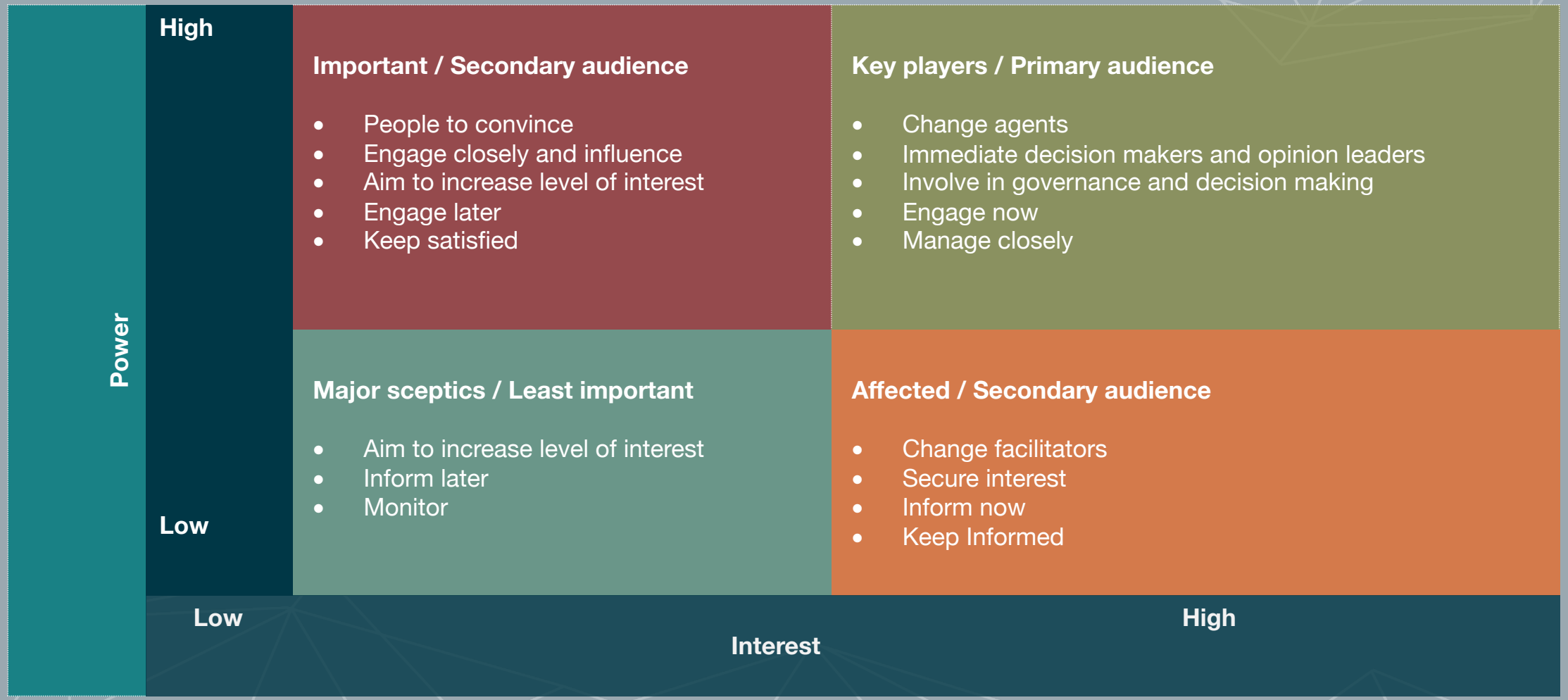
Using this grid, place each stakeholder in a quadrant based on their survey response, Social Network Analysis if done and/or the team's knowledge.





Application case: the Drylands Development Programme

STEP 2

Develop stakeholder engagement plans outlining how stakeholders will be engaged and broad actions to enhance the stakeholder network.

Engagement level will differ by power/interest from inform, through consult, collaborate and empower.

Gaps in connections from the mapping and Social Network Analysis can be filled through targeted engagement and stakeholder coordination.

Application

Tanzania – to build upon initial design document stakeholder map

Burkina Faso – to undertake stakeholder mapping

Senegal – stakeholder and activity mapping initiated through regional workshops

Nigeria – has a detailed stakeholder engagement process

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How might you review your initial stakeholder identification process based on these tools and to fit your policy engagement work?

Please add to the chat box or raise your hand

Question: Does anyone have an example of how to install the culture of documentation for knowledge management ? The data is present, but it is in people's minds. For example it is not well documented and is not documented or explicit. This is a key reason to get data from stakeholders at country level
Response: One way to address knowledge management is a method called 'information flow' (which we will cover in webinar 2) to track who collects information, what quality there is and trying to set up ways to standardize and templates, the start of an 'information' management system.

Question: The social network analysis tool as very important. But the challenge could be related to integrating the tool with existing policy issues. How has social network analysis been integrated with other policy issues ?
Response from Kenya: It is important to understand the context well enough to ensure that you can integrate tools and build from there. Some of these tools have been used for a long time such as participatory poverty and livelihood analysis and participatory rural appraisal. It is important to get the priorities at the community level for problem solving.

Question: Can you share a link for accessing the social network analysis tool because it is new to me but want to know more. When is it most appropriate to use SNA?
Being a new tool to us, kindly share the link and more materials for us to internalize and make good use of this very important tool(s)
Response: SNA is likely most important when there is a complex stakeholder system. The toolkit will have more details and links.

Comments:
Topic very clear
One thing to consider is the capacity of the resource, most of political stakeholder are very expensive

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SYSTEM MAPPING

STAKEHOLDER MAPPING

INFLUENCE AND POWER RELATIONSHIPS

VISIONING

CAUSAL ANALYSIS

OUTCOME MAPPING

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VISIONING

VISIONING

What is it

Visioning is method for collaboratively outlining a compelling vision of a preferred future

Why we use it

Visioning a desirable future is the first step in creating a powerful strategy and provides the basis for developing interventions, services, policies and partnerships that will be required to achieve that future.

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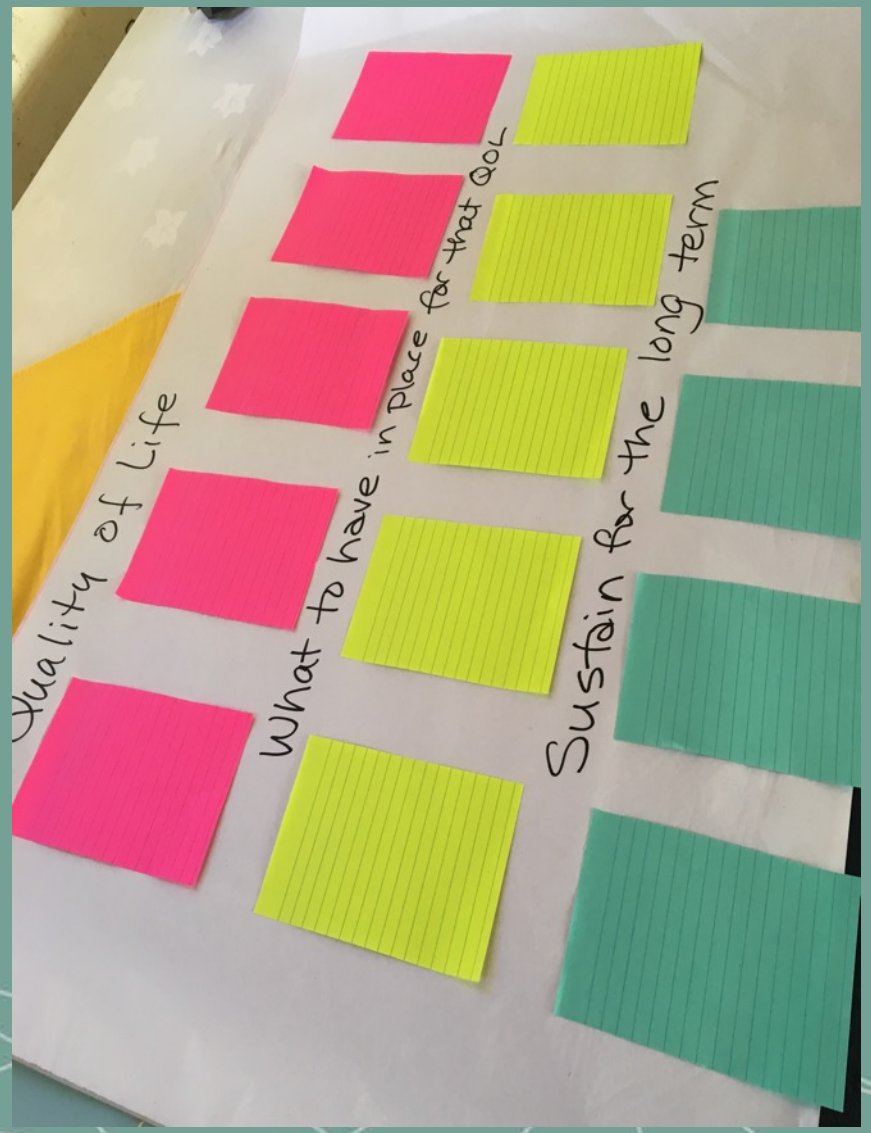
KEY STEPS

1. Define the system/theme and set a clear timeline for the vision
2. Define relevant dimensions of the vision
3. Draft descriptors of the desired outcome(s) within each dimension
4. Describe supporting and sustaining elements for the desired outcome



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STEP 1

Define the system and timeline

System

District level agri-food system

Timeline

2030

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STEP 2

Define the dimensions of the vision

Economic

Socio-cultural

Agricultural Productivity

Environment

Institutional

STEP 3

Draft descriptors of the desired outcome(s) within each dimension

Economic

Green produce value chains that contribute to employment

Socio-cultural

All Community members have increased capacity to absorb shocks

Agricultural Productivity

Diversified farming systems will provide rural food and nutrition security

Environment

Agriculture and environment are managed as interlinked and for enhanced resilience

Institutional

Multi-stakeholder platforms and evidence play a critical role in planning and decision making

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Describe supporting and sustaining elements for the desired outcome

STEP 4

Economic

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Socio-cultural

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Agricultural Productivity

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Environment

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Institutional

Multi-stakeholder platforms and evidence play a critical role in planning and decision making

- Mechanisms for private sector to invest in value chains and entrepreneurship
- green jobs and entrepreneurship of youth
- Mechanisms to enhance farmers organizations' capacities agroecological and nutrition smart practices.
- Mechanisms to incentivize and coordinate multi-stakeholder and multi-sectoral efforts

Describe supporting and sustaining elements for the desired outcome

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Economic

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- Thriving local, resilient livelihoods
- Society respects and values the equity, education and prosperity of all of its members
- Resilient ecosystem, functioning water cycles, high biodiversity, healthy land
- Responsive, effective and trusted government

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Guiding Vision

We the people in this district aspire to integrate resilience throughout the agri-food system where the government, civil society and private sector are aligned, committed and coordinated and opportunities are created for:

A. investments in decent, green employment and climate friendly value chains;

B. farming and pastoral systems are diversified to increase productivity and enhance ecosystem functions;

C. all members of society are respected and supported; and

D. multiple sectors and stakeholders are engaged in evidence-based planning & decision making and implementation all of this is underpinned by a leadership with integrity, a long term view and sustainable and resilient natural resources.

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Examples of Policy Aspirations

Multi-stakeholder platforms are engaged in district level decision making and the implementation of district policies

District level decision making is based upon diverse knowledge sources

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Reflection

A vision statement is important for fostering relationships and shifting values within a project.

It can help bring to light what individuals aspire to and diminish competing objectives.

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SYSTEM MAPPING

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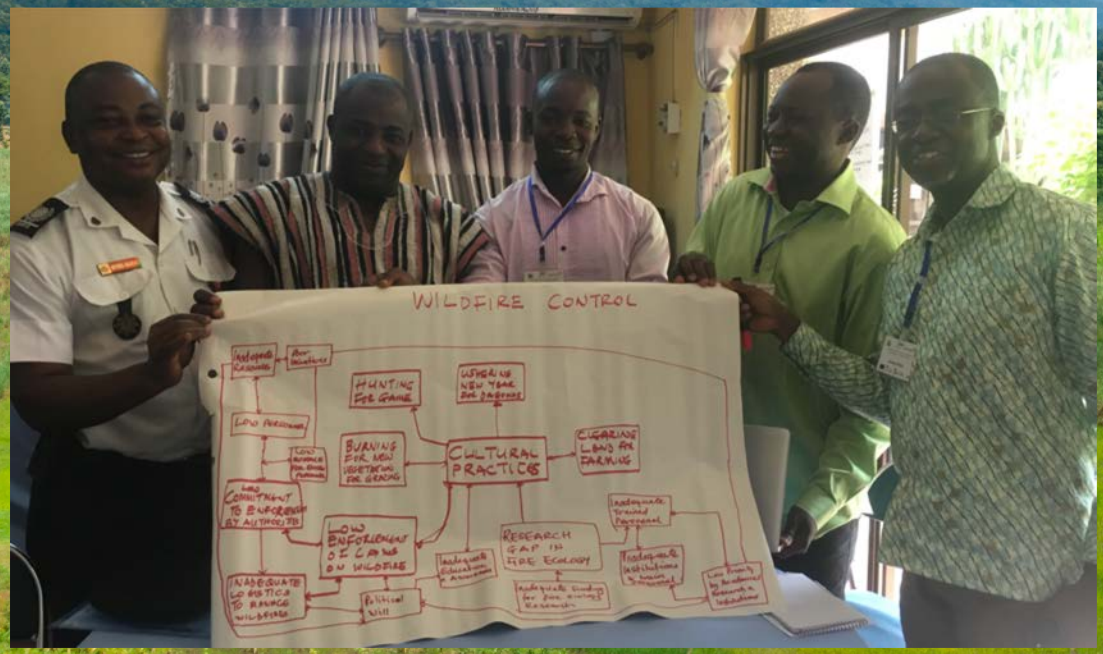

CAUSAL ANALYSIS
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CAUSAL ANALYSIS

What is it

A root cause analysis or simple causal analysis is used to understand what issues underpin identified barriers to achieving a desired outcome.

Why we use it

- When a critical look at identified barriers is undertaken, there are often underpinning or root causes that reflect deeper economic, social, cultural, environmental, institutional, and political reasons as well as different world views or behavioral drivers.
- To **raise awareness on the systems nature** of any identified problem
- To understand the **symptoms versus the causes**.

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KEY STEPS

1. Brainstorm the different barriers and prioritize the barriers
2. Identify initial causes in a chain of levels to identify the root cause
3. Consider the implications of this barrier if it is not addressed
4. Looking across the root causes and implications, categorize those that are social, economic, institutional, political, cultural, environmental, etc.
5. Looking across the root causes and categorise the types of stakeholders that would have to be involved to solve the underlying causes of the barrier.

1. Brainstorm and Prioritize Barriers

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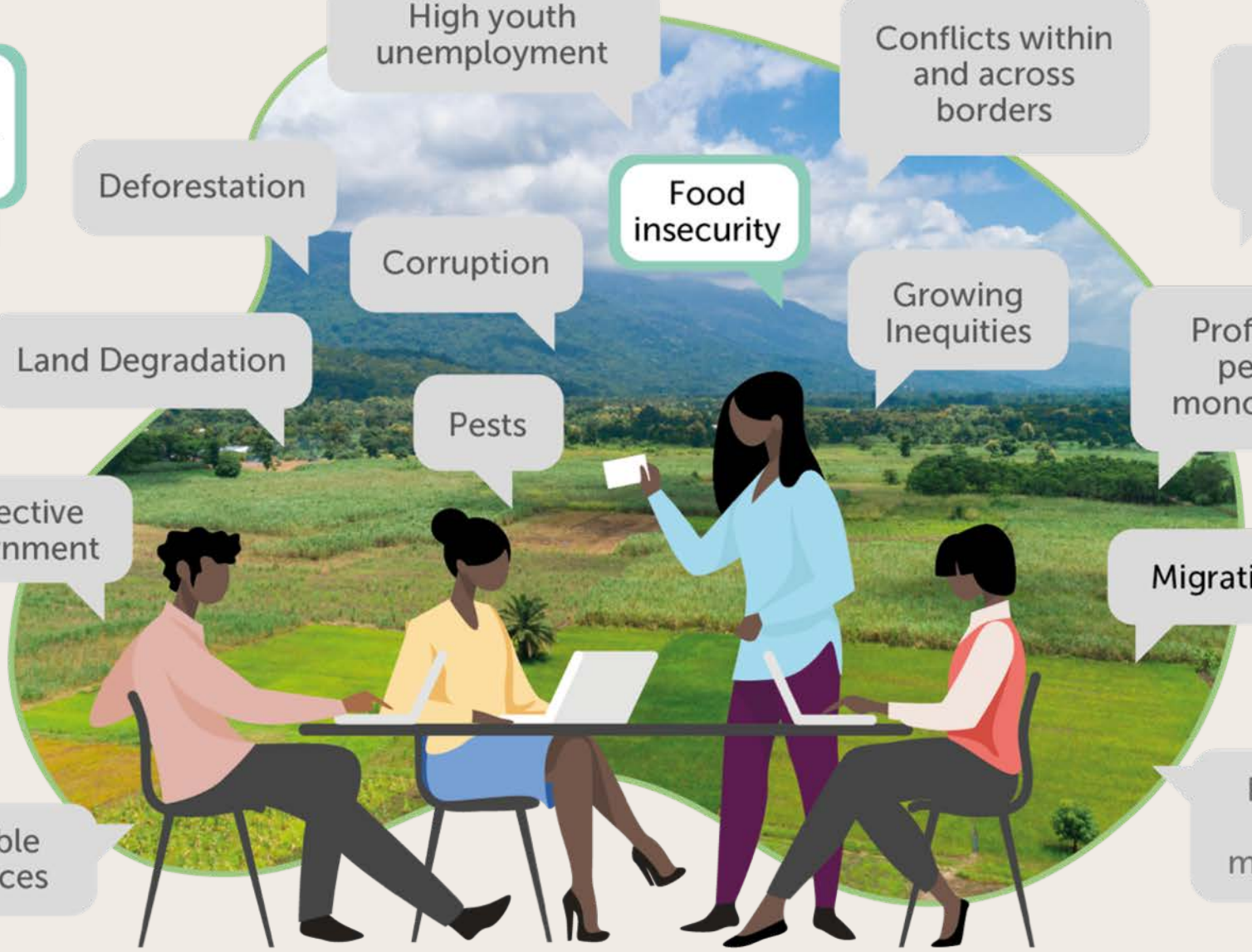

Causal Analysis

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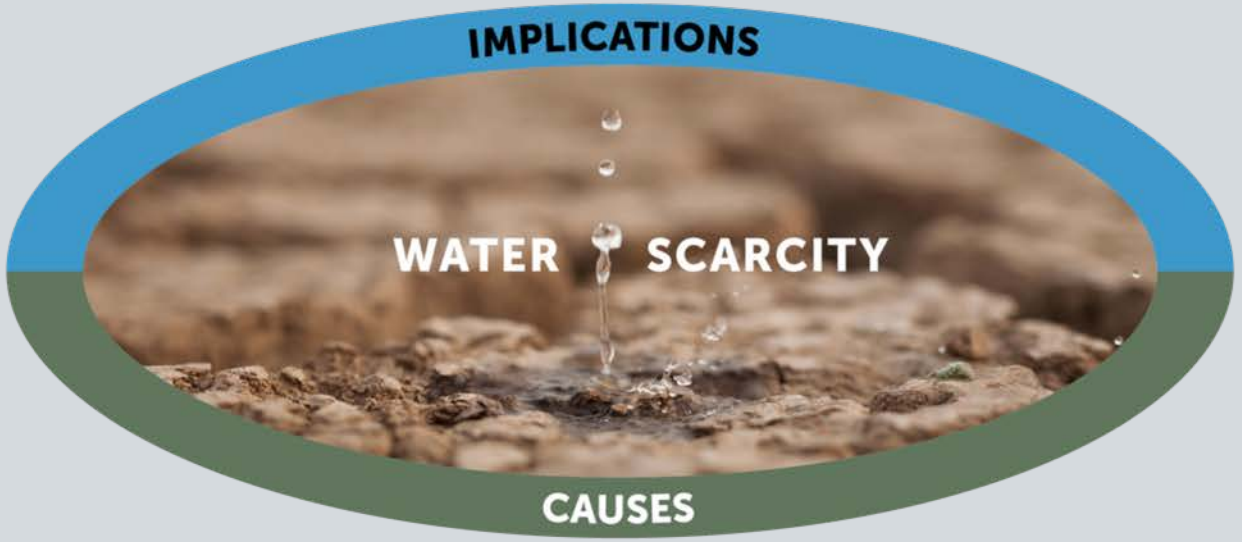

Causal Analysis

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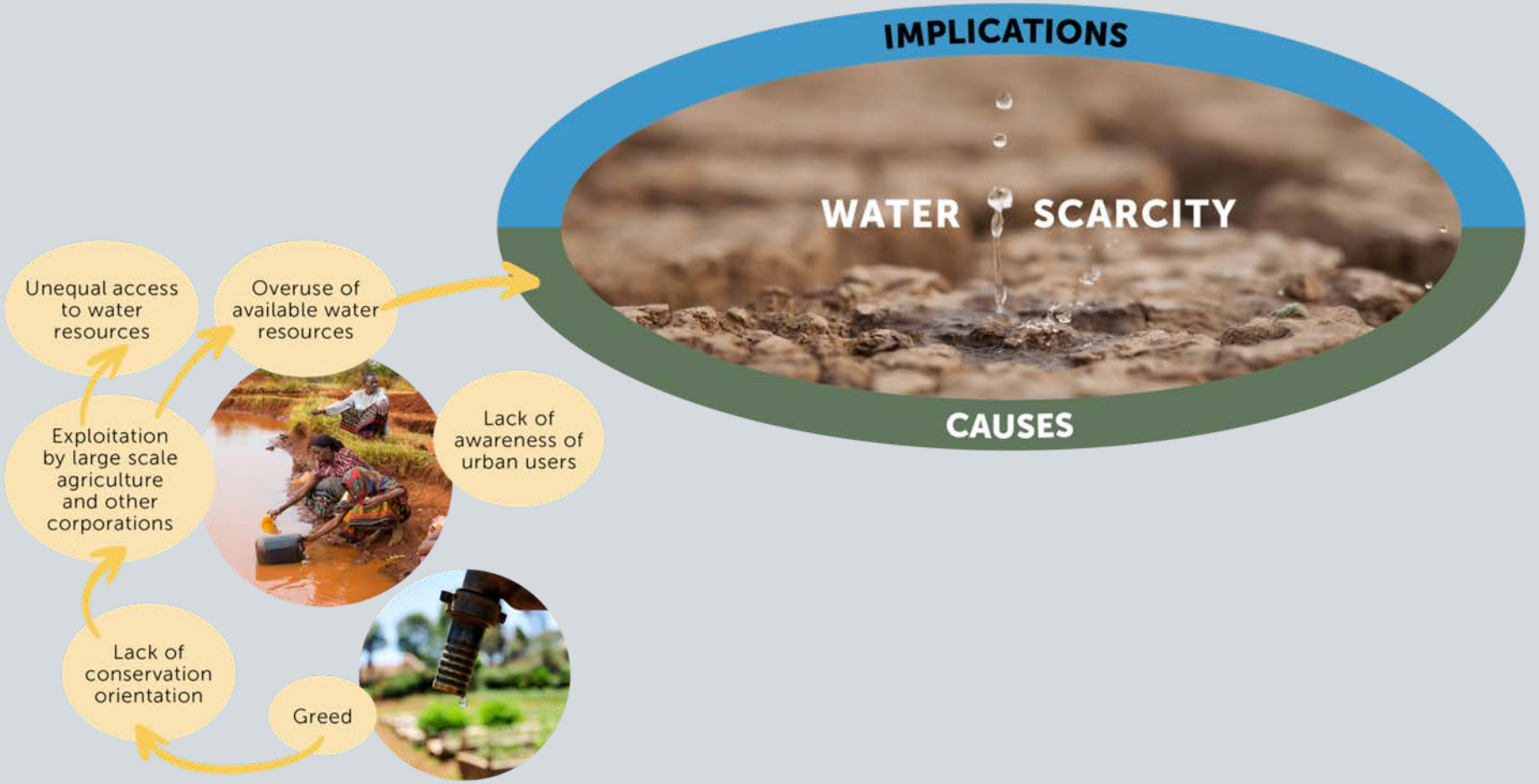

Causal Analysis

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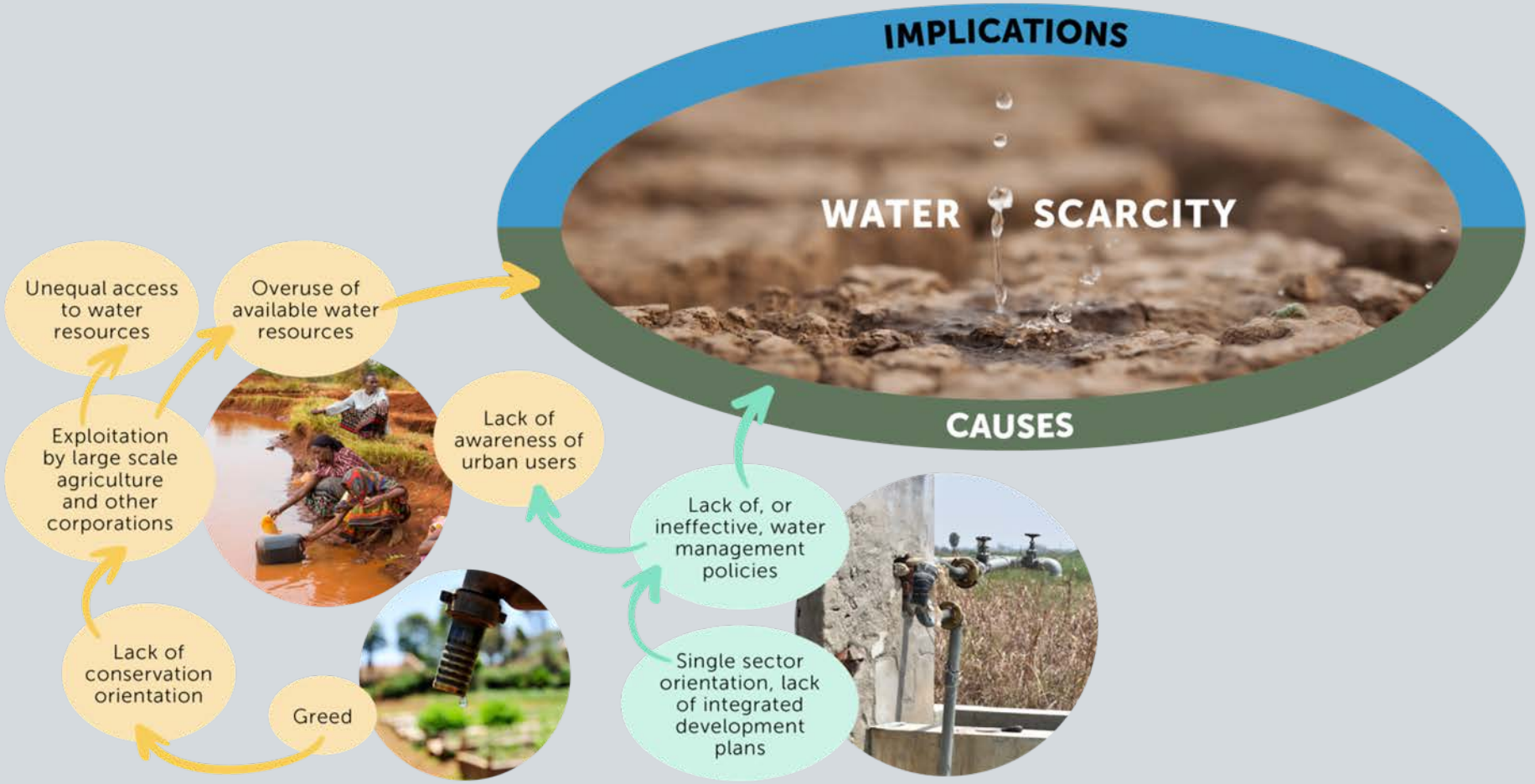

Causal Analysis

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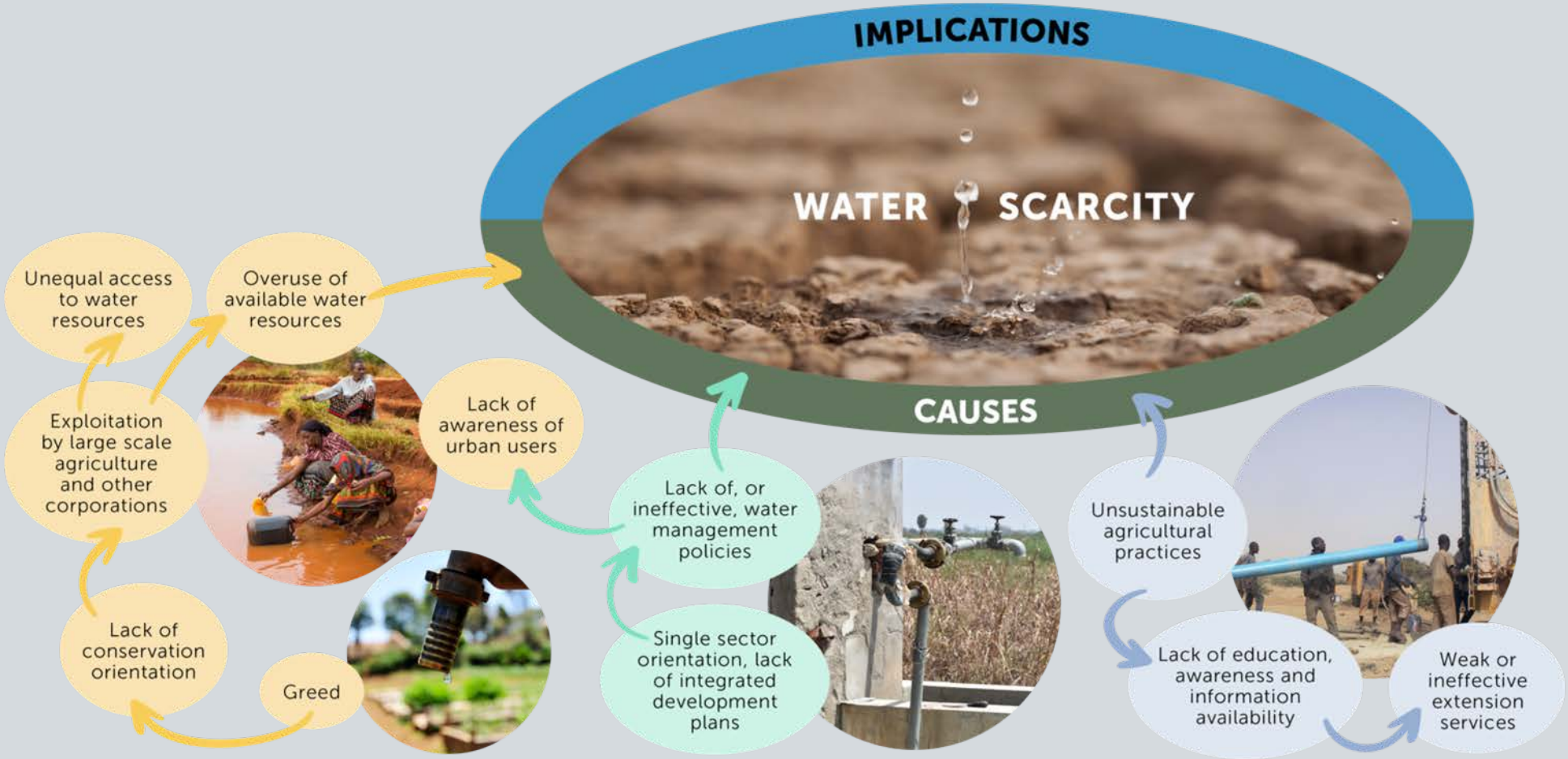

Causal Analysis

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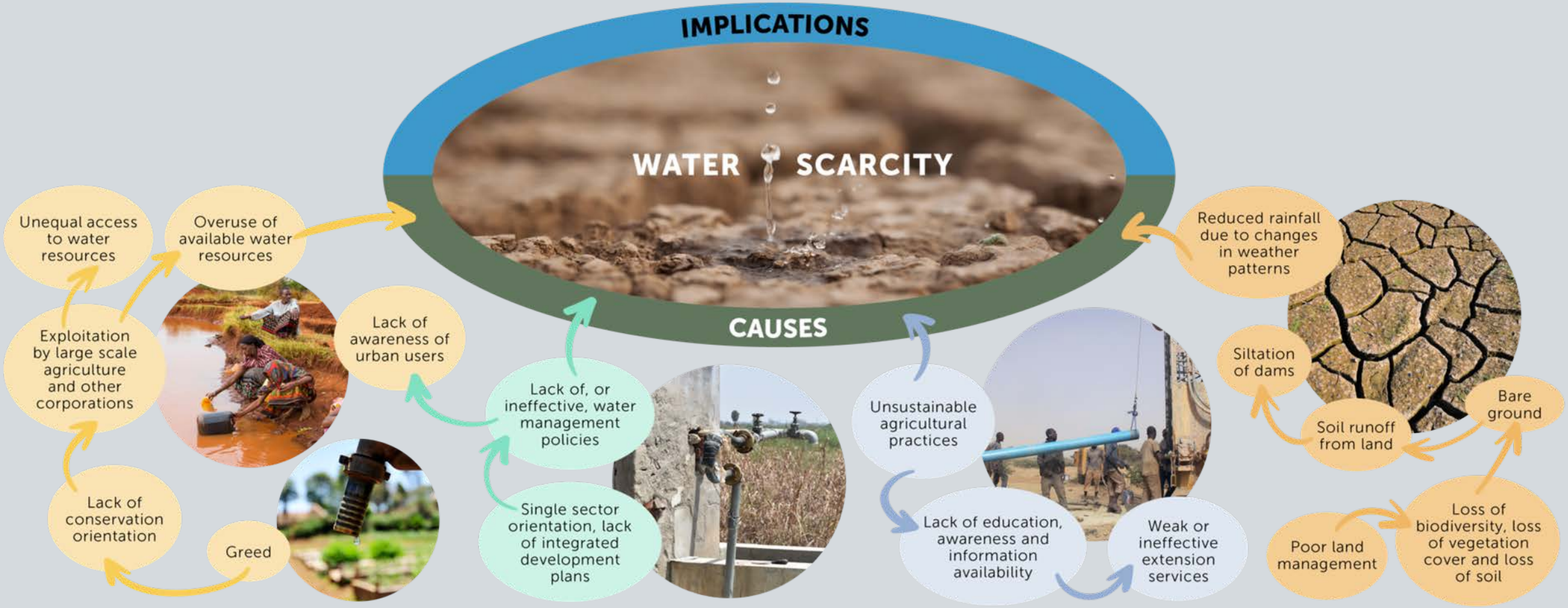

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Can you share an example of when there was a perception, belief or world view that constrained achieving an outcome?

Responses:
The belief that the experts know it all as an earlier development model constrained outcomes for a long period in the seventies due to lack of ownership and ignorance to needs of populations

Hindering belief: "Communities and farmers don't have knowledge and cannot understand complex dynamics/issues. Solutions and technologies therefore need to come from outside experts and be "disseminated" to communities".

Shift in government policies due to changes in governance because of tenure system of pollical office holders.

The project was about to give adaptation to climate change that dealt with water management technology, the perception from local community was about domestic water supply, that perception pulled back implementation of ACC project, then there was a decision to engage another stakeholder to solve domestic water supply.

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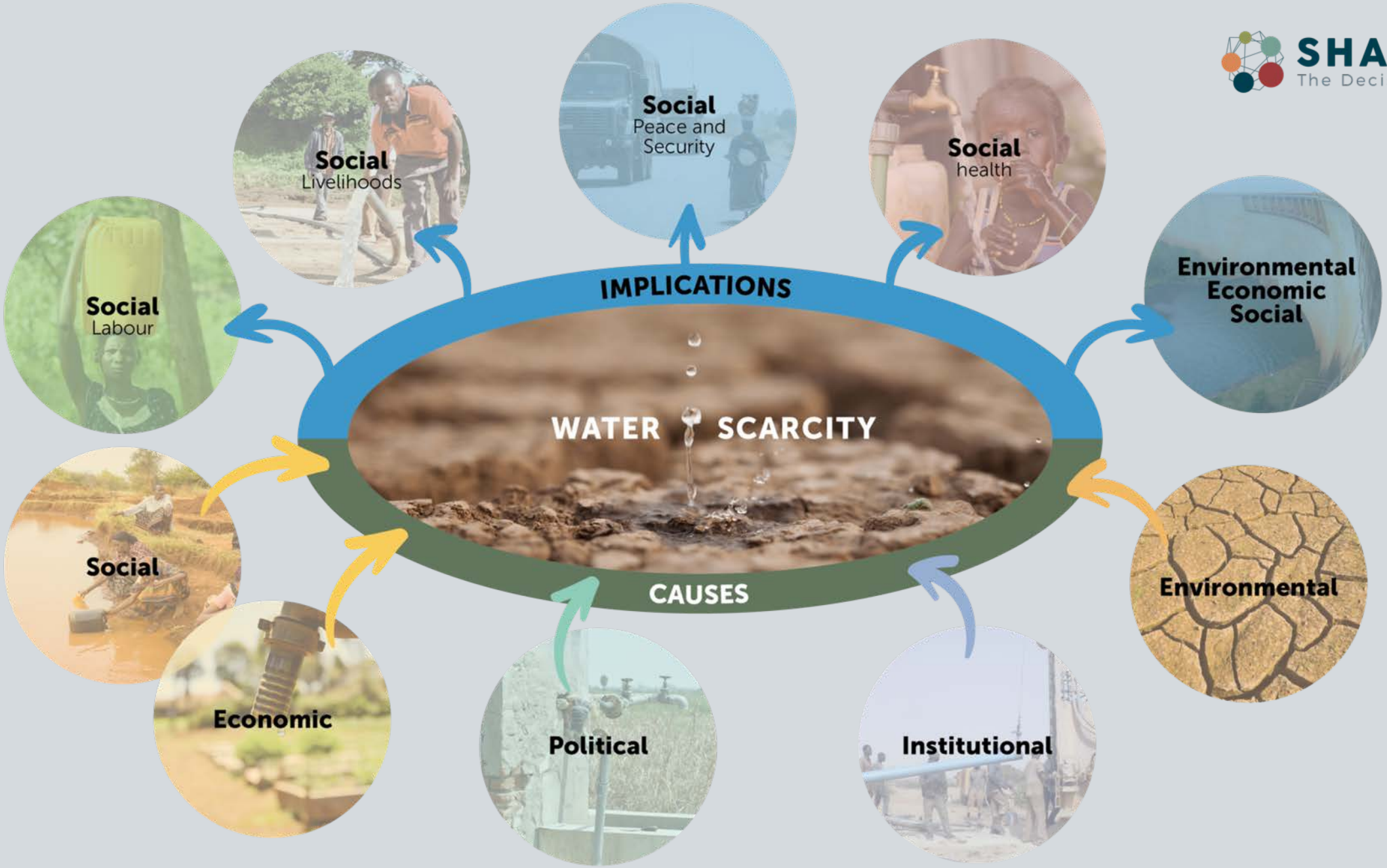
WATER SCARCITY

IMPLICATIONS

- Loss of livelihoods
- Increased marginalisation of women and girls
- Increased time seeking water by women and girls
- Loss of tourism
- Migration
- Conflict over water resources
- Increased disease prevalence
- Lack of safe drinking water
- Lack of water for sanitation
- Reduced capacity to adapt to climate change and shock events
- Electricity loss due to low water levels in dams

CAUSES

- Unequal access to water resources
- Overuse of available water resources
- Exploitation by large scale agriculture and other corporations
- Lack of awareness of urban users
- Lack of conservation orientation
- Greed
- Lack of, or ineffective, water management policies
- Single sector orientation, lack of integrated development plans
- Unsustainable agricultural practices
- Lack of education, awareness and information availability
- Weak or ineffective extension services
- Reduced rainfall due to changes in weather patterns
- Siltation of dams
- Soil runoff from land
- Bare ground
- Poor land management
- Loss of biodiversity, loss of vegetation cover and loss of soil


Social
Livelihoods
Social
Peace and
Security
Social
health
Social
Labour
Environmental
Economic
Social
IMPLICATIONS
WATER SCARCITY
CAUSES
Social
Environmental
Economic
Political
Institutional

Government	Civil Society	Private Sector	Others
Water Department Land Department Agricultural Department (livestock, aquaculture, crop production, extension) Environment/NRM Department Health Department Finance and Planning Trade Department Education Department Department of Culture, Youth, Gender	Large, medium and small scale farmers' organisations Health, education, agricultural, environmental International and local NGOs Youth groups and entrepreneurs Women's Organizations Community Based Organizations	Agricultural and Tree Product Companies Aggregators and Processors Local Farmers' Markets Sustainable Charcoal and Woodfuel Vendors Transportation companies Forestry, Wildlife, Tourism operators	Research Institutions UN: FAO, UNEP, UNICEF Media Bilateral Donors

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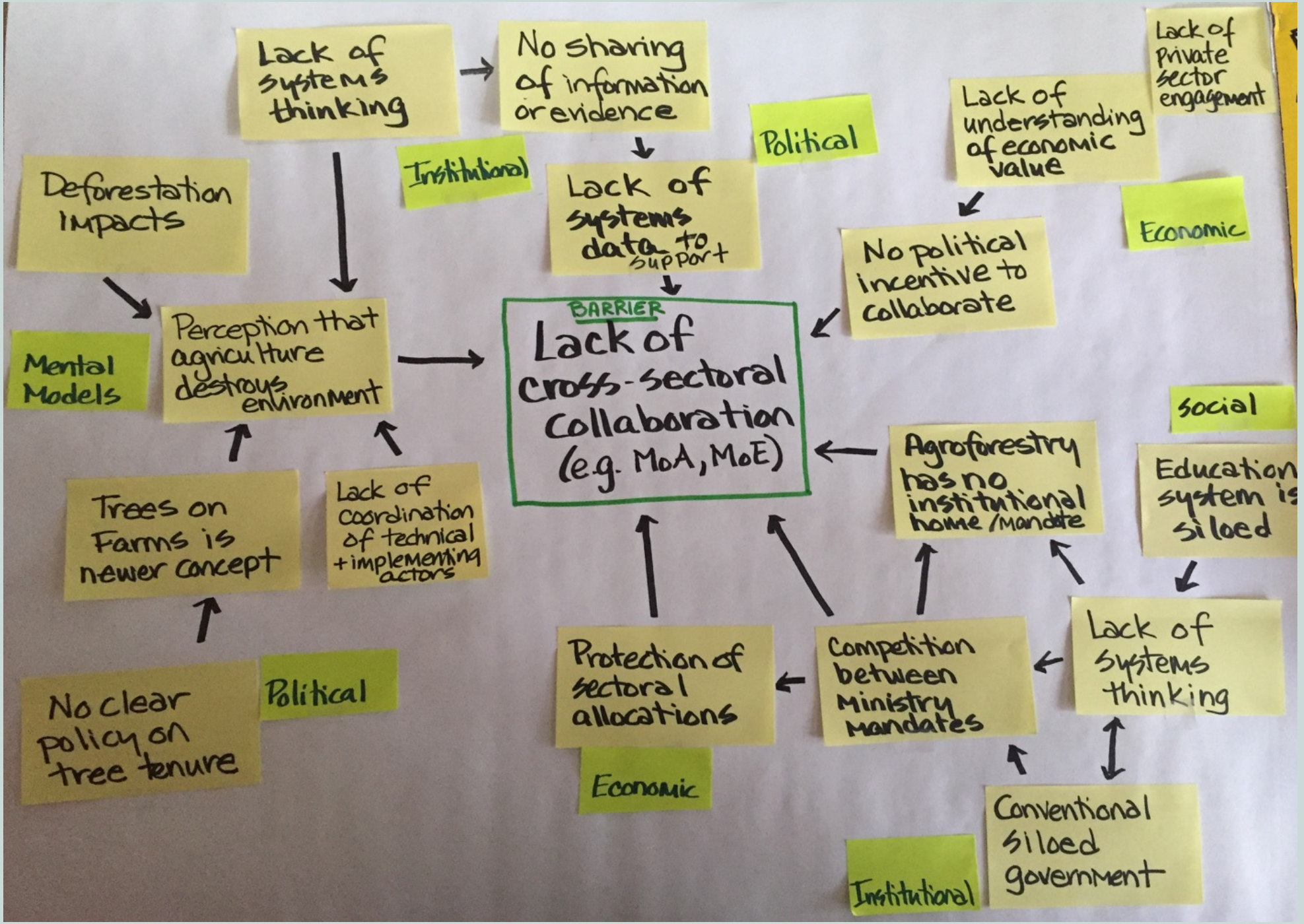

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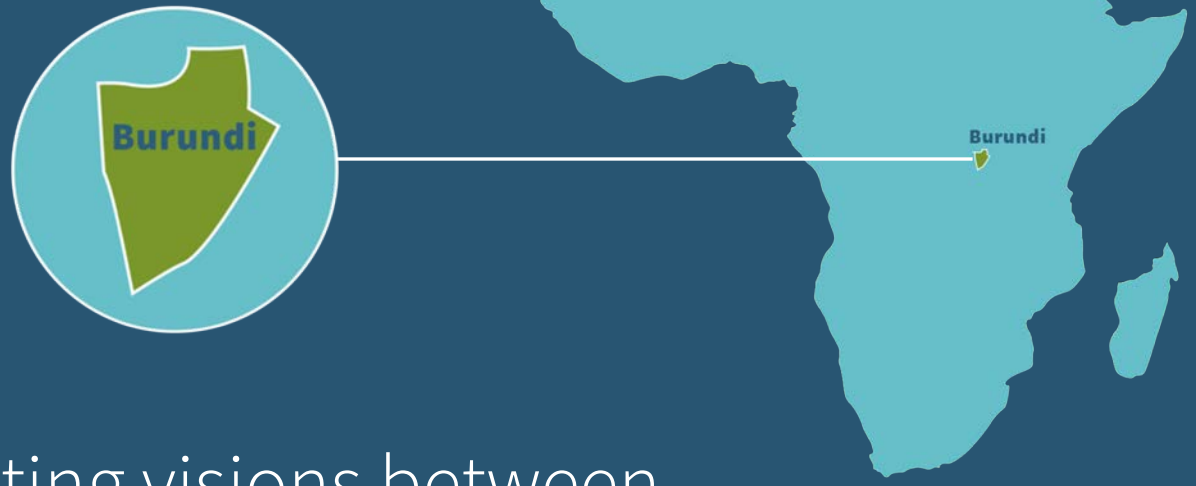
Reflection

Causal analysis can be very valuable for understanding system linkages, breaking down problems and identifying different stakeholders to work on solutions.

The tool also can also help spark more innovative solutions.

Application



Burundi – noted competing visions between national and provincial levels and needs to facilitate dialogue processes that deal with conflicting objectives.

OUTCOME MAPPING
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OUTCOME MAPPING

What is it

A framework developed by the International Development Research Centre (IDRC) for systematic capture and tracking of observable changes in the behaviours, actions, activities and relationships of targeted stakeholders

Why we use it

To plan, track and adapt engagement with target stakeholders (boundary partners) to towards desired outcomes

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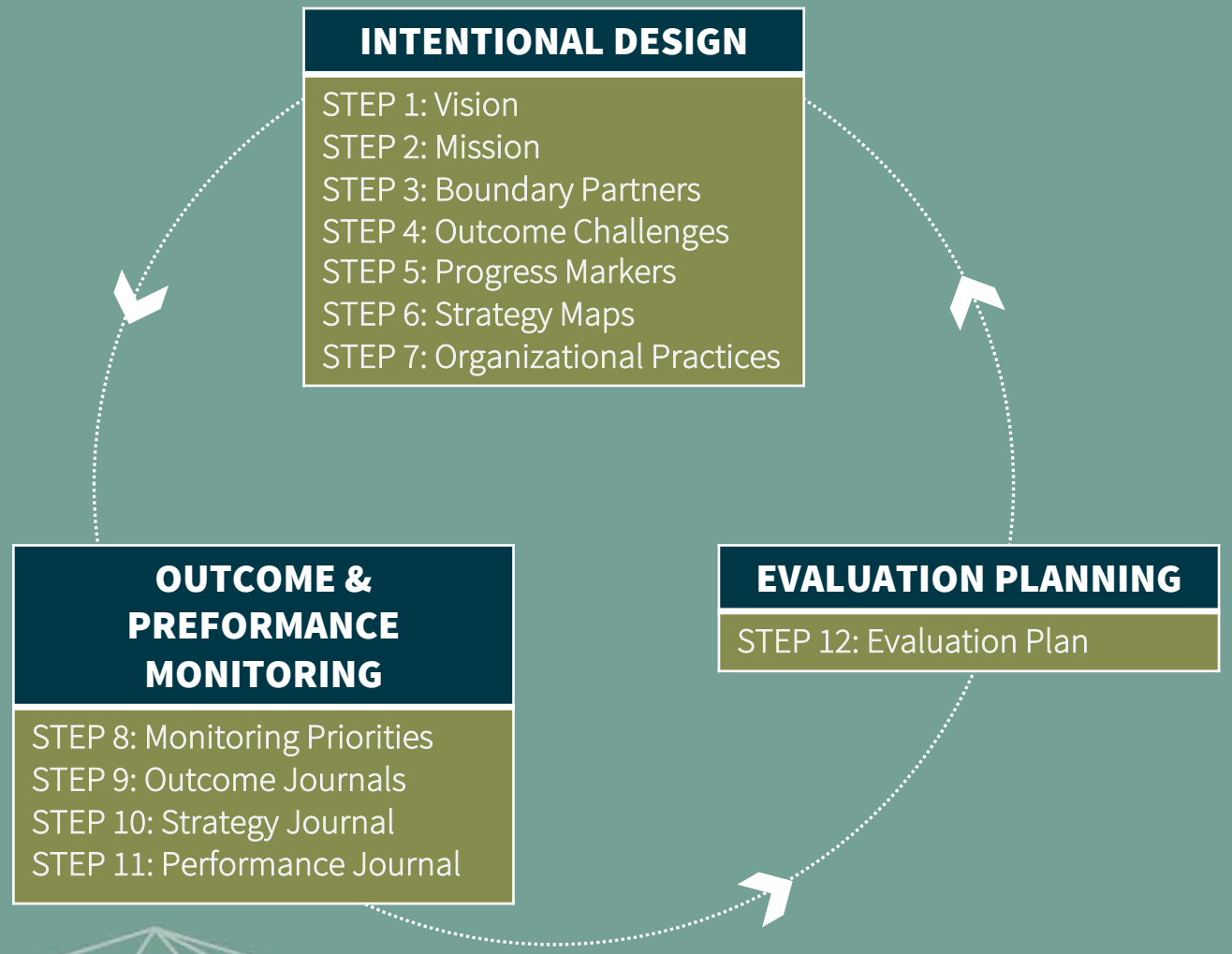
KEY ELEMENTS AND STEPS

- Intentional Design
- Outcome and Performance Monitoring
- Evaluation Planning



User guide: https://www.outcomemapping.ca/outcome-mapping-practitioner-guide

SHARED Application

Regreening Africa project working across eight countries in Africa

Regreening Africa

In this example, a simplified version of the outcome mapping was done since teams did not have the capacity to undertake the full process

Broad policy issue or implementation challenge being addressed	Targeted Stakeholder(s)	Outcome Challenge	Planned Progress Markers	Planned engagement strategies for year	Actual engagement undertaken	Evidence for progress on outcome challenge & progress markers	Change/lesson/ activities for next year

The process is

- Being used to track project wide practice and policy influence in each country
- Allows the project countries to reflect on progress annually to be adaptive and to include behaviour shifting activities in the next annual budget and workplan

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Nigeria and Uganda country projects are engaging with ICRAF/Bangor University on Outcome Mapping

Nigeria

Uganda

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Have you already witnessed a behavior shift of stakeholders you are trying to influence in your work?

Please register your answers in the chatbox or raise your hand

2 MINUTE STRETCH

Resilient FOOD SYSTEMS

SESSION 2 DEEPENING RELATIONSHIPS

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SHARED Training Framework

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01 Webinar

Stakeholder processes and relationships

Stakeholder mapping and influence

- Systems Mapping
- Stakeholder mapping
- Influence and power relationships
- Visioning
- Causal analysis
- Outcome mapping

Deepening relationships

- Sequencing relationships
- Information flow
- **Multi-stakeholder platforms**
- Sustainability & scaling
- Negotiating power dynamics

02 Webinar

Policy engagement and Evidence based decision making

Policy Engagement

- Decision cycles
- Multi-scale nesting of goals & targets
- Advocacy

Applying evidence

- Evidence culture
- Cross sectoral evidence layering
- Co-design of decision platforms

Evidence for influence

- Communicating evidence
- Integrating evidence into policy processes

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SEQUENCING RELATIONSHIPS

INFORMATION FLOW

MULTI-STAKEHOLDER PLATFORMS

SUSTAINABILITY & SCALING

NEGOTIATING POWER DYNAMICS

SEQUENCING RELATIONSHIP

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SEQUENCING RELATIONSHIPS

What is it

Sequencing relationships is a partnership leveraging approach that builds on your stakeholder map and relies on shuttle diplomacy and iterative conversations and dialogues to strengthen engagement.

Why we use it

Understanding the stakeholder you need to engage and getting them on board in order of priority and power of requires multiple steps for relationship building.

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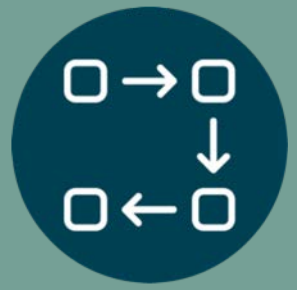


KEY STEPS

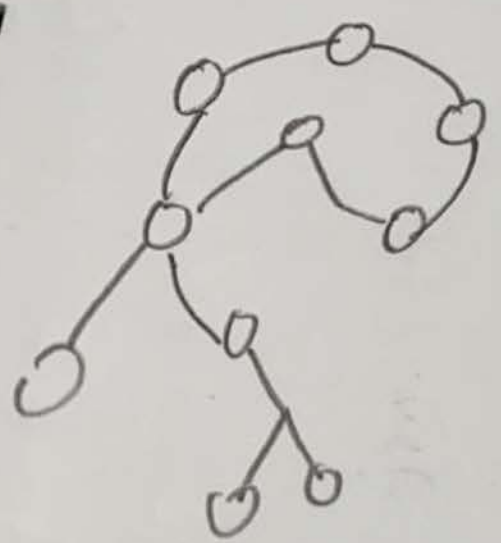
1. Using your stakeholder map, prioritize linkages between stakeholders that can be easily leveraged

2. Outline power players – these would be strategic meetings and where you need to get buy-ins or endorsement

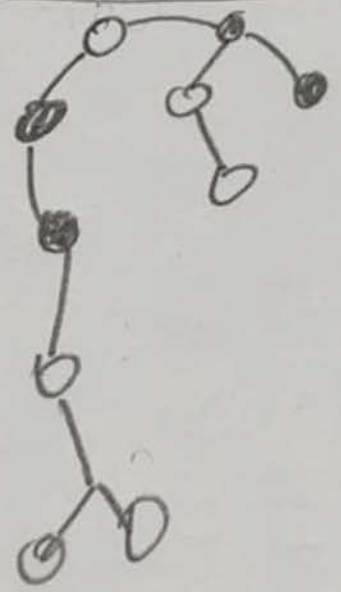
3. Plan a set of engagements (e.g. personal introductions, phone calls, official meetings, or corridor conversation)

4. Analyse the feedback from each engagement which may alter your sequence.

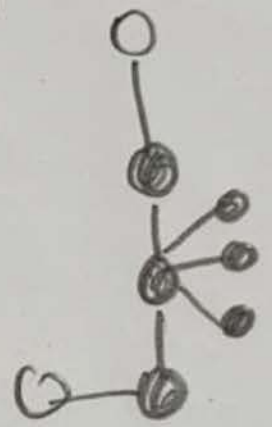
Stakeholder Map



Prioritise linkages + 'power players'



Plan a set of engagements



Analyse ~~feedback~~ feedback from each engagement

personal introduction

- ☐ Personal meetings
- ☐ Phone calls
- ☐ Political meetings
- ☐ Workshops
- ☐ Consider conversations

Applications

Niger have a lack of financial support from key stakeholders to ensure sustainability of the platform after the project. Plan a set of key engagements with funders and the two key ministries to get on board.

Kenya can offer the way they have managed to solidify partners for future projects.

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SEQUENCING RELATIONSHIPS

INFORMATION FLOW

MULTI-STAKEHOLDER PLATFORMS

NEGOTIATING POWER DYNAMICS

SUSTAINABILITY & SCALING

INFORMATIONS FLOW

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INFORMATION FLOW

What is it

The approach is a systematic process to understand what information, what format, and what quality is flowing between stakeholders.

Why we use it

To get an accurate understanding of key evidence and where there are gaps in information synthesis or collaboration and to motivate for more synergy in information collection and better support stakeholder linkages.

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KEY STEPS

1. For your relevant theme or sector, and with relevant stakeholders, start your information flow with the most local level of information collection
2. Trace how that information (e.g. nutrition status, dietary diversity) goes from a household level to a decision making level (e.g. district budget allocation for nutrition)
3. Along your flow, highlight the format of information (e.g. verbal, ledgers or hand-written) and the quality

Applications

Tanzania - Land use committees

Malawi – track information flows and quality from various watershed committees

Tracking conflicts and disputes

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SEQUENCING RELATIONSHIPS

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SUSTAINABILITY & SCALING

MULTI-STAKEHOLDER PLATFORMS
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MULTI-STAKEHOLDER PLATFORMS

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What is it

Space for collaboration and partnerships between different interest groups ranging from businesses, government, civil society, and science

Purposefully organised interactive processes to foster participation in dialogue and decision-making about shared challenges, policy and implementation actions

Why we use it

Roles and mandates of MSPs vary but the aim is to develop **collaborative decision-making and multi-level governance processes** that enable shared perspectives, new understanding, and collective commitment for solutions

Unlock people's potential to cooperate and innovate to reach sustainable development goals

Key lessons for successful MSPs

Scope, mandate and engagement design

- Conduct a situation analysis, stakeholder mapping, tease out inequity issues in decision making processes and benefit sharing

- **Tailor the stakeholder engagement and collaborative process design to the context:**

  Actors: power dynamics (gender, ethnic, economic), history of past and present initiatives, time and funding available
  Governance: control of decision making, recognition of rights, commitment to decentralisation, institutional landscape

Application

Nigeria – reported on their MSP

Senegal - revitalised existing national and regional platform

eSwatini - formed a National Irrigation and Drainage Committee, which aims to bring together all stakeholders to influence policies related to sustainable land and water management

Key lessons for successful MSPs

Social capital: developing relationships and strategies

- Use visioning, root cause analysis and outcome mapping tools to prioritise issues
- Examine future scenarios, identify goals and agree on change strategies including actions and responsibilities
- Deepen understanding and trust
- Secure commitment to processes and goals by building consensus and political will

Key lessons for successful MSPs

Collaborative development and implementation of actions

- Build capacities of key stakeholder to lead and deliver - training and knowledge sharing including field visits and exchange visits.
- Secure resources and support
- Co-design and implement detailed action plans
- Feedback evidence to influence national and subnational policy

Application

Niger - using regional platforms to influence local community plans and integrate SLM principles

Malawi - opportunity under the watershed committee work and good relationships with national bodies to create an MSP

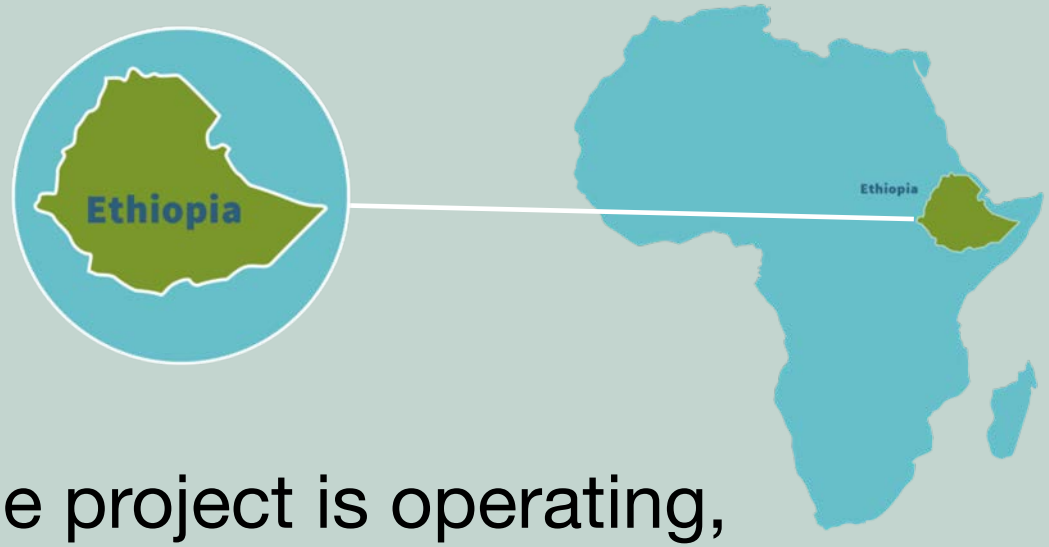
Uganda - developing MSPs at local level to implement policies policies

Key lessons for successful MSPs

Reflective and iterative learning cycles

- Implementation with reflective learning cycles that feeds back into adaptative management - monitoring progress against agreed criteria of success
- Create a learning culture and environment to generate lessons
- knowledge co-creation and communication, ensure feedback loop mechanisms (multi directional: national, regional and local)

Application



Ethiopia

In each of the 12 districts in which the project is operating, they have established a multi-stakeholder partnership to steer the project and for application of lessons. There is a federal level platform also.

Question: How have the district level platforms been beneficial to scale out the project lessons?

Response on behalf of Ethiopia: across 12 districts MSPs, led by the local government and integrating universities and partners, are scaling out the work with local players

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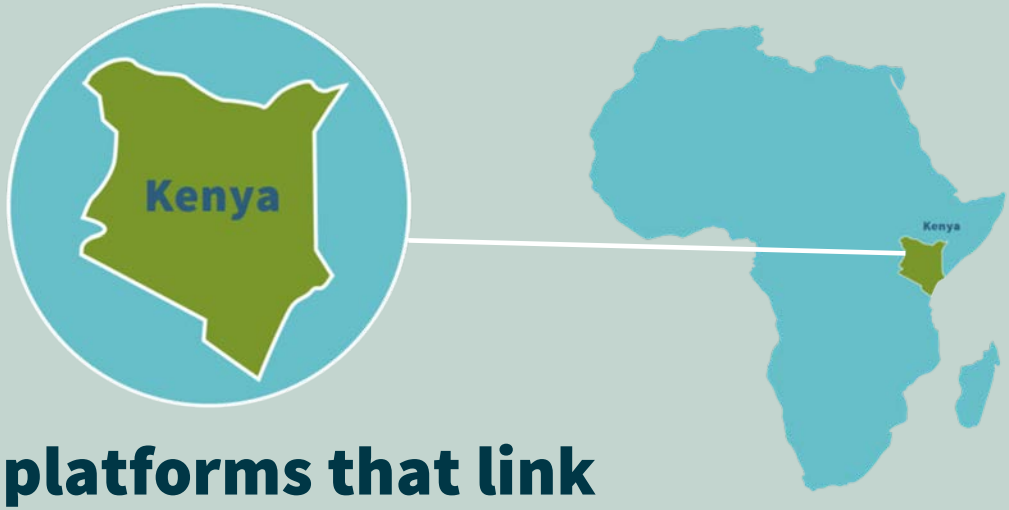
Key lessons for successful MSPs

Sustainability and exit strategy

- Reviewed periodically in relation to goals and associated timeframe
- Depend on available human and financial resources, commitment from members, institutional structure and political will

Application



Kenya has the Water Fund Trust and other platforms that link stakeholders, bring in private sector and ensure sustainability

TNC staff shared that a good MSP must have a home so that the context is agreed. Key stakeholders or financing mechanisms were agreed up front. The MSP was designed deliberately. An MSP can be housed in a government department, many are already successful and imbedded. You must be clear on stakeholders and mandates. There was a gap in who takes care of watersheds as they do not fall in social/political boundaries. The watershed is a natural hydrological drainage system. The stakeholders agreed a new framework would be needed and that should sit at the same platform, but it should not be imbedded in any of the existing structures. Finance was brought in as a third leg of the effort for sustainability, an endowment fund was put in place in perpetuity and interest supports the effort. For resourcing, need to define early what counts as leverage/in-kind contributions and how to account for the same.

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If you could do one thing differently with your MSP or in creating an MSP what would it be?

“ Carry out comprehensive stakeholder mapping and analysis using relevant tools”

“Finding out whether the stakeholders have willingness to participate, and explaining to them how the dashboard is valuable for them to do their work better”

Q&A

Questions raised that will be addressed in the toolkit and Webinar 2:

- What are the key steps in creating MSP?
- How do you manage potential conflicts of interest in an MSP?

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SUSTAINABILITY AND SCALING

What is it

For any initiative or work area, clearly plan out who could manage, implement, maintain and fund either connected or not connected to the project to fund beyond the project timeline.

Why we do this

To ensure efforts are sustainable and things that are working well can be scaled and built upon.

Principles

- Ensure an institutional home or host for example a relevant established government Ministry or a new institutional arrangement
- Clarity on membership and clear roles and responsibilities
- Establish a clear budget for costs associated with hosting
- Identify sustainable financial resources independent of specific project financing timelines
- Clarity on who will co-ordinate (and how can their time be compensated and rewarded) or if this is on a rotating basis between members how to ensure continued efforts

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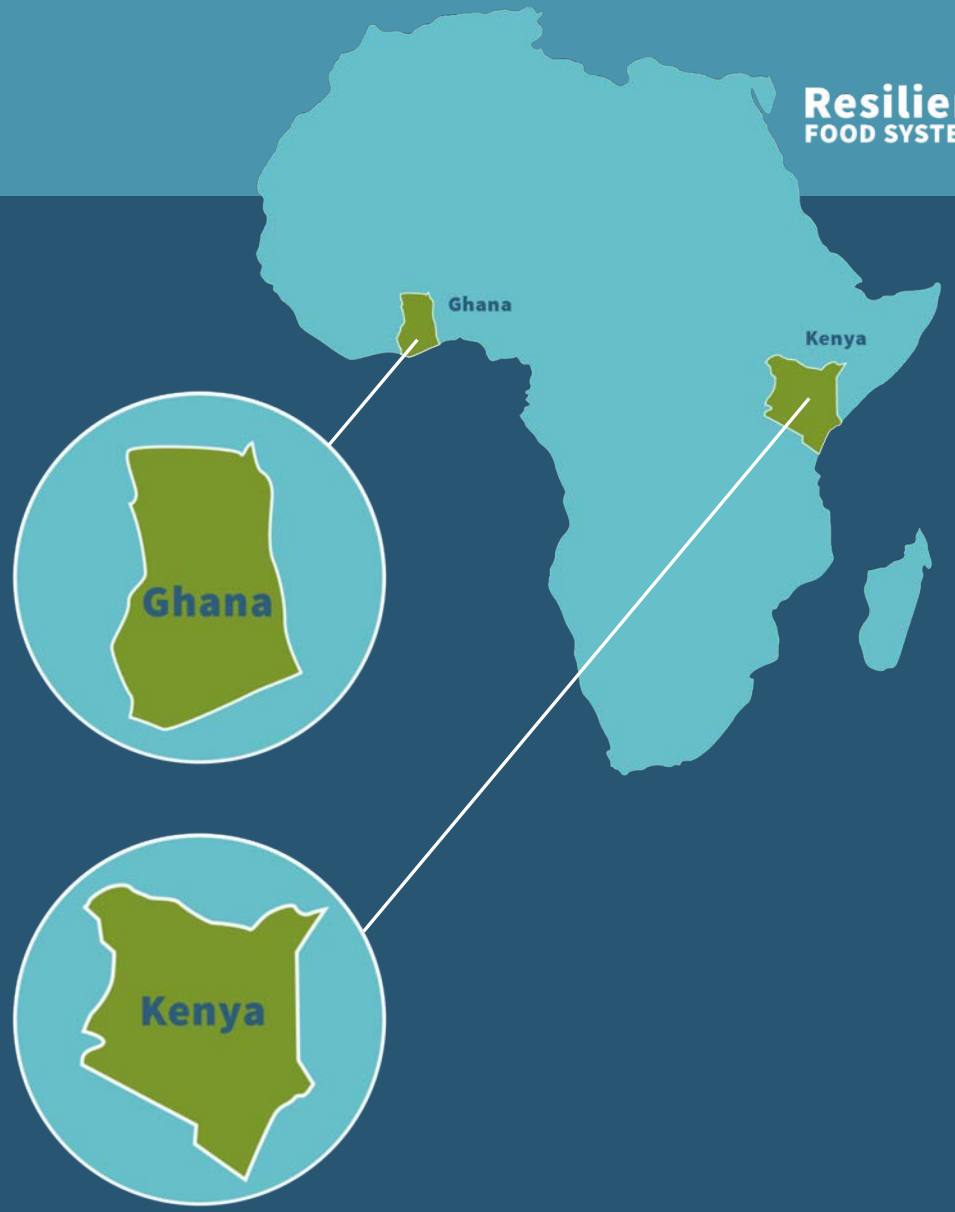
Applications

Ghana - expansion of the project over multiple funding cycles

Kenya - the Water Fund is building long term partnerships with private and public domains



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Applying SHARED tools, methods and approaches in Country Projects

SHARED Training Framework

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01 Webinar

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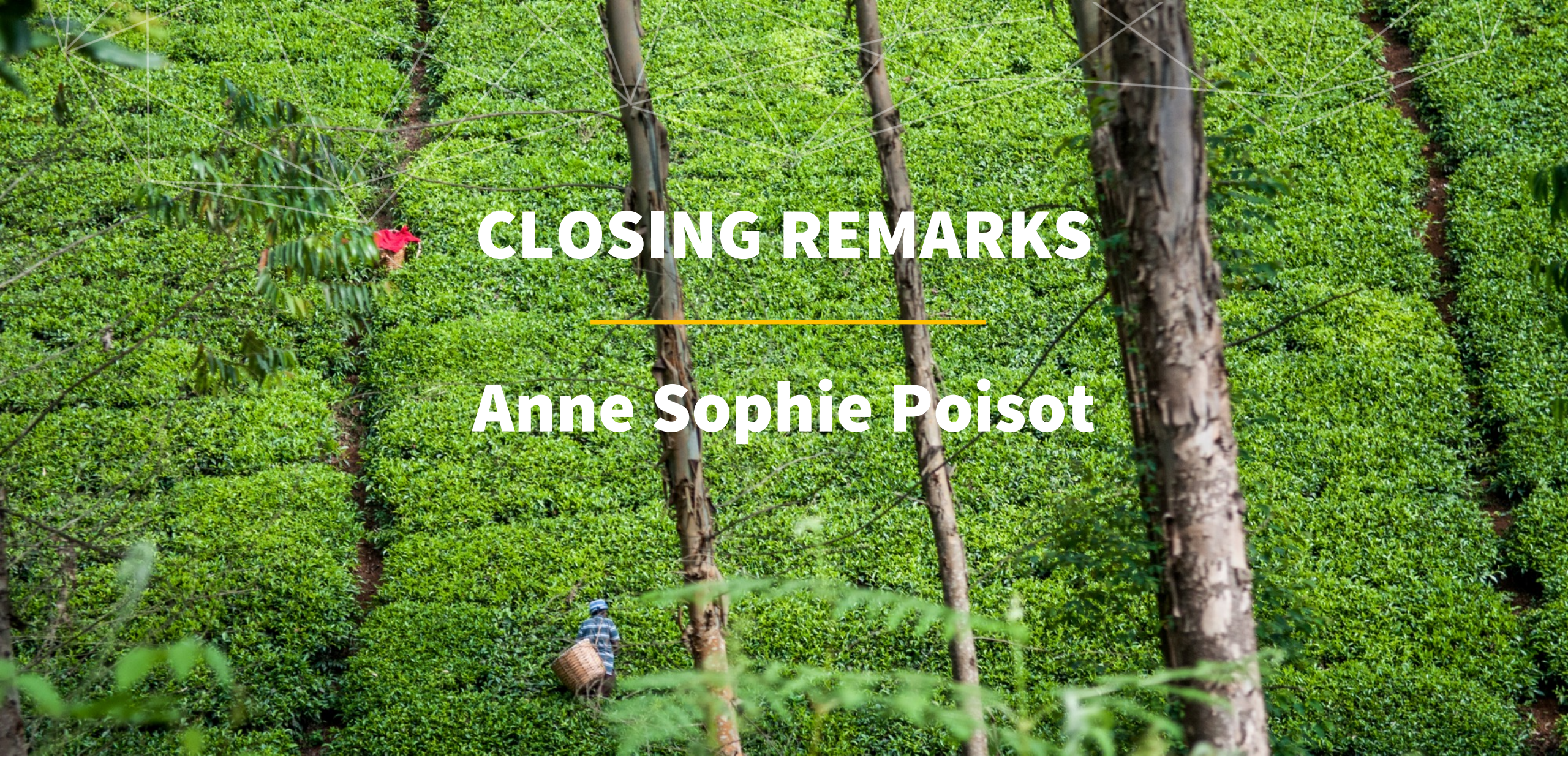
What were your two learning outcomes from the session?

- The making of a CIDP innovatively using SHARED framework/process
- Stakeholder mapping and analysis
- Project should ensure that sustainability legs are put in place for the MSPs during the planning step
- The multiple stakeholder platform is very vital for resource and knowledge sharing for planning and implementation of interventions. This will prevent situations of duplication of efforts
- Budget making and allocation must be based on results evidence. Projects success will always depend on the buy-in by the stakeholders thus proper stakeholders mapping is key
- Utilizing shared processes in planning and implementation for program outcomes and multi-stakeholder platforms uses
- The platform is useful for directing resources where they are needed
- Policy, culture influence much decision making over production. Stakeholders have significant importance in projects implementation
- Evidence is key in engaging stakeholders as well as getting their buy in and active involvement.



CLOSING REMARKS

Anne Sophie Poisot

Food and Agriculture Organization of the United Nations

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TICKET OUT – Chat Box Comment

Please share any comments for the training team in the Chatbox

THANK YOU!

See you on **Tuesday, July 28** for our second training webinar!

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