Workshop activities: Building stakeholder understanding of food systems

Brief description	Three activities that can be conducted during multi-stakeholder workshops at different stages in the CRFS process, together with blank worksheets.
Expected outcome	Stakeholders understand the food systems approach and can apply it in project activities
Expected output	Stakeholder maps; initial action planning ideas
Scale of application	Project level
Expertise required	-
Examples of application	-
Year of development	2021
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Relevant CRFS Handbook modules; related tools, examples and activities	CRFS Handbook: Introduction; Inception module; Define the CRFS module.

Full description and justification

This document sets out three activities that can be conducted during multi-stakeholder workshops at different stages in the CRFS process, together with blank worksheets. Activity 1 is designed for the Inception workshop to demonstrate to stakeholders how the food system works and their part in it. Activity 2 is intended to show stakeholders how the priority areas and indicators of the CRFS project relate to their day-to-day work, and an contribute to achieving their organisation's or department's objectives. Activity 3 enables stakeholders to understand how they might address the problems, issues, and bottlenecks in the food system through their organisations/departments and day-to-day work.

The purpose of these activities is to obtain, retain and deepen the engagement of all stakeholders throughout the entire CRFS process. If some stakeholders do not understand the relevance of the project to their core day-to-day work and objectives there is a risk that they will cease to be engaged, reducing the ability of the multi-stakeholder platform to plan actions that will effectively reduce CRFS vulnerabilities / increase capacities.

It is recommended that participants in the workshop activities read the *Detailed explanation: the food systems approach.*

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1   Introduction

It is highly recommended that multi-stakeholder workshops at key stages of the CRFS process include an exercise to demonstrate or remind all stakeholders of their role in the food system. This includes both stakeholders who are part of the food value chain (inner circle of the CRFS) and those whose day-to-day work concerns one of the four contextual components (outer circle) that configure functioning of the value chain and are impacted by its outcomes.

The purpose of these exercises is to obtain, retain and deepen the engagement of all stakeholders throughout the entire CRFS process. If some stakeholders do not understand the relevance of the project to their core day-to-day work and objectives there is a risk that they will cease to be engaged, reducing the ability of the multi-stakeholder platform to plan actions that will effectively reduce CRFS vulnerabilities / increase capacities.

Activity 1: Demonstrating how the CRFS works

This exercise is designed to be conducted initially during the inception workshop. However, it is a suggested that the *CFRS stakeholder diagram* be displayed at each subsequent workshop to remind participants of their 'location' and connections, and so that newcomers can add themselves.

The purpose of the exercise is to involve the stakeholders directly in understanding how the food system works and their part in it, rather than just telling them. It is intended to secure engagement of all stakeholders from the outset.

NB This exercise is not intended to replace the stakeholder mapping process carried out by the core team at the start of the project, which helped identify stakeholders to invite to the workshop and also identified relationships between them. However, it might contribute to the core team refining or adding more detail to the stakeholder map they have prepared.

The exercise takes around 1.5 hours.

Materials needed:
- Slides from CRFS training module 1 on the food systems approach and CRFS
- Laptop and projector
- Print-outs of worksheets 1a and 1b in Annex 1 (for each participant)
- Pens
- A whiteboard, flip chart, or large wall-poster of the CRFS diagram
- Post-it notes
- Camera

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1) The facilitator or research coordinator presents the concept of food systems to stakeholders, and the city region food systems approach that underscores this project (including the CRFS diagram). Slides to support this presentation are included in Training Module 1. (Allow 30 minutes, including time for questions)

2) The facilitator gives each stakeholder a copy of worksheet 1a and worksheet 1b.

The facilitator reads out each of the questions in turn, giving two minutes between each one for stakeholders (working alone) to write out their answers.

The facilitator then asks the stakeholders to mark their 'location' on the CRFS diagram – that is, either a food value chain (inner circle) or a contextual component (outer circle) -- and to draw arrows showing the other components to which they are connected (configuring them or impacted by their outcomes).
(allow 15 minutes)

3) Stakeholders form groups of up to six people (each group should contain no more than one person from any organisation or department). Each group-member presents their 'location' and connections to the others. Group members can ask questions and prompt each other to identify additional linkages (allow 20 minutes).

4) Before returning to plenary, any stakeholders who have colleagues present from the same organisation or government department should find each other and compare the locations within the CRFS of their day-to-day work that they identified, and their connections to other CRS nodes. If they identified *different* locations and connections, they must discuss and reach agreement. (Allow 5 minutes.)

5) In plenary, the facilitator attaches a large version of the CRFS diagram to the wall or draws it on the whiteboard. Each stakeholder writes their name and organisation on a post-it note and, one by one, goes to the front to stick their post-it note at their location. As they do so, they announce to the room:

'My name is [xxx], I work for [xxx] organisation / government department. My location is [xxx]. My work affects / is affected by [x] component by [explanation].'

They then hand their worksheets to the facilitator. (Stakeholders from the same organisation or department should go to the front together).

When all stakeholders have stuck their post-it notes to the CRFS diagram, it becomes the *CFRS stakeholder diagram*. (Allow 20 - 30 mins max, depending on number of stakeholders)

6) The facilitator should take photographs of the *CFRS stakeholder locator* so that it can be reproduced for use in future workshops.

After the workshop: The facilitator and/or core team may use the CRFS stakeholder location map and the collected worksheets to refine or add detail to the stakeholder mapping begin by the core team at the start of the project. They can also capture the CRSF stakeholder map in the form of a diagram in a PowerPoint presentation to share (and update) at subsequent stakeholder meetings, which would enable additional slides that show the relationships and inter-connections between stakeholders at various nodes.

2 Activity 2: Identifying relevance of priorities and indicators to contextual components

This exercise is designed to be conducted during a multi-stakeholder workshop to confirm the priories and indicators that will have been developed by the core team, held before the in-depth assessment.

The purpose of the activity is to demonstrate to all stakeholders -- including those located in the contextual components of the CRFS (outer circle) -- how the priorities and indicators of the CRFS project relate to their day-to-day work, and can contribute to achieving their organisation or department's objectives. In the longer term this can foster greater stakeholder engagement and willingness to contribute to action, as well as awareness of how they might contribute.

The exercise takes around 1.5 hours.

Materials needed:
- Large *CFRS stakeholder diagram* from previous workshop (or a reproduction based on photographs) to display on a wall / PowerPoint presentation
- One printout of worksheet 2 (Annex 1) for each priority and indicator set (with chosen priorities and indicators inserted)
- Pens
- A laptop with PowerPoint and a projector, or a whiteboard/flipchart with a large version of the complete priority/indicator table, with spaces for annotation.

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1) The facilitator displays the *CFRS stakeholder locator* and presents a short reminder of how stakeholders determined their location and connections with other components (exercise 1). Any new stakeholders are invited to locate themselves within the CRFS and add their connections. (Allow 15-20 mins, depending on how many newcomers).

2) Stakeholders are divided into five groups (or more if more priorities have been selected), each with a mix of stakeholders located at various CRFS components. Each group is given a copy of worksheet 2, pre-filled with one priority and the associated indicators, and assigned a group facilitator and a note-taker. The stakeholders discuss to following questions (allow 20 minutes):

   i) How do the four contextual components affect the issue that each indicator addresses? (e.g. how does the state of 'social equity and inclusion' affect adoption of risk-sensitive farming practices?; how does the state of 'economic development and livelihoods' affect the location of distribution centres and warehouses?)

   ii) How each the specific improvements envisaged by each indicator can contribute to improving the situation in each of the four contextual components? (e.g. how can risk-sensitive farming practices contribute to environmental and ecosystem services?; ; how can inclusion of food retailers in climate preparedness communications contribute to 'food security and nutrition'?) (Allow 20 mins).

During the discussion, the stakeholders should especially consider the priorities and indicators in context of realising their department or organisation's objectives. The note-taker annotates the table to show the connections.

3) Third, the groups return to plenary. The facilitator projects the priority and indicator table for everyone to see. The note-taker for each group is invited to the front to present their notes, while the facilitator adds the annotations to the master table.

After each note-taker has, stakeholders from other groups have an opportunity to suggest additional connections.

Once all the groups have presented their findings and the master table has been annotated, the facilitator collects up the worksheets from the groups. The worksheets can serve as useful guides to which stakeholder are best positioned to address which issues in the action planning stage. (Allow 50 mins – 10 per group, including suggestions from other groups).

Activity 3: Stakeholders as action planning consultants

This exercise is designed to be carried out during the action planning workshop. This workshop takes place after the in-depth assessment, after the findings have been analysed and the research questions answered. At this stage the vulnerabilities, resilience capacities and exposure to hazard and their impacts will have been identified. These risk components are the problems to be addressed through action planning.

The purpose of the exercise is to enable stakeholders located at all CRFS components to understand how they might address the problems through their organisations/departments and day-to-day work. It is also serves as the first part of the action planning process, as the ideas shared by stakeholders are developed into a draft action plan by the core team after the workshop.

The exercise takes around 3.5 hours (half a day)

Materials needed:
- Large *CFRS stakeholder locator* from previous workshop (or a reproduction based on photographs) to display on a wall / PowerPoint presentation
- Five very large pieces of paper on which the table in worksheet 3 is printed or written (table pre-completed for each priority)
- Marker pens
- Bell

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1) The facilitator displays the *CRFS stakeholder location map* and presents a short reminder of how stakeholders determined their location and connections with other components (exercise 1). Any new stakeholders are invited to locate themselves within the CRFS and add their connections. (Allow 15-20 mins, depending on how many newcomers).

2) In plenary the research coordinator (may be the same person as the facilitator) gives an overview of the research findings. Taking each priority and indicator set in turn, they present

the main vulnerability drivers/problems that have been identified. Stakeholders have the opportunity to ask questions (Allow 60 minutes, including questions).

3) Five members of the core team (or more if there are more priorities) each set up a table with a very large sheet of paper on which is written one priority area, its associated indicators, research questions and answers, and the drivers/problems that have been identified (as per worksheet 3 in Annex 1).

    The stakeholders are divided into five groups. The groups move around the tables in turn, spending about 15 minutes at each (the facilitator rings a bell when it is time to for the groups to move to the next table).

    The core team members solicit ideas from each visiting group on how the problems might be addressed through the stakeholders' organisations/departments, bearing in mind their objectives, activities, responsibilities and powers. The core team member writes down the ideas on the large paper using marker pens.

    Once all the drivers/problems have been discussed and ideas for how to best address them gathered, the core team members rotate to another group. The process continues until all the small groups have been visited by all the core team members. (Allow 75 minutes, 15 minutes per group per table).

4) In plenary the five core team members take it in turns to present the ideas that have been shared by all the groups together. (Allow 50 mins, 10 minutes per core team member).

After the workshop: The research coordinator collects up the five large sheets. The ideas shared by the stakeholders are reviewed by the core team after the event and form the basis of a draft action plan. The draft action plan is then shared with the stakeholders for comment and refining.
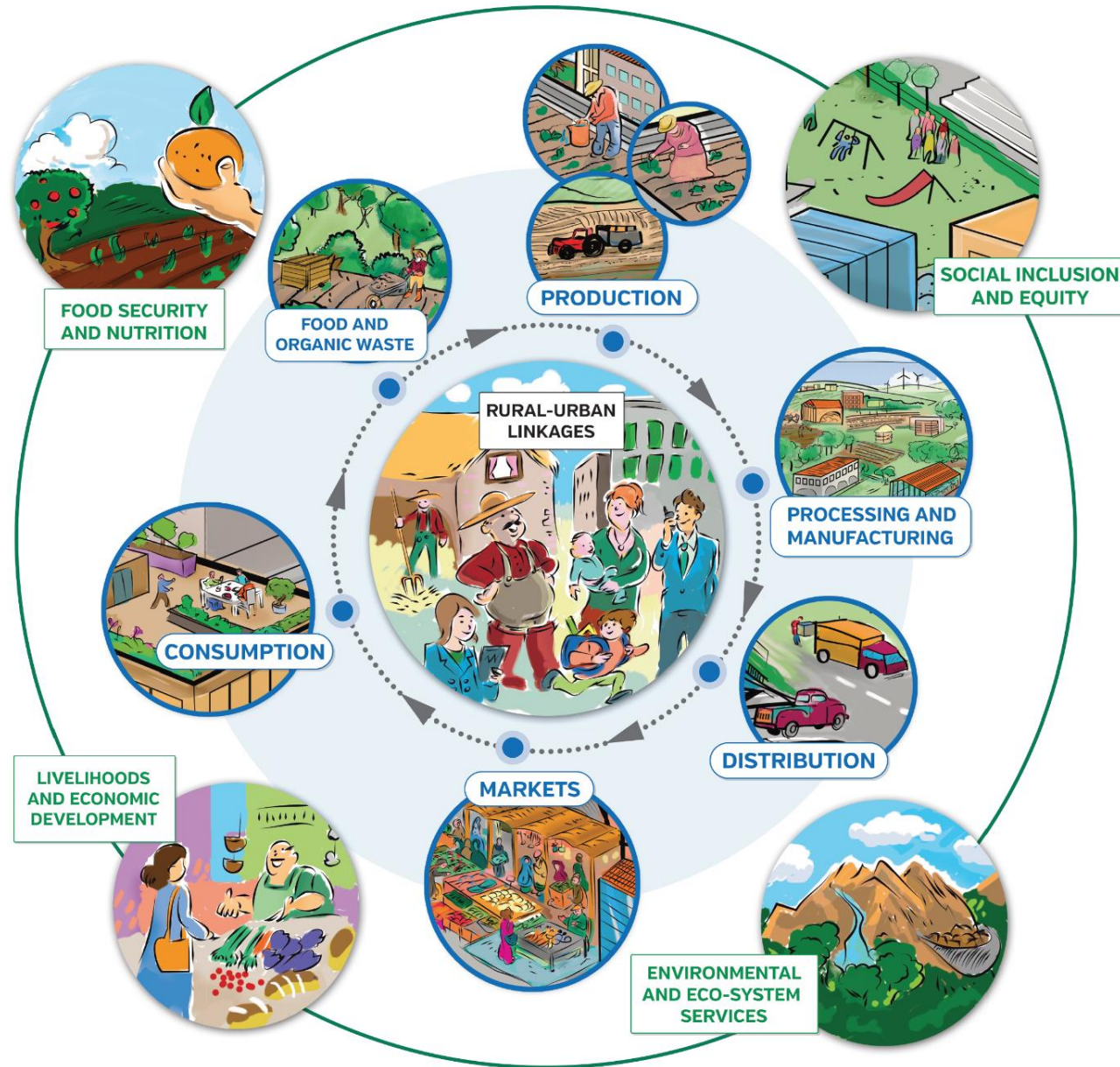
Annex 1: Worksheets

Worksheet for Activity 1

1) Name: ……

2) Organisation: ………

3) Job title and brief summary of day-to-day work (including involvement in managing risks and addressing vulnerabilities, if applicable):
……
……

4) What is the purpose or objective of the organisation or government department that you work for?
……
……

5) At which food system component is your organisation and/or day-to-day work located? *(this may be either a value chain node in the 'inner circle' or a contextual component in the 'outer circle')*
……
……

6) In your day-to-day work, do you have direct interactions with stakeholders at any (other) food value chain nodes? Which stakeholders, at which nodes? What is the nature of your interactions? *E.g. Do you trade with people at other value chain nodes? Do you regulate activities at any value chain node? Do you design or deliver support services, training, or financial assistance?*
……
……

7) Does your organisation or day-to-day work effect or influence the role or activities of stakeholders at any (other) value chain node?
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……

8) Do the outcomes or outputs of your organisation or your job affect the situation at any of the contextual components of the CRFS (outer circle)?
If so, which? In what ways?
……
……

9) Is delivery of the objective of your organisation and/or your day-to-day work affected by the situation or activities at any of the contextual components of the CRFS (outer circle)?
If so, which? In what ways?
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Worksheet for Activity 1

FOOD SECURITY AND NUTRITION

FOOD AND ORGANIC WASTE

PRODUCTION

SOCIAL INCLUSION AND EQUITY

RURAL-URBAN LINKAGES

PROCESSING AND MANUFACTURING

CONSUMPTION

DISTRIBUTION

LIVELIHOODS AND ECONOMIC DEVELOPMENT

MARKETS

ENVIRONMENTAL AND ECO-SYSTEM SERVICES

Worksheet for Activity 2

Priority area ………..

Indicators	Food and nutrition security	Social inclusion and equity	Environmental and eco-system services	Livelihoods and economic development
1.				
2.				
3.				

Worksheet for Activity 3

Priority area

....

Indicators	Research questions	Answers / problem	
1.			
2.			
3.			