



Food and Agriculture Organization
of the United Nations

Lake Chad Basin: evaluation workshop report



16 April 2019 | Rome, Italy

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Acronyms and abbreviations

CSO	Civil society organization
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
HDPN	Humanitarian-Development-Peace Nexus
IFI	International finance institution
LCB	Lake Chad Basin
NRM	Natural resources management
OED	FAO Office of Evaluation
PPP	People's Participation Programme
PSE	Emergency and Resilience Division
RAF	FAO Regional Office for Africa
REOWA	FAO Regional Resilience, Emergency and Rehabilitation Office for West Africa/Sahel
SAFE	Safe Access to Food and Energy (Programme)
SFC	FAO Subregional Office for Central America
SFW	FAO Subregional Office for West Africa
SP	Strategic programme
WFP	World Food Programme

Background:

The FAO Office of Evaluation (OED) conducted an evaluation of FAO's work in the Lake Chad Basin since 2015. The aim of the evaluation was to measure the results of emergency and resilience building interventions conducted in the four countries in the basin area, namely: Chad, Cameroon, Niger and Nigeria. Further to this the aim would be to draw lessons about the implementation of the Regional Response Strategy that has been in place since 2017.

In order to have a comprehensive view the evaluation sought to engage FAO stakeholders involved in the designing, operationalization and implementation of the Response Strategy and ensure that there is a participatory, inclusive and collective analysis of the dynamics that played since the development of the Lake Chad Region Resilience and Strategy review.

A workshop was therefore convened in Rome, on 16 April 2019, with the following objectives:

- Generating a rich and collective understanding of FAO's operational performance in implementing the Regional Response Strategy in the Lake Chad Basin region.
- Exploration of the elements that influenced the delivery of results.
- Leverage the collective knowledge and perspectives of FAO stakeholders at Head Quarters, Regional (RAF), Subregional and the Country Levels.
- Gaining a comprehensive understanding of operational dynamics, and raising recommendations for upcoming FAO intervention and the development of the next Subregional Resilience Strategies.
- Increasing the collective ownership of the workshop findings, and therefore setting the stage for concrete action to be taken on the recommendations raised.

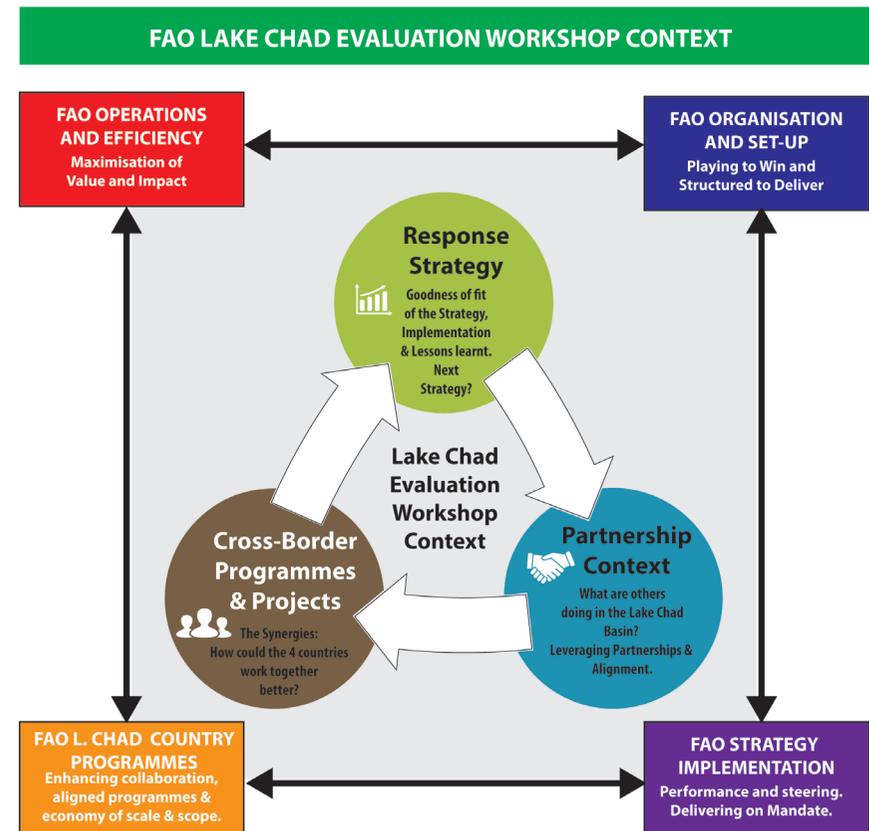


Participants:

Participants to this workshop included officers from PSE and Strategic Programme 5 team, FAO staff identified as having had a relatively direct role in relation to the Regional Strategy design or implementation, the members of the evaluation team, and consultants that participated in the evaluation of country evaluations.

Context:

The context for the Lake Chad Evaluation workshop is given in the figure below. The aim of the workshop was to inform FAO operational efficiency, organisation, strategy implementation and scaling-up of interventions in the Lake Chad Regional to support FAO's comparative advantage and ensure the delivery of big impacts in the Lake Chad Basin programmes.



Expectations:

At the start of the workshop, the participants asked to share their expectations on the workshop and questions that they have. The following issues were raised:

- Revolutionary results that would help bring change and bigger impacts.
- Working together after the workshop - set the grounds for better collaboration.
- Discovering new facilitation techniques.
- Discussing the 'Why/Why Not' of designing a revised regional response strategy for the Lake Chad Basin.
- Clear plan on what needs to be done to implement regionally, and who should bear responsibility.
- To gain an understanding of connectedness of people/livelihood/ecosystem in Lake Chad Basin. Is it a reality or a created reality?
- What the FAO response looks like around Lake Chad Basin collectively?
- Clearer view in roles/responsibilities should a new strategy be drafted.
- Regional view or connectedness?
- How other Strategic Programmes integrate in the future resilience work.
- Did we succeed, programme wise?
- Key recommendations and operational improvements.

Lake Chad Basin Evaluations Workshop Expectations

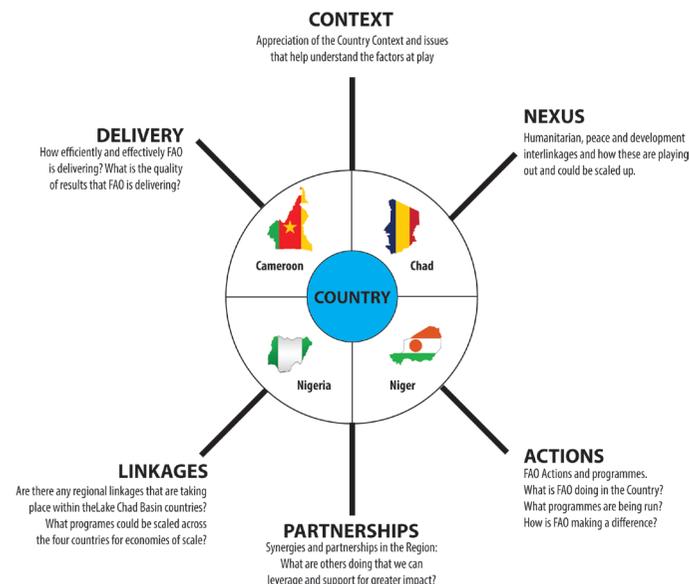


Looking Back: The Regional Response Strategy Journey - what happened? Did we run successful programmes?

Looking Forward: Key factors for the new strategy; Roles and responsibilities - who does what? FAO response with impact - what would that look like?

Contexts:

In order to appreciate the context in the four most affected countries by the Lake Chad crisis the participants discussed and then presented in plenary the key factors in each country across the six dimensions given on the figure below:



Nigeria:

Context

- Protection crisis.
- Conflict affected areas needing basic services and livelihood (80 percent).
- Volatile security situation.
- Under-development has been a driving force.
- Protracted crisis in terms of duration, increasing effects of Climate Change and increase natural resources management (NRM) pressure.
- High levels of food insecurity.

Humanitarian-Development-Peace Nexus (HDPN)

- Political understanding and commitments but challenges on how to operationalise the commitments.
- Nigeria has become a focus country for the European Union and other donors.
- Government role is commended.

- International finance institutions (IFIs), namely World Bank, Islamic Development Bank, African development Bank are all playing an active funding role.

Synergies and Collaborations:

FAO has been collaborating with other players that include: The National and State Government, WFP, UN Women. In addition to that there have been some PPP that FAO has been involved in, as well as some CSOs.

FAO Significant Actions:

- The resumption of agriculture around the Green Zone/Belt.
- Data on food insecurity/Child Health and Coordination.
- Protection Sensitive livelihoods.
- The Safe Access to Fuel and Energy (SAFE) Programme and microgardens.
- Linkages of SP5 with other Strategic Programmes (SPs).

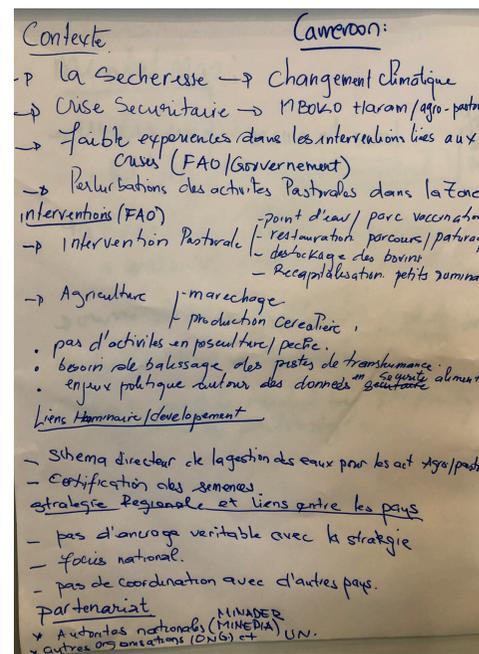
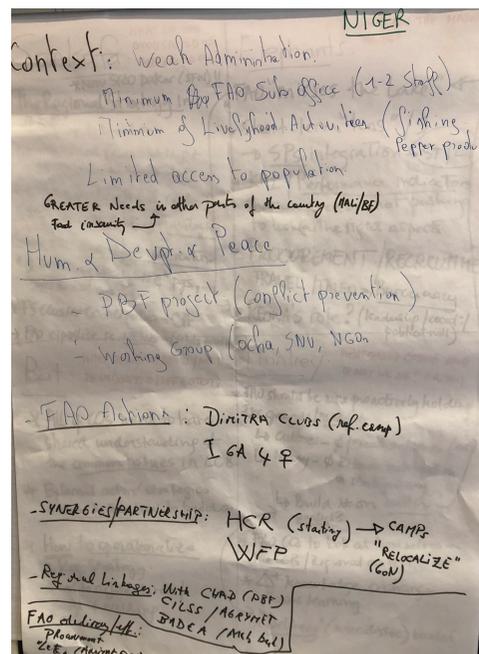
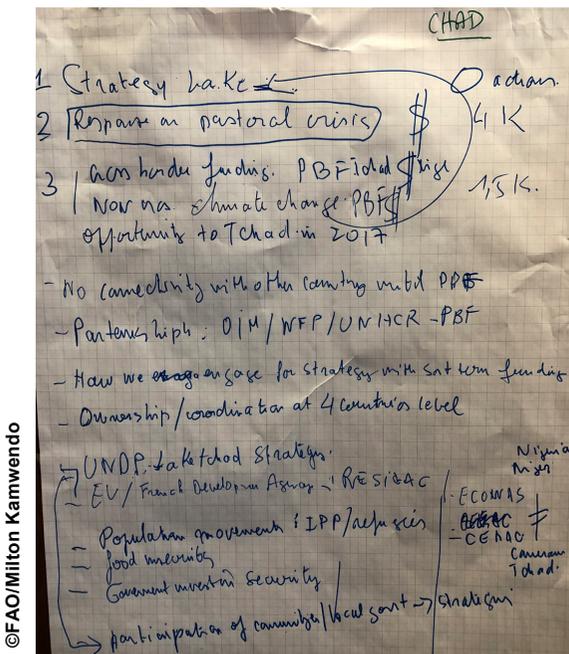
Regional Linkages and Work

There has been no regional-based programming or projects owing to the security situation and ban. A possible entry point could be refugees, returnees.

FAO Delivery Effectiveness:

- FAO has continued delivering in Nigeria despite the challenges that are due to distance, capital and the field obstacles.
- There is room for improving the efficiency of procurement.

The context for *Chad, Niger and Cameroon* is shown in the Flip Chart images given below. In all the four countries it is clear that although the region is fertile and conducive for agricultural production, the ongoing conflict and security situation has been destabilizing. This has affected production, livelihoods and programming. "Cross border" collaborations have been limited and this is an opportunity that could be explored.



© FAO/Milton Kamwendo

A key challenge in the Lake Chad Basin area is to develop and implement a strategy that is owned and country driven, with a regional focus, corporately supported and REOWA championed. In view of the protracted crisis in the region, the Resilience lens will continue to be a key centre piece of the strategy while ensuring that development and peace-building help hold the foundation together.

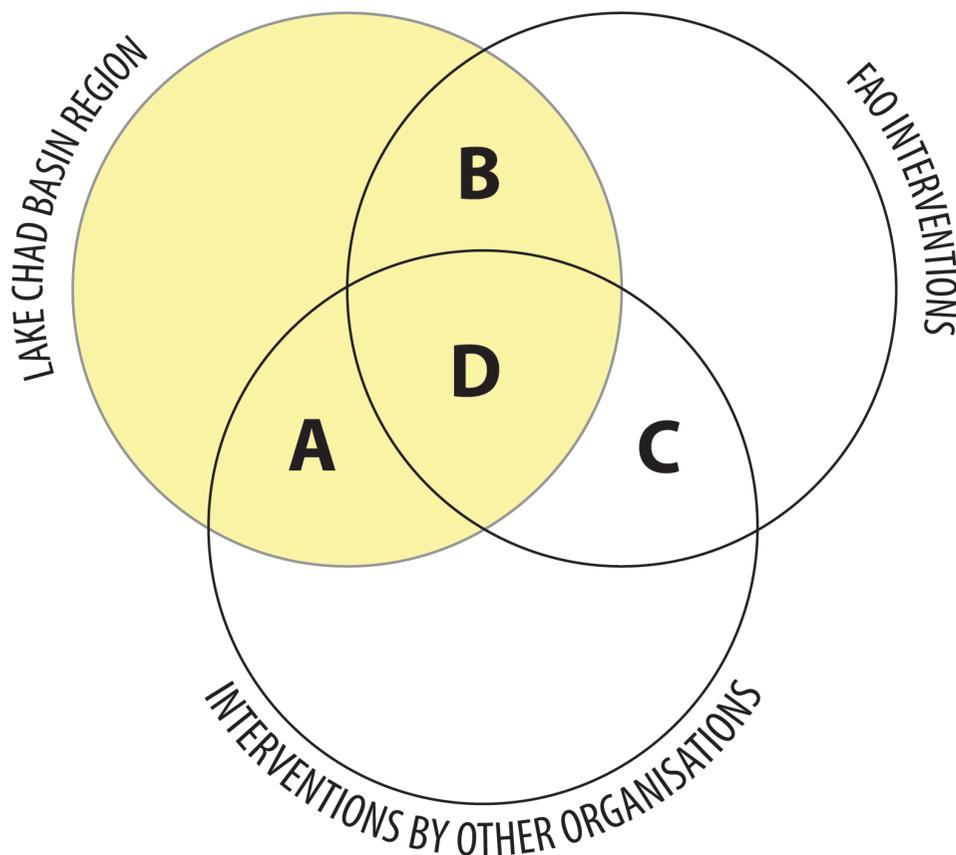
The situation room

<i>Reviewing the State of Affairs</i>		<i>Reflecting on the Learning</i>	
SANKOFA	ELEPHANTS IN THE ROOM	KEY OUTCOMES	ANGLE MORT
<ul style="list-style-type: none"> • New SRO in Dakar (SFW) • The Regional Strategy - can be built on. It mentions Peace Building + Environmental issues. • Existing institutional context (LCBC, ECOWAS, CRSS, etc) + Strategies. • Some FAO successful interventions, e.g. Destocking Chad, “SAFE” project, caisses de resilience...etc. • Food Security cluster coordination + Child health. • FAO Expertise re: Nexus (Pilots in UN Reform). 	<ul style="list-style-type: none"> • FAO misses the lake - REOWA’s role is unclear. • Short-term lens: funding is short-term while the response is protracted. • SPs integration (short vs. long term interventions). • KPI Performance Indicators that are used are not focusing on right aspects. • Lead times in fulfilling procurements and recruitments. • Travel bureaucracy - Taleo limitations. • Leadership coordination and political will. 	<ul style="list-style-type: none"> • Women empowerment. • WFP/FAO partnership in Nigeria. • Capacity development of partners in Nigeria. • Cooperation with the Government. • Increased access to food and nutrition. • Data generation and coordination. 	<ul style="list-style-type: none"> • Lack of good needs assessment. • FAO capacity and various levels: there are some missing technical gaps. • More costly than non governmental organizations (NGOs). • Corporate systems challenges.
BATS	MONKEYS	HIDDEN ISSUES	KEY DISCOVERIES
<ul style="list-style-type: none"> • All 4 COs should have shared understanding of the common issues in LCB. • External actors’ strategies - support each others interventions instead of duplicating efforts. • How to operationalise the Regional Strategy: need to define drivers and ways of working. 	<ul style="list-style-type: none"> • FAO should be more proactive holding its grounds/mandate. - Culture: promotion/communication - Money: resource mobilisation in a strategic way. • Building the strategy on better analysis and more “on the ground” baselines and realities. • FAO COs to look at themselves in the LCB/Regional context. • Triangulation, knowledge exchange and lessons learning. • “Delivery” - unrealistic model. 	<ul style="list-style-type: none"> • Military farming. • Protection issues and navigating the corporate requirements. 	<ul style="list-style-type: none"> • Despite the challenges FAO succeeded to implement in northeast Nigeria. • Built up from political crisis. • Increasing productivity despite the absence of linkages to markets. • Adaptive programming.

Comparative advantage

FAO has a number of comparative advantages and should further leverage its position in the Lake Chad Basin. Results should be communicated as well as profiling and scaling of successful programmes and interventions in the region. FAO Nigeria has achieved a number of successes that the region could benefit from. Strengthening capacity in some of the countries would also aid FAO's cause. The revised regional response strategy could build on these successes and REOWA is well positioned to achieve results, particularly with the setup of the Subregional Office for West Africa in Dakar.

How FAO Plays in the Lake Chad Basin: Value Flows

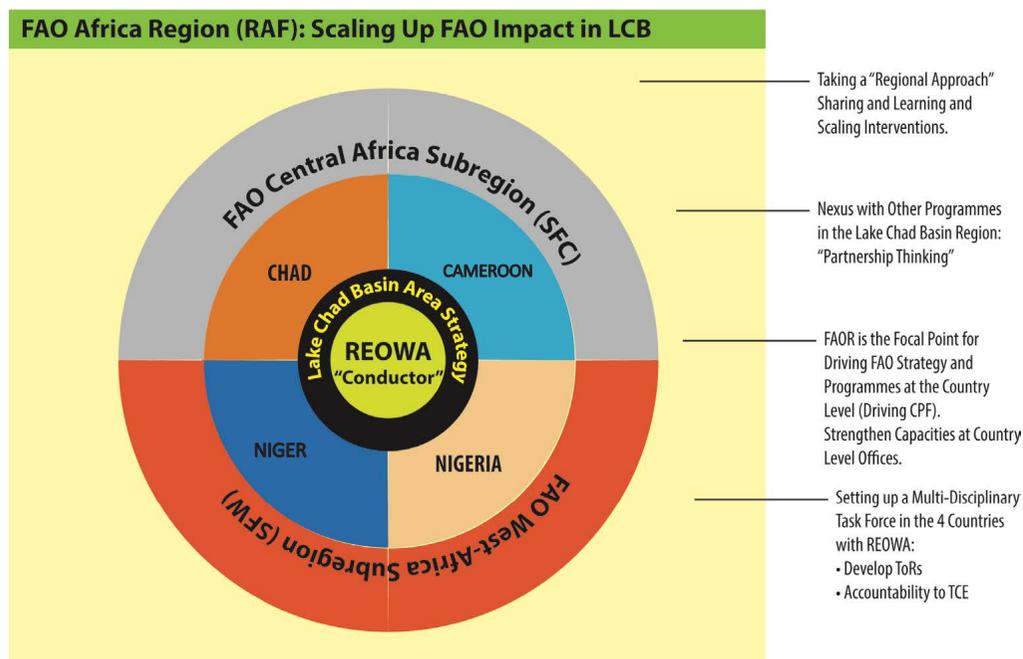


- A:** COMPETITOR/PARTNER DISTINCTIVES
Programmes and interventions where partners have a distinct advantages or special competences that we can leverage. Areas where they do what we cannot do:
- B:** FAO COMPARATIVE ADVANTAGE ZONE/UNIQUE IMPACTS
Seed System Support, Seed Multiplication, Destocking and nutrition, DIMITRA, Fish and Aquaculture, Pastoralism Support, SAFE.
- C:** COMMON CONTEXT/TABLE STAKES
Common Chapters and other partners/related mandates & concerns. Non-value adding and table stakes processes.
- D:** VALUE PARITY
Cash+, Productive Safety Nets, Protection, Card Cluster.

Key insights

The participants advanced the following key insights:

1. *Historical Context:* The Basin is a fertile region that has great agricultural potential. FAO's historical interest in the region can be traced back to 1967. The basin offers a vibrant livelihood system bar the instability in the region that has hampered production.
2. *Integrated Approach:* It was noted that each of the countries is acting individually with little integration. There is an opportunity to exploit economies of scale and scope through integrated approaches and sharing best practices in a more systematic manner. There is need for information exchange and peer support.
3. *Intervention Approach:* The interventions in the LCB must be country driven, have a regional focus, supported by REOWA and corporately supported and resourced.
4. *Regional Approach:* The regional approach needs to be built up incrementally. It is critical to the operationalisation of the regional response strategy.
5. *Legacy Approach:* The regional response strategy 2017-2019 forms a good base-line to improve the strategy and build-up a more effective intervention.



Moving forward

In order to move forward the participants proposed the following five key dimensions as defining the "how to play" forward moves in the Lake Chad Basin: Mental Maps; Functions, Services and Processes; Decentralised Contracts; Capacity and Resources; and Partners and Communities.

Element	Perspectives
Mental maps;	<ul style="list-style-type: none"> • Move from thinking from country Neds to looking at regional interventions. Partners are looking to FAO to implement at scale. • Build on the Response Strategy that was developed in 2017. REOWA can now take the lead in developing the new strategy. • With the new SFW Office in Dakar, better attention can now be given to the Lake Chad Basin issues. • Collaboration is key since the LCB space is shared by SFC and SFW. The crisis in the region has attracted many players making collaboration necessary while FAO plays to its comparative advantage.
Functions, services and processes;	See the responsibilities map on Page 9.
Decentralised contracts;	
Capacity and resources;	<ul style="list-style-type: none"> • The LCB countries are different and have different capacities and resource levels. Sharing will help broaden learning and best practices. Capacity assessments and evaluation necessary for success.
Partners and communities.	<ul style="list-style-type: none"> • Partners for DaO and engaging at both Country and Regional Levels: World Bank (WB), UN Women, UNICEF and WFP, International Fund for Agricultural Development (IFAD). • NGOs playing in the region. Mapping of interventions required.

The Lake Chad Basin play book

ARENA: Where we will play?

Work with Partners that include: *Extension Services, Ministers, UN Agencies, INGOs, NGOs, Universities, Donors, Public Research Institutions.*

- Local Level
- National Level
- Regional Level
- Global Level

Areas where we play include:

1. Pastoralism and Peace Building.
2. Nutrition-sensitive agriculture.
3. Climate change.
4. Value Chains + Employment + Youth /Gender.
5. Agricultural Production.

VEHICLES: How we will get there?

- Communication.
- Coordination platforms at all levels with all partners: REOWA and interface with SFW and SFC, and RAF.
- Clarity of roles and responsibilities and accountabilities.
- Align Strategy and Reporting framework and levels:
 - CPF and UNDAFs at Country Level.
 - CPFs are Regional Response and Resilience Strategy.
 - Regional Resilience Strategy to REC's Agricultural Plans (ECOWAS and ECCAS).
- Capacity Strengthening: Address capacity differences, gaps and resourcing differentials across the countries.

STEPS: What will we do in what sequence?

- Undertake a context analysis - Country assessments and situation analysis for buy-in, baseline and evidence, with Corporate Support (Sub-Regional, Regional and HQ levels).
- Regional perspective development and CS.
- Come up with revised and updated priorities for the region/countries.
- Evidence-based programming with partners.
- Leadership endorsement.
- Secure political buy-in.
- Advocacy and Resource Mobilisations (Internally and Externally).
- Reporting and communication of results.
- Monitoring, Evaluation, Accountability and Learning (MEAL).

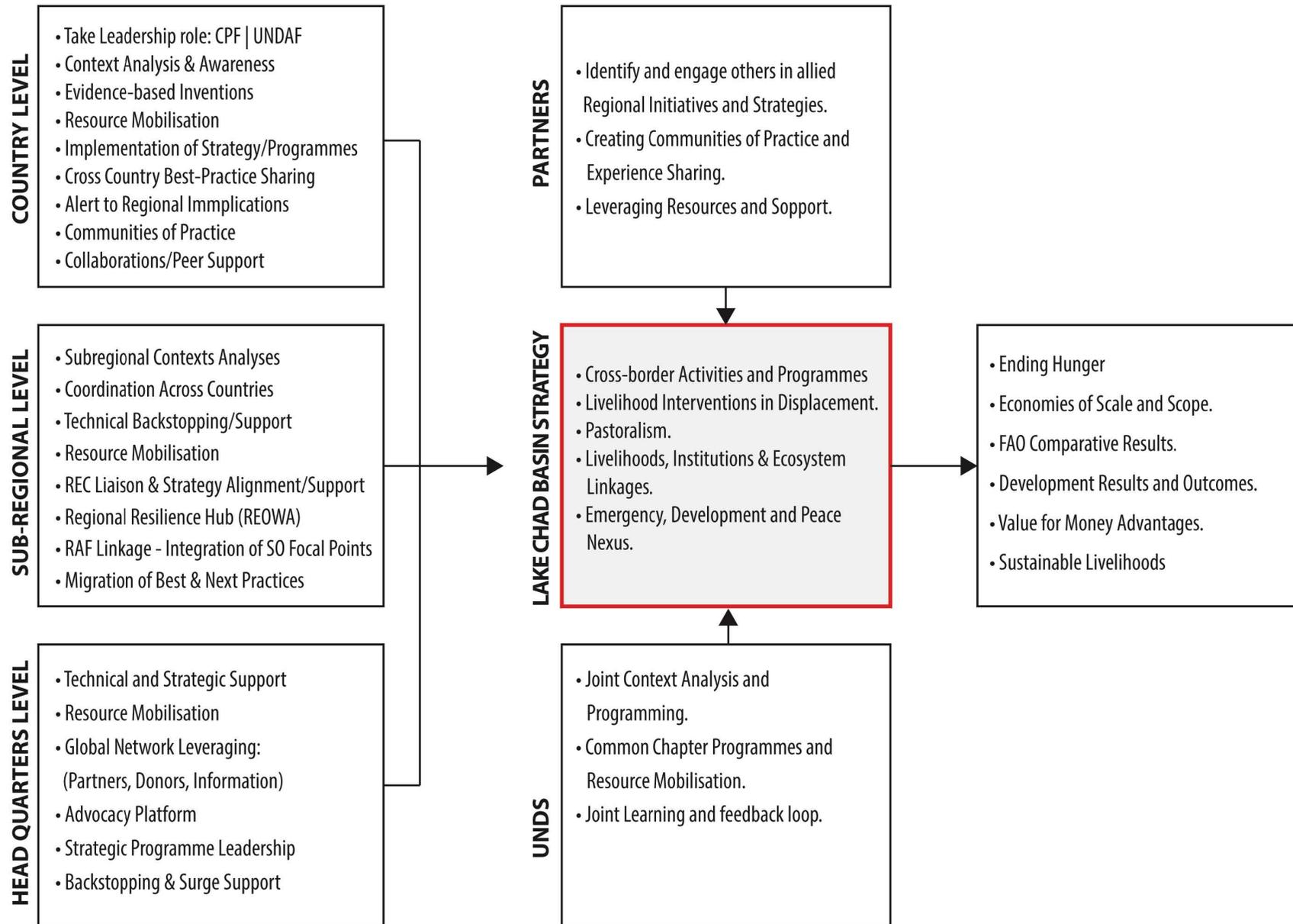
DIFFERENTIATORS: What will make FAO Stand out?

- Temporal Dimension: Short, Medium Long Term.
- Better ROI with FAO - Evidence based delivery.
- Technical Expertise, Scale and Mobilisation.
- Analytical capacity across several countries and regions.
- FAO's Convening Power and linkage with Governments and other actors (Long Lasting Partnerships).
- Dual mandate/nexus.
- Integrated Strategic Programmes (SPs).
- Regional focus, country-driven and corporately supported.

ECONOMIC LOGIC: What is the business logic?

- Leveraged technical expertise at Global Scale: Buy \$1, Receive \$20 (Knowledge, Expertise and Experience).
- Value per money with respect to Relevance, Impact and Coverage. Cost benefit analysis.
- Delivery efficiency and effectiveness.
- Impact and Sustainability Analysis.

Roles and Responsibilities in Lake Chad Response Strategy



Next steps after the workshop		
What we will do	Who Will	By When
1. Sharing of the evaluation report	OED	Summer 2020
2. Set up a Multi-disciplinary learning taskforce from SFW and SFC, with REOWA providing a coordinating platform.	MDT - LCR	
3. Understand the crisis driver and impacts on the agricultural sector and food security.	CO Resource + SP5	September 2019
4. Country Needs and Assessment of FAO CO Capacities and Resourcing.	CO + SP5	September 2019
5. Reviewing and designing new Lake Chad Basin Strategy	REOWA working with MDT - LCR	Ongoing
6. Communication needs assessments and developing of Communication Plan.	MDT - LCR	Ongoing
7. Country interventions driven by the Regional Strategy.	REOWA/COs	Per the Strategy Plan Timelines

Feedback

The participants at the end of the workshop gave some feedback on their experience and some recommendations.

The participants were happy with the following:

- The workshop preparation and good environment for discussion.
- Plan of action including communication. Good reflections.
- Meeting of colleagues and evaluators. Good getting everyone together.
- MDT Task force to be set up.
- Tools used: Animals, Next Steps, What We Will Do, Who, When.
- Facilitation and energy of the facilitation.
- Collaborative colleagues and good facilitation to enable open discussions. Brainstorming approach taken during the sessions.
- Analysis that provides a good understanding and frank discussions among the participants.
- Talking about the unspoken and confronting key issues (elephants).
- Sankofa - Bats, etc Toolbox very helpful to tease out the key issues.
- Common vision of main bottlenecks, areas of improvement.
- Common issues arising and the content.
- Some results on which we can build.
- The way forward.
- The exercises and time table build-up from beginning to the end. Some were fun and others were not clear.
- Good presentation of the country offices. Quality of information sharing especially by countries was very valuable.
- Good coffee and refreshments.
- Exchanges: we had people from various offices: (Country, Regional and HQ). Great to manage to mobilize all staff from field and in HQ. The process of discussing all around the same table is the first step for a regional strategy. It is surely the step we never had or have in general the time to take yet it is essential.
- Participative workshop - Participants involvements and energy. Working with all people interactively. Sustained engagement by the participants through the day.
- Morning sessions: good brainstorming.

- Will and interest among the participants to change things.
- We came up with something even if it is still complex. Step in the right direction. Engagement of different perspectives was positive.
- Presence of Director.
- Reaching a common understanding of what would have to be prioritised in the coming weeks.

The participants were not happy with the following:

- The facilitation tools were a bit complicated to understand.
- Regional buy-in and leadership - RAF, REOWA and SFW.
- A lot of discussion about REOWA.
- More interaction and presence of Senior Management (as it was useful when here).
- Too long and there were too many activities.
- Not being able to attend all the sessions.
- TC Management not engaged enough.
- Some of the group-work was not linked to the purpose of the workshop e.g. the Venn diagram.
- Absence of key actors namely: REOWA, SFC, SFW: How can we ensure they would endorse or use the conclusions of the workshop or the evaluation exercise?
- Time to go into the presentations made and discuss them.
- Lost about the objectives of the workshop.
- Lost time to prepare pitch, but not presented during the workshop.
- Clarity of next steps in terms of ownership.
- Confusion on the SPs roles.
- Lack of clarity on the drivers of the strategy.
- The push to have the SPs + RAF Leadership/Engagement: The question is that why are these not taking their part already? Any hindrances and bottlenecks need to be identified and followed through.
- We waited too long to discuss the key issues, which eventually were solved only partially due to the lack of strategic people or decision makers.
- Still some elements unanswered but this may be fine, because a conversation is starting. May not have been too conclusive (or conclusive enough).
- Afternoon session, too general.
- Absence of clarity on the way forward, practicality.
- Sometimes language and instruction difficult to understand for non-native

- English people.
- The workshop came much earlier than the evaluation report (non-decision about the future strategy).
- Would have loved to hear more from countries on what we could/should keep from the strategy and what we could get rid of - having this as a clear take away from the discussions.

The participants recommended the following:

1. Countries communicate more and that the proposed action plan is followed early.
2. That another workshop that is longer is held once the evaluation of the strategy is published to initiate the workplan for the formulation of the next one.
3. Representative groups meet more often to discuss such issues and engage key players and duty bearers. Involve more senior managers in such workshops to clear the decision points (if available).
4. The coordination to be clearly defined for the new strategy if this is going ahead. The FAORs - Assistant Programmes and the Resilience Coordinator should be involved in this exercise.
5. Key points that came out of this workshop are formalised and shared among participants and all actors affected/concerned with the Regional Strategy. Key decisions are clearly formalized and validated by decision makers and key actions are taken rapidly.
6. RAF, REOWA, SFC management level engagement and clarity of product - stakeholders and clear leadership and ownership.
7. The evaluation report is finalised soon and shared as part of the preparation for developing the new strategy.
8. All participants will remember what was discussed and will try to put their intentions into actions.
9. That the evaluation plays a role to make things change.
10. That FAO is more strategic in working in a protracted crisis like the Lake Chad and does not do business as usual.
11. That the conversation that has just started will be continued and will lead to change.
12. That we do these workshops more often for evaluation and sharing.
13. That next time there be less activities for participants, or at least there be a variety of activities, not just discussion and writing on flip charts.

14. We have a conversation/a process (kind of after-action) with ALL the concerned colleagues.
15. We keep the Resilience as the PRIORITY/PRIVILEGED entry point to develop the strategy.
16. We include REOWA and others in further steps and do not confuse obstacles with how to do better activities and impact.
17. A report of this workshop shall be indispensable and given to everybody.
18. Afternoon session focuses on more specific subjects coming out of the morning.
19. Further think on how to be more effective in supporting SDGs and facing the challenges ahead for instance Climate Change, Conflicts, Exclusion, Terrorism, etc.

Facilitator feedback

The facilitator, *Milton Kamwendo*, was honoured to facilitate this workshop. He found the deliberations open and constructive. The participants gave high ratings to the facilitation approach and methodologies.

The presence of some participants from TCE who were part of the team that drew up the resilience and response strategy gave depth and context to the deliberations. So also was the presence of evaluators who worked on the Lake Chad Basin and had just come back from their field mission. The workshop helped to give context to some of their field finding that are now moving onto the triangulation phase.

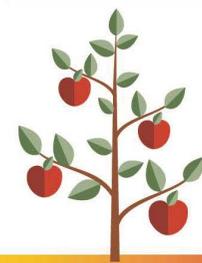
A draw back to the workshop was the absence of key actors, namely REOWA, SFC and SFW. This would have deepened the conversations and also allowed the participants to have an insight into the current strategic trajectory of REOWA with regards to the Lake Chad Basin.

The participants felt that the workshop, although not conclusive was useful in bringing together all the key stakeholders from country office to HQ. It also helped start an important conversation and point to areas that will need further attention in the Lake Chad Basin.

FAO Lake Chad Basin Response Strategy Evaluation Workshop

OEDD, FAO Head Quarters, Rome, Canada Room A357 Tuesday 16th April 2019

*Towards Evaluating FAO's Lake Chad Basin Emergency & Resilience Building Interventions
& Drawing Lessons From The Implementation Of The Response Strategy Since 2017*



Entree	Engaging	Evaluating	Elevate	Edges
<p>Preparation Day: Monday, April 15, 2019</p> <p>Delegates Travel.</p> <p>Validation of programme and Attend to Workshop Logistics.</p> <p>Venue Set-Up and Ready.</p>	<p>WORKSHOP DAY Day 1: Tuesday, April 16, 2019</p> <p>8.30-8.55am: Arrival, Registration and Room Ready. "Lets Have a Coffee!"</p> <p>9.00-9.10am: Introductions & Welcome Remarks by Jeff Duncaif, Evaluation Advisor.</p> <p>9.10-9.25am: Creating Workshop Context: Milton Kamwendo.</p> <p>9.25-9.55am: Understanding the Lake Chad Basin Context: Sharing Most Significant Stories for Each Country (7-min Max!)</p> <p>9.55-10.45am: Context Review:</p> <ul style="list-style-type: none"> • Animal Box Context Insights [Sankofa, Elephants, Bats, Monkeys] • Logical Box Context Insights [Outcome, Angle Mort, Hidden, Discoveries] <p>10.45-11.00am: "Lets Get Another Coffee!"</p>	<p>11.00-12.30pm: Reflecting on Regional Strategy Strategy Journey Model</p> <p>Insight Synthesis Box Series 1</p> <ul style="list-style-type: none"> • Internal Consistency • Environmental Consistency • Resource Consistency Adequacy • Workability & StratRisk <p>Insight Synthesis Box Series 2</p> <p>Strategy Enablement Lens.</p> <ul style="list-style-type: none"> • Mental Maps - Functions & Service • Decentralisation Contracts (RACI) Capacity & Capabilities Structures, Systems & Processes (De-Bottleneck) <p>12.30-1.15pm: Collaboration Context</p> <ul style="list-style-type: none"> • Series 11 The Concentric Rings of Value Flow: -What others are doing What FAO is doing What are the Met/Unmet Needs? • Series 21 Partnership Canvas <p>1.15-2.15pm: "Lets go to the RoofTop!"</p>	<p>2.15-2.30pm: Speed Review Where Are We?</p> <p>2.30-3.30pm: Qou Vadis Box:</p> <ul style="list-style-type: none"> • Fix and Prune • Build and Create • Long/ShortTerm • Best Next Practices/Programmes. <p>3.30- 4.00pm: What Will We Do Next?</p> <p>4.00-4.15pm: Let's Grab a Coffee!</p> <p>4.15-5.00pm: Tying it All Up:</p> <ul style="list-style-type: none"> • The Action Diamond. • Workshop Evaluation • Closing and Concluding Remarks. 	<p>Wednesday- Friday, April 17-19</p> <p>Lake Chad Basin Evaluation Team</p> <p>Reflections Triangulation Report</p> <p>Facilitator: Innov8 Consultoria Milton Kamwendo</p>



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