Draft Synthesis Report on the AgriNSA Learning Summit

24 – 25, August 2016,
Holiday Inn Hotel Dar es Salaam Tanzania
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Introduction

Beginning from May 2014, Africa Lead II programme began supporting the CAADP Non State Actors Coalition (CNC) to lead Non-State Actor advocacy around implementation of the Comprehensive African Agricultural Development Program (CAADP). As part of that support, In October 2014, a CNC-AL jointly work plan was adopted, inclusive of a plan to implement a joint NSAs mapping initiative across the African continent, with a target of 40 countries. The project was launched in July 2015, with the AgriNSA pilot mapping design and Mapping workshop to launch the mapping exercise in Tanzania. The mapping pilot was extended to Senegal in April 2016, bringing the number of pilot countries to 2, from which lessons learned from these two countries will be utilized to inform a continent-wide mapping exercise going forward. In order to wrap-up the pilot phase of the program and draw lessons for further implementation, learning workshops are being planned in both Tanzania and Senegal. The workshop was designed in the following format:

- DAY 1: A focus on teasing out the experiences of the mapping participants and drawing lessons from that as to how relevant the mapping project has been to their work and what they would want to see
- Day 2: Day 2 consisted of brainstorming and action planning exercises drawing on the lessons learnt to inform planning for making the mapping better.

In addition to the main workshop sessions, the Learning summit also included a planning session, during which the planning team finalized issues around planning as well as a debriefing session where the planning team brainstormed on ideas on the way forward.

This report summarized the outcomes of the Tanzania Mapping Learning Summit held on 24th-25th August 2016.
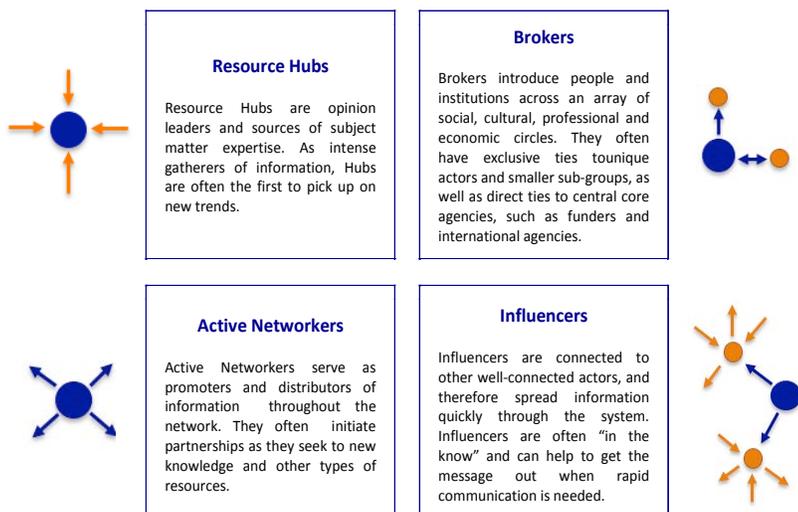
The AgriNSA Mapping Exercise
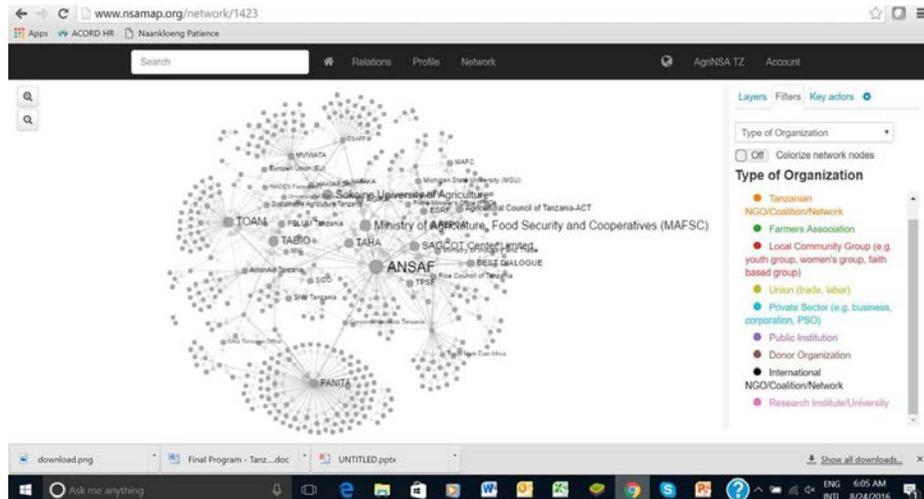
The original thinking on the AgriNSA mapping process was on the need to understand the NSA ecosystem and how to engage different NSA actors in it. This informed the establishment of the web-based system as it would clearly show a visual relationship of how NSAs engage within the dynamic map. Similarly, NSA's feedback on how to improve the mapping process further will be useful as a way forward in deepening their impact and effectiveness.

The map basically marks the NSAs and their linkages with each other in identifying their mandate and interests as their work towards achieving CAADP implementation.

The interactions between the registered NSAs, denoted by arrows linkages, automatically assign levels of engagement the registered organization.

Resource Hubs

Resource Hubs are opinion leaders and sources of subject matter expertise. As intense gatherers of information, Hubs are often the first to pick up on new trends.

Brokers

Brokers introduce people and institutions across an array of social, cultural, professional and economic circles. They often have exclusive ties to unique actors and smaller sub-groups, as well as direct ties to central core agencies, such as funders and international agencies.

Active Networkers

Active Networkers serve as promoters and distributors of information throughout the network. They often initiate partnerships as they seek to new knowledge and other types of resources.

Influencers

Influencers are connected to other well-connected actors, and therefore spread information quickly through the system. Influencers are often "in the know" and can help to get the message out when rapid communication is needed.

AgriNSA Mapping Tanzania Learning Summit

Participants in session at the AgriNSA Learning Summit

The CAADP Non-State Actors Coalition (CNC) through the CNC National Platform in Tanzania coordinated by the Agricultural Non-State Actors Forum (ANSAF) in collaboration with Africa Lead II programme convened a NSA-Mapping Learning Summit which took place in Dar es Salaam from 24 to 25 August 2016. Participating NSAs include Farm Africa, ANSAF, Rice Council of Tannzania, MVIWATA, ANSAF, TAHA, RDI, TCCIA, CEMDO, ESAFF, BEST-D and PANITA. The workshop was administered through powerpoint presentations, groups' discussion sessions with focused plenary presentations and via an interactive online based google docs platform.

The AgriNSA Tanzania map currently has 470 organizations already mapped into the system with over 700 links between these organizations. These linkages are based on themes of NSA engagements which are;

➢ Agricultural production and productivity

➢ processing, Marketing and market access

➢ product and service innovation

➢ Financial resources
➢ Organizational effectiveness
➢ Policy research and analysis
➢ Advocacy and mobilization

The need to use the mapping tool as a way of strengthening synergies between the NSAs at sub-regional, regional, national and continental level emerged as the key purpose for NSAs engagement in the mapping platform and exercise. One of the most immediate areas of engagement of NSAs by government of Tanzania is the JSR process which has kicked off in Tanzania with expectations that NSAs will actively engage in the process to make government and other actors accountable for their role towards transforming agricultural transformation in Tanzania.

Objective of the Tanzania AgriNSA Learning Summit

The main objective of the NSA Mapping Learning summit was to create a platform to review the entire mapping process and learn from experience of NSAs in using the AgriNSA Map Tanzania to inform and refine thinking around the NSA mapping exercise. This goal was very strategic to CNC in moving forward with the mapping exercise. Since inception and institutionalization of CNC, the mapping exercise has been conducted in Tanzania and Senegal with prospects of up-scaling it to other African countries. The key aspects of the learning summit was to; Review mapping process and results- having conducted the process in Tanzania; Reflect on experience of map NSA participants – in terms of constraints, inadequacies and new ways of thinking; and Generate suggestions for actions and next steps – in order to enhance the map. Registered organizations are already benefitting from the mapping system through increased engagements in strengthening networking, enhanced Agricultural products marketing i.e. grains and horticultural crops, improved Planning processes, information sharing, support stakeholder forums to reach better markets and advocacy on business environment.

Functionalities, Limitations and Positive Experiences in exploring the AgriNSA Mapping platform

The main question arising throughout the learning summit concerned the extent to which the platform was of benefit to NSA's work in building partnerships and enhancing engagement with donors and other partners. The overall observations revolved around the following questions.

- Is the system Functionalities user friendly?
- Do users have capacity to navigate through the tool?
- Are there sufficient time resources to access and use tools optimally?
- As we used the tool, is it flexible to change with the evolving technological changes? And if flexible, can it be sustained?

The current web-based mapping platform has basic functionalities of general importance to registered NSAs which include.

(i) Only registered NSAs are able to not only edit information in the system but to also view what has been entered into the system. This is noted as one of the key constraints by NSAs as it is slowing down the registration process by NSAs who currently have to receive invitation before being registered into the system.

(ii) The Root-change system is also limited in showing the levels of engagement between linked NSAs in terms of specific activities beyond the thematic grouping in the system. This limits the ability of the map to narrow down to NSAs work in terms of main activities and collaborations at sub-regional, regional and national levels.

(iii) Registered members are unable to receive reminders to keep them abreast with collaboration updates. This is because the system only informs registered members of NSAs that have made linkages with them at the thematic levels.

(iv) Level of engagements, besides being only on thematic groupings, is not clear of collaboration duration and period in terms of months and/ or years. This limitation therefore does not specify when the linked NSAs worked together and for how long.

(v) The mapping platform currently uses arrows, defined by thickness magnitudes, to show which organization engages more with the other NSAs as well as the direction of engagement. Unfortunately, this functionality is not specifying links for

organizations who are involved in doing the same initiatives. As a limitation, an organization is likely to appear as most dominant in engaging others yet it could be only engaged in one activity.

Group discussions

Organizations representatives noted the following challenges in using AgriNSA Mapping platform;

- ➢ Lack of consistency in participation in the mapping process
- ➢ Limited consultations in the designing and launching of the AgriNSA Mapping process
- ➢ Few people in the different organizations were aware of the mapping initiative aside the persons originally working on it
- ➢ Only one focal person to enter information in the system in the system
- ➢ Some invited organizations did not understand what NSA mapping was about hence failed to sign in
- ➢ Some of invited NSA were outside internet coverage
- ➢ System is closed and only accessible to registered organizations
- ➢ Limited information in the map
- ➢ No feedback from administrator

In exploring the AgriNSA mapping platform, representatives of participating NSAs outlined the following positive experiences.

- ➢ Helps in reflecting which organizations one is engaging with
- ➢ Stimulates interest to understand working relationships
- ➢ Enhances collaborations from identified synergies

- ➢ Change makers are easily noted/ spotted
- ➢ Helps in partnership analysis/vetting process.
- ➢ Effective way of collecting NSA details in Tanzania
- ➢ Presence of organization in the map

SWOT Analysis of Tanzania NSA Ecosystem: Mapping for Improving Community of Practice

This session was conducted via groups using a google documents online based tool. This was to promote participation in the process making it as inclusive as possible.

Participative sessions at the AgriNSA Mapping Learning Summit

The following table summarizes the main strengths, weaknesses, opportunities and threats for effectively using mapping as a process for improving effectiveness of Tanzania NSA as a community of practice in support of CAADP, TAFSIP and ASDPII.

STRENGTHS	WEAKNESSES
➢ Strong organizations with diverse capabilities focusing on agricultural development ➢ Existing working networks among NSAs	➢ Limited awareness for many organizations ➢ Underutilization ➢ NSA activities not directly linked to CAADP

➢ Availability of internet connections for improving communication ➢ NSAs geographical distribution country-wide ➢ Organizations crosscutting roles and approaches	goals (perception) ➢ Limited access (internet-based) ➢ Lack of interactive features ➢ It is a closed system/platform ➢ No strong collaboration among NSAs to achieve the common goal
OPPORTUNITIES	**THREATS**
➢ Platforms exist that can be used for sharing ➢ Information that can be used to facilitate mapping is available ➢ Other systems that can add value eg Best Dialogue created repository for collecting researches done ➢ Learn from other programs that have done similar mapping such as TAN-AIM ➢ National Agenda for Agriculture stimulated Industrialization ➢ Donor/ Development Partners interests	➢ Legal restrictions on existence/mandates of NSAs (changing political will of the Government) ➢ Peace and security of the country ➢ Spatial distribution of the NSAs ➢ Little support from Development Partners

AgriNSA Mapping Process Value Proposition

AgriNSA Mapping process required an active NSA engagement for the purpose of identifying areas of synergies to strengthen partnerships and making the process as interactive. The interactive nature is however hampered by the systems inability to send regular alerts to the registered organizations to update their collaboration details with other organizations from time to time. In order to identify how different groups of NSAs contributed to the AgriNSA mapping process and the corresponding value additions and/ or benefits in the mapping process, organizations undertook an online google docs based discussion presented in the following table.

Strategy for NSA Mapping – Refreshing and improving the Mapping Process

1. Government	
Contribution	**Benefit**

➢ Unveil information (policy, laws, national plans, reports)	➢ Knowing NSA who are active in the sector and to leverage collaboration
➢ Provide resources (finance, human capital, technologies)	➢ Shared role
➢ Assist in enforcing laws and policies	➢ Enabling environment for NSA to play their role

2. General Public	
Contribution	**Benefits**
➢ Offer information ➢ Provide opinion ➢ Create pressure groups	➢ Products and opportunities/services
Farmers ➢ Offer information/evidence/advise ➢ Provide opinion ➢ Create pressure groups	➢ Products, services & opportunities
NSA Membership ➢ Platforms ➢ Information and wider knowledge/expertise ➢ Networking and critical mass ➢ Resources - human, physical & finance	➢ Synergies & complementarity ➢ Evidence & shared costs ➢ Power of working together and influence specific actions ➢ Linkages, micro, meso, macro and global levels

3. Private Sector in Agric Sector	
Contribution	**Benefits**
➢ Technology & innovations ➢ The business-case ➢ Market & mind-change shift	➢ Products, services ➢ Louder voice echoed

4. Law Makers	
Contributions	**Benefits**
➢ Making the laws and regulations which are friendly to the NSA process	➢ Smooth law and regulations implementation yielding positive impact to the actors of the NSAs

	Conducive environment for the operationalization of the NSAs
5. Development/Implementing Partners	
Contributions	**Benefits**
➢ Providing technical support to various studies and research (Capacity building)	➢ Enhanced inclusive and partnership between various NSAs
➢ Reinforcing networking between NSAs	➢ Achieving overall goal of CAADP at country level
➢ Providing resource mobilization	
6. Researchers	
Contribution	**Benefits**
➢ Giving feedback which can be used for improving the tool	➢ Use the data for analysis of current situation(e.g policy) in the agricultural sector
	➢ Use the data for advocacy
7. Media	
Contribution	**Benefits**
➢ Create awareness of the tool to the public/community	➢ A source of information and publicity
➢ Mobilization of community participation	➢ Establishment of media programming
➢ Collate community feedback on specific issues of interest	

Communities of Practice

NSA Mapping Issue/ Gap	Why should it be addressed/ vision	Action to be taken	HOW?			Responsible
			How do we make it real?	How do we make it known/ communication	How do we make it stick	
Less Optimal Consultations	➤ To reach more NSA, ➤ Create awareness, build synergies and complement efforts, register big impact	➤ Assess the current mode of operation and consultation, ➤ Identify similarities, strengths and comparative advantage for grouping and leadership	➤ Improve consultations/leveraging	➤ Make an agenda on two year basis	➤ Continuous awareness / Show casing for ➤ Identify thematic group and give them	➤ Thematic area leaders
Weak alignment and linkages to NSA partner activities	➤ Increase network and doing activities together ➤ Sharing resources among NSA	➤ Identifying what others are doing so that to join/contribute efforts and work together to enhance networking	➤ Share and synchronizing work plan where possible ➤ Invite partners to the organization	➤ Activity based prompting from the mapping ➤ Using specific network which are already existing to	➤ Repeat doing together activities which are in partners work plan ➤ Provide links in the webs	➤ Organization which is vibrant and act as Hub ➤ NSA partners

	members to expand their impact ➤ Improving commitment among NSA mapping. ➤ Increase clarity about their contribution of NSA to the entire mapping board		events e.g AGM ➤ Organize and implement mapping groups centered on NSA activities	send information for NSA mapping		
Less internalization and commitment at organizations level	➤ Improved self-driven and ownership of NSAs process	➤ Technical capacitation at the organizational level ➤ Resources mobilization ➤ Support organizational culture of inclusiveness on the process	➤ Training on the NSA operations ➤ The NSAs to be easily accessible leadership in the organization	➤ Campaigning for it within the organization and among the potential partners	➤ Feed it with useful information that are useful to users	➤ Members of the NSAs
Limited	➤ More Actors	➤ Remove the	➤ Create	➤ Organizations	➤ Create users	➤ Coordination

Access to the Platform	will use it and maximize utilization of platform.	limitations of accessibility.	enabling environment (infrastructure-ICTs) and provide account for different category of users.	web-sites have links to NSA Map; management emphasizes on the use of tool; and provides feedback to each user.	communication dialogues	unit
Weak/ Unclear technical coordination of mapping platform	➢ Technically sound for intended purpose of NSA ➢ Quick response from administrator/ Prompt backstopping	➢ Review the thematic areas in relation to ASDP and TAFSIP, ➢ Link with Malabo and Maputo declarations	➢ Define technical coordination among thematic group/ ➢ Get alerts	➢ Communication improvement among NSA	➢	➢

Conclusions

The Tanzania NSAs embrace the AgriNSA Mapping process as its main objective is to not only provide linkages between NSAs but is also a platform that enables the identification and appreciation of partnerships in NSAs work by development partners. Additionally, the mapping tool provided is currently not serving, in totality, all the needs of the NSAs in Tanzania and several proposals have been highlighted to fill the gaps towards making the system more useful and quality outputs oriented.

Despite the minimum functionalities exhibited by the mapping platform and the level of outputs provided by the mapping platform based on information input into it, NSAs in Tanzania are already benefitting from the process as they can clearly outline their areas of collaborative engagements with each other. This information is helping them realize which areas need more attention and which organization are more active, in the NSA working areas, which they can approach for partnerships. A sustainably sound mapping platform is required to continue the mapping process going forward.

Recommendations

The AgriNSA mapping process requires a user friendly platform through which organizations can easily input their information and generate reports that can be useful in adding value to their engagements. This can be achieved by using an online based tool with improved functionalities as proposed by NSAs.

NSAs capacity on utilizing the mapping platform needs to be built with special emphasis on how to navigate through the system's functionalities and generate reports for internal and external consumption of each NSA.

Continuous interactions between NSAs is necessary going forward to enable populating of the map with required information for purposes of communicating to development partners and focusing on areas that require more interventions. This will help reduce duplication of efforts by NSAs and development of needs based projects and actions in the agriculture sector.