



RESEARCH PROGRAM ON
**Climate Change,
Agriculture and
Food Security**



Workshop report: East Africa Strategic Futures

3rd – 5th September 2012

Ngurdoto Mountain Lodge

Arusha, Tanzania



SID

Society for International Development

The Regional Office for the Society for International Development (SID) – EA

Address:

Britam Centre, 1st Floor,
Mara/Ragati Road, Upper hill
P O BOX 2404 -00100, Nairobi
Tel. +254 2737991 / 2731052

Website: www.sidint.net

East Africa Strategic Futures

Food Security, the Environment and Livelihoods

Workshop Report

CGIAR Research Program on Climate Change,
Agriculture and Food Security (CCAFS)

Regional Office of the Society for International Development
in East Africa (SID - EA)

Correct citation:

The Regional Office of the Society for International Development in Eastern Africa (SID-EA). 2012. East African Strategic Futures Workshop on Food Security, The Environment and Livelihoods. CCAFS Workshop Report. CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS). Nairobi, Kenya. Available online at: www.ccafs.cgiar.org and www.sidint.net

CCAFS Workshop Reports aim to disseminate interim climate change, agriculture and food security research and practices and stimulate feedback from the scientific community.

Published by the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS).

CCAFS is a strategic partnership of the CGIAR and the Earth System Science Partnership (ESSP). CGIAR is a global research partnership for a food secure future. The program is supported by the Canadian International Development Agency (CIDA), the Danish International Development Agency (DANIDA), the European Union (EU), and the CGIAR Fund, with technical support from the International Fund for Agricultural Development (IFAD).

Contact:

CCAFS Coordinating Unit - Faculty of Science, Department of Plant and Environmental Sciences, University of Copenhagen, Rolighedsvej 21, DK-1958 Frederiksberg C, Denmark. Tel: +45 35331046; Email: ccaafs@cgiar.org

Creative Commons License



This Workshop Report is licensed under a Creative Commons Attribution - NonCommercial-NoDerivs 3.0 Unported License.

Articles appearing in this publication may be freely quoted and reproduced provided the source is acknowledged. No use of this publication may be made for resale or other commercial purposes.

© 2012 CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS).

Photos: Leonard Wanyama

DISCLAIMER:

This Workshop Report has been prepared as an output for the Regional and Socio-economic scenarios project under the Integration for Decision-making Theme of the CCAFS program and has not been peer reviewed. Any opinions stated herein are those of the author(s) and do not necessarily reflect the policies or opinions of CCAFS, donor agencies, or partners. All images remain the sole property of their source and may not be used for any purpose without written permission of the source.

Abstract

The CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) in partnership with Regional Office of the Society for International Development in Eastern Africa (SID-EA) hosted a Strategic Futures Workshop to use and discuss the regional scenarios that examine key future socio-economic issues for East African food security, environments and livelihoods. Scenarios are strategic tools that allow leaders to take into consideration various plausible futures in development planning. This policy workshop brought together climate change, agricultural and food security researchers and policymakers in conducting a visioning exercise aimed at developing policy and investment options, on climate smart agricultural research and development priorities within the East Africa region. Through challenging techniques such as visioning and back-casting, the participants of the workshop ultimately developed strategies and policies for East Africa, The workshop also enabled the development of potential partnerships on the subjects of focus. This report documents the process and the outcomes of the activities during the workshop.

Keywords

Scenarios; East Africa; Visioning; Back-casting; Policies; Strategies



Figure 1: East Africa Strategic Futures Workshop, 3rd- 5th of September 2012, Ngurdoto Mountain Lodge, Arusha, Tanzania

About the Workshop Partners

The CGIAR Research Program on Climate Change, Agriculture, and Food Security (CCAFS) addresses the increasing challenge of global warming and declining food security on agricultural practices through strategic collaboration between CGIAR and its partners. CCAFS objectives are to identify and test pro-poor adaptation and mitigation practices, technologies, and policies for food systems, adaptive capacity and rural households. It also provides diagnosis and analysis that will ensure the inclusion of agriculture in climate change policies, and the inclusion of climate issues in agriculture policies, from the sub-national to the global level in a way that brings benefits to the rural poor. Research in CCAFS is carried out by teams of partners with complementary skills and expertise, thus pairing institutions from the North and South, including South-South collaborations. This new way of working aims to broaden the dialogue between science and policy.

The Society for International Development (SID) is an international network of individuals and organizations with an interest in development. It is a structured community of academics, parliamentarians, students, political leaders and development experts that is a participative, pluralistic and sustainable way to obtain intellectual and social capital. SID is involved in conducting policy and governance research in order to facilitate informative and constructive dialogue on the attainment of sustainable growth. The Regional Office for Eastern Africa is based in Nairobi and it has contributed to broadening awareness on key development issues and enabling structural reforms in the politics and economies of the member states within the East African Community (EAC).

Panos Eastern Africa (PEA) is a regional, information and communication for development non-governmental organisation working in the East and Great Horn of Africa. PEA works on: media pluralism and development; governance and globalisation; health communication; pastoralist communication; gender, environment and conflict. PEA is part of a global network of autonomous Panos Institutes, bound together by a shared name, values and standards. Its mission is to address the information needs of the poor and marginalised, create media visibility of their concerns and inform policy through building the capacity of the media and civil society through, research, documentation, communication and dissemination of quality development information.

Acknowledgements

CCAFS would like to extend its appreciation to the SID-EA team namely: Arthur Muliro, Ali Hersi, and Katindi Sivi Njonjo who greatly assisted in the facilitation of the program activities and for their role in co-facilitating the East African Strategic Futures Workshop on Food Security, The Environment and Livelihoods. Special thanks goes to Irene Omari for organizing the event; and Leonard Wanyama for documenting the activities of the workshop. CCAFS would also like to thank Hailemariam Tadesse, Peter Okubal, Lynn Najjemba, Roland Odinga, Tumusiime Ben Apollo, and Deogratius Mfugale from Panos Eastern Africa (PEA) for providing media coverage during the workshop. CCAFS would also like to express its gratitude to all the participants who attended. We are grateful for the time they took from their busy schedules to join the workshop and make it a success. We would also like to thank Hannah Rowlands who took time to go through the participant questionnaires that enabling us to get adequate feedback on the sentiments of the participants. Finally, we would like to recognize the efforts of the CCAFS team namely Dr. Patti Kristjanson, Dr. Joost Vervoort, Dr. Moushumi Chaudhury, Maren Radeny Ochere, Wiebke Foerch and Josephine Njoroge in enabling the facilitation of this process.



Figure 2: From left; Ali Hersi and Katindi Sivi-Njonjo of SID. Centre from left; Patti Kristjanson (CCAFS), Arthur Muliro (SID) and Joost Vervoort (CCAFS). From extreme right to the centre Moushumi Chaudhury and Wiebke Foerch (CCAFS)

Contents

Introduction.....	9
Process	10
Envisioning Futures and Outlining Challenges	11
Exploring Scenarios.....	12
Back-Casting.....	13
Reviewing Action Plans.....	14
Outcomes.....	15
Envisioned Futures.....	15
Explored Scenarios.....	17
Back-Casting: Returning to the Present, Looking to the Future.....	19
Strategies: Priorities and Synergies.....	24
Conclusions.....	28
Appendix.....	34

Acronyms

APSEA	Association of Professional Societies in East Africa
CCAFS	Climate Change, Agriculture and Food Security
CGIAR	Consultative Group on International Agricultural Research
COMESA	Common Market for Eastern and Southern Africa
EABC	East African Business Council
EAC	East African Community
EAFF	East African Farmers Federation
ECA	Economic Commission for Africa
EWS	Early Warning Systems
ICPAC	IGAD Climate Prediction and Application Centre
IGAD	Intergovernmental Authority on Development
LVBC	Lake Victoria Basin Commission
NGO	Non Governmental Organizations
PEA	Panos Eastern Africa
SID-EA	Society for International Development in East Africa

INTRODUCTION

The CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), involves various stakeholders to integrate their knowledge and needs into tools and approaches to address food security, livelihoods, and governance within the context of climate change. Among the policy tools that CCAFS is developing is scenarios. Scenarios are an intuitive form of creating plausible futures. They help to outline plausible realities as they may evolve from the present, explore the challenges and opportunities that these futures offer, and help determine responses if certain futures materialize. In this context regional scenarios assist in exploring crucial future realities on issues of food security, the environment, governance, and livelihoods within the context of East Africa. Scenarios are not predictions nor are they targets. They are a situational examination reflecting on what could be plausible future contexts within a certain time span and spatial focus.



Figure 3: Patti Kristjanson of CCAFS explains what the program is all about to the participants.

The focus of the Strategic Futures Workshop held in Arusha, Tanzania from the 3rd to the 5th of September 2012 was on Ethiopia, Kenya, Tanzania and Uganda with model results that included Burundi and Rwanda to make the scenarios useful in the entire East African Community (EAC). The CCAFS scenarios for this region were developed over four workshops in 2010 and 2011 with a wide range of state and non-state stakeholders related to food security, governance, environments and livelihoods in East Africa.

CCAFS, Panos Eastern Africa (PEA) - a regional, information and communication for development non-governmental organization working in the East and Great Horn of Africa, and the Regional office of the Society for International Development for Eastern Africa (SID-EA) -an international network of individuals and organizations dedicated to international cooperation and development, collaborated to invite technical advisors to policy makers, experts and members of Eastern African Community (EAC) to take part in the Workshop .

The workshop specifically set out to bring together the technical advisors to Eastern Africa governments and the EAC to explore strategic planning for the future of food security, environments and livelihoods under crucial socio-economic, governance and climate uncertainty. In order to do this, participants attempted to develop strategic visions. They then tested their feasibility by exploring them using the scenarios of plausible alternative futures.

The meeting was also an opportunity for participants to develop strategic planning and partnership. This report documents the process, outcomes and conclusions that were generated by the participants of the meeting.

PROCESS

The CCAFS regional futures process followed several basic steps. These steps reflected the need for a distinction between exploratory scenarios that focus on what *can* happen and normative visions that focus on what *should* happen; and value that both have to offer if used together.

This process involved bringing together partners representing a wide range of regional perspectives, types of knowledge and experiences to develop exploratory storylines of ‘plausible futures’ of what East Africa could look like by 2030 if different development and policy pathways are come about. In order to improve consistency, credibility and relevance of these scenarios, both quantitative information and qualitative information through modelling and the development of storylines were used.

In order to begin to developing feasible strategies towards desired futures, different regional stakeholders representing various regional needs, agendas and aspirations came together to co-create a shared vision for the region’s future and to outline main challenges for the region. After this discussion of vision and challenges, the CCAFS scenarios were investigated and adapted to fit to the technical advisors’ decision environments.

Workshop participants then mapped out what actions are needed to work back from this desired future to a present-a technique called “back-casting”, planning backward in time from a desired future to develop decision pathways in the context of the challenges and opportunities of each scenario. The advantage of back casting is that it takes strategic planners away from planning forward into the

future, an approach that often leads to plans that build on and plan for the problems of the past rather than the challenges of the future.



Figure 4: Arthur Muliro of SID explains scenarios to the participants

In this way, the scenarios act as “wind tunnels” in which different policies and strategies can be tested under different future conditions. Back-casting is an engaging and goal-oriented activity and it has a natural affinity with planning in the private sector and civil society contexts. Back-casting exercises combined with scenarios generate strategies that are robust under different plausible future scenarios. The following outlines the steps in more detail.

Envisioning Futures and outlining Challenges

The participants were asked to pair up and discuss their ideals and the challenges they anticipated within four topics of discussion, namely: governance and policy; livelihoods; food security; and environment in a consecutive fashion for a period of ten minutes each for every subject of focus. Each participant imagined the ideal future of Eastern Africa with regard to the topic in focus. They then discussed each other’s visions and wrote them down in summarizing sentences.

The contributions also focussed on what the participants considered as challenges to achieving a better future with regard to the topic. These sentiments were noted down resulting in the participants having at least two “vision” cards and two “challenge” cards per topic of focus at the end of the exercise. To liven up the exercise and facilitate introductions between themselves, the participants

were asked to switch pairs and converse with someone else for every new topic so as to not only familiarize themselves with one another, but also to immediately encounter different perspectives from different kinds of technical advisors invited to the workshop.

Exploring Scenarios

After the visioning and challenges exercise, the participants set out to link plausible futures with anticipated challenges and opportunities as envisioned by them. This was done by introducing them to the regional scenarios that had been developed by regional stakeholders across sectors in East Africa, facilitated by CCAFS. These plausible futures were used in the workshop to explore key socio-economic and governance uncertainties regarding food security, degrading environments, and declining livelihoods in East Africa.

Their importance was exemplified by their use for strategic planning in order to explore the feasibility of strategies, technologies and policies toward desired futures.

Participants then joined one of four breakout groups where each group explored a different scenario that articulated a different plausible future which they would structure to create relevant perspectives of the challenges and opportunities in present day decision making. The basic assumptions of the scenario were explained and made available on a scenario summary poster.

Using the four inter-related domains provided earlier, namely: economy and governance; livelihoods; food security; and environments, the participants were asked to consider the challenges they had provided within the context of their respective scenario group. They were also to describe how these challenges would play out and how they would affect each other, considering the actions for the assumptions as provided by the scenario. Once they had done this, they identified the opportunities that would arise in their respective scenario.

By making these linkages the participants were now contextualizing the scenarios provided to them to make their own version of the scenario. To enrich the development of the scenarios, specific problems and prospects associated with the particular situation of the group narrative were placed before the policymakers' for discussion. They then reported back on the session for a plenary engagement.



Figure 5:The Herd of Zebras go through the motions of exploring scenarios led by Ali Hersi

Back-Casting

Having previously developed a version of the scenario presented to them, the participants were asked to engage in the core activity of the workshop, the process of back-casting. In doing this they first, had to discuss the vision developed earlier and consider which elements in the vision the group should pursue. Basically, they had to show how the selected elements can be made more tangible and how these elements would appear if they were achieved in the context of their respective scenario. The participants had to try and select elements with clear links to the areas of governance, livelihoods, food security and environments.

Secondly they were to consider what would have to happen a few years prior to the achievement of each goal for it to become reality in 2030. This reflection in reverse from the envisioned goal would develop into steps that are meant to be very specific, in the creation of workable policy action plans that are substantial enough for direct implementation to suit the planning purposes of the participants.

They were also to consider how their different roles and professional capacities within their working group could allow them (the participants) to collaborate in order to attain the different steps that lead to the achievement of goals. They examined which difficulties and viewpoints that came up in the scenario as a decision context as they moved from the future into the present to consider whether they should deal with it specifically or identify successes for the accomplishment of envisioned goals.

The justification for this is that by working backwards from a specific goal, the status quo is avoided so as not to plan into the future through the traditional a step by step process based on the past. Back-casting gives primary focus to what the intended achievement is rather than what is necessary in order to attain a certain outcome.

By testing action plans through different scenarios, the participants explored the benefits of adaptive as well as pro-active strategic planning in the face of future uncertainties.

Reviewing Action Plans

Lastly, each of the different groups reviewed and discussed each other's action plans from the perspective of their own scenarios which represented alternative worldviews to the diverse groupings. Each questioned the others' set of actions moving from the envisioned goal(s) to the present in back-casting fashion. The participants considered the feasibility of actions given the conditions presented within the scenarios and the usefulness of action plans to an alternate envisioned situation that the group generated.

If they affirmed the viability and practicality of the action plans they had to highlight and identify the possibility of additional issues to confront and occasions to implement these plans. If they saw the plans as contradictory they had to highlight or identify the possibilities for adaptation in order to make these plans more helpful.

The importance of this was to enable an understanding of which set of actions would be more significant under any of the plausible scenarios. The imperative of this task also set out to know which set of actions need essential investment and under what specific conditions this is necessary. Lastly it sought to know which sets of actions are critical and need to be adapted considerably soon depending on the future context.

Ultimately the exercise allowed for an examination of interplay between the different scenarios. This led to the realisation that a pro-active, goal-oriented perspective and an adaptive stance, that is attentive to dynamically changing contexts, are both needed to improve future conditions.

OUTCOMES



Figure 6: Plausible futures, possible strategies

In examining the outcomes, it is important to highlight the expectations of the participants for the workshop. First, the different technical advisors to policy makers that attended the workshop sought to learn a number of things particularly with regards to food security, livelihoods, environment, and governance. They sought to discover futures methodology in terms of the: research, science, policy making and link to climate change; information and programming for media initiatives; strategies and partnerships; support schemes for food security work; and the development of synergies. Secondly they hoped to share knowledge, experiences, and research on the developments and finance of food security issues and climate change.

In this way they expected to conceptualize new initiatives, contextualize new developments and comprehend challenges in order to find out about East African food security initiatives; how can they strategise at a regional level to deal with climate change; and how to improve EAC's ability to cope with climate change. This would enable them get a sense of what likely scenarios would unfold in

their country regarding food security and climate change. It is with this in mind that the following outcomes arose out of the exercises and tasks of the workshop.

Envisioned Futures

In discussing prospects of governance the participants foresaw that: democratic, participatory and accountable institutions would be beneficial especially in light of transparent leadership; people centred policies would enhance political stability and encourage a society that is free of corruption; there would be greater freedom of speech and expression; there would be an existence of strong, credible institutions that are free from interference from development partners; poverty would be reduced through increase in growth; a green revolution would help provide food security; and there would be an end to donor dependence.

However, they anticipated the lack of an integrated governance system since East African countries operate fairly autonomously and therefore there is not enough sharing of information and knowledge at the regional level. They also fear that some countries will have too much power over others, thus threatening regional unity.

There is thus a need to overcome uncertainties, suspicions, and disputes. Also, poor leadership could prevent poverty reduction while corruption remains a key issue since there is a lack of proper implementation of anti-corruption policies. The lack of free speech and political awareness facilitates corruption while the lack of regional harmony also leads to corruption due to information asymmetries will be used as loop holes to be taken advantage of. Poor leadership and corruption could eventually lead to a lack of funds that result in hampered development.

In examining livelihoods, the participants anticipated a shift from subsistence to market oriented agricultural production; sustainable agricultural practices adapted to climate change; diversified livelihoods; and majority of region's population continuing to depend on agriculture for their sustenance. However, they saw challenges due to poor governance and poverty.

The participants' viewpoints concerning food security leaned towards attaining regional food sufficiency, where production in the region meets the needs of the population in a sustainable manner. This would first be in terms of the quantity, quality and stability over time, and secondly it would be in terms of an abundance that is enough for export.

They also looked forward to a food secure future where household food security for families is sufficient in terms of production, the ability to buy food, and the existence of adequate food storage systems. However, they expected difficulties of technological inefficiencies or ineffectiveness and a lack of knowledge due to poor technological development; adoption of technology; and climate

proofing. A lack of agricultural diversification resulting in a dependence on rain fed systems, and poor storage technologies and facilities are further challenges to be experienced.

They also expected difficulties as a result of population increase, poor infrastructure and high transportation costs, lack of strategies or harmonized trade policies, bad governance and corruption, resource scarcity and degradation, climate change, high commodity prices, and a lack of financial resources and facilities to support food security strategies.

Lastly, in terms of the environment the technical advisors held the perspective that a green environment was necessary for socio-economic development; safety; poverty reduction; and sustainability. However, they saw poverty; corruption; bad governance and policies; low awareness of communities on the impact of environmental; degradation; pollution due to industrialization; and unsustainable land management as hindrances in achieving this.



Figure 7: A participant goes through points on the scenario summary poster

Explored Scenarios

The Herd of Zebra scenario perceived the politics and economy within their scenario to be one in which there would be: diverse policies on business enablers; corruption; conflict and poor leadership. In their case, livelihoods would be one in which inequalities deepen. The food security situation would be one where there would be poor nutrition and a great drought. Lastly their environments

This scenario had the possibility of having a new breed of leaders, with improved leadership qualities but the political federation would not be realized. The pursuit of basic freedoms such as speech or association would dominate the competition for political and economic power leading to more proactive non-state actors within states. The question of poor leadership and governance was linked very closely to that of livelihoods as it would lead to inequality. This would also be affected by the non privatization of health and other social services putting a great burden on governments which is not very efficient in carrying out these roles.

The food security situation would be affected by technological challenges; poor infrastructure and high transaction costs; poor trade policies and climate change. The environment would be affected as a result of bad governance that would result in poor environment policies. Poverty would lead to environmental degradation due to negative practices by majority of the population that would only be keen on its survival.

This lack of awareness by poor communities of their role in environmental protection results in their poor engagement in land management practices. Lastly, due to increased urbanization there is increased pollution as a result of industrialization.



Figure 9: Katindi Sivi-Njonjo leads the Lonely Leopards go through the motions.

The Sleeping Lions observed that in their situation corruption is pervasive and land-grabbing amplifies the many challenges. This is mainly due to poor leadership and it extends the problems to a situation of reduced agricultural production, food security, conservation, decreased seed quality and availability. Livelihoods are thus characterised by increased urban poverty, rising food prices, rising

transaction costs and internal conflict that put the region at the risk of instability. Lastly the environment is characterised by land degradation which affects biodiversity.

Back -Casting: Returning to the Present, Looking to the Future



Figure 10; Joost Vervoort shows participant the logic of back-casting

In developing prescriptions that contextualised the scenarios to explore policies and partnerships toward improved food security, livelihoods and environment, the Lonely Leopards and the Herd of Zebra took a generalized approach. In terms of the politics and economy the **Lonely Leopards** established that there was a need for: constitutional reforms; people centred policies and strategies; the formation of progressive anti-corruption law and policies; building strong institutions and structures; media support and empowerment; sustained civic education; empowerment in order to enable the understanding of governance processes; peace building activities; and responsive, accountable governments.

They also agreed that campaigns that prioritized social issues and family planning were needed to deal with the question of population growth. In the meantime the provision of meteorological weather information to communities to enlighten their economic actions; the prioritization of women and youth mobilization for income generating activities would strengthen communities and farm organizations thereby enabling an equitable society with a good quality of life and thus improving livelihoods.

This group was also of the view that to improve food security the introduction of climate resistant or resilient agriculture would be of great benefit. Interventions of a similar character would

also apply to water harvesting, conservation and irrigation; good agricultural policies; improved market infrastructure; the development farmer groups or crop production associations; improved agriculture technology; and research with respect to improvements of great importance in achieving ideal futures.

For the attainment of clean and green environments: community sensitization on environmental protection; the introduction of alternative energy sources; the opening up of rural areas to reduce rural urban migration; improved technology for industries; and the enactment of environmental policies and laws that are enforced through various protection services would facilitate this.

The **Herd of Zebra** established that an improved political and economic situation with truly democratic institutions should: raise civic awareness of the consequences of the situation; give a substantive voice to production groups that have a stake in development; institutionalize political culture; develop regional election code of conduct in order to achieve visionary leadership; pursue economic integration and political federation. In order to improve livelihoods these groups saw the need to make connections by contract farming in order to linking farmers to markets.

It is also important that there should be increased value addition; diversified sustainable market oriented agriculture; and consultation with the private sector. Improved food security would require enhanced intra regional trade and food production monitoring system. There would also be a need for improved Early Warning Systems (EWS) for a food secure region so as to diversify drought resistant crops and livestock.

The group noted that it had to implement reserves over a three months period after harvests so as to reduce post harvest losses by 50%. This will also include improved infrastructure to link productive areas to markets. The establishment of food quality and safety standards is an important aspect in ensuring food security. For the protection of the environment there is a need to ensure the independence of environmental agencies and the enforcement these agencies rules.

There has to be mandatory strategic environmental assessment and the establishment of land use regulations needed for enforcement. Lastly, the participants also sought 10% farm forestation and the enhancement of interstate learning to encourage clear healthy ecosystems with rich biodiversity.

The Industrious Ants and Sleeping Lions were more structured in their approach by identifying the composition of the participants in their groups and providing the exact year in which they expected the prescribed actions should take place. They also indicated which actors would engage in which particular action. The **Sleeping Lions** comprised of participants from the Kenyan and Tanzanian Ministries of Agriculture, the Burundian Ministry of Environment, SID-EA, and Panos Eastern Africa (PEA). They focused on three main challenges to address. The first was that they

wanted to reduce corruption. Secondly, this group wanted to replicate the successes of farmer associations around the globe by focusing on conservation of agriculture through linkages to international NGOs by 2030. Lastly, they sought to enhance rural-urban agriculture networks.

In terms of reducing corruption the group set the goal of reducing corruption within ministries in order to influence a regional shift in 2030. The challenge in this case was the pervasiveness of the vice and therefore they set about with establishing the targets, which when read in a back-casting format were: in 2027 there would be reduced corruption in ministries due to their establishment as corruption-free zones; by 2022 there would be the establishment of corruption-free directorates; in 2018 there would be sensitization training within these institutions; in 2015 peer review mechanism would be in place for individual ministries to establish the level of corruption to deal with; and lastly in 2013 they would establish public-private partnerships to enhance the awareness and the need to tackle the problem.

In terms of replicating the success of farmer associations the challenge was the massive presence of disempowered and vulnerable rural communities. They proposed: in 2027 there would be the formation of rural producer groups and associations; in 2027 SID-EA would provide spaces for conversations to up-scale successes; in 2025 the facilitation of community empowerment and capacity building would be carried out by represented ministries; in 2025 there would be a focus on conservation agriculture, that is, terracing, forestation, organic farming practices, zero tillage, indigenous conservation knowledge by the represented ministries and SID-EA; in 2020 the participants would work with international NGOs and select bilateral relationships to develop seed, food, nutrition, and agricultural conservation policies; and in 2015 they would start working through existing policies to develop seed, food, nutrition and agricultural conservation policies.

Lastly in the development of rural-urban agriculture networks they identified urban poverty as major challenge and proposed that: in 2027 rural-urban agriculture associations will be established; in 2025 there will be a concentrated support for areas that initiate rural-urban connections of agricultural success; in 2022 there will be community empowerment; and in 2015 there will be work within existing policies together with international NGOs.

The **Industrious Ants** strategic perspectives of politics and governance established that growth would be slow earlier on from 2012. This would lead to high levels of corruption. This vice would worsen in 2020 especially within the backdrop of a great drought. Since people would not have enough to sustain themselves because their incomes are tied to agricultural production, they would further engage in corruption. In order to combat corruption, Panos Eastern Africa (PEA) and the

Private Sector Federation of Rwanda would promote citizen awareness campaigns in the region to educate the public about the perils of corruption and rising inequity.



Figure 11: Wiebke Foerch and the Sleeping Lions group

Such campaigns would help to motivate the middle class who would lead democratic activities in the region around the year 2020. Simultaneously, Ministries of East African Affairs in the respective countries would promote regional integration from 2015. However, this would lead to rising external tensions as East Africa becomes a strong economic block.

In terms of Livelihoods the group looked to tourism to attain growth in the region. A regional East Africa Tourism Board, developed by the East Africa Business Council (EABC) would consult the private sector on how to make tourism more lucrative. The private sector Chamber of Industries and Commerce would then build the capacity of small and medium enterprises to be involved in regional tourism around 2015. There will therefore also be a push to change informal economies within the sector to formality s so that informal entrepreneurs can take advantage of loans and other economic incentives.

However, high levels of corruption will worsen inequity in the region around 2015. Therefore to combat corruption, the EAC Council of Ministers will put an ombudsperson in place. This will help improve regional trade by 2030 as standards are met and corruption decreases.

The group perspective on food security will see the EAC develop a Food Security Action Plan in 2012. Governments will invest heavily in the private sector to boost food production. By 2020, the private sector will have increased agro-processing, storage capacity, and value addition of goods. Governments and the private sector will then also increase the capacity of famers groups to increase

food production. The EABC, PEA, and the East African Farmer's Federation (EAFF) will help give farmers voice and agency.

The East Africa Directorate of Trade was identified as an institution that implements policies such as developing a common tax framework. It will therefore help develop a joint framework for negotiation as East Africa becomes an economic powerhouse by 2030, which will help East Africa bargain with other economic blocks. The role of Information Communication Technology (ICT) and civil society organizations will also become influential in meeting food security and inter-regional movements for the movement of goods and entrenchment of fair trade.

The examination of the environment established that there is growing conflict over land and water as more resources are used for regional production. By 2015, there will be a national stakeholder engagement that links with the East Africa Legislative Assembly (EALA) committee on Agriculture, Natural Resources and Tourism to deal with conflicts. However, by 2020, there will be a great loss of wetlands because of the strong focus on economic growth and the great drought.

The Lake Victoria Basin Commission (LVBC) managed projects will be in decline due to the lack of focus on environmental issues in the region. However, considering tourism will be heavily promoted in the region, eco-tourism spots will be identified for conservation. This will increase income and reduce inequity through equitable sharing of resources and benefits thus improving livelihoods. This initiative will be supported by the EAC Secretariat and more people will be aware of ecotourism due to greater awareness and the incentives of regional citizenship. By 2025, regional environmental law will be emphasized in the Regional Court of Justice, which will help reduce conflicts over environmental issues. Lawyers will therefore be trained on environmental law.



Figure 12: Moushumi Chaudhury and the Industrious Ants group

Strategies: Priorities and Synergies

The participants' discussions centred on the presentations and how their engagement in comparing their visions addressed the challenges they perceived. This involved them linking any of the scenario strategies developed by their colleagues to their own context in order to see whether they were compatible.

Prioritization of Strategies

The Sleeping Lions strategies of main concern were to facilitate educational exchange programmes that involved farmers, schools, associations and policymakers in attaining funding from the EAC, international organizations and ministries. These strategies would enable planting and cultivation of indigenous or alternative drought tolerant crops; and the implementation of urban and peri-urban agricultural programmes with the help of media campaigns to facilitate awareness.

The Lonely Leopards approach sought to develop partnerships between agricultural, environmental and meteorological ministries or departments; advocate for the full implementation of the Maputo declaration of allocating 10% of national budgets to agriculture; and negotiate for tax rebates or zero rating of agricultural inputs and equipment to encourage technological uptake.

The Industrious Ants preferred to develop agency by providing a voice for business councils to work with farmers' federation. They wanted meteorological offices and media organizations, such as Panos Eastern Africa to provide weather information to farmers in order to reduce production risks. Panos Eastern Africa (PEA) should also be involved in media campaigns on anti-corruption in collaboration with the East African Business Council (EABC) to establish a council of ministers and regional ombudsman to improve trade by curtailing malpractice.

Lastly, the Herd of Zebra were inclined to favour engagement with relevant institutions to enforce or develop policies on farm tree cover and with farmer's federation or primary producers to enhance their role. They also encouraged membership in policymaking bodies, such as the EAC or the Common Market for East and Southern Africa (COMESA). These two regional bodies can be mandated with enforcement or development of policies on strategic food reserves.



Figure 13: The Sleeping Lions go through the motions with Joost Vervoort and Wiebke Foerch

The scenario strategies of the **Industrious Ants** were found to be inapplicable to the situation of the Sleeping Lions because of the extreme differences in the situation of their contexts. However the Herd of Zebras found some compatibility with the Industrious Ants especially in terms of regional synergy. The Lonely Leopards found the strategies of the Industrious Ants applicable only if these strategies were to be looked at from a situation of multiple actors.

The scenario strategies of **Sleeping Lions** resonated with the Industrious Ants group although they felt that the strategies of the Industrious Ants were too extreme for them because their political situation was much worse than that of the Ants group and thus such strategy would be too tumultuous for them. The Herd of Zebras felt these strategies were good but not suitable to their group because in their scenario regional initiatives were not working in their case. This was due to their condition of a fragmented or fractured civil society. The Lonely Leopard found the strategies of the Sleeping Lions strategy as too general as compared to what they believed was needed in their case.

The proposals by the **Herd of Zebras** were viewed by the Sleeping Lions as strategic. This was particularly in the case of considering the post harvest structures and the move towards food reserves. The Lonely Leopard and Industrious Ants viewed the Zebra strategies as similar to theirs although slightly different in approach due to contexts. The rest of the groups viewed the **Lonely Leopards** suggestions as directly targeting policy issues particularly with regards to the focus on the Maputo Declaration and tax rebates.

Similarity in Strategy

Synergies were mainly developed on two fronts. First, there was a great deal of consensus on the forms of engagement. This was largely with regard to the development of regional capacity and exchange programmes; interactions with the media; education and sensitization on corruption, which is a major hindrance to many of the proposed initiatives.

Secondly there was agreement in the identification of actors and specifying their involvement in ensuring food security, good governance, livelihoods and the environment. First, in terms of the strategies proposed by the Sleeping Lions, policy makers' agriculture sector ministries from Kenya and Tanzania were keen to be involved in all the solutions projected by the group. Panos Eastern Africa (PEA) had a specific interest in facilitating these exchange programmes through the use of communication media. Policy makers from meteorological services from Uganda and Ethiopia were keen to be involved with different stakeholders to attain funding from the EAC, international organizations and ministries to secure food security, livelihoods and the environment.

CCAFS was keen to support this through facilitating the planting and cultivation of indigenous or alternative drought tolerant crops. Participants also identified institutions not in attendance but could be engaged in these processes, such as Sokoine University to help in the exchange programmes that would enable the move towards alternative indigenous crops.

With regards to strategies put forward by the Herd of Zebras, CCAFS was interested in assisting the relevant institutions enforce or develop policies on farm tree cover. The Tanzanian Ministry of Natural resources was also identified as an agency that would be interested in this endeavour. PANOS and the Lake Victoria Basin Commission (LVBC) were recognized as an institution that would be keen on ensuring that farmer's federations and primary producers enhance their role and obtain memberships in policymaking bodies such EAC and COMESA.

Lastly Kenyan and Tanzanian policy makers from agriculture sector ministries and the EAC secretariat would be keen to ensure more strategic food reserves in order to move away from the situation of having only grain reserves.

The first strategy of the Lonely Leopard was deemed an interesting pursuit for state meteorological services, PEA, CCAFS, agriculture sector ministries, the Intergovernmental Authority on Development- IGAD Climate Prediction and Application Centre (ICPAC), African Union and the Economic Commission for Africa (ECA). These institutions believe it is important that partnerships between agricultural, environmental and meteorological ministries or departments take place.

Finance ministries and agencies of development finance were to advocate for the full implementation of the Maputo declaration of allocating 10% of national budgets to agriculture. SID-

EA was identified as a reporting agency through its research initiatives and PEA through its media competencies so as to align the priorities of multiple actors. Lastly finance ministries were identified as the agencies that could negotiate for tax rebates or zero rating of agricultural inputs and equipment to encourage technological uptake.

It was noted that there is weak agency for farmers as captured by the lack of representation of the East African Farmers' Federation (EAFF) at a regional level in comparison to East African Business Council (EABC) or Association for Professional Societies of East Africa (APSEA). While there was great debate on how to include food security and environment protection as human rights issues for the development of public interest litigation for laws and policies; the concern leaned more towards the critical facilitation of aligning budget priorities across the region in order to attain the goals of the Maputo declaration.

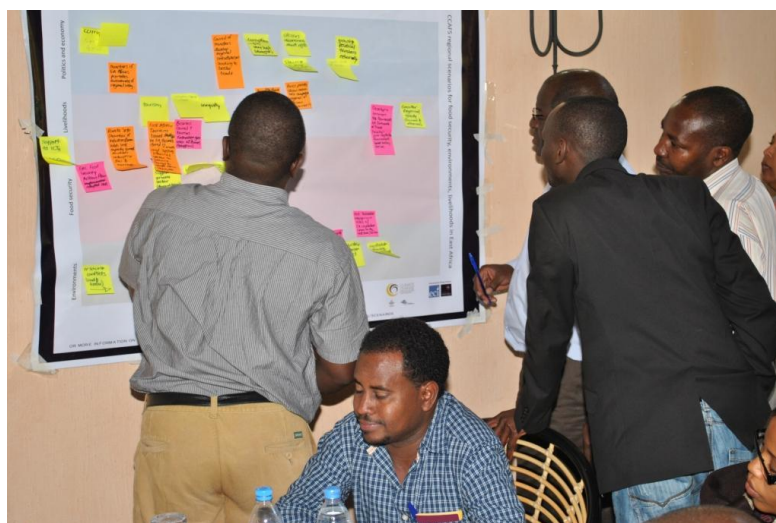


Figure 14: Participants in session

CONCLUSIONS

By understanding the responsibilities and needs of the participants, the information provided helped in preparing the strategies that can be developed further into concrete action. This is to be done through the partnerships developed that will enable the advancement of future policies. The participants were invited to join the wiki page for greater interactions and partnership development on <http://eastafricastrategicfutures.wikispaces.com>. At the end of the workshop, the participants were asked to fill in a questionnaire that asked them about what they learnt from the workshop, what policy identification came out of the workshop, and whether the workshop had been useful to them in terms of partnerships and networking.



Figure 15: Maren Radeny Ochere discusses the priorities and synergies with the participants of the workshop

Learning

All the participants said that they learnt something from the workshop. Most learnt how to develop strategies from scenarios using the back-casting methodology, which was the exercise that formed the core of the workshop. They said that they learnt how to identify challenges, in terms of achieving food security, and how to design strategies to address these challenges. One participant said they learnt “thinking forward by planning backward”. Additionally, they learnt about regional linkages in East Africa and found out what activities are being done in other countries. They felt they now had a better understanding of the challenges that will face East Africa in the future.

The participants found the workshop was useful, participatory, interactive, practical, enriching, interesting, and a brain teaser. They thought that the small group allowed for open discussion and that the process allowed people to open up and share their experiences and to air their views. They learnt not only from the facilitators but from the other participants.

Several said that they found the initial session, the visioning and challenges speed meet exercise, a good way to break the ice and that it made for a friendly atmosphere that allowed participants to open up in the discussions. The visioning exercise was quite a challenge, but one participant realised that it's not enough to just have a vision, you also need to set strategies to realise the vision.

Participants said they thought the model outputs were tangible and practical and would be useful at a regional, national and local level. In particular, they felt the outputs would be useful and credible tools for planners and decision makers seeking legitimate information before making choices.

They all found the scenarios highly plausible. They said that the scenarios depicted the real situation in East Africa, with an accurate vision of the future challenges facing the region. Those that worked on the less optimistic scenario, Sleeping Lions, described it as a very gloomy future, whereas those working on scenarios with a more positive vision of the future described that future as ambitious but plausible, since a lot of government effort had already gone into elements, such as irrigation and governance, that made that future a more successful vision. The group working on the Lone Leopard scenario, which depicts a future without regional integration, felt that this scenario could only be plausible with the intervention of non-state actors.

The participants found the back-casting exercise useful but challenging and complex. Some found it hard to understand at first, but then saw it as useful in identifying plausible strategies and for setting the actions needed to achieve goals. They said that it put the planning process into perspective.

Policy Identification



Figure 16: A participant leads through the strategies of the Herd of Zebras

There was agreement that the back-casting methodology produced useful policy ideas. It was felt that you can use the visions and challenges to analyse existing policies and broaden policy ideas. Back-casting made planning realistic, with implementable policies. Specific

policy ideas and challenges that came up were problems with corruption and the dissemination of weather and climate information to farmers to enable them to address food security.

Most of the participants thought that the policy ideas that came up in the back-casting exercise would be implementable, although they felt that only those that are already in national programmes would be easily implemented. Others would need pressure from top officials, additional work to encourage buy-in to these new processes and ultimately financial resources.



Figure 17: Participants listen and examine strategies being put forward

Participants said they will take back what they have learnt to their ministries or agencies and they were keen to advocate the use of scenarios and back-casting in their planning processes. In particular, some said that they wanted to promote policies that tackle climate change and promote food security, such as food security assessment, the promotion of traditional high value crops and exchange programmes. Others want to increase media reporting and policy-maker engagement through enhanced partnerships between ministries, research institutes and farmers' organisations.

Partnership

There was unanimous agreement that the workshop had been a valuable networking experience. Participants invariably found the networking useful and said that they had made new partnerships with people they hadn't met before. They were able to make partnerships with people in similar roles in other countries, as well as with people from SID-EA, CCAFS

and PEA. One participant pointed out that in all the scenarios they worked with during the workshop, greater achievements were made when partnerships were made with relevant institutions, thus reflecting the actual impact of partnerships being made during the scenario process itself.

The participants felt that it was important, for a follow-up process, to monitor and evaluate the outputs of the workshop and to ensure the commitment of everyone involved to implement the outcomes.

Suggestions for wider dissemination of the workshop outputs included sending the outputs directly to relevant government ministries and agencies, such as Environment Protection Agencies, national agricultural research organisations, producer groups and NGOs; including planning officers, policy makers regional farmers associations and the private sector in the process; using the media organizations, such as PEA, to make the dissemination a continuous process and to link up with other media organisations; and building connections with other related organisations in the region, such as the Kenya Food Security meeting.

Participants wanted more discussion of climate change and agriculture and the interactions between these issues, as well as the tackling of broader issues, such as business and economic growth. They felt that including policy makers directly in this scenarios process would be valuable. They also wanted to be sent workshop materials in advance of the workshop, so they could participate more effectively.



**Figure 18: Participants of the East Africa Strategic Futures Workshop, 3rd- 5th of September 2012,
Ngurdoto Mountain Lodge, Arusha, Tanzania**

Appendix

Annex 1: List of Participants

Burundi

- 1. Leonce Nihangaza**
Advisor in Cabinet of Ministry
Ministry of Water & Environment,
Lands & Urban Planning
Avenue de la Cathedrale
P.O. Box 631
Bujumbura, Burundi
Tel: +25777016415/ +25722224979
Fax: +257 22228206
Email: nihangazaleo@yahoo.fr
- 2. Fabien Kibungere Ndikumugisha**
Focal Point of Subsidiary Board for
Implementation (SBI) in Framework
of Climate Change Convention
Ministry of Environment
Bujumbura, Burundi
Tel: +257 79393651
Email: ndikumugisha@yahoo.fr

Kenya

- 3. Abner K. Ingosi**
Senior Assistant Director of
Agriculture
Ministry of Agriculture
P.O. Box 30028, 00100
Nairobi, Kenya
Tel: +254 724 943420
Email: aingosi2009@yahoo.com or
aingosi@kilimo.co.ke
- 4. Didacus Ityeng'**

Senior Assistant Director
Ministry of Livestock Development
P.O. Box 34188, 00100
Nairobi, Kenya
Tel: 254 722672110
Email: didacus.ityeng@gmail.com

- 5. Fredrick Mhina Mngube**
Lake Victoria Basin Commission
mngube@lvbcsec.org

Rwanda

- 6. Alphonse Mutabazi**
Ag. Director of Climate Change and
International Obligations
Rwanda Environment Management
Authority
Tel: +250785745057
E-mail: mutalpho@hotmail.com
- 7. Wellars Furere**
Productive Sector Expert
Ministry of East African Community
Affairs, Kigali, Rwanda
Tel: +250788779868
E-mail: fullars@yahoo.fr

Tanzania

- 8. Eng. Rajabu N. Mtunze**
Assistant Director – MECH Dept.
Ministry of Agriculture, Food Security
& Cooperatives
P.O. Box 9192, Dar es Salaam,
Tanzania

Tel: +255 22 286 2003

Fax: +255 22 286 2077

Email: ngoma57@yahoo.com

9. Glory G. Sindilo

Finance Management Officer

Ministry of Finance

P.O. Box 9111

Dar es Salaam, Tanzania

Tel: +255 714 192222 Fax: +255

22123924

Email: gsindilo@hotmail.com

10. Deusdedit A. Kashasha

Principal Meteorologist

Tanzania Meteorological Agency

P. O. Box 3056, Dar es Salaam,

Tanzania

Tel: 0784645341

Fax: 2460735

E-mail: dkashasha@hotmail.com

11. Wivine Ntamubano

Principal Environment & Natural

Resources Officer

P.O. Box 1096,

Arusha, Tanzania

Tel: +255-27 2504288

Fax: +255-27-2504255

Email: wntamubano@eachq.org

Uganda

12. James B. Magezi-Akiiki

Assistant Commissioner

Department of Meteorology

P.O. Box 7025, Kampala, Uganda

Tel: +256 772 413311 Fax: +256 414

251797

Email: mageziakiiki@yahoo.com

13. Leonard Kavundira

Senior Cooperative Officer

Ministry of Tourism, Trade and

Industry

P. O. Box 7103, Kampala, Uganda

Tel: +256772923934

Fax: +256414347286

E-mail: kavundiraleo@yahoo.com

Ethiopia

14. Amare Babu Taffese

National Meteorological Agency,

Ethiopia

Tel: +251 11 6615779

E-mail: amareb2002@yahoo.com

15. Tsegaye Ketema Haile

National Meteorological Agency,

Ethiopia

Tel: +251 913060520

E-mail: tsegayeketema@gmail.com

16. Elias Awol Mohammed

Ministry Of Agriculture

Tel.: +251 911069506

E-mail: elias.a111@yahoo.com

CCFAS

17. Patti Kristjanson

18. Dr. Joost Vervoort

19. Dr. Moushumi Chaudhury

20. Maren Radeny Ochere

21. Josephine Njoroge

22. Wiebke Foerch

PANOS

23. Hailemariam Mesfin Tadesse

24. Okubal Peter James Ejokuo

25. Najjemba Lynn Allen Roselyn

26. Odinga Kokas Roland

27. Tumusiime Ben Apollo

28. Deogratius Mfugale

SID

29. Arthur Muliro

30. Ali Hersi

31. Katindi Sivi

32. Leonard Wanyama

33. Irene Omari

Annex 2: Table of Institutional Representation

Country	Sector/Issue	Office/Officer	Ministry	Intergovernmental Organization	Commissions	Government Agencies
Burundi	Water, Environment, Lands and Urban Planning	Advisor to the Cabinet	Ministry of Water & Environment, Lands & Urban Planning			
		Focal Point of the Subsidiary Board for Implementation (SBI) in the Framework of Climate Change Convention	Ministry of Environment			
Kenya	Agriculture	Senior Assistant Director	Ministry of Agriculture			
	Livestock		Ministry of Livestock Development			
Rwanda	Regional integration	Productive Sector Expert	Ministry of East African Community Affairs			
	Climate Change and International Obligations	Ag. Director				Rwanda Environment Management Authority
Tanzania	Agriculture	Assistant Director – Mechanization Department	Ministry of Agriculture, Food Security & Cooperatives			

	Development finance	Finance Management Officer	Ministry of Finance			
	Meteorology	Principal Meteorologist				Tanzania Meteorological Agency
Uganda	Tourism, Trade and Industry	Senior Cooperative Officer	Ministry of Tourism, Trade and Industry			
	Meteorology	Assistant Commissioner Department of Meteorology	Ministry of Water and Environment (MWE)			
Ethiopia	Agriculture	Irrigation and Drainage Engineer	Ministry Of Agriculture			
	Metrology	Chief Meteorologist and Adviser to the Director General Developmental Meteorology Service Directorate Director	National Meteorological Agency			
Regional Initiatives	East African Community (EAC)	Principal Environment & Natural Resources Officer		Secretariat		
	Lake Victoria Basin Commission	Environment and Natural Resources Management Officer			Secretariat	