CAPACITY NEEDS ASSESSMENTS

A trainers’ manual
Publications in this series

CDAIS manuals and guidelines
- Capacity Needs Assessments – A trainers’ manual (2nd edition)
- Innovation Niche Partnerships – A guide to the coaching process
- Organisational Strengthening – A guide to the coaching process
- Organising a Marketplace – A practical guide
- Organising a Policy Dialogue – A practical guide
- Monitoring, Evaluation and Learning – Concepts, principles and tools

CDAIS stories and conversations
- Building Competence and Confidence in Agricultural Innovation – Stories of Change
- Catalysing Innovation in Agriculture – Conversations of Change

The manuals are intended as working documents. The project supported the development of the Common Framework on Capacity Development for Agricultural Innovation Systems of the Tropical Agriculture Platform, and tested it in eight pilot countries. One key finding was that the framework requires adaptation in each country situation, and as such the manuals are intended as general guides only.

www.cdais.net
www.tapipedia.org
CAPACITY NEEDS ASSESSMENTS

A trainers’ manual
second edition

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INTRODUCTION

This manual was produced as a resource to train National Innovation Facilitators (NIFs) across all eight pilot countries to carry out capacity needs assessments (CNA) in agricultural innovation niche partnerships. The training was delivered by the CDAIS project personnel - Agrinatura Focal Persons (AFPs) and Country Project Managers (CPMs) - who themselves had undergone a training-of-trainers process to familiarise them with this manual, the interactive and participatory approach required, and the use of the various facilitation tools that are contained within it. The objective of this manual is to strengthen facilitators’ facilitation skills and their ability to support farmers and other stakeholders to analyse key problems they face, create a vision of where they want to be, and build ownership of this long-term process. The manual is suitable for use by NGOs, government departments and universities, to develop the capacities of personnel to plan and deliver interventions that meet the needs of the intended participants.

CDAIS uses continuous learning cycles to support national agricultural innovation systems (AIS) in eight countries in Africa (Angola, Burkina Faso, Ethiopia and Rwanda), Asia (Bangladesh and Laos), and Central America (Guatemala and Honduras). CDAIS brings together key partners and actors to address jointly identified challenges and opportunities in specific regions or within particular value chains. Together, the partners formulate and implement national capacity development plans to strengthen agricultural innovation.

This manual was produced as a resource for the training of National Innovation Facilitators (NIFs) across all eight pilot countries. The objective of this manual is to strengthen the NIFs’ facilitation skills and their ability to carry out capacity needs assessments (CNAs) in agricultural innovation niche partnerships. The training is intended to be delivered by the Agrinatura Focal Persons (AFPs) and the Country Project Managers (CPMs) in each country, with the help of various other support personnel from Agrinatura and FAO. These trainers have themselves gone through a training-of-trainers process to familiarise them with this manual, the interactive and participatory approach required, and the use of the various facilitation tools that are contained within it.

The materials for the first edition were prepared in English by a CDAIS working group comprising staff of the various CDAIS implementing partners from Agrinatura and FAO. The manual was piloted in one English-speaking country (with valuable input from the CDAIS country team), then made available to the other seven countries. It is not a blueprint to be used in precisely the same way across all countries, rather it is a general framework and approach around a series of concepts, tools and techniques. The manual was reviewed, modified and adapted to the national context of each country and translated where necessary to an appropriate language before delivery (e.g. European languages such as French, Portuguese, Spanish and national languages in the pilot countries). Elements of the manual, such as the facilitation tools, may also be useful in other contexts and the modular design allows for parts of it to be extracted and adapted for use as necessary.

The first edition was published in June 2017, and was 114 pages long, including all annexes. This second edition is a concise version, with most of the annexes removed and some restructuring – aimed at providing a rapid overview of the concepts and practices required. Besides these changes, most of the text remains unchanged from the first edition. The manual has the following elements.

1. Session Plans provide a framework and key content for the sessions, in addition to signposts to the various resource materials required. Each session plan contains three main sections for each topic: (i) introduction; (ii) development of the concept/approach; and (iii) wrap-up/conclusion/summary. An indication of the expected duration is also given for each session, though actual duration will depend on the facilitation required and capacities of the trainees.

2. Exercise sheets (ESs) provide step-by-step guidance on specific participatory activities and facilitation tools.

3. PowerPoint presentations (PPTs) contain information for plenary presentation to NIFs during the training. Slides are provided in the electronic/online version of this manual – Edition 1, see www.cdais.net.

4. For resource materials including forms and templates for use during the training, background information and more detail on elements in the manual, also see www.cdais.net.

Various training support equipment and facilities are required to accompany this manual in the training of NIFs, as described on the following page. A suggested programme for delivery as a four-day course is also provided.
Equipment and facilities required for the course

1. A well-lit training room with sufficient space for the number of trainees, tables and chairs. Generally, tables of around 1 m × 1 m are big enough for groups of four or five trainees, but larger rectangular tables are easier to do group work on and for larger groups. Breakout rooms are also useful for separate group discussions/work.

2. Surfaces in the training room – either walls or pin boards – for attaching and displaying flipchart paper and cards that are generated during the participatory exercises. It is easy to underestimate the amount of wall or pin board space required to display all of the information generated during the NIF training.

3. Facilitation cards of the Metaplan type (21 cm x 7-10 cm) and can be made by cutting A4 pieces of card into 3 or 4 smaller cards using a guillotine. It is useful to have cards of different colours to distinguish between different groups’ findings or to codify the information – for example, green cards for positive enabling points, and pink card for constraints, doubts, problems. Different shaped cards can also be useful, if available, again to codify information, e.g. oval cards for headings or specific categorisations of information.

4. Marker pens are used for writing on the cards, and these should be chisel tipped with tips at least 5 mm wide. Pointed marker pens produce writing that is too narrow to be seen at a distance.

5. It must be possible to attach the cards to the wall or pin board in a way that it is easy to remove and rearrange them. On a pin board this can be done using map pins. On wall surfaces they can be attached using small loops of masking tape or small balls of sticky tack. These loops of tape and balls of sticky tack are prepared beforehand to avoid delays in the real-time displaying of views and information from group or plenary work.

6. Flipchart easels and flipchart paper. These can be used in the normal way to capture key points from interactive discussions. But the flipchart paper can also be used horizontally on table tops (either single sheets or two of more sheets stuck together with masking tape) to attach cards that will later be transferred to vertical surfaces such as pin boards or training room walls for display and review. The advantage of working initially on a horizontal surface is that the cards can be moved around freely, and modified, removed or added to, as discussions and moderation take place. As the views of the group crystallise, the cards can be stuck down on the paper in the final agreed configuration for display on a wall or board.

7. A laptop, projector, electricity supply, connecting and/or extension leads, white wall or screen, and window coverings to darken the room if necessary are required for the PowerPoint presentations. A laser pointer or long stick is also useful for directing attention at specific parts of the slides.

8. USB memory sticks can be used to provide electronic versions of all training and resource material to each trainee for later reference and use. The files can also be made available in a shared folder in cloud-based storage for those with good internet access.

9. Other equipment items include:
   a. Participant name cards for tables
   b. Notebooks and pens
   c. Guillotine for cutting up facilitation cards
   d. Access to printer and photocopier
   e. Poker chips or other counters for NetMapping.
# Suggested programme for a 4 day course

## DAY 1

### SESSION 1 Introduction
   a. Welcome and Introduction of the trainees
   b. Introduction to the training course

### SESSION 2 Understanding agricultural innovation systems
   a. Scenarios in AIS
   b. Understanding AIS

### SESSION 3 Capacity development for AIS
   a. What is ‘capacity’ and what is ‘capacity development’?
   b. Capacities for AIS (including the five functional capacities for AIS)

### SESSION 4 Overview of CDAIS project
   a. About the CDAIS project (objectives, approach, partners and structure)

## DAY 2

### SESSION 5 Introduction to the functional capacity needs assessment
   a. What is a functional CNA, and why do it?
   b. The roles of the National Innovation facilitator
   c. The skills required by NIFs for CNA

### SESSION 6 Facilitating multi-stakeholder involvement
   a. Involving everyone
   b. Asking the right questions
   c. Facilitation – listening skills
   d. Identifying interests and negotiation for mutual gain
   e. Understanding group dynamics and diversity ('The Black Horse' murder mystery)

### SESSION 7 Understanding the functional CNA process
   a. The CNA process for CDAIS
   b. Overview of tools for CNA
   c. Understanding the situation in the innovation niche partnership (timeline tool)

Recap of Day 2
SESSION 7 Understanding the functional CNA process (part 2)

- d. Understanding the cause and effect of challenges (problem tree/solution tree analysis)
- e. Understanding the landscape of stakeholders (NetMap analysis)
- f. Developing a shared vision for the innovation niche partnership (visioning: rich picture and future backwards)

Recap of Day 3

SESSION 8 Action planning, monitoring and evaluation

- a. Monitoring and evaluation (M&E)
  (what and how do we monitor and evaluate?)
- b. Gathering the baseline (capacity assessment questionnaire)
- c. Action planning for CNA

Any other business and discussions including relevance/application to own organisations

SESSION 9 Training evaluation

- a. Reflexive M&E

End of training
SESSION 1 Introduction

S1a. Introduction of the trainees

Session Plan

Objectives

National Innovation Facilitators (NIFs), Country Project Managers (CPMs) and Agrinatura Focal Person (AFP) know a little about each other and interact more freely afterwards.

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>Speaking in plenary</td>
<td></td>
<td>5 mins</td>
</tr>
</tbody>
</table>
| Development   | Work in pairs then presentation in plenary as icebreaker | • Sheets of A4 paper  
• Pen or pencil per person | 50 mins |
| Wrap-up       | Speaking in plenary     | • Flipchart to note issues and clarifications | 5 mins   |

Session Plan

**SP S1a**

**Total duration: about 60 mins**

**Introduction**

Some of us know each other, but some of us don’t. To help us get to know each other better before we start the training we are going to be using our artistic skills.

**Development**

1. Pair up with somebody you don’t know (including trainers)
2. Take it in turns to draw each other’s face on a piece of A4 paper (nice and big!) and put the person's name at the top
3. Once you both have a portrait of each other, take it in turns to interview each other and make notes on a separate piece of A4 paper. Some suggestions for questions are below (some judgement required on what is appropriate):
   a. Who do you work for?
   b. What is your main responsibility?
   c. What experience do you have of agricultural innovation systems and capacity development?
   d. Do you have a spouse and/or family?
   e. What are your interests outside work?
   f. Are you a good artist?
4. When everyone is finished, display all the portraits on a wall or display board
5. With everyone standing around, each artist then introduces their new friend to the whole group with details from their interview notes (2 mins per person)

**Wrap-up**

• Comment on the diversity of the group and the wide range of experience in the room
• Invite questions for clarification (but ‘park’ any issue that will be dealt with later)
• Inform the trainees that the next session will give them a bit more information about the objectives, structure and methodology of the training
**S1b. Introduction to the training course**

**Session Plan**

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Speaking in plenary</td>
<td>None</td>
<td>10 mins</td>
</tr>
<tr>
<td>Welcome the trainees. Outline the objectives of the course and the expected results (see overview document on the CNA process). Explain that the course is participatory and that its success will depend on the pooling of the experience and skills of all in the room. Underline the importance of the roles of everybody (to be detailed later) for the agricultural development of their country</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Presentation</td>
<td>PPT S1a</td>
<td>15 mins</td>
</tr>
<tr>
<td>1. Give an outline of the course and the three key areas using PPT S1a</td>
<td>Q&amp;A</td>
<td>PPT S1a</td>
<td></td>
</tr>
<tr>
<td>2. Concepts of the project</td>
<td>Q&amp;A</td>
<td>PPT S1a</td>
<td></td>
</tr>
<tr>
<td>3. Tools and methodologies for CNA</td>
<td>Q&amp;A</td>
<td>PPT S1a</td>
<td></td>
</tr>
<tr>
<td>4. Facilitation skills (ask for suggestions on what this means)</td>
<td>Q&amp;A</td>
<td>PPT S1a</td>
<td></td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Q&amp;A</td>
<td>None</td>
<td>10 mins</td>
</tr>
<tr>
<td>• Invite questions, but if they will be covered during the course, park them (but make a note) and explain that they will be covered later</td>
<td>Q&amp;A</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>• Ask about participants’ expectations</td>
<td>Q&amp;A</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>• Explain that the next session will introduce some important concepts and terminology relating to agricultural innovation systems</td>
<td>Q&amp;A</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

**Total duration: about 35 mins**

**Objectives**

NIFs understand the objectives of the training course, have an initial understanding of the course and begin to develop some ownership of the process.
SESSION 2 Understanding agricultural innovation systems

S2a. Scenarios in AIS – innovation niche partnership level and system level

Session Plan

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Presentation or panel discussion consisting of actors of value chain</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Group work</td>
<td>ES S2a</td>
<td>Flipcharts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pens</td>
<td>45 mins</td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Q&amp;A</td>
<td>None</td>
<td>10 mins</td>
</tr>
</tbody>
</table>

Objectives

NiFs have an initial common understanding of the concepts/terminology of AIS and innovation niche partnership. They will also appreciate the complexity of an issue (e.g. increasing productivity) and the reason why solutions require the involvement of different actors and the need sometimes to address related issues first before tackling the main one. They will understand the importance of effective interaction and learning across the innovation niche partnership.
**SESSION 2 Understanding agricultural innovation systems**

**S2a. Scenarios in AIS – innovation niche partnership level and system level**

**Exercise Sheet**

**Introduction**
This exercise is a way of exploring AIS concepts, AIS terminology and the different perspectives of innovation niche partnerships and systems levels.

**Materials/equipment required**
- Copies of this Exercise Sheet
- Flipcharts
- Pens

**Steps**
1. Divide into groups of 3 or 4.
2. Each group reads through the scenario below (right).
3. Discuss in groups and answer these questions (record answers on flipchart paper for later presentation)
   a. What are the constraints to be overcome?
   b. Which stakeholders need to be involved or not involved?
   c. What information will they need to make decisions and prioritise actions?
   d. Where will they get this information?
   e. How will they communicate with each other and who will initiate this communication?
   f. How do they benefit from the skills or knowledge from different parties?
   g. Who might be the champion or leader or point of contact for this (potential or actual) innovation niche partnership?
   h. What do you envisage will be the potential challenges to be overcome in the future?
4. In plenary, a member of each group presents their group’s answers to the questions.
5. Discussion and modification of the answers as necessary.

---

**Scenario: Cassava value chain in Rwanda**
Mr Ganza lives in Muhanga district. This year, he harvested 14 t/ha of cassava. He has four children, two of which have to go to university. He has been planting cassava for 10 years with a steady harvest. In the neighbouring district, Ruhango, Mr Hirwa is also planting cassava, but he harvested 24 t/ha. Mr Hirwa is a member of the KINAZI Cassava Processing Plant, which has a membership of 789 farmers. Being a member means he has free access to the processing equipment, storage facilities and advice of fellow farmers. This year, several of the members observed a new disease that nobody can identify. They’ve heard that it might be a viral disease that can only be dealt with by having new planting material. However, accessing these materials is a challenge.

In the meantime, Mr Ganza is a lead farmer and is assigned by Rwanda Agriculture Board (RAB) as an extension agent to support farmers to increase productivity in Muhanga district, and knows the situation in Ruhango district. In the past few months, he has received several visits from different NGOs and development partners who offer interesting ideas about cassava. He knows that a new variety developed by RAB has been successfully adopted in Eastern Province.

Below are agencies that recently visited Mr Ganza with different offers:
- IMBARAGA understands how to build storage facilities, but has no financial resources to build them;
- IITA has techniques on how to multiply resistant varieties, has the funding to multiply by teaching 15 farmers, but not enough resources to distribute to the 2000 farmers Mr Ganza works with;
- Microfinance can provide credit only if farmers guarantee payment after harvest;
- Transporters can buy cassava in bulk with minimum travel of one truck per day;
- A women’s group meets every week to pick up cassava and sell to local markets, but finds it challenging to collect enough volume – they are very keen to have additional work for income in between marketing;
- Local government has funds to build infrastructure, but has not decided which type of infrastructure;
- The Ministry of Agriculture has introduced a new strategy of importing cassava cuttings and distributing them within Rwanda, but still needs service providers to take over;
- The Ministry of Trade and Industry is also looking at linking farmers to markets, but few farmers are keen to work with cooperatives, because of low price paid by the buyers.
### SESSION 2 Understanding agricultural innovation systems

#### S2b. Understanding agricultural innovation systems

**Session Plan**

- **Total duration:** about 60 mins

**Objectives**

Develop a common understanding of the concept of AIS by NiFs

<table>
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<tr>
<th>CONTENT</th>
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<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Speaking in plenary</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>Explain that from the scenario exercise (ES S2a) this session illustrates the complexity of AIS. Ensure there is shared understanding of the concept and terminology, to facilitate communication among country team members</td>
<td></td>
<td></td>
<td></td>
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</table>

| **Development** | Group work | | |
| 1. Show the presentation ‘What is an agricultural innovation system?’ (PPT S2b) at www.cdais.net | | | |
| 2. Set up a group discussion | | | |
| a. Divide participants into groups of 3 | | | |
| b. From the presentation and each individual experience, ask what they think key characteristics of AIS are | | | |
| c. Write these characteristics on yellow cards (one characteristic per card) | | | |
| d. Display cards on wall and group similar ideas/characteristics | | | |

| **Wrap-up** | Q&A | | |
| Present AIS as described in the Framework, i.e. “network of actors or organisations, supporting institutions and policies, facilitation and collaborative learning” | | | |
| Refer back to the written cards to see if they capture all of this – add cards if necessary | | | |
| Explain paradigm shifts in agricultural research and development (R&D) and evolution to AIS (PPT slide) | | | |
SESSION 3 Capacity development for agricultural innovation systems

S3a. What is ‘capacity’ and what is ‘capacity development’?

Objectives
NIFs will be familiar with and have an initial understanding of the systemic concept of capacity development, the distinction between the three functional capacity-development dimensions, the difference between functional and technical capacities, and different ‘modalities’ to enhance functional capacities.

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<tr>
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</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Q&amp;A</td>
<td>• Flipchart</td>
<td>10 mins</td>
</tr>
<tr>
<td>Check the knowledge and understanding of ‘functional capacity development’ of the trainees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Plenary discussion</td>
<td>• PPT S3a</td>
<td>20 mins</td>
</tr>
<tr>
<td>1. Ask the trainees what they think ‘capacity development’ is. Capture ideas on a flipchart</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Present theory and graphical overview of the elements of capacity development as well as the distinction between functional and technical capacities</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Discussion</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>Open for discussion to check relevance and understanding. Make link to next session, ‘Capacities for AIS’, explaining that these ‘functional capacities’ have been identified as critical for a functioning AIS and the effective implementation of the CDAIS project</td>
<td></td>
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</table>

Background resources
Common Framework: Conceptual background
## S3b. Capacities for agricultural innovation systems

**Session Plan**

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>Speaking in plenary</td>
<td></td>
<td>5 mins</td>
</tr>
<tr>
<td>Explanation of the process and the scenario for the exercise (same scenario as before)</td>
<td>Speaking in plenary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>Group work Exercise</td>
<td>Facilitation cards, Facilitation boards or walls</td>
<td>25 mins</td>
</tr>
<tr>
<td>1. Groups discuss and note what they think are the capacities needed for agricultural innovation according to the selected scenario</td>
<td>Group work Exercise</td>
<td>Facilitation cards, Facilitation boards or walls</td>
<td></td>
</tr>
<tr>
<td>2. Cards are displayed on the wall identifying similarities and differences between functional capacities and technical skills</td>
<td>Group work Exercise</td>
<td>Facilitation cards, Facilitation boards or walls</td>
<td></td>
</tr>
<tr>
<td>3. The functional capacities are attributed to the following categories/topics: capacity to navigate complexity, capacity to collaborate, capacity to reflect and learn, capacity to engage in strategic processes</td>
<td>Group work Exercise</td>
<td>Facilitation cards, Facilitation boards or walls</td>
<td></td>
</tr>
<tr>
<td>Wrap-up</td>
<td>Presentation and Q&amp;A</td>
<td>PPT S3b</td>
<td>10 mins</td>
</tr>
<tr>
<td>Presentation of the definition of functional capacities and capacity-development concepts of the CDAIS project and discussion</td>
<td>Presentation and Q&amp;A</td>
<td>PPT S3b</td>
<td></td>
</tr>
</tbody>
</table>

**Objectives**

Understand different functional capacities and their distinction from technical capacities

**Background resources**

Common Framework: Conceptual background
S4a. About the CDAIS project

Session Plan

**Objectives**
NIFs understand the CDAIS project and the context of their work so that they can explain it to stakeholders during innovation niche partnership visits

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explain that now that we’ve been given an introduction to the key concepts in AIS, we will learn more about the CDAIS project – the objectives, approach, partners and structure of the project</td>
<td>Speaking in plenary</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Present the project</td>
<td>Presentation</td>
<td>• PPT S4a</td>
<td>30 mins</td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Invite questions/comments</td>
<td>Q&amp;A</td>
<td>None</td>
<td>15 mins</td>
</tr>
<tr>
<td>2. Emphasise the focus on functional capacities in multi-stakeholder partnerships</td>
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</tbody>
</table>

**Background resources**

- www.cdais.net
S5a. What is a functional capacity needs assessment, and why do it?

Objectives
NIFs will be familiar with the general principles of the functional capacity needs assessment process, the different steps, link to the baseline to track results, expected products (e.g. capacity assessment report and action plan) and general approaches and tools used

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Recap of key messages from Session S3</td>
<td>• Flipchart</td>
<td>10 mins</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>‘Teaching’ moment</td>
<td>• PPT S5a</td>
<td>15 mins</td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Discussion</td>
<td>None</td>
<td>5 mins</td>
</tr>
</tbody>
</table>

Background resources
- Common Framework: Conceptual background
- FAO Learning Module 2 describing the steps within a capacity assessment process
- CDAIS Factsheet on Overview of Stage 3: Capacity Needs Assessment
SESSION 5 Introduction to the functional capacity needs assessment

S5b. The roles of the National Innovation Facilitators

**Objectives**

NIFs understand their immediate role in the capacity needs assessment at innovation niche partnership level as well as the bigger picture of their future roles in the capacity needs assessment at system level and facilitating capacity development at both levels.

<table>
<thead>
<tr>
<th>CONTENT</th>
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<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
</table>
| **Introduction** | Q&A | • Flipchart  
• Pens | 10 mins |

This course will strengthen capacity of the NIFs, but to do what? Ask participants what they think a facilitator is – prompt for descriptions such as a meeting or workshop leader who creates an environment where every trainee can collaborate, innovate and excel. Capture ideas on flipchart.

<table>
<thead>
<tr>
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<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development</strong></td>
<td>Presentation</td>
<td>• PPT S5b</td>
<td>15 mins</td>
</tr>
</tbody>
</table>

NIFs will be the key people in the implementation of the CDAIS project and beyond. Their main roles will be to:

1. **Interact effectively with stakeholders at innovation niche partnership level to reach an agreed list of functional capacity needs, and an agreed plan to address those needs**
2. **Interact with agricultural innovation system stakeholders at system/organisational level to reach an agreed list of functional capacity needs, and an agreed plan to address those needs**
3. **With the help of specific capacity-development specialists, facilitate capacity development at innovation niche partnership and system levels through a series of learning cycles**
4. **During and after the CDAIS project, it is likely that the strengthened facilitation skills and increased understanding of multi-stakeholder partnerships will allow the NIFs to have a beneficial impact on other partnerships for innovation that they deal with in their daily work and in their organizations**

Note: the first role, and the role that this training course will support, is the capacity needs assessment at the level of the innovation niche partnerships that the CDAIS project is involved with. Further training will be provided later to support the NIFs in their other roles.

<table>
<thead>
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</thead>
<tbody>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Q&amp;A</td>
<td>None</td>
<td>10 mins</td>
</tr>
</tbody>
</table>

• Ask questions to check learning  
• Invite questions for clarification  
• The next session will explore exactly what skills and capabilities the NIFs will need to fulfil role 1 above.
### S5c. The skills required by NIFs for capacity needs assessment

**Session Plan**

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Speaking in plenary</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>You all have a lot of relevant skills and experience, but nobody is perfect at all the skills required to facilitate a CNA – that’s why we are a team. We will look at the skills required and reflect on where individuals can best contribute and what they could work on</td>
<td></td>
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</tr>
<tr>
<td><strong>Development</strong></td>
<td>Card exercise – individual, then plenary review and discussion</td>
<td>• Cards (two colours) • Flipchart • Pens • Masking tape or sticky tack • Wall or pin board</td>
<td>45 mins</td>
</tr>
<tr>
<td>1. Ask each NIF to write down the skills they think they need to facilitate the CNA – one skill per card</td>
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<td></td>
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</tr>
<tr>
<td>2. Collect and cluster the cards in plenary – perhaps under soft skills, technical skills, and other specific categories that emerge</td>
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<tr>
<td>3. Ask for explanation if a skill is not clear</td>
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<tr>
<td>4. Prompt for any additional skills from the list¹ and add them if they agree</td>
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<tr>
<td>5. Ask whether there were skills listed that they personally had not thought of</td>
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<tr>
<td>6. Ask them to write their 3 strongest and 3 weakest skills from the list on two cards, then display and discuss</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Q&amp;A</td>
<td>None</td>
<td>10 mins</td>
</tr>
<tr>
<td>1. Ask if everybody has all the necessary skills and, if not, discuss ways to cope with this</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2. Invite questions for clarification</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3. The next session will introduce some of the ‘tools’ that will be used in the CNA and enhance the skills on how to use these tools</td>
<td></td>
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</tbody>
</table>

**Objectives**

NIFs appreciate the range of skills required to carry out the capacity needs assessment (CNA), reflect on which they have and which they need to work on, and understand that working as a team is crucial.

---

¹ List 1: Skills required to facilitate a CNA.
SESSION 6 Facilitating multi-stakeholder involvement

S6a. Involving everyone

Session Plan

Objectives

NIFs are better able to facilitate effective discussions in a multi-stakeholder group

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Speaking in plenary</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>Explain that when you want to involve everybody in a meeting where some stakeholders dominate and others are very silent, you need facilitation skills to:</td>
<td></td>
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</tr>
<tr>
<td>• make every participant feel comfortable participating</td>
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<tr>
<td>• give stakeholders time to think</td>
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<td></td>
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<tr>
<td>• ensure that one person speaks at a time</td>
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<tr>
<td>• encourage all participants to speak (with a little more attention to silent stakeholders)</td>
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<tr>
<td>• manage outspoken stakeholders and ensure that they do not dominate the discussion</td>
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<tr>
<td>• keep reactions short and concise</td>
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</tr>
<tr>
<td>• keep the discussion in the group focused so that most stakeholders will participate</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• make participants feel good about their contribution and that the ideas and decisions are theirs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Plenary role play exercise</td>
<td>ES S6a, including checklist, Flipchart, Pens</td>
<td>60 mins</td>
</tr>
<tr>
<td>Let participants facilitate a session with stakeholders (other participants) that receive instructions in the corridor. See Exercise Sheet ES S6a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Speaking in plenary</td>
<td>None</td>
<td>10 mins</td>
</tr>
<tr>
<td>Discuss: what went well and why; what did not go well and why (e.g. not easy to facilitate discussions with different stakeholders); what interpersonal skills are required for effective facilitation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conclusion: Sometimes there are circumstances where not everyone responds. To encourage everybody’s participation consider:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• hierarchy solution: discuss in pairs first</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• culture (go round with a simpler question first so that everybody speaks)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
S6a. Involving everyone

**Exercise Sheet**

**Introduction**
The idea of the game is that someone will facilitate the meeting in front of the group. This person will receive feedback, and then get a second chance. After we discover together what worked and did not work, the trainer will complement with some theory. The idea is to see how far we will get with our common sense.

**Materials/equipment required**
- Flipchart paper
- Pens

**Steps**
1. Divide participants/trainees into groups of 4.
2. Distribute the roles for each trainee as shown in Box 1.  
   a. Identify a facilitator from each group who will try to run the session. Explain to the facilitator (out of hearing from the participants)  
      - The objective of the session (based on the scenario): find a solution or proposal to solve the identified key challenges/issues from the scenario  
      - Role of the facilitator:  
        - Gather the participants and ask them to share what they think are the key issues/challenges  
        - Discuss how to solve the major challenge identified  
        - Emphasise that the goal is an active contribution from everyone in the first few minutes  
        - Think of an approach to get all participants to talk.  
   b. Assign the remaining three trainees to play John, Margaret and Tom (out of hearing from the trainee who is assigned to act as facilitator). Give each one the printed role they have to play (see Box 1), i.e.  
      - Margaret is silent  
      - Tom just confirms/repeats John  
      - John will initially remain silent but then starts talking and gives various answers to the questions so the discussion achieves nothing.  
3. Let the facilitator gather their group members and give them 10 minutes to discuss with the group.  
4. After 10 minutes, stop the facilitators and gather all groups into plenary. Discuss with the participants:  
   a. Was the goal of getting active participation from everyone in the first few minutes achieved?  
   b. Did everybody participate? What worked well and what didn’t?  
   c. Ask how the facilitator could improve the responses.  
5. In the plenary, go through the facilitation tips (see Checklist 1).  
6. Let one or two people try to facilitate the same thing again with feedback from participants afterwards.  
7. Debriefing: what was different? What was the effect? Was the goal achieved?
Exercise Sheet

S6a. Involving everyone

Box 1. Roles in the group

The text below can be printed and distributed to each participant to give them their roles for the exercise. Print a set of cards for each group.

Group .......

You are the Facilitator
- Gather the participants and try to identify the issues/challenges in the cassava scenario
- Discuss how to solve the major challenges identified
- Objective: Attain active contribution from everyone in the first few minutes – think of an approach to get all participants to talk

Group .......

You are Margaret, the silent participant
You don’t talk during the discussion. You just listen

Group .......

You are John, the talker participant
Initially you are silent, then you suddenly talk continuously causing confusion in the discussion

Group .......

You are Tom, the confirming participant
You don’t say much, just repeat what John says, confirming what he says
SESSIO 6 Facilitating multi-stakeholder involvement

S6a. Involving everyone

Exercise Sheet

Checklist 1. Facilitation tips

1. Look at everybody in the group, make eye contact with as many people as possible
   a. Ask your question (question you have prepared in advance and is consistent with purpose of meeting)
   b. Be silent after the question, this allows people to think about their reply
   c. Give non-verbal encouragement
   d. If necessary, sit down (when standing attention remains on you)
   e. If nobody shows interest at first …
      - Repeat your question …
      - Rephrase the question (but keep same meaning) …
      - Direct the question to someone in particular …
      - Always ask if there is a need for further clarification.

2. Collect more reactions
   a. Always acknowledge each contribution
   b. Sometimes rephrase/seek clarification about a contribution to ensure that you as facilitator and the other participants understood well
   c. Say “Who else?”
   d. After two or three responses, summarise in concise way and check with group
   e. Invite others by asking:
      - “Who has another experience / idea / interest / opinion?”
      - “In what other way can we look at this?”

3. Always
   a. Keep the contributions/reactions focused, centred on the question
   b. Shift quickly from one person to another, look around, probe for details only if a response is not clear
   c. Look encouragingly at silent people.
SESSION 6 Facilitating multi-stakeholder involvement

S6b. Asking the right questions

Session Plan

Objectives
NIFs learn to involve multiple stakeholders in an initiative/process of innovation, they can get stakeholders ready to participate by asking them the right probing questions

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>Explain that we have a tendency to start with action planning while other stakeholders are still wondering why they are there, what is in it for them and who are the other stakeholders</td>
<td>Speaking in plenary</td>
<td>None</td>
</tr>
<tr>
<td>Development</td>
<td>Conduct exercise ES S6b</td>
<td>Role play in plenary. Chairs arranged in a circle</td>
<td>• ES S6b • A hat for the farmer</td>
</tr>
<tr>
<td>Wrap-up</td>
<td>Communication theory of 1st and 2nd position. We often think and act from our own (1st) position; we usually find it difficult to leave our thoughts and ideas aside and really listen to the other and metaphorically get into the other’s (2nd) position</td>
<td>Plenary</td>
<td>None</td>
</tr>
</tbody>
</table>

Background resources
• The Grove facilitation model
• Drexler/Sibbest team performance model
S6b. Asking the right questions

**Introduction**
This is a role-playing exercise. Each trainee can practise their skills of talking to people of various levels from farmer to policy maker. In this exercise, the situation is at the farm level. It could be changed to be in meeting where a policy maker is present.

**Materials/equipment required**
- Materials to depict a farm, e.g. a drawing or just simply sitting outside under a tree.
- A hat for the farmer or something to indicate they are the farmer.

**Steps**
1. Before the session, identify one of the trainees to act as a farmer. Instruct them to act as a farmer who is busy and has no time to talk nonsense with scientists.
2. In plenary, ask for a volunteer to be the scientist. Instruct the volunteer that they have a new crop variety that could be promising for the farmer. They are to convince the farmer to set up a trial to try it out.
3. Give the volunteer at least 5 minutes to talk to the farmer. Then ask for other volunteers. Try the exercise with a maximum of 3 volunteers.
4. The other trainees are observers on the behaviour of the ‘farmers’ and ‘scientists’.
5. **Debriefing:** How do we attract the attention of a busy individual? How do we engage people in our initiatives/projects when they are faced with real risks and issues?
**SESSION 6 Facilitating multi-stakeholder involvement**

**S6c. Facilitation – listening skills**

**Session Plan**

<table>
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<tr>
<th>CONTENT</th>
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<th>RESOURCES</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Speaking in plenary</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>For people to get committed to a project/activity they first need to be listened to, they want to know what’s in it for them and trust needs to be built (who are you? what is your interest?). Commitment will come once the activities are commonly defined and these answer common interests.</td>
<td></td>
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</tbody>
</table>
| **Development** | Role play in pairs | • ES S6c  
• Checklist 2: Active listening | 10 mins |
| Conduct Exercise ES S6c |
| **Wrap-up**     | Plenary        | None       | 10 mins  |
| • What is the effect on yourself when you match body language and when you summarise? And the effect on the others? |
| • By matching body language and summarising, the other is feeling heard, understood, and trust is built |
| • How can these skills help us in a setting of negotiation (see Checklist 2)? |

**Background resources**

- Grove facilitation model
- Drexlen/Subbest team performance model
Introduction
When you want to involve multiple stakeholders in an initiative/process of innovation, you can get stakeholders ready to participate by actively listening to them (including summarising).

Materials/equipment required
Chairs are arranged in a circle for plenary discussions. Another set of chairs are arranged for discussions in pairs.

Steps
1. Ask participants to arrange themselves into two lines, and take as a partner the person opposite them.
2. Ask one of the lines to come with you (e.g. in the corridor, out of the hearing of the other group).
3. Explain to the group the 3 stages they will go through (as shown below). Stages change with the clap of your hands. Each pair arranges chairs to face each other.
   a. Stage 1. Let your partner talk, but you don’t look into their eyes. Look around the room. Act as if you are not interested.
   b. Stage 2. Your partner continues talking. Now try to imitate how they move their arms, hands, legs, i.e. their posture. Try to get eye contact.
   c. Stage 3. Your partner continues talking. This time, after a few sentences, try to summarise what they say. Wait for their confirmation. And encourage them to continue.
4. In plenary, analyse the experience of the speaker and listener.
   a. What is the effect as a listener when you don’t have eye contact, don’t match your body language, or don’t summarise?
   b. How does it feel as a speaker when the listener does make eye contact, matches your body language and summarises? Did you notice the difference in attitude of the listener?
   c. What was the effect of these changes to the way you were talking? Did it encourage or discourage you?
5. Conclusion
By matching body language and summarising, the other is feeling heard, understood, and trust is built.

Checklist 2.
For active listening

1. Listen to the other
   - Empty your head of any other thoughts
   - Be genuinely curious
   - Copy the speaker’s posture and/or other non-verbal gestures
   - Listen carefully
   - Make eye contact and support with nodding/making encouraging sounds “aha… I see…” etc.

2. Summarise
   - Summarise briefly the content of what was said
   - Use your own words (match tone of voice, type of language)
   - Check if your summary is correct, ask “is that what you mean?” or “are you saying …?”
   - Be silent and wait for answer.

3. Continue conversation
   ... or if summary is not correct, let the other person repeat themselves.
SESSION 6 Facilitating multi-stakeholder involvement

S6d. Identifying interests and negotiation for mutual gain

Session Plan

Objectives
The trainees understand ways to engage and involve actors in a multi-stakeholder process

<table>
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<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explain to the trainees that when they want to involve multiple stakeholders in an initiative/process of innovation they can create eagerness to participate and commit by: • Drawing the interest of the actors on the table • Identifying options for mutual gain</td>
<td>Speaking in plenary</td>
<td>None</td>
<td>10 mins</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Together with the trainees, discuss Checklist 3: Identifying interests</td>
<td>Role play in pairs</td>
<td>Checklist 3: Identifying interests • ES S6d</td>
<td>45 mins</td>
</tr>
<tr>
<td>2. Conduct Exercise S6d: Identifying options for mutual gains</td>
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<tr>
<td><strong>Wrap-up</strong></td>
<td></td>
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</tr>
<tr>
<td>Discuss: • Advantages and disadvantages of leading a meeting when you have an interest in the outcome compared with being neutral (facilitator) • Managing deadlock or conflicts (see extra exercises 1-2 below): a. Options are identified that meet the interests of most stakeholders b. Otherwise, selection of options using objective criteria agreed generally (this is sometimes necessary to get a feeling of fairness), i.e. - Jointly decide on: fair procedure, fair standards - Make matrix, apply criteria, check final choice</td>
<td>Plenary</td>
<td>None</td>
<td>10 mins</td>
</tr>
</tbody>
</table>
Checklist 3.
Identifying interests

1. Interests of ‘the other’
   • Drop your own agenda.
   • Be genuinely curious and friendly.
   • Ask for the other person’s interest: “What do you need?”
   • Ignore expressions on position and ask for the importance behind the view: “What makes this important to you?”
   • Avoid discussing or judging the interest of the other.

2. Your own interests
   • Reveal your own interests; speak plainly about what you find important and why you want something. This builds trust.
   • Avoid talking about your position.

3. Shared interests
   • Summarise all interests, write them on a flipchart.
   • If many, prioritise the interests of each person.
   • Find common interests.
   • Check if others recognise and agree with common interest(s).
S6d. Identifying interests and negotiation for mutual gain

Exercise Sheet  ES S6d

Preparation
1. Assign a facilitator from among the trainees.
2. Select a case from the options given in Box 2. Assign trainees to specific roles based on the case selected. Make sure you have at least two stakeholder groups of which you know their interests. Instruct your group members on their roles.
3. Arrange seating for trainees to sit next to each other (side by side), all facing the flipchart.
4. Have the list of interests visible (without names) on the wall.

Steps
Give to the assigned facilitator the following instructions:
1. Introduction
   a. As a facilitator, agree with the group that you will brainstorm and not decide yet
   b. Clarify basic rules for brainstorm
      - no criticism, every idea is accepted
      - ‘dream’, out of the box
      - put time limit.
2. Start brainstorm
   a. Start by asking for ideas that meet the interest of the others (not own interest)
   b. Write down all ideas
   c. Encourage with gestures, attitude, say... “what else?”, “great”, “you can do better”
   d. Ask for ideas that are in everyone’s interest.
3. Improving options
   a. Ask participants to pick (star) the most promising options given the identified interests
   b. Try to improve the most promising ideas. Ask “What will help to realise this option?”
4. Plan decision (if needed)
   a. Set a time deadline to evaluate ideas (on basis of objective criteria) and decide.
## Exercise Sheet

### ES S6d

### Box 2.

#### Case studies – Identifying options for mutual gain

1. You are the facilitator of a workshop involving policy makers, researchers, farmers’ organisations and representatives of product organisations (private sector). They are invited to choose the value chain the government should invest extra money in. Everyone wants their own value chain to be chosen. The farmers’ organisations want it to be the soya value chain as many farmers produce soya. The policy makers prefer cashew nuts because the product can be exported and will provide foreign currency. The discussion seems to revolve around these two positions.

2. As project manager you will guide a discussion on how certain funds for ICT investments should be spent. University management wants to invest in an expensive management information system because this will enable them to steer the university towards competency-based learning. The research staff want analysis software to support their research activities. To you it does not really matter as long as the budget will not be exceeded and the investment will lead to better education because that is the requirement of the donor. There is much discussion and deadlock arises.

3. You are a researcher and you are in a meeting with farmers, traders, transporters and food processors to find out in which way you could collaborate in a project that focuses on tomato processing. Some participants have a strong opinion about the choice of technology to be tested. Transporters want the research to be about tomato paste manufacturing as this is a product that does not spoil quickly during transport. Farmers prefer to have a tomato variety that produces year round to avoid having a peak production which lowers the prices. They also would want to avoid adding another task to their already busy schedule so they are in favour of others adding the value. The factory that might do the processing is mainly concerned about getting enough production to avoid machinery standing idle. Researchers in food processing prefer to test solar drying of tomatoes because that does not require a lot of investment, can be done by farmers themselves, and delivers results quickly.

4. As head of faculty you have to guide the discussion on the use of project funds for buying new means of transportation. Teaching staff in the agriculture department want to have a bus for transporting their students to the field for study tours and field work. The food and nutrition department has a lot of outreach projects and prefers buying 3 pick-ups to visit outside stakeholders and transport small amounts of food to the lab for processing. The animal science department wants a tractor to work the university farmland for free fodder and other income-generating activities. You do not want to exceed the budget and it is not possible to buy all means of transport that are proposed. The discussion runs high and deadlock arises.
Extra Exercise 1.
What is the best approach to avoiding deadlock in a meeting?

Introduction
NIFs are encouraged to think and to debate how to avoid deadlock in a meeting with stakeholders with different positions.

Materials/equipment required
- Flipchart with goal
- Flipcharts with options a-c on the wall distributed in the room.

Step 1: The situation
Read the situation: You are leading a stakeholder meeting. The stakeholder platform has developed a new type of credit scheme (warranty system for cereals). Now they want to scale up this system and have to decide in which region to scale up first. Two players (bank providing credit and Ministry of Agriculture) are dominating the discussion. Suggestions of others have been dismissed and they have turned silent. The micro-credit provider wants it in region X and Ministry of Agriculture in region Y and they are trying to convince everybody why their idea is the best. There is deadlock, and it is proposed that the decision is postponed to the next meeting, but some stakeholders indicate they will not turn up.

Step 2: Role play
1. Form two groups. Each group should have a facilitator, banker and ministry official. The rest of the trainees act as farmers or stakeholders.
2. Assign one of the methods below for the facilitator to use to find a solution:
   a. Make everybody vote what is the best solution for them and then try to improve this solution with most votes to make it fit as many interests as possible
   b. Organise a brainstorm in which every suggestion is taken on board and make a long list of options.
3. Explain to the banker and ministry official (separately) their roles in the situation.
4. Ask the facilitator to facilitate the discussion and find a solution to the deadlock.

Step 3: Plenary discussion among the trainees
Objective: to analyse the facilitation and how the group found solutions.
1. Ask the groups if they were able to come up with an agreement or not. Let them describe the process taken. Ask everybody to identify advantages and disadvantages of the two options.
2. Ask the trainees which is the best approach to avoid such deadlock. Discuss why they think it is the best approach.
3. Facilitate discussion in such a way that participants discuss how to handle a deadlock and what will be the effect of the different approaches. Ask trainees to stand by the approach they prefer. Start with the smallest group and stand next to them. Then move to other groups. Play devil's advocate. Increase differences to encourage discussion.
4. Summarise the points on which most NIFs agree and disagree.
5. Give one's own vision, acknowledging the suggestion on the value of brainstorming.
Extra Exercise 2. Dealing with conflict

Introduction
This is an exercise in which NIFs realise that this sort of scenario occurs in their daily lives, and that it is hard to facilitate a discussion where participants have very strong and sometimes conflicting positions. Finally, the ‘audience’ will help the facilitator by providing some tips and gain confidence that it is possible to improve and bring people closer to each other!

Materials/equipment required
None.

Steps
1. Ask the participants which of them has found themselves in a situation in which they facilitated or were part of a meeting/workshop and conflict arose. “What happened? What was your role (participant or facilitator)? What did you do in this situation?”
2. Simulate situation
   a. The participant that comes with the case will be the facilitator and they will choose the participants of the chosen workshop/meeting. These participants should have strong positions.
   b. If the participant was not the facilitator of the meeting where conflict rose, you can also ask a volunteer to facilitate.
3. Stop the simulation and discuss some tips. A tip could be to ask questions to go deeper: “What makes you want this? What is important to you?”
4. Then resume simulation and try out tips to see what helps to improve things.
5. Acknowledge the improvement and make a bridge to the theory.

Note: This might not be a very easy one to facilitate. If you do not feel comfortable simulating, just try to encourage participants to talk about some experiences they have had with meetings in which conflict arose, the role they played and how difficult these situations can be. Check whether indeed they agree. Reassure them then that there are some tips that will help them bring people together.
S6e. Understanding group dynamics and diversity ('The Black Horse’ murder mystery)

**Objectives**

NIFs better appreciate the importance of listening and collaboration, and have an improved understanding of group dynamics and different approaches to problem solving.

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Speaking in plenary</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>‘‘The Black Horse” murder mystery’ will test the ability of the group to share/receive information and problem solve. Please do not show your clue cards to anyone else in the group.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Plenary with flipchart</td>
<td>ES S6e, Flipchart paper, Pens, Clue card print out, Scissors</td>
<td>60 mins</td>
</tr>
<tr>
<td>Carry out “The Black Horse” murder mystery’ exercise as in ES S6e</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Plenary</td>
<td>None</td>
<td>15 mins</td>
</tr>
<tr>
<td>Ask the observers to report on what they saw for example: did they choose a leader, did certain members dominate, were the voices of some ignored, did some give up and not participate, how was a consensus arrived at?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How do you think the reflections on this exercise can help improve the CNA process?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invite questions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The next session will be on how to conduct the CNA of CDAIS</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**SEASON 6 Facilitating multi-stakeholder involvement**

**S6e. Understanding group dynamics and diversity (‘The Black Horse’ murder mystery)**

**Exercise Sheet ES S6e**

**Introduction**
This exercise helps people understand group dynamics and diversity.

- With the whole group in a circle, announce that what you would like them to do is to work together as a group to solve a murder mystery that took place at ‘The Black Horse’ bar in London. (Note: rather than adapt the mystery to different cultures, it is better to leave as taking place in London.)
  - Several clues to the mystery will be shared out among members of the group.
  - No one may move or to pass their clues to someone else to read.
  - Do not give any other instructions (such as how to organise themselves).

By talking to each other, they have to solve the mystery and answer the questions written on a flipchart:

- Who is the murderer?
- At what time did the murder take place?
- Where did the murder take place?
- What was the weapon?
- What was the motive?

Once they have the clues, the group will be left on its own and should only refer to the facilitator when they think they have the answers. The group must come to a decision about the answers to the above questions and inform the facilitator of their conclusion. If their version is correct, the facilitator informs them of that. If it is not, they should do some further deliberations to come up with another solution and inform the facilitator of this new conclusion, when they are ready.

**Materials/equipment required**
Clues printed out and cut up – one clue per piece of paper.

**Steps**
1. The individual clues should be cut out and pasted on cards and then mixed (do not number the cards!).
2. Distribute the clues among the group. If the group is smaller than 28, then some members will have more than one clue (if the group is larger than 28 then some members will not be issued with a clue, but should still contribute to solving the mystery).
3. Choose one member of the group to be an observer to watch how the dynamics work out (do they choose a leader, do certain members dominate, are the voices of some ignored, do some give up and not participate, how is a consensus arrived at?). Since in the case of the NIFs training the group is quite small (8-12 members), the facilitator may want to take on the role of observer.
### Clues

<table>
<thead>
<tr>
<th>Event</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>When he was discovered dead, Mr Brown had a large bruise and bleeding to the side of his head and deep cuts to his throat and neck</td>
<td>Mr Johnson had been seen opening the boot of his car in ‘The Black Horse’ car park just after 22:10 by a regular customer going into ‘The Black Horse’</td>
</tr>
<tr>
<td>Mr Smith attacked Mr Brown at 22:10 in the car park of ‘The Black Horse’ bar</td>
<td>Mr Brown’s body was found in the back alley behind ‘The Black Horse’</td>
</tr>
<tr>
<td>A man getting off the No. 38 bus outside ‘The Black Horse’ saw Mr Brown with blood all over his face</td>
<td>The broken bottle had Mr Smith’s fingerprints on it</td>
</tr>
<tr>
<td>A broken bottle with blood on it was found in ‘The Black Horse’ car park</td>
<td>Mr Brown had been dead one hour according to the medical expert working with the police</td>
</tr>
<tr>
<td>Brown’s body was found at 23:15</td>
<td>Mr Johnson had been drinking on his own in ‘The Black Horse’</td>
</tr>
<tr>
<td>When the man getting off the bus saw Mr Brown, he was sitting on the car park wall holding his head</td>
<td>The manager of the bar found Mr Brown very attractive</td>
</tr>
<tr>
<td>A spanner with Mr Brown’s blood on it was found in a dustbin near ‘The Black Horse’</td>
<td>Mr Brown’s bloodstains were found in the car park and back alley</td>
</tr>
<tr>
<td>Mr Smith saw Mr Brown in the bar and started threatening him</td>
<td>Mr Smith had told Mr Brown he was going to kill him</td>
</tr>
<tr>
<td>Mr Brown was having an affair with Smith’s wife</td>
<td>The barman said that Mr Johnson sometimes handed an envelope across the table to Mr Brown</td>
</tr>
<tr>
<td>The barman saw Mr Johnson leave the bar at 22:05</td>
<td>Mr Brown and Mr Johnson met together from time to time in ‘The Black Horse’</td>
</tr>
<tr>
<td>At 22:10, Mr Smith came into the bar and ordered a bottle of ‘Charles’</td>
<td>Mr Johnson could not be found by the police after the killing</td>
</tr>
<tr>
<td>The spanner had Mr Johnson’s fingerprints on it</td>
<td>The No 38 bus stopped outside ‘The Black Horse’ at 22:12</td>
</tr>
<tr>
<td>Mr Smith and Mr Brown left the bar arguing at 22:05</td>
<td>It was obvious that the body had been dragged some distance</td>
</tr>
<tr>
<td>The barman said that Mr Brown and Mr Johnson were regular customers in ‘The Black Horse’</td>
<td>Mr Smith was not at home when the police called to make enquiries after finding the body</td>
</tr>
</tbody>
</table>
Mr Brown had been involved in a fight with Mr Smith in ‘The Black Horse’ car park over an affair with Smith’s wife. Smith had cut Brown’s face and neck with a broken bottle at 22:10.

Brown met Johnson regularly in the bar. He was blackmailing Johnson. Johnson saw his chance when Brown was injured, and clubbed Brown to death with a spanner taken from his car boot at 22:15. He then dragged the body across the car park to the back alley and threw the spanner in a dustbin near to ‘The Black Horse’.

Adapted from a mystery devised by Martin Horne – a Social Studies and Careers Teacher from Leeds, UK.
SESSION 7 Understanding the capacity needs assessment process

S7a. The CNA process for CDAIS

Session Plan

Objectives
NIFs will understand the details of the capacity needs assessment process for CDAIS, understand the CNA process and learn how to use the tools suggested

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Recap key messages from Session 5: Introduction to the capacity needs assessment and open up for discussion and reflection</td>
<td>Speaking in plenary</td>
<td>• Flipchart</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Present steps (Leiden table) of CDAIS country capacity needs assessment process for innovation niche partnership level and have a discussion</td>
<td>‘Teaching’ moment</td>
<td>• Printed copy of Leiden table</td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Open discussion to check relevance and understanding</td>
<td>Discussion</td>
<td>None</td>
</tr>
</tbody>
</table>
S7a. The CNA process for CDAIS

**Leiden Table: CDAIS country capacity needs assessment process (innovation niche partnership level)**

**Outputs**
- Country Capacity Assessment report (innovation niche partnership level)
- Capacity Development Action Plan
- Contextualised tools (e.g. Capacity Assessment Questionnaire for AIS) and documented process.

The following steps should be adapted to different country contexts, and this will affect the sequence and duration of visits.

<table>
<thead>
<tr>
<th>STEP</th>
<th>TIMING</th>
<th>TITLE</th>
<th>OBJECTIVE</th>
<th>APPROACHES</th>
<th>TOOL OPTIONS</th>
<th>WHO DOES IT?</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Prior to start of CNA</td>
<td>Profiling of innovation niche partnerships?</td>
<td>CDAIS staff understand the innovation niche partnership sufficiently to plan the CNA detail and brief the NIFs during their training</td>
<td>Desk studies/previous reports Completion of the innovation niche partnership profile in consultation with innovation niche partnership stakeholders</td>
<td>Face-to-face discussions with stakeholders, semi-structured around the innovation niche partnership profile headings</td>
<td>CPM</td>
</tr>
<tr>
<td>1</td>
<td>Start of CNA</td>
<td>NIF training</td>
<td>Train the NIFs on skills to facilitate and tools to use for the CNA Share the concepts of CDAIS project</td>
<td>4 day participatory training – presentations, group exercises, questionnaires</td>
<td>NIF Training Resources (session plans, exercise sheets and PowerPoints)</td>
<td>Led by AFP with CPM</td>
</tr>
<tr>
<td>2</td>
<td>After the NIF training</td>
<td>NIF action planning</td>
<td>Finalise and agree the NIF work plan to conduct the CNA</td>
<td>1 day meeting among NIF and CPM</td>
<td>Action plan template used in NIF training</td>
<td>NIF</td>
</tr>
<tr>
<td>3</td>
<td>Field visit 1 (stakeholder workshop)</td>
<td>Creating ownership/galvanising commitment: actors in the innovation niche partnerships</td>
<td>Stakeholder awareness of the project; common understanding of the history of the innovation niche partnership and the actors involved (what is going well and what not?) Mutual knowledge of what we can do together (managing expectations)</td>
<td>Open invite to leaders of organisations; face to face with all actors in the innovation niche partnership</td>
<td>Short presentation of the objectives of CDAIS to gain interest of actors in the innovation niche partnerships Timeline tool</td>
<td>CPM and NIFs (with AFP initially)</td>
</tr>
</tbody>
</table>
## S7a. The CNA process for CDAIS

### Leiden Table: CDAIS country capacity needs assessment process (innovation niche partnership level)

<table>
<thead>
<tr>
<th>STEP</th>
<th>TIMING</th>
<th>TITLE</th>
<th>OBJECTIVE</th>
<th>APPROACHES</th>
<th>TOOL OPTIONS(^1)</th>
<th>WHO DOES IT?</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Field visit 2 Day 1 (stakeholder workshop, morning)</td>
<td>Understanding the innovation niche partnership (1)</td>
<td>Shared understanding of key problems (technical and functional), effects, causes and initial thoughts on solutions</td>
<td>Group work and plenary feedback</td>
<td>• Problem tree/solution tree (functional capacity-focused but recognising technical problems too)</td>
<td>CPM and NIFs (with AFP initially)</td>
</tr>
<tr>
<td>5</td>
<td>Field visit 2 Day 1. (stakeholder workshop, afternoon)</td>
<td>Understanding the innovation niche partnership (2):</td>
<td>Shared understanding of who is involved; linkages and influences; structure / governance; boundaries</td>
<td>Group work and plenary</td>
<td>• NetMap tool (making reference to the findings of the problem / solution tree)</td>
<td>CPM and NIFs (with AFP initially)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facilitated self-assessment of capacities of actors within the innovation niche partnerships</td>
<td>Understanding the existing capacities in the innovation niche partnerships to work together</td>
<td>Individual exercise</td>
<td>• Capacity assessment questionnaire</td>
<td>CPM and NIFs (with AFP initially)</td>
</tr>
<tr>
<td>6</td>
<td>In between field visits 2 and 3</td>
<td>Analysis of capacity needs to be addressed by CDAIS</td>
<td>Processing/reflection/collation and analysis of findings/data from visits 1 and 2</td>
<td>Off site, plus consultations and data analysis of information gathered from timeline, problem tree, NetMap and questionnaire</td>
<td>• Tables for data/info from timeline, problem tree, NetMap and questionnaire • Capacity profile of each actor • Radar plot on capacities within the innovation niche partnerships</td>
<td>CPM, NIFs, AFP</td>
</tr>
</tbody>
</table>

\(^1\) to be used in a standardised way
### Session 7 Understanding the capacity needs assessment process

## S7a. The CNA process for CDAIS

### Leiden Table: CDAIS country capacity needs assessment process (innovation niche partnership level)

<table>
<thead>
<tr>
<th>STEP</th>
<th>TIMING</th>
<th>TITLE</th>
<th>OBJECTIVE</th>
<th>APPROACHES</th>
<th>TOOL OPTIONS*</th>
<th>WHO DOES IT?</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Field visit 3 (stakeholder workshop)</td>
<td>Visioning</td>
<td>Share and agree with the actors the results of the analysis on capacities within the innovation niche partnership Discuss and agree with the actors on what they want to do together in the innovation niche partnership</td>
<td>Participatory presentation of results Group discussions Joint decision making on shared vision</td>
<td>• Presentation of results that facilitate ownership by the actors in the innovation niche partnership • Use rich picture or future backwards to develop a shared vision within the innovation niche partnerships</td>
<td>CPM and NIFs (with AFP initially)</td>
</tr>
<tr>
<td></td>
<td>Consensus on capacity-development needs</td>
<td></td>
<td>Agreement on capacities required to achieve the shared vision of innovation niche partnership</td>
<td>Plenary proposal / dialogue / refinement / validation</td>
<td>• Capacity assessment report using template, presentation</td>
<td>CPM and NIFs (with AFP initially)</td>
</tr>
<tr>
<td></td>
<td>Capacity development action planning</td>
<td></td>
<td>Agree on who, how, when, cost of capacity development interventions</td>
<td>Some plenary, some smaller groups</td>
<td>• Action planning tools/formats</td>
<td>CPM and NIFs (with AFP initially)</td>
</tr>
<tr>
<td>8</td>
<td>After Field visit 3</td>
<td>Write-up of CNA report</td>
<td>To consolidate data and information on CNA</td>
<td>Data consolidation Consultation with relevant actors</td>
<td>• CNA report template</td>
<td>CPM, AFP</td>
</tr>
</tbody>
</table>

* to be used in a standardised way
S7b. Overview of tools for capacity needs assessment

Objectives
NIFs have an initial understanding of the range of tools they will use

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Speaking in plenary</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>There are many participatory tools that can be used in the process of CNA. The CDAIS project has identified a small number of key tools that can help the innovation niche partnership stakeholders and you to explore and understand the innovation niche partnership and identify functional capacity needs.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Presentation</td>
<td>PPT S7b</td>
<td>15 mins</td>
</tr>
<tr>
<td>Present PPT S7b</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Q&amp;A</td>
<td>None</td>
<td>10 mins</td>
</tr>
<tr>
<td>• Ask if participants have used any of these tools before and, if so, what their experience of using them was like</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Invite questions/comments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• In the next session, we will move on to using the first of these tools – the timeline</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
S7c. Understanding the situation in the innovation niche partnership (timeline tool)

Session Plan

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Speaking in plenary</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>Explain that the timeline exercise will be used in the first visit to the innovation niche partnership to understand more what is happening there and build up a rapport. It should be a participatory exercise for the whole group present at the first innovation niche partnership visit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Plenary exercise</td>
<td>Flipchart paper, Masking tape, Black, green and red marker pens, ES S7c</td>
<td>45 mins</td>
</tr>
<tr>
<td>Note: Since the NIFs are not actors in the same innovation niche partnership, it will be necessary to choose a process that they have some common involvement in, e.g. you can use the scenario in Session 2a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete the exercise outlined in ES S7c</td>
<td></td>
<td>None</td>
<td></td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Q&amp;A</td>
<td>None</td>
<td>10 mins</td>
</tr>
<tr>
<td>• Ensure NIFs have understood the exercise and how it will be conducted in a real innovation niche partnership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Clarify any outstanding questions</td>
<td></td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

*Total duration: about 60 mins*
S7c. Understanding the situation in the innovation niche partnership (timeline tool)

Introduction
The timeline exercise will be used in the first visit to the innovation niche partnership to improve understanding of what is happening there and build up a rapport between innovation niche partnership actors and the NIFs. It is a participatory exercise to be carried out with the whole group present at the first innovation niche partnership visit.

Note: Since the NIFs are not actors in the same innovation niche partnership, it will be necessary to choose a process that they have some common involvement in, for example the scenario in Session 2a.

Materials/equipment required
- Flipchart paper
- Masking tape
- Black, green and red marker pens

Steps
- Spread two to three sheets of flipchart paper horizontally on the wall.
- Draw a line horizontally in the middle of the sheets in black and divide into time periods. The divisions will depend on the time the innovation niche partnership has been in existence, e.g. if it is a new initiative, actors may want to divide it into months; if it has been in existence for some years, it could be divided into quarters.
- Write and mark each breakthroughs or key event in green on top of the line corresponding to the time it happened. Draw a circle around the breakthrough.
- Write and mark the challenges/setbacks in red below the line. Draw a circle around each challenge.
- Then explain events or opportunities that led to the breakthrough and write them in green next to the breakthrough.
- Do the same for the challenges and write in red next to the challenge.

Resources
Below are links to two variations on the method explained above.
- Factsheet on Timeline: www.tapipedia.org/sites/default/files/tool_timeline.pdf
S7d. Understanding the cause and effect of challenges (problem tree/solution tree tool)

Session Plan

Objectives
NIFs are capable of effectively facilitating the problem/solution tree tool at innovation niche partnership level to identify the causes and effects of problems, and the objectives/actions that will address the causes

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Presentation</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>The problem tree is a tool for mind mapping key problems, their causes and their effects. The solution tree progresses this to objectives and actions for addressing the causes. Initially, we will include all problems – functional and technical – but will change the focus in the second step to look at causes that relate to functional capacity gaps at the innovation niche partnership level.</td>
<td>Presentation</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Participatory group work</td>
<td>ES S7d, Flipchart paper, Pens, 3 colours of cards, Masking tape, Country-specific scenario</td>
<td>60 mins</td>
</tr>
<tr>
<td>Use the problem tree tool on the scenario in Session 2a or the scenario on the cassava value chain (exercise ES S7d)</td>
<td>Participatory group work</td>
<td>ES S7d, Flipchart paper, Pens, 3 colours of cards, Masking tape, Country-specific scenario</td>
<td>60 mins</td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Q&amp;A in plenary</td>
<td>None</td>
<td>15 mins</td>
</tr>
<tr>
<td>What did we learn about the causes of and solutions to technical problems?</td>
<td>Q&amp;A in plenary</td>
<td>None</td>
<td>15 mins</td>
</tr>
<tr>
<td>How can this tool help us in making a capacity development plan?</td>
<td>Q&amp;A in plenary</td>
<td>None</td>
<td>15 mins</td>
</tr>
<tr>
<td>Invite questions on the use/application of the tool and possibly tips from those who have already used this tool in the past</td>
<td>Q&amp;A in plenary</td>
<td>None</td>
<td>15 mins</td>
</tr>
<tr>
<td>The next session will explore the facilitation skills required to use this sort of tool effectively</td>
<td>Q&amp;A in plenary</td>
<td>None</td>
<td>15 mins</td>
</tr>
</tbody>
</table>
Problem/solution tree

Introduction
This exercise involves using the problem tree/solution tree tool to explore the causes and effects of key problems, and some preliminary thinking about the objectives and potential actions to address the problems.

Materials/equipment required
- Copies of this exercise sheet
- Printed copy of a nationally relevant scenario or real example of an innovation niche partnership
- Flipchart paper and pens
- Red, green and blue cards
- Masking tape.

Steps
1. Divide into groups of 3 or 4.
2. Each group sticks two pieces of flipchart paper together along their long edge and puts them on the floor or on a table. Draw a tree with trunk right in the middle of the two sheets and branches above and roots below to fill the flipchart paper.
3. From Session S7c: Understanding the situation of innovation niche partnership, select a problem or a challenge (either functional or technical) that constrains the effective functioning of the innovation niche partnership, and write each of these major problems on a red card.
4. Discuss and agree on the most important or central problem, and put that card in the middle of the paper on the trunk of the tree. (See do’s and don’ts in formulation of problems.)
5. Write down as many effects of the problem on green cards and arrange these effects (the justification for action) as branches of the tree.
6. Write down as many causes of the problem as you can think of on blue cards, and arrange the blue cards with major causes below the tree as roots, and the blue cards with the secondary causes under the major causes.
   - Note: you might consider giving an example problem: low yield of product X in region Y. Cause: no access to high-yielding varieties. Effect: low income of farmers in region Y.
   - Note: Don’t stick any cards down yet as you may want to move them around.
7. Review the problem tree and make any changes/additions as necessary.
8. Write on a new (yellow) card a positive objective to respond to or eliminate the ‘causes’ and stick them on top of the cause cards. For example, the cause might be ‘no access to high-yielding varieties’ and the positive objective might be ‘farmers have timely access to affordable high-yielding varieties’.
9. If there is time, discuss interventions that could address these objectives. However, the aim of this exercise is not to produce a capacity development plan, but to lay the foundations for doing that later.

Do’s and don’ts in formulation of problems

<table>
<thead>
<tr>
<th>Don’ts</th>
<th>Do’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Big balloons or big vague concepts, e.g. no infrastructure</td>
<td>but Be precise, e.g. there is no paved road from Chittoor to Mahabubnagar</td>
</tr>
<tr>
<td>No Absent solutions (danger: you block alternatives), e.g. we have a lack of money and thus children don’t go to school</td>
<td>but The problem is: school fees are not affordable</td>
</tr>
<tr>
<td>No Non-existing problems, e.g. no existence of NGOs (in former dictatorial countries possibly a problem in the past)</td>
<td>but The problem now is: that there is no knowledge on how to run an NGO</td>
</tr>
<tr>
<td>No Formulation of interpretations, e.g. the government is lazy</td>
<td>but The government does not issue licences</td>
</tr>
</tbody>
</table>

And further: explain all abbreviations and jargon
SESSION 7 Understanding the capacity needs assessment process

S7e. Understanding the landscape of stakeholders (NetMap analysis)

Session Plan

Objectives
• To understand the landscape of the stakeholders who are involved in the innovation niche partnership, i.e. how they work together and influence each other (power relations)
• Create a baseline of the network and to trace the relationships among actors of the innovation niche partnerships

<table>
<thead>
<tr>
<th>CONTENT</th>
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<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>NetMap technique is a simple and commonly used tool to understand who the stakeholders are, how they work, and to determine linkages between them and the power structure in the system. The exercise is conducted in small groups using participatory and facilitated discussions. NetMap can be used to understand the general picture of the system or to explore situations around a particular issue or purpose, in this case the innovation niche partnership. For the NIF training, we will be focusing on a particular issue that is identified through a problem tree analysis</td>
<td>Speaking in plenary</td>
<td>None</td>
</tr>
<tr>
<td>Development</td>
<td>Select one of the major objectives identified in the previous session (Session S7d: Problem/solution tree). Use this situation to conduct Exercise S7e on NetMap</td>
<td>Participatory group work</td>
<td>• ES S7e</td>
</tr>
<tr>
<td>Wrap-up</td>
<td>Plenary session: Each stakeholder group presents its own map (which indicates only their perspective and view). This enables, for example, all to understand how producers see the landscape, who are their points of call/linkages and which actors they see as influential • In plenary, following each group presentation, the notetaker should be asked to highlight any relevant and important discussion of their group that is not included in the map</td>
<td>Q&amp;A in plenary</td>
<td>None</td>
</tr>
</tbody>
</table>
**S7e. Understanding the landscape of stakeholders (NetMap analysis)**

**Introduction**
This exercise is to deepen the understanding about the stakeholders within the innovation niche partnership, namely who is involved, how they work together, influence each other and their power relations.

**Set-up and equipment required**
Room should be set up to have groups of 3-5 people; markers and coloured card (suggestion: use one colour per table or stakeholder type); flipchart or big sheet of paper; 4 different colour markers; checkers pieces or other stackable tokens (discs).

<table>
<thead>
<tr>
<th>STEP</th>
<th>COMMENTS</th>
<th>DURATION</th>
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</thead>
<tbody>
<tr>
<td><strong>1</strong> Define the objective</td>
<td>Skip this step if NetMap is building onto a scenario or an issue that is used in the previous exercises</td>
<td>10 mins</td>
</tr>
<tr>
<td>For the NIF training, use the objective identified in the previous exercise (S7d). During innovation niche partnership-level capacity needs assessment, use the innovation niche partnership itself and focus on one of the objectives identified during the problem tree exercise (S7d) <strong>Important:</strong> The exercise should focus on the situation now, not what the stakeholders would wish it to be</td>
<td>10 mins</td>
<td></td>
</tr>
<tr>
<td><strong>2</strong> Group the participants (NIFs) into small groups</td>
<td>Room set up to have groups of 3-5 people around a table where the NetMap can be laid out A sheet of flipchart paper is placed on each table</td>
<td>5 mins</td>
</tr>
<tr>
<td>Groups should be divided by stakeholder type (e.g. government, NGO, private sector, producers, extension, research). It is important to group them by stakeholder type to understand the differences in the perspectives and power relations / levels of influence</td>
<td>5 mins</td>
<td></td>
</tr>
<tr>
<td><strong>3</strong> Assign a group facilitator and notetaker</td>
<td></td>
<td>5 mins</td>
</tr>
<tr>
<td>Group facilitator ensures everyone’s participation in the discussion and keeps the time. Notetaker ensures that relevant and important comments during the discussion (that are not part of the map, such as how to overcome certain issues) are documented</td>
<td>5 mins</td>
<td></td>
</tr>
</tbody>
</table>
### Exercise Sheet

<table>
<thead>
<tr>
<th>STEP</th>
<th>COMMENTS</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td><strong>Create a NetMap of the current situation</strong>&lt;br&gt;a. <em>Who are the key actors?</em> Who is involved in addressing the objectives identified from the problem tree? Based on your experience, write each actor or stakeholder who you think is important on a separate card (only actors that are highly relevant!). Then, place them on the flipchart/paper with plenty of space in between them. The map can be created from the perspective of the group participants, placing their organisation in the middle&lt;br&gt;b. <em>Now, let us identify linkages among them.</em> Who is working with whom? And for what purposes? Focus should be on first-degree linkages, with some important second-degree relationships also featuring on the map. Discuss in your groups:&lt;br&gt;- who is connected with whom, then discuss&lt;br&gt;- why are they connected, what is the purpose of their connection?&lt;br&gt;Since people/organisations are linked to one another for a reason, use the following 4 different colour markers to indicate the principle purposes/reason of their linkages:&lt;br&gt;- Black for knowledge and information (technologies, practices, etc.)&lt;br&gt;- Red for financial flows and directives&lt;br&gt;- Blue for agricultural inputs (seeds, fertilizers, etc.), if applicable&lt;br&gt;- Brown for disturbance.&lt;br&gt;For example, if a farmer is connected to an organisation to obtain more information about the market, draw a black line between them. Once the purpose/reason for the linkage is identified, indicate the direction of the linkage, is it both ways, or is it only one way? Draw an arrow in the direction of the communication&lt;br&gt;c. <em>How influential are they?</em> The last step is to describe the stakeholder’s influence in addressing the issue. Some of the stakeholders play important roles and they are more influential in addressing the identified issue than others. (It is important at this stage to reach a consensus on what ‘influence’ means.) Based on your discussion in the group, stack the discs or tokens next to the stakeholder’s name. The influence tower can be maximum 5 pieces high indicating a high level of influence</td>
<td>Markers and colour card (suggestion: use one colour per table or stakeholder type)&lt;br&gt;Flipchart or big sheet of paper</td>
</tr>
<tr>
<td>5</td>
<td><strong>Plenary session</strong>&lt;br&gt;- Stakeholder groups present their map (which indicates only their perspective and view). This allows everyone to understand, for example, how producers see the landscape, who are their points of call/linkages and which actors they see as influential.&lt;br&gt;- In plenary, following each group presentation, the notetaker should be asked to highlight any relevant and important discussions/observations of their group that are not included in the map</td>
<td>Group presentations in plenary</td>
</tr>
<tr>
<td>6</td>
<td><strong>How can the situation be improved?</strong> Repeat the exercise, but this time ask the stakeholders to construct a NetMap of how they feel an <em>ideal</em> system should look and discuss what would need to be done and which capacities would need to be strengthened to help the innovation niche partnership move from now to the ideal state</td>
<td></td>
</tr>
</tbody>
</table>
S7e. Understanding the landscape of stakeholders (NetMap analysis)

**Important elements to consider for the facilitators**
Ensure group discussions are focused on the main issue identified from the previous problem tree exercise.

**Post-workshop tasks for NIFs (main facilitators)**
- Analysis of the maps by stakeholders
- If necessary, merge the maps into one
- Baseline analysis for the existing social network (optional: using available software).

**Resources**
- How NetMap works: https://netmap.wordpress.com/about/
- www.mspguide.org/tool/netmapping
- Social Network Analysis: www.tapipedia.org/sites/default/files/tool_social_network.pdf
- Software for Social Network Analysis: Graphcommons
**SESSION 7** Understanding the capacity needs assessment process

### S7f. Developing a shared vision for the innovation niche partnership

**Session Plan**

<table>
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<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Speaking in plenary</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>There are two tools that could be used for this session. One is the ‘rich picture’ and the other is the ‘future backwards’. These tools can help stakeholders reflect on and capture their vision of what a ‘perfect future’ might look like if their innovation niche partnership was working really well. The tools should illustrate what their world would be like if all the problems (identified in the problem tree exercise) were solved, the relationships (identified in the NetMap exercise) were functioning well, and the capacity gaps (identified in the capacity questionnaires) were addressed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Participatory group work</td>
<td>Flipchart paper, Pens</td>
<td>30 mins</td>
</tr>
<tr>
<td>Select the tool to use, for</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The rich picture exercise, use ES S7fa</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The future backwards exercise, use ES S7fb</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Q&amp;A in plenary</td>
<td>None</td>
<td>10 mins</td>
</tr>
<tr>
<td>• In plenary ask whether there were any elements in other groups’ pictures that on reflection they would like to include</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Ask whether there were any conflicts between the ‘perfect worlds’ illustrated by different stakeholders</td>
<td></td>
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</tbody>
</table>

**Objectives**

NiFs can facilitate and engage the actors in the innovation niche partnership to formulate their shared vision.
Visioning:
Rich picture

Introduction
This session consolidates the information gathered from use of the timeline, problem tree and NetMap tools. It is important that the facilitator can analyse the issues and gaps from the previous exercises to be able to guide the discussions with more focus. The vision formulated should be owned by most the actors in the partnership. Each member of the partnership should understand why they are engaging in the process.

Materials/equipment required
- Flipchart paper
- Pencils
- Marker pens (4 colours)

Steps
1. Split to groups of 4 or 5.
2. Each group imagines they a stakeholder in an innovation niche partnership, e.g. farmer, trader, researcher or other stakeholder. Think about a ‘perfect’ future picture of how your world would be if the partnership worked really well, perhaps in 10 years’ time.
3. Each group decides who will do the drawing.
4. Lay a sheet of flipchart paper on a table or stick it to the wall.
5. With contributions from the group, the ‘artist’ draws a picture illustrating the perfect world in 10 years’ time.
6. In plenary each group presents its rich picture and explains the elements in it.

Resources
Visioning:
Future backwards

Introduction
This session consolidates the information gathered from use of the timeline, problem tree and NetMap tools. It is important that the facilitator is able to analyse the issues and gaps from the previous exercises to be able to guide the discussions with more focus. The vision formulated should be owned by the majority of the partnership. Each member of the partnership should understand why they are engaging in the process.

Materials/equipment required
- Flipchart paper
- Facilitation cards (ideally cut into hexagonal shapes)
- Marker pens (4 colours)

Steps
1. Share the ground rules (you can write these on a piece of flipchart paper):
   a. There is no right or wrong answer
   b. Be as creative, imaginative and extreme as you can in imagining potential futures (don’t let the conditions of the present constrain your perspective of the future)
   c. Consider all dimensions (behaviours, processes, characteristics, events, newspaper headlines, pictures, video – anything that helps describe the future state)
   d. Don’t channel all discussions/postings through one person – everyone contributes
   e. Discuss items and perspectives and experiences while posting – allow no silence!
   f. Please do not look at what the other groups are doing
   g. Do not set any restriction on the time period, contrasts will be interesting.
2. Provide the instructions below one at a time.
   a. Describe the current state (CS). Derive the description from the NetMap exercise. Write one current state per card.
   b. Identify the most significant event in the immediate past which shaped the current state (reference to timeline results). Write each event on a single card to be placed to the left of the CS cluster. Some of these events may be more significant than others. Repeat the process for the most significant event that preceded the one that they have just identified and continue creating events one at a time, going as far back into the past as they consider appropriate. Make it very clear that this is a single track backwards from the CS cluster, not from each CS item.
   c. Describe ‘Extreme Heaven’. Each group is then asked to imagine an impossibly good future (‘Heaven’) and describe the conditions/experience of Heaven with cards discussed and agreed by the group. The results are then placed in the upper right corner of the work area. Ritual dissent (if there are multiple groups) can be used to challenge ‘heavens’ and ‘hells’, but if this is the case the historical strand should be covered so other groups do not see the material before they have finished.
   d. Describe ‘Extreme Hell’. The group is then asked to repeat the process for an impossibly bad future state with the results placed in the bottom right section of the work area.
   e. Connect Heaven to a past event with fictional events. Each group is asked to make heaven happen. They are asked to do this the same way that they worked the history of the CS. Starting with the immediately preceding significant event to heaven and then working backwards, event by event to one of the significant events that track back from the CS.
   f. Connect Hell to a past event with fictional events. The process is repeated for hell. The path may lead to a different event than the heaven path. The group may be asked to produce two indicators that illustrate they are on a path to heaven and two indicators that illustrate they are on a path to hell.
   g. Summarise and conclude. Review the results, identify the key actions needed to achieve heaven and the key actions to avoid hell. Write each action on one card that leads to the future. The results feed into the action plan for capacity development of the innovation niche partnership.

Visioning:
Future backwards
S8a. Monitoring and evaluation (M&E)

Session Plan

Objectives
NIFs need to understand the objectives and structure of the M&E system foreseen for the project. On that basis they can together with the trainers work out the requirements for good M&E practice in the context of CDAIS in their country.

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td><strong>Speaking in plenary</strong></td>
<td><em>None</em></td>
<td><strong>5 mins</strong></td>
</tr>
<tr>
<td>Explanation of context and purpose of M&amp;E</td>
<td></td>
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</table>

**Development**

1. Clarification of the objectives, key components and issues related to M&E of CDAIS interventions
2. Discussion with participants on the requirements for and the practical implementation of the CDAIS M&E system in the context of their country

<table>
<thead>
<tr>
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<th>RESOURCES</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>1.</strong> Clarification of the objectives, key components and issues related to M&amp;E of CDAIS interventions</td>
<td><strong>Presentation</strong></td>
<td><em>• PPT S8a</em></td>
<td><strong>15 mins</strong></td>
</tr>
<tr>
<td><strong>2.</strong> Discussion with participants on the requirements for and the practical implementation of the CDAIS M&amp;E system in the context of their country</td>
<td><strong>Facilitated discussion and documentation</strong></td>
<td><em>• Cards</em></td>
<td><strong>30 mins</strong></td>
</tr>
</tbody>
</table>

**Wrap-up**
Summary of discussion points and requirements

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Verbal conclusion with short Q&amp;A</strong></td>
<td></td>
<td><em>None</em></td>
<td><strong>10 mins</strong></td>
</tr>
</tbody>
</table>
S8b. Gathering the baseline (capacity assessment questionnaire)

Session Plan – Part 1. Individual

**Objectives**
The capacity questionnaire has two parts, an individual scoring part (part 1) and a focus group discussion part (part 2). NIFs need to understand the structured part of the capacity assessment questionnaire (part 1) and be able to facilitate individual scoring in groups of up to five respondents each. At the stage of the needs analysis, the structured capacity assessment questionnaire is used to obtain a baseline of existing capacities, to identify capacity gaps and to identify necessary actions. In the process of the project it will also be used to assess project performance at the immediate outcome level (changes in capacities due to specific interventions). Baseline and outcomes are measured using 25 indicators that pertain to 6 topics (capacity to navigate complexity, capacity to collaborate, capacity to reflect and learn, capacity to engage in strategic processes, technical skills, enabling environment for innovation).

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<tr>
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<th>RESOURCES</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Explanation of the assessment process, the purpose of the questionnaire as well as the topics and indicators</td>
<td>Presentation of assessment requirements and process</td>
<td>PPT S8ba (slides 1-10)</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Example of how capacity scoring has been carried out</td>
<td>Presentation of assessment pilot as carried out in Laos</td>
<td>PPT S8ba (slides 11-23)</td>
</tr>
<tr>
<td>Facilitation requirements</td>
<td>Q&amp;A</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>Data collection (individual scoring in groups of up to 5 respondents with 1 moderator)</td>
<td>Exercise with 2-3 groups</td>
<td>ES S8ba</td>
<td>60 mins</td>
</tr>
<tr>
<td>Data entry and analysis (should be done on screen for training participants to follow)</td>
<td>Explanation of database; data entry and visualisation of capacity profiles</td>
<td>Excel spreadsheet</td>
<td>25 mins</td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Emphasise that the capacity assessment questionnaire offers a systematic and structured means to obtain a baseline of existing capacities, to identify capacity gaps and to assess project performance</td>
<td>Ask questions to check learning</td>
<td>None</td>
</tr>
</tbody>
</table>

**Preparation required for this session**
Preparation of resources listed above

*Note*: Preparation of the actual assessment requires that all questions are discussed with facilitators and tweaked to the local context, removing any ambiguities and clarifying doubts.

1 The actual data entry and a quick analysis can be done by the trainer together with the country project manager and selected innovation facilitators during the evening of day 3. The capacity profile can then be shown the next morning.
### S8b. Gathering the baseline (capacity assessment questionnaire)

**Session Plan – Part 2. Focus group**  
**SP S8bb**  
*Total duration: about 90 mins*

#### Objectives
The capacity assessment questionnaire has two parts, an individual scoring part (part 1) and a focus group discussion part (part 2). Building on the part 1 training to understand the structured part of the capacity assessment questionnaire, part 2 zooms in on the focus group discussion component to identify actionable recommendations on how to improve the capacities across the 6 topics (capacity to navigate complexity, capacity to collaborate, capacity to reflect and learn, capacity to engage in strategic processes, technical skills, enabling environment for innovation). In addition, the NIFs need to understand how the two parts come together operationally, including the sequence.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Verbal introduction</td>
<td>None</td>
<td>15 mins</td>
</tr>
<tr>
<td>Recap key messages from the capacity assessment questionnaire part 1 training. Explanation of purpose of part 2 questionnaire covering the topics, indicators and questions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Exercise with 2-3 groups.</td>
<td>ES S8bb</td>
<td>60 mins</td>
</tr>
<tr>
<td>1. Exercise for data collection through facilitated group work: each NIF will get to ‘practise’ soliciting answers and capturing the results on flipcharts</td>
<td></td>
<td>Questionnaire</td>
<td></td>
</tr>
<tr>
<td>2. Practical lessons learnt from group discussions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Overview of operational steps and sequence of part 1 and part 2 of the capacity assessment questionnaire</td>
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</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Ask questions to check learning</td>
<td>None</td>
<td>15 mins</td>
</tr>
<tr>
<td>• Plenary discussion facilitated by the trainer on how it went, what can be improved</td>
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<tr>
<td>• Emphasise that the capacity assessment questionnaire offers a systematic and structured means to obtain a baseline of existing capacities, to identify capacity gaps and to assess project performance. It has two parts to allow for identification of actionable recommendations to improve capacities as part of the CDAIS project and Tropical Agriculture Platform (TAP) activities (e.g. marketplace)</td>
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</tbody>
</table>

#### Preparation required for this session
Preparation of resources listed above

*Note: Preparation of the actual assessment requires that all questions are discussed with facilitators and tweaked to the local context, removing any ambiguities and clarifying doubts.*
Introduction
The questionnaire is based on a scorecard with 25 indicators that measure functional capacities, technical skills and the enabling environment for agricultural innovation. While the first part of the questionnaire is designed for a structured scoring exercise, the second part of the questionnaire serves for planning purposes and is focused more on open-ended questions related to actionable recommendations. The questionnaire enables collection of baseline data, evaluating changes and benchmarking.

Note
The following steps are instructions that can be used during the NIF training as well as during the assessment.
- Training (mock assessment): AFP and CPM will have the role of facilitator and guide the mock assessment. NIFs (about 10) will be respondents. A scenario needs to be available to provide the background for the mock assessment.
- Assessment: NIFs will prepare and facilitate assessment as well as enter and analyse data using all of the instructions below. CPM and AFP will provide support and quality assurance.

Resources required
- Questionnaire
- Excel database

Steps
1. Preparation – Getting to know the innovation niche partnership
   a. Define the boundary of the innovation niche partnership
   b. Get to know the actors and issues in the innovation niche partnership
   c. Customise/create a simulation game/role play that fits the innovation niche partnership
   d. Tweak questions in the questionnaire to fit the innovation niche partnership, but do not change the meaning
   e. Translate questionnaire, if needed
   f. Ensure there are sufficient facilitators for the number of respondents.

2. Primer – Simulation game, role play, etc.
   a. Set up and carry out simulation game or role play with decision making situations
   b. Make sure that participants in the group develop an intuitive understanding of challenges and required capacities
   c. Observe and record examples of functional capacities related to the questions in the questionnaire that emerge through the game, e.g. problem solving skills, collaboration, information sharing, engagement.

3. Data collection – Facilitated interviews in small groups
   a. Conduct sufficient self-assessments (to obtain enough observations) in a timely manner
   b. Facilitate individual scoring in groups of 3-5 respondents with one facilitator for each group rather than in one-to-one interviews
   c. Make sure that the sample size is adequate to support external validity (obtaining representative results and generalising back to the population)
   d. Determine sample size with a sample size calculator based on population size (overall number of individuals involved in the partnership): www.surveymonkey.com/mp/sample-size-calculator/
   e. Make sure that the confidence level is not lower than 90% (better 95%) and the margin error is not more than 10% (better 5%)
   f. Familiarise with local context and ensure ability to fine-tune questions and illustrate them with examples (obtained through game, role play or similar)
   g. Ensure complete and realistic responses during interviews.

4. Data entry – Individual scoring data recorded in database
   a. Explain workbook structure and illustrate data entry to participants
   b. In the evening, with the Country Project Manager and, as appropriate, a few selected innovation facilitators who will do data management and analysis during the assessment, the following steps are required:
      i) Enter scoring data in the preconfigured Excel database
      ii) Make sure that data entry is as complete as possible in order to get meaningful results
      iii) Aggregate data by indicator and by topic: scores are averaged over the questions and over the observations
      iv) Provide quality assurance for entered data.
S8b. Gathering the baseline (capacity assessment questionnaire)

Exercise Sheet (continued)

5. Data analysis – Capacity profiles
   a. Use capacity profiles to visualise capacity levels (weak vs strong) by indicator and to identify gaps
   b. Analyse not only average values, but also spread of data (look in particular at outliers)
   c. Carry out aggregate and disaggregated analysis:
      i) Overall average by indicators and by topics
      ii) Average by indicators over gender or stakeholder groups
      iii) Use bar charts to display the information for enabling environment indicators
      iv) Complement scoring information with qualitative information for each indicator.

6. Roadmap – Feedback and discussion of needs and action plan
   a. After data entry and preliminary analysis the previous evening, assess the capacity profile from data collected during the mock assessment
      i) Provide feedback to group on results using the capacity profile
      ii) Ask more open-ended and forward-looking questions with greater level of detail in focus group setting (part 2 of the questionnaire can be used here)
      iii) Discuss and agree next steps and actions.

Resources
- Scoring tool paper: www.fao.org/3/a-i7014e.pdf
- Factsheet Scoring Innovation Capacities: www.tapipedia.org/sites/default/files/tool_scoring_0.pdf
- Capacity Scoring Questionnaire: www.tapipedia.org/sites/default/files/capacityscoringquestionnaire_final_2017-03-17.pdf
- Capacity Scoring Analysis Excel Workbook: www.tapipedia.org/content/capacity-scoring-analysis-excel-workbook
**S8c. Action planning for CNA**

**Session Plan**

**Objectives**

NIFs develop detailed, time-bound and budgeted plans for their CNA activities and have the action planning skills to develop detailed, time-bound and budgeted plans for functional capacity development interventions.

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>Speaking in plenary</td>
<td>• PPT S8c</td>
<td>5 mins</td>
</tr>
<tr>
<td>Action planning is a process that helps to focus ideas on achieving particular goals. It formalizes commitments and plots a route to implementation, determining who does what and when, and is therefore essential to ensuring that things get done, and that the goals and visions set out in the capacity development strategy are achieved. For NIF training, implementation of the capacity needs assessment can be the ‘project’ to practise the action planning skills. Towards the end of the CNA, NIFs can use the same action planning techniques to plan capacity development interventions.</td>
<td>10 mins</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Group exercise</td>
<td>• Flipchart paper</td>
<td>75 mins</td>
</tr>
<tr>
<td>1. Complete the exercise outlined in ES S8c Action planning</td>
<td>• Masking tape or sticky tack</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Each group sticks their flipchart table on the wall</td>
<td>• Cards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. In plenary a representative of each group presents one or two activities and explains their thinking</td>
<td>• Two colours of marker pen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• ES S8c</td>
<td></td>
<td>• ES S8c</td>
<td></td>
</tr>
<tr>
<td><strong>Wrap-up</strong></td>
<td>Q&amp;A</td>
<td>None</td>
<td>10 mins</td>
</tr>
<tr>
<td>• Are the action plans from all the groups the same?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• If not, why not?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Invite questions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The next session will look at how we can monitor and evaluate progress</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Preparation required for this session**

Resources as above
S8c. Action planning for CNA

Introduction
Action planning is a process that will help you to focus your ideas on how to achieve particular goals. For the NIF training, the implementation of the capacity needs assessment (CNA) can be the ‘project’ to practise the action planning skills on. Towards the end of the CNA, the NIFs can use the same action planning techniques to plan the capacity development interventions (action plan).

Materials/equipment required
- Flipchart paper
- Masking tape
- Cards
- Two colours of marker pen

Steps
1. Form groups of 2 or 3.
2. Discuss and clarify the goal:
   a. Visualise the expected outcome and write it down in a few words
   b. How will you know if you have reached it?
   c. What constraints and/or risks can you think of at this early stage?
3. Brainstorm the actions required to get there and write each of them on a card:
   a. They do not have to be in any particular order
   b. Include alternative options
   c. Do not judge or analyse at this stage.
4. Analyse and prioritise the actions:
   a. Which are absolutely necessary?
   b. Which can be dropped without affecting the goal?
   c. Remove the cards with the unnecessary actions.
5. Organise the actions:
   a. Put the cards in a sequence according to when they have to be done
   b. Arrange them as key actions and sub-actions (distinguish between field and desk actions)
   c. Mark the cards to show dependency on actions before and actions after.
6. Develop the action plan:
   a. Make a table like the one below on a piece of flipchart paper
   b. Enter each action in a new row in the first column and then discuss and complete the other columns:
      - Who will be the lead (just one person)?
      - Who else should be involved?
      - Deadline for completion?
      - Indicator of completion – how do you know when the action is complete?
      - Resources required (time inputs, funding, equipment).

Resources
Factsheet tool Action Planning:
www.tapipedia.org/sites/default/files/tool_action_plan.pdf

<table>
<thead>
<tr>
<th>EXPECTED OUTCOME</th>
<th>RESOURCES REQUIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>Who is the lead?</td>
</tr>
</tbody>
</table>

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CDAIS Capacity Needs Assessments 59
S9a. Reflexive monitoring and evaluation

Session Plan

Objectives
NIFs provide feedback on practicalities and content to help project learning and future improvements in the framework.

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>METHOD</th>
<th>RESOURCES</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>Speaking in plenary</td>
<td>None</td>
<td>5 mins</td>
</tr>
<tr>
<td>Development</td>
<td>Plenary but without the trainers</td>
<td>ES S9a, Flipchart paper, Pen, Masking tape or sticky tack</td>
<td>30 mins</td>
</tr>
<tr>
<td>Wrap-up</td>
<td>Q&amp;A</td>
<td>None</td>
<td>10 mins</td>
</tr>
</tbody>
</table>

Total duration: about 45 mins
**Introduction**

The purpose is to expose CPMs and AFPs during the training of trainers and later during the NIFs training to qualitative forms of M&E to complement the quantitative methods. It also allows for practising a mini-timeline.

**Materials/equipment required**

- Flipchart
- Pens
- Masking tape (or use a laptop and present results of their deliberations on the screen)
- Reflexive score sheet

**Steps**

1. The trainer explains the exercise and then (together with other trainers) leaves the room.
2. The group decides on a facilitator from themselves who will report back to workshop facilitators when they return. On a flipchart, participants write individual workshop sessions (one per card) and place them in a continuous line. Mark four equal sections above the line and number them 0 to 3 (best). Using the score sheet (next page), each participant scores each session for the following 4 factors (i) content and ease of comprehension, (ii) facilitation, (iii) materials provided, and (iv) usefulness for future work, before discussing in plenary and agreeing on an overall group score for each session; the group leader/facilitator noting outliers (i.e. if there were individual high or low scores, lack of consensus among the group).
3. Scores are then mapped against individual sessions, putting a dot in appropriate rows above session titles, with dots connected with a continuous line with a pen, giving a visual of how participants rate the workshop.
4. Trainers then review the group evaluation. The leader points out consensus points and sessions where there were extremes in the individual scoring (e.g. some participants were extremely positive, some extremely negative), meaning that the consensus score may not be a true representation of the group opinion.
5. Discuss reasons for the scoring patterns.
## Reflexive monitoring and evaluation

### Exercise Sheet ES S9a

### Reflexive monitoring score sheet

<table>
<thead>
<tr>
<th>TITLE</th>
<th>CONTENT</th>
<th>FACILITATION</th>
<th>MATERIALS</th>
<th>USEFULNESS</th>
<th>OVERALL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction of the trainees</td>
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<tr>
<td>Introduction to the training course</td>
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<tr>
<td>Scenarios in agricultural innovation systems (AIS)</td>
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<tr>
<td>What is ‘capacity’ and what is ‘capacity development’?</td>
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<tr>
<td>Capacities for AIS</td>
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<tr>
<td>About the CDAIS project</td>
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<tr>
<td>What is a functional capacity needs assessment, and why do it?</td>
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<tr>
<td>The roles of the National Innovation Facilitators?</td>
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<tr>
<td>The skills required by NIFs for CNA</td>
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<tr>
<td>Involving everyone</td>
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<tr>
<td>Asking the right questions</td>
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<tr>
<td>Facilitation – listening skills</td>
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<tr>
<td>Identifying interests and negotiation for mutual gain</td>
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<tr>
<td>Understanding group dynamics and diversity (‘The Black Horse’ murder mystery)</td>
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<tr>
<td>The CNA process for CDAIS</td>
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<td>Overview of tools for CNA</td>
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<tr>
<td>Understanding the situation in the innovation niche partnership (timeline tool)</td>
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<tr>
<td>Understanding the cause and effect of challenges (problem tree/solution tree tool)</td>
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<tr>
<td>Understanding the landscape of stakeholders (NetMap analysis)</td>
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<tr>
<td>Developing a shared vision for the innovation niche partnership</td>
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<tr>
<td>Monitoring and evaluation</td>
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<tr>
<td>Gathering the baseline (capacity assessment questionnaire)</td>
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<tr>
<td>Action planning for CNA</td>
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<tr>
<td>AOB and discussions on taking skills to the workplace</td>
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<tr>
<td>Reflexive M&amp;E</td>
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</table>
Key sources


This manual was developed under the Capacity Development for Agricultural Innovation Systems (CDAIS) project, financed by the European Union. The materials were prepared by a project working group comprising staff of the various CDAIS implementing partners from Agrinatura and FAO.

The coordinator of the working group that developed the first edition of this training manual was Hans Dobson, Agrinatura Focal Person for Rwanda, from the Natural Resources Institute, UK with drafting and editing support from the following organisations and individuals.

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The views expressed in this manual can in no way be taken to reflect the official opinion of the European Union.

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This project was implemented with the financial assistance of the European Union

<table>
<thead>
<tr>
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<td>FAO</td>
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<td>agrihauta</td>
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<tr>
<th>IMPLEMENTING PARTNERS</th>
</tr>
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<tbody>
<tr>
<td><strong>Angola</strong></td>
</tr>
<tr>
<td>- Instituto Superior de Agronomia (ISA), Universidade de Lisboa</td>
</tr>
<tr>
<td>- Instituto de Investigação Agronómica (IIA)</td>
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<tr>
<td><strong>Bangladesh</strong></td>
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<tr>
<td>- Natural Resources Institute (NRI), University of Greenwich</td>
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<tr>
<td>- Bangladesh Agricultural Research Council (BARC)</td>
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<td><strong>Burkina Faso</strong></td>
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<tr>
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<tr>
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<td><strong>Ethiopia</strong></td>
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<td>- Agenzia Italiana per la Cooperazione allo Sviluppo (AICS)</td>
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<tr>
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<td>- Secretaría de Agricultura y Ganadería (SAG)</td>
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<td><strong>Laos</strong></td>
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<td>- National Agriculture and Forestry Research Institute (NAFRI)</td>
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<tr>
<td>- Natural Resources Institute (NRI), University of Greenwich</td>
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<td>- Ministry of Agriculture and Animal Resources (MinAgri)</td>
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</tbody>
</table>

This project was implemented with the financial assistance of the European Union.
Main contributors
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Photographs
CDAIS unless otherwise stated
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