Project:
Bringing evidence to bear on negotiating ecosystem service and livelihood trade-offs in sustainable agricultural intensification in Tanzania, Ethiopia and Zambia

Guide to Stakeholder Mapping

Prepared by Mieke Bourne and Constance Neely with contributions from Leigh Winowiecki and Karl Hughes

Contents

The Sustainable Intensification of Agricultural Research and Learning in Africa (**SAIRLA**) Programme is a UK Department for International Development-funded initiative that seeks to address one of the most intractable problems facing small-holder farmers in Africa - how to engage in the market economy and to deliver sustainable intensification of agriculture, that is, which avoids negative impacts on the environment. SAIRLA will generate new evidence to help women and poor African smallholder farmers develop environmentally and financially sustainable enterprises and boost productivity. The research will focus non-exclusively on 6 countries (Burkina Faso, Ethiopia, Ghana, Malawi, Tanzania and Zambia), thus complementing other research efforts in these regions.

1.0 About this manual and activities

This manual provides step-by-step guidance to conducting stakeholder mapping while introducing the SAIRLA project and the SHARED approach.

The overarching goal of the project is to influence policy and practices that are expected to culminate in the following impact: the widespread uptake of contextually appropriate SAI interventions, coupled with corresponding increases in food and nutritional security and income among male, female, disadvantaged and young smallholder farmers as well as urban and rural consumers in Ethiopia, Tanzania and Zambia.

Sustainable agricultural intensification (SAI) of mixed crop, tree and livestock systems on farms and within farming landscapes can reverse land degradation and improve crop productivity, livestock feed availability, energy and food security. In this context, SAI includes a range of practices and technologies and can be enhanced through appropriate market interventions and policies.

This **project collaborates with partners** in each action country, in particular: Addis Ababa University (AAU), Zambia Agriculture Research Institute (ZARI), Ministry of Agriculture, Livestock and Fisheries (MALF), and Sokoine University of Agriculture (SUA) in Tanzania.

Stakeholder mapping and engagement is an important component of the project. Stakeholders are those that have a stake in an activity or programme. These can be organisations, groups or individuals that come from government, public and private sectors.

The project aims to identify stakeholders engaged in SAI interventions in each action country in order to understand how power and decision-making is distributed as well as map the connections between the various stakeholders. This will inform and guide future investments and interventions for targeting of SAI interventions.

In brief, stakeholders will be identified through consultations with in-country experts as well as previous and ongoing projects. Participatory workshops with stakeholders will be held to assess and identify the connections between stakeholders, which will further be captured and analysed using social network analysis (SNA). Power and decision-making authority of different stakeholders will be identified through participatory exercises. This information will be used to guide future engagement with stakeholders and gather/share/communication evidence on SAI.

Objectives of stakeholder mapping activity:

- Identify key stakeholders engaged in the various aspects of SAI
- Introduce the project to targeted stakeholders at each action site
- Capture information on the key stakeholders, their roles and connectivity in relation to SAI and value chains where appropriate
- Introduce the Stakeholder Approach to Risk Informed and Evidence Based Decision Making (SHARED) approach
- Initiate discussion on the SAI interventions at each site
- Capture baseline information for the project
- Conduct Social Network Analysis (SNA)

Proposed timeframes and facilitators:

Country	Site meeting	Country level	Support to be provided by
Ethiopia	29st September 2016 (Mieke Bourne and Ake Mamo to facilitate)	Interviews with key stakeholders by ICRAF before end of September	ICRAF Ethiopia office and Addis Ababa University
Tanzania	26th September 2016 (Mieke Bourne and SUA to facilitate)	Interviews with key stakeholders by MALF/ICRAF (28-30 September)	ICRAF Tanzania office, SUA, MALF
Zambia	Date: 29th September 2016 ICRAF Zambia and ZAI	Interviews with key stakeholders by ICRAF and ZARI	ZARI

Further details on the workshop and facilitation guide are outlined below.

2.0 Preparing for the activity

Identification of key stakeholders

Stakeholders will be identified at various scales including the site (district/woreda), regional (subnational) and national levels.

Stakeholders relevant to this project are those engaged in the promotion of SAI either through policy, research, programme development or direct extension and training roles. The stakeholders to be engaged at this point can include farmers through their representative cooperative or an apex organisation. In sites where existing ICRAF projects are underway, stakeholders should be identified within the context of the project. For example in Solwezi, Zambia the focus would be selected value chains.

Steps for stakeholder identification:

1. In-country project partners and ICRAF staff members to comprise a list of the stakeholders they believe to be relevant. This list should be separated into site (district, woreda), regional and national stakeholders. Private and value chain actors should be included. From this list, the team will highlight those that are considered high-level SAI decision-makers (considering their influence, interest and power around SAI promotion - those that make policy, intervention and investment decisions such as policy makers, investors and high-level programme managers).
2. Review documents from projects operating or recently finalised at the site and in the country to enhance the initial list of stakeholders.
3. Consult two or three key people working on SAI (at least one at national level and one at local level) to look at the list of stakeholders and to suggest additions or changes.

At the end of this step the facilitators should have a list of stakeholders, with the names of the organisation and contact people if possible, for national and site/regional levels. The high-level decision makers should be identified in this list. A maximum of 30 stakeholders should participate in the workshop so the most important stakeholders at site and regional levels should be identified. Gender should be considered when identifying contact persons for each stakeholder.

Workshop location, invitations and logistics

A meeting/participatory workshop will be held at site level in each country and at national level in Ethiopia. In Tanzania and Zambia, national level stakeholders will be contacted individually for interviews.

When choosing a location for the workshop the facilitators should consider the following:

- The location should be close to the site but also be easily accessible for most participants; this will save on travel time and costs.
- The workshop should be held in a space where the number of participants to be invited can fit comfortably. The space should enhance communication and participation. The participants should face one-another or sit around smaller tables rather than in a classroom type of layout. Space for both group work, including flip charts and individual writing will be needed.

Always ensure the local authorities are aware of the upcoming workshop, its purpose and expected participants.

Once the location has been selected, invitation letters can be sent to the contact person for each stakeholder. One well informed / SAI engaged representative should attend from each stakeholder group or organisation; multiple representatives should be avoided unless they represent very different roles. Regional stakeholders can be included in the site workshop, where considered appropriate, others may need to be interviewed at a later stage.

A draft agenda is outlined below (in section 3) as an indication of times for the one-day workshop. The outcomes for the workshop are outlined at the start of this guide and Mieke and Leigh can provide a draft letter to send to stakeholders if needed.

Logistic considerations for the workshop also include:

- The workshop location will need to have power, a projector and screen or wall for projecting
- Flip charts and markers are needed (3 flip charts for the room and markers for all participants), sticky notes, tape, scissors, pens and notebooks should also be available. A camera to take photos is also valuable.
- Agreement on the budget and allowances must be made before the meeting with the project manager.
- Lunch and tea should be provided to participants.

Additional to the facilitator, it would be beneficial to have at least one in-country partner and ICRAF staff present at the workshop as well as someone to assist in note taking and arrangement of the room.

Checklist for workshop preparation

o Initial stakeholder list developed, reviewed and finalised
o Location for workshop chosen
o Invitations sent to selected contacts and stakeholder groups
o Supplies bought and logistic arrangements finalised

3.0 During the workshop

Outlined below is a proposed workshop agenda followed by a step-by-step facilitation guide for each session. A power point presentation will accompany this guide (in its final form) to assist in presenting each session.

Sample workshop agenda

| Session	Time	Activity	Responsible
1	8.30-9.00	Registration	Facilitator
2	9.00-10.30	Welcome and Introduction of Participants Workshop Objectives Introduction of Project	In-country staff /partner organisation
	10.30-11.00	Tea Break (interviews with some stakeholders)	
3	11.00-12.00	Discussion on SAI and identification of main practices in the area and decision making levels and processes	In-country staff /partner organisation
4	12.00-13.00	Introduction to SHARED and decision making processes	Facilitator
	13.00-14.00	Lunch (interviews with some stakeholders)	
5	14.00-16.00	Participatory exercise on stakeholder mapping then completion of stakeholder network form Complete one page questionnaire on stakeholder information (include baseline interviews with some stakeholders) Tea break included in this time	Facilitator and in-country staff/ partner organisation
6	16.00-16.30	Close and next steps	In-country staff / partner organisation
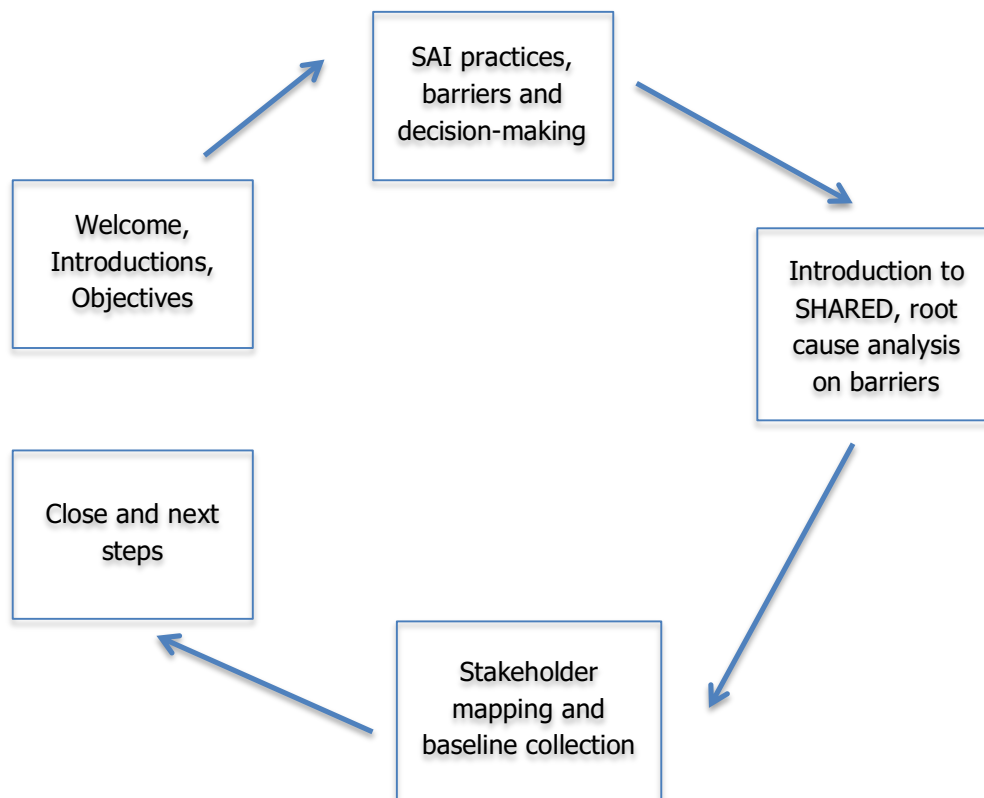
Figure 1: Cycle of Stakeholder Mapping Participatory Workshop.

Facilitation guide

Session 1 – Registration

On arrival at the workshop, participants should be met by a facilitator and asked to fill in a registration sheet including their name, organisation, contact number and gender. ICRAF standard forms can be used for registration and payments of any facilitation fees. Name badges may be used or stickers can be provided for participants to write their name on

Note: By the time participants enter the workshop room it should be ready to welcome them. This should include a notebook and pen, agenda, a sticky note and any other introductory materials (such as the two sided flier) at each seat. Tables should be arranged to encourage communication (small tables or a semi-circle arrangement, water should be available and the projector and flip charts set-up and ready to use.

Session 2 – Welcome and introduction

- The in-country partner and ICRAF staff should decide if a local official opens the meeting and agree on the appropriate welcome. (tell the official opener to take only 15 minutes for this) *Note: Start the meeting on time even if the official opener is late, they can interrupt later in the workshop for the formal welcome*
- Introduction of participants can include a brief discussion between pairs or at a table to share their name, work area, expectations (ask the participants write these down on sticky notes) followed by round the room introduction where each person shares their: name, organisation, engagement in SAI, scale they operate, and an expectation for the day. (allow 20 minutes for this)

- Outline of workshop objectives, agenda and expected outputs as well as rules of engagement for the day by the facilitator (10 minutes)
- The in-country partner and/or ICRAF staff member to provide a 15 minute presentation on the SAIRLA project and related or linked projects at the site (ensure materials are translated into local language if needed). It is important to acknowledge other ICRAF projects in the area and to highlight how these projects will work together and that this workshop will build on previous work.

One and a half hours are allocated to the introduction and welcome but it is likely the meeting will start late and absorb that time.

Tea break (30 minutes leaves flexibility for the previous session if it runs over by 10 minutes. Initiate baseline questionnaire using ODK here)

Session 3 – SAI practices and decision-making

Prepare an area with cards on the floor with strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree.
Ask participants to stand up and move to their response to one or two of the following questions (select the questions appropriate to your situation – only take 15 minutes on this):
- SAI is just another name for what we are already practicing
- Policies at national level can be used to enhance SAI practice on the ground
- SAI has not been adopted widely due to a lack of good information and evidence
- Many stakeholders/partners are involved in enhancing the practice of SAI

Based on the distribution of people according to their answers, ask one or two people standing at the extremes for quick feedback (strongly agree, strongly disagree) and then get some feedback from the other responses (somewhat agree, neutral, somewhat disagree). Try to capture the feedback from this exercise in your notes.

The purpose of this part of the session as well as the following part on SAI practices is to give the facilitators a sense of the current thinking around SAI in the room.

An example of this activity in Laikipia County, Kenya

Participants can go back to their tables or groups. In a group (can make 4-5 groups through assigning numbers) ask them to name 3-4 practices that are ongoing in the area that they consider to be SAI. Each practice should be written at the top of a large card. (*For Solwezi,*

these SAI practices could be linked to the selected value chains, for Ethiopia they may relate to the trees for food security project; for Tanzania they could be linked to the Evergreen Agriculture project)

For each practice outline (on the card – identify if each practice is associated with men/women/youth or all)

- What benefits they offer
- Negative consequences of the practices
- Barriers to their implementation (*for Solwezi these have been identified see Appendix 4, or new practices could be identified, so this session would be confirmation of the key barriers*)

Ask each group to present their discussion and put the cards up on a pin board, wall or flip chart (arrange the cards as people present so that similar responses are grouped together). *Allow 20 minutes for the group work and 15 minutes to share feedback (can do this by having all the cards at the front and asking each group to share one card each).*

If time allows can discuss in plenary how decisions are made to promote the SAI practices and some of the pull-factors. Write responses on a flip chart (10 minutes). If time does not allow for this part of the session, initial insights on this topic can come from key informants after the workshop.

NOTE: This activity must strongly link to existing projects and interventions in the site and rigorous notes taken to record the information presented.

Session 4 – Introduction to SHARED

SHARED is the Stakeholder Approach to Risk Informed and Evidence Based Decision Making.

The objective of this session is to help participants understand the approach, as it will be used throughout the project (expect this session to take 1 hour).

Ensure each participant has two different coloured cards. One colour will mean yes, the other no. Anything in between will use both together sometimes. Ask participants to lift the appropriate card in response to the following questions (*select/adapt questions to your situation and ask only 2-3 and remember they are answering on behalf of themselves here, in the context of their work position and you can take photos to capture the feedback. This exercise can be skipped if time is short*):

- When I take decisions I gather evidence and experience from appropriate sources to help me make the best possible decision
- When I address a problem I think about the underlying root cause and not just the symptom or problem that is at hand.
- When I take decisions, I makes sure I check it against my personal long term goals.

Present the 5-10 slides Introduction to SHARED which includes a description of the process and what influences decisions (10 minutes).

Root cause analysis

At tables or in groups of around 8 people maximum ask participants to choose a key barrier to the implementation of SAI (from session 3) and to discuss the root causes (*can also assign different barriers to each group*). They may need to have an additional few minutes to be more specific on the barriers for different crops so it is not too generic. To do this they should write the barrier in the centre of a flip chart and then draw around the barrier what causes it. For each of these causes, ask again what causes that (*like a 2 year old asking but why? To every answer*). Continue the exercise until they have exhausted the causes (reach the root

causes) or time is finished for the session. (*note: try to use two pages of flip chart for these exercises so that the marker pens do not stain the tables*).

Laikipia root cause exercise

Lunch is one hour and try to keep the full hour as a break so that participants are rested for the next session.

Session 5 – Stakeholder mapping and baseline questions (2 hours)

Two activities will take place during this session. The first one is participatory and the second is individual filling of network questionnaires (Appendix 3).

Divide participants into three or four groups (*max of 10 each and changed from previous session*) give each group a flip chart and coloured markers. Ask them to spend 30 minutes to do the following (sequentially over 30 minutes):

• List the stakeholders related to SAI both at their site (district/woreda), regionally and nationally on a flip chart.
• On a second flip chart page they can draw these stakeholders as circles with the size of each circle indicating the perceived important of that stakeholder in promoting SAI (bigger circles more important). Alternatively you can provide different sized circles of paper so they can debate and change the size or placement of each stakeholder during the exercise.
• Then they can draw lines between stakeholders that interact. Arrows on the lines can be used to show the direction of the interaction (one-way or both ways).

Ask each group to share their stakeholder network maps and discuss commonalities and differences between the groups as well as gaps and opportunities (30 minutes for sharing and notes should be captured from the discussion, can put all maps at the front of the room to speed up the presentations).

Figure 2: A simple example of what the groups should prepare.

For Solwezi a current and future (visionary) stakeholder mapping exercise was completed. In Solwezi it may be of value to take the work from the first meeting and ask people to add more detail, specifically in reference to SAI.

The social network questionnaire (Appendix 3 – one sheet, double sided) can be handed out, one to each participant. Explain the form clearly and allow time for questions, clarifications etc. (*if English is not well understood by participants translate this form before printing and handing out*) Participants will have just under 30 minutes to finish the form and you can suggest they go to tea when they have completed it (participants will take variable time to complete). Please highlight the importance of providing as detailed information in the forms as possible, as these will be used as a baseline for stakeholder interactions, which is very important for the project.

Figure 3: Example of a map produced from the social network information collected with questionnaire in Appendix 3.

<u>Stakeholder profiles and baseline questions</u>

Stakeholder and baseline information should be collected using the ODK (separate guide for use of ODK available). During tea and lunch breaks and during this session, please interview participants individually to fill the ODK survey. The printed version (Appendix 1) can be used but the questions should be asked through interview). The purpose of the survey is to understand elements of the stakeholders/organisations the participants represent and to gather some baseline information. It is important that participants answer the questions on behalf of their organisation. The baseline information that is being collected in this session come from the outcome indicators (see Appendix 2).

Tea break if needed can be incorporated into session 5

<u>Session 6 - Close and next steps (30 minutes)</u>

In this session it is important to:

- Outline what has been covered over the day
- Explain what we will do with all the information we have collected – inform project activities, use stakeholder names within network maps etc
- Outline the next steps for the project using a flipchart with headings of what, who, by when?
- Receive feedback: Ask for any comments, questions or areas of clarification, can also ask a few people in the room for feedback and/or ask each person to write down their feedback on a sticky note
- Communicate tentative dates for the next SHARED workshop.
- Thank every person for their participation and time

4.0 After the workshop

Following the workshop, all information will be sent to Nairobi so that the stakeholder and social network data can be entered into a spread sheet and analysis completed.

If key stakeholders at site/regional levels were missed in the workshop, they will need to be visited by the in-country partners after the workshop to collect stakeholder and social network information. ICRAF/partner staff can collect the profile, baseline and network information from national stakeholders in Tanzania and Zambia, after the site level meeting. Slightly different forms will be used, with more introductory information (these will be shared soon).

Tips for Facilitators

Additional to the steps and trip above, when facilitating please try to:

- Be neutral
- Respect all contributions
- Guide the process without dictating
- Encourage participation from all

- Listen to inputs and report back summarised ideas to seek confirmation
- Be responsive to your audience and try to keep your body language and facial expressions show that you are engaged and non-judgemental
- Key an eye on the audience body-language. If people are losing interest or seem tired, ask someone to do an energizer
- Try to keep time but if an exercise runs over explain how the time will be accommodated
- Use local language where and when it is needed – ensure all participants can understand

Appendices

Appendix 1 Stakeholder profile information and baseline data collection tool

To be completed through interview using ODK where possible

Person filling this profile_____

Date __ / 09 / 2016

Start time of survey _____

Country (circle): Ethiopia   Tanzania   Zambia

Locality where individual is based (Eg name of city or town) _____

Introduce yourself. Explain the following: We are carrying out this questionnaire for ICRAF and its partners to help us understand more about Sustainable Agricultural Intensification (SAI) as it is promoted at both the local and national levels in your country.

You may be aware that Sustainable Agricultural Intensification--or SAI for short--has been defined as a form of agricultural production where yields are increased without adverse environmental impacts like deforestation, water pollution, soil erosion, and encroachment on areas not already under agricultural production.

Would you be willing to spend approximately about 20 minutes of your time answering my questions? (circle) Yes   No

What is your full name?	
Gender	Female Male
What is your contact number?	
Do you have an email address? If yes, what is your email address?	
What is the name of the main organization you work for or represent?	
What type of organization is this?	Government Private sector (profit) NGO (Non Governmental Organisation) Academic or research organisation Farmer's organization/union Community based Organization (CBO) Media Other (specify) _____
What your main role (position) in this organization or body?	Director/Chair/Leader Board Member Unit Head/Manager Program/Project/Extension Officer Other (specify) _____
In what particular ways is sustainable agricultural intensification-- defined as intensifying agricultural production without negative environmental impacts-- relevant to the work your organization does? *(select all that apply)*	We are involved in developing country-level agricultural policies We are involved in designing specific agricultural programmes and projects We are involved in managing or implementing agricultural programmes and projects We provide agricultural extension support directly to farmers We carry out research on agriculture Other (specify) _____

To what extent does your organization develop government agricultural policy that may be relevant to SAI?	To a large extent To a medium extent To a small extent Not at all
To what extent does your organization make decisions on how resources (financial and human) are allocated to the agricultural sector?	To a large extent To a medium extent To a small extent Not at all
To what extent is your organization involved in the development and design of agricultural programmes, projects, and interventions?	To a large extent To a medium extent To a small extent Not at all
To what extent is your organization involved in disseminating information on improved agricultural methods?	To a large extent To a medium extent To a small extent Not at all
Over the past 12 months--that is, since September of last year--have you either read, participated in a workshop or training, or accessed information from another source on how to intensify agricultural production without harming the environment?	Yes No *(many of the stakeholders at local level may say no here, in which case move to question 23 and then go to projects and then the stakeholder network survey)*
What type of information were you able to access in particular? *(select all that apply)*	General background information on SAI Information on specific SAI practices relevant for specific areas of your country Evidence on the effectiveness of one or more specific SAI interventions, such as that generated from an impact study Other (specify)_____
What was the source of this information on SAI? *(select all that apply)*	Brochure/pamphlet on SAI with a specific focus on your country Brochure/pamphlet on SAI that does not specifically focus on your country General (non-research) report on SAI specifically focused on your country General (non-research) report on SAI not particularly focused on your country Research report on SAI for research undertaken in your country Research report on SAI for research undertaken in another country Training session or workshop on SAI Internet information on SAI (word form) Online video Television program Other (specify) _____
Did this information specifically discuss or present how the SAI interventions in question affect men and women differently? If yes How in particular did this information describe how the SAI intervention(s) affects men and women differently? *(select all that apply)*	Yes No General description on how SAI may potentially affect men and women differently Findings from a qualitative case study on how SAI affects men and women differently Disaggregated quantitative data on how SAI affects men an women differently Other (specify) _____
Did this information describe how the SAI interventions in question affect other specific social groups differently, such as rich versus poor farmers or farmers in one particular geographical area versus	Yes No

another? If yes How in particular did this information discuss or present how the SAI intervention(s) affected these other social groups of farmers differently? *(select all that apply)*	General description on how SAI may potentially affect different groups of farmers differently Findings from a qualitative case study on how SAI affects different groups of farmers differently Disaggregated quantitative data on how SAI affects different groups of farmers differently Other (specify) _____
To what extent did you find this information on SAI trustworthy and reliable (that is, credible)?	To a large extent To a medium extent To a small extent Not at all
To what extent did you find this information relevant and applicable to the work of your organization?	To a large extent To a medium extent To a small extent Not at all
Has your organization incorporated any of this information on SAI into its work over the last 12 months, that is, since September of last year? If yes In what particular ways did your organization do this? *(select all that apply)*	Yes No It was used in the design of government/ organizational policy and/or strategy on agriculture It was used in the design of one or more specific programmes or projects It was used in the design of one or more specific interventions under an existing programme or project It was used to inform the training of or direct extension given to farmers It was used to inform design of extension materials to be delivered to farmers Other (specify) _____
Has any of the information/evidence on how SAI affects men or women differently been factored into your oganisation's work over the past 12 months? If yes In what particular ways did your organization do this? *(select all that apply)*	Yes No It was used in the design of government/ organizational policy and/or strategy on agriculture It was used in the design of one or more specific programmes or projects It was used in the design of one or more specific interventions under an existing programme or project It was used to inform the training of or direct extension given to farmers It was used to inform design of extension materials to be delivered to farmers Other (specify) _____
Has any of the information/evidence on how SAI affects particular groups of farmers (other than men and women) differently been factored into your organization's work over the past 12 months? If yes In what particular ways did your organization do this? *(select all that apply)*	Yes No It was used in the design of government/ organizational policy and/or strategy on agriculture It was used in the design of one or more specific programmes or projects It was used in the design of one or more specific interventions under an existing programme or project It was used to inform the training of or direct extension given to farmers It was used to inform design of extension materials to be delivered to farmers Other (specify) _____
Is your organization or group involved in any agricultural programmes, projects or initiatives for which sustainable agricultural intensification may be relevant?	Yes No

I am now going to ask you questions about the specific programmes, projects, or initiatives that you organization is involved with that may be directly work on SAI or for which SAI may be relevant.

Programmes, Projects, Initiatives (capture as many as possible)

	Initiative 1	Initiative 2	Initiative 3
What is the name of this programme, project or initiative?			
What are the specific objectives of this programme, project or initiative?			
Is this programme, project or initiative already working directly on SAI?			
To what extent do you think that the integration of SAI issues into this programme, project, or initiative is important?			
What is the budget of this particular programme, project or initiative?			

Appendix 2 Some of the relevant project outcome indicators

Outcome Indicators	Baseline Value
Primary Outcome Indicator 1: % of targeted high-level SAI decision makers and investors that have appraised high quality evidence on SAI policy and intervention effectiveness and used it to inform relevant SAI decisions in last 12 months	To be determined by this activity
Primary Outcome Indicator 2: % of targeted high-level decision makers and investors incorporating evidence on the differential effects of SAI policies and interventions on women and other groups into key SAI-related decisions in the last 12 months	To be determined by this activity
Intermediary Outcome 1, Indicator 1: % of targeted stakeholders accessing existing quality evidence on enabling policies and effective interventions for SAI that benefit women, poorer smallholders, and other socially differentiated groups	To be determined by this activity
Intermediary Outcome 1, Indicator 2: % of targeted stakeholders with demonstrable ability to access, appraise, and use available evidence on SAI relevant policies, mechanisms and interventions	To be determined by this activity
Intermediary Outcome 2, Indicator 1: % of targeted stakeholders accessing new quality evidence on enabling policies and effective interventions for SAI that benefit women, poorer smallholders, and other socially differentiated groups	These indicators relate to new quality evidence and dashboard introduced by the project so all start at 0 and will be tracked through the project
Intermediary Outcome 2, Indicator 2: % of targeted stakeholders with demonstrated understanding on how to obtain and appraise new quality evidence on effective and contextually appropriate SAI policies and interventions.	
Intermediary Outcome 3, Indicator 1: % of targeted stakeholders who are able to access, use, and apply the project's interactive SAI dashboards	
Intermediary Outcome 3, Indicator 2: % of targeted stakeholders who report that the project's interactive SAI dashboards are useful for supporting evidenced-informed decision-making on SAI related issues.	
Output Indicator 2.1: % of targeted country stakeholders actively engaged in the first round of country-level SHARED events	This activity is not the first SHARED workshop but will rather introduce the concepts and determine the stakeholders

Appendix 3 Social network information

As the last step in this interview, I will ask you to provide details on any other organizations or persons your organization works with or is in contact with on sustainable agricultural intensification issues. Are there any organizations or individuals that your organization is currently in contact with on sustainable agricultural issues in the past year? If yes please fill the table below, if not politely thank the respondent interview for their time and end the interview.

Organizations or persons your organization works with or is in contact with on sustainable agricultural intensification issues *(list each stakeholder in its own line below)*	Contact type: 1-Government 2-Private sector (profit) 3-NGO 4-Academic or research org. 5-Farmer's organization/ union 6-Community based organisation (CBO) 7-Media 8-Other (specify)	Interaction over: 1- Policy development 2- Policy implementation 3-Research development 4- Programme or project development 5- Fundraising 6 –Provision of training or extension 7-Other (specify)	Where the organization or person is based (headquartered)	Specific locations interact with the organization/ person (districts etc)	One or two contact name(s) with number, position and gender 1.Male 2.Female	How valuable is the interaction with this contact to your organisation? 1. Very 2. Moderately 3. Not very	How often do you interact with them? 1-Very often (daily or weekly) 2-Often (about 1 time per month) 3-Sometimes (2-4 times per year) 4- Rarely (about 1 time per year)	Is information shared: 1. From you to the 2. From them to y 3. Both-ways

Appendix 4 Barriers for selected value chains in Solwezi

Solwezi beans	Soya beans	Village chicken
- Inconsistence planting time – too early, or when raining too much; it also too late – unpredictable rain patterns – usually plant around February, to march. - Failure to keep records - Chimbalama (beans planted towards the end of the season) doesn't do very well because of inconsistence in rain pattern. - Low seed rates/ Spacing in planting – (75-60, one hole gets 8 seeds) - Using recycled seed (non-certified seed) - Limited technical knowhow – management aspects - No standard price – no calculation of production costs. - Price depends on negotiations (because of desperation) - They do not keep records of the inputs. - It seems farming is not treated as a business. - Lack of equipment to boost the production - Limited access to financial services to boost production - Challenges highlighted by the trader - The suppliers' (producer) containers are tempered with, so they are not of normal sizes but are considered as 3kgs and	- The cyclical changes in the current production levels have been influenced by the previous experiences such as lack of markets. - Soyabeans is a labour intensive crop and labour has of late been a challenge with the coming in of the Mines. - The other challenge identified was the high cost of inputs. - The other challenge was relatively inadequate knowledge on the growing of the crop. - The issue of poor extension outreach was another challenge. - The group also identified lack of bulking centres to ease the buying process. - One other challenge relates to the infrastructure such as poor roads and market structures in the rural areas. - Other challenges identified related to lack of financing from the banking institutions to facilitate investing in Soybean farming. The available loans being offered are demanding K1,400 to get K4010 to invest in a hectare of Soyabeans.	- Production of chicken is unexpectedly low - Failure to buy feeds due to low incomes - Lack of knowledge leading to poor management - Farmers farmers are not keeping chicken for business purposes hence little care is put into rearing them - Lack of financial management skills - Lack if business capacity and financial management opportunities - There is market for village chicken but farmers are not taking up the opportunity - Lack of financial opportunities that specifically target chicken - No processing plant for chicken to value add chicken and the market requires already prepared for consumption leading o major markets acquiring chicken from other provinces - No access to credit due to strict conditions given by farmer instituions - No deliberate programs that support village chicken - Lack of information especially for farmers in the rural areas - Information received from ministry of agriculture but do not adequately cover the very remote places.

priced at K25. • They do not use weights because the buyers refuse • The product (beans) is usually not sorted or graded that is, it's a mixture of different varieties (sugar beans and Solwezi beans) and their buyers may want a single variety which creates more work to sort it. • There are no standard prices when buying and selling due to competition • Most of them do not keep records of the buying prices, cost of transportation, accommodation, e.t.c		• The ministry also only covers peri urban areas • Existing programs mostly cover farmer groups but not individuals • Conditions set by markets such as mines do not favour the individual farmers: Farmers cannot sell chicken directly to the farmers/shoprite • Poor breeds of local chicken kept by farmers