Stakeholder and influence network mapping exercise with the government, development and research actors in Namibia

CARIAA
Collaborative Adaptation Research
Initiative in Africa and Asia

ASSAR
Adaptation at Scale in Semi-Arid Regions

About ASSAR Working Papers

This series is based on work funded by Canada's International Development Research Centre (IDRC) and the UK's Department for International Development (DFID) through the Collaborative Adaptation Research Initiative in Africa and Asia (CARIAA). CARIAA aims to build the resilience of vulnerable populations and their livelihoods in three climate change hot spots in Africa and Asia. The program supports collaborative research to inform adaptation policy and practice.

Titles in this series are intended to share initial findings and lessons from research and background studies commissioned by the program. Papers are intended to foster exchange and dialogue within science and policy circles concerned with climate change adaptation in vulnerability hotspots. As an interim output of the CARIAA program, they have not undergone an external review process. Opinions stated are those of the author(s) and do not necessarily reflect the policies or opinions of IDRC, DFID, or partners. Feedback is welcomed as a means to strengthen these works: some may later be revised for peer-reviewed publication.

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Stakeholder and influence network mapping exercise with the government, development and research actors in Namibia

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List of Acronyms

AMTA	Agro-Marketing and Trade Agency
ASSAR	Adaptation at Scale in Semi-Arid Regions
CARIAA	Collaborative Adaptation Research in Africa and Asia
CBOs	Community Based Organisation/Civil Society Organisations
CBNRM	Community Based Natural Resource Management
CDC	Community Development Committee
DBN	Development Bank of Namibia
DRFN	Desert Research Foundation of Namibia
EIF	Environment Investment Fund
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
GEF	Global Environmental Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
MAWF	Ministry of Agriculture, Water and Forest
MBEC	Ministry of Basic Education and Culture
MEP	Ministry of Economic Planning
MET	Ministry of Environment and Tourism
MFA	
MGECW	Ministry of Gender Equality and Child Welfare
MHE	Ministry of Higher Education
MHSS	Ministry of Health and Social Services
MPE	Ministry of Poverty Eradication
MLR	Ministry of Land Reforms
MME	Ministry of Mines and Energy
MOF	Ministry of Finance
MITSD	Ministry of Industrialization, Trade and Decentralisation
MURD	Ministry of Urban and Rural Development
MYS	Ministry of Youth and Sports
NAU	Namibian Agricultural Union
NGOs	Non-governmental Organisations
NNFU	Namibian National Farmers Union
OPM	Office of the Prime Minister
RC	Regional Council
UNAM	University of Namibia
UNDP	United Nations Development Programme
VDC	Village Development Committee
WB	World Bank

Introduction

1.1 Introduction

This report summarises the outcomes of the Stakeholder and Influence Network Mapping exercise undertaken on the 23rd of July 2015 in Windhoek, Namibia. ASSAR southern African Team members: Margaret Angula, Nahas Angula, Nguza Siyambango (UNAM); Dian Spear, Salma Hegga (UCT); Hillary Masundire and Chandapiwa Molefe (UB) assisted and participated in the stakeholder mapping workshop facilitated by Daniel Morchain (Oxfam). This event brought together 11 national stakeholders from government (Ministry of Environment and Tourism, Ministry of Industrialization, Trade and SME Development, Namibia Energy Institute), NGOs (NNF, IRDNC) and Researcher/Academic institutions (SASSCAL, DRFN & UNAM) (see Annex 9.2 for a list of participants).

The Adaptation at Scale in Semi Arid (ASSAR) a multi-institutional and multi-national study investigates the factors that restrict effective adaptation to climate change impacts in agriculture-dependent communities in north-central Namibia. A multi-method approach including literature review, household surveys and semi-structured interviews is used to: i) explore the drivers of vulnerabilities to floods and droughts; 2) identify adaptation strategies; and 3) identify the barriers that impede successful adaptation.

This report contains five main sections. Section 2 introduce the aims and objectives of the mapping exercise to ASSAR research. The Third section decribes the methodology and approaches used, while section 4 descibes the framing and analysis procedures employed. Section 5 present the findings of the Network Influence Mapping exercise from the three groups of stakeholders attending the workshop. The discussion of the results and implication of the results are presented in section 6 and 7, respectively.

Chapter 2: Objectives

2.1   Objectives

The objective of the Stakeholder and Influence Network Mapping exercise was to understand the relevant stakeholders for ASSAR work in North Central Namibia, how they interact with one another, how they influence decision making i.e. adaptation to climate change in north central Namibia and what contribution they may bring up into policy and practice of ASSAR research findings. This can, in turn, help the ASSAR team develop efficient engaging, influencing and research uptake strategies.

The Stakeholder and Influence Network Mapping exercise was undertaken as a followup to the initial stakeholder map that was prepared for Namibia to identify groups of stakeholders that ASSAR research should engage with/collaborate in research, influence or share infromation/research findigs (see Figure 1 below for the stakeholder map prepared for Namibia). This map has ben updated and will be updated as we receive new information as part of our Research Into Use (RiU) strategy.
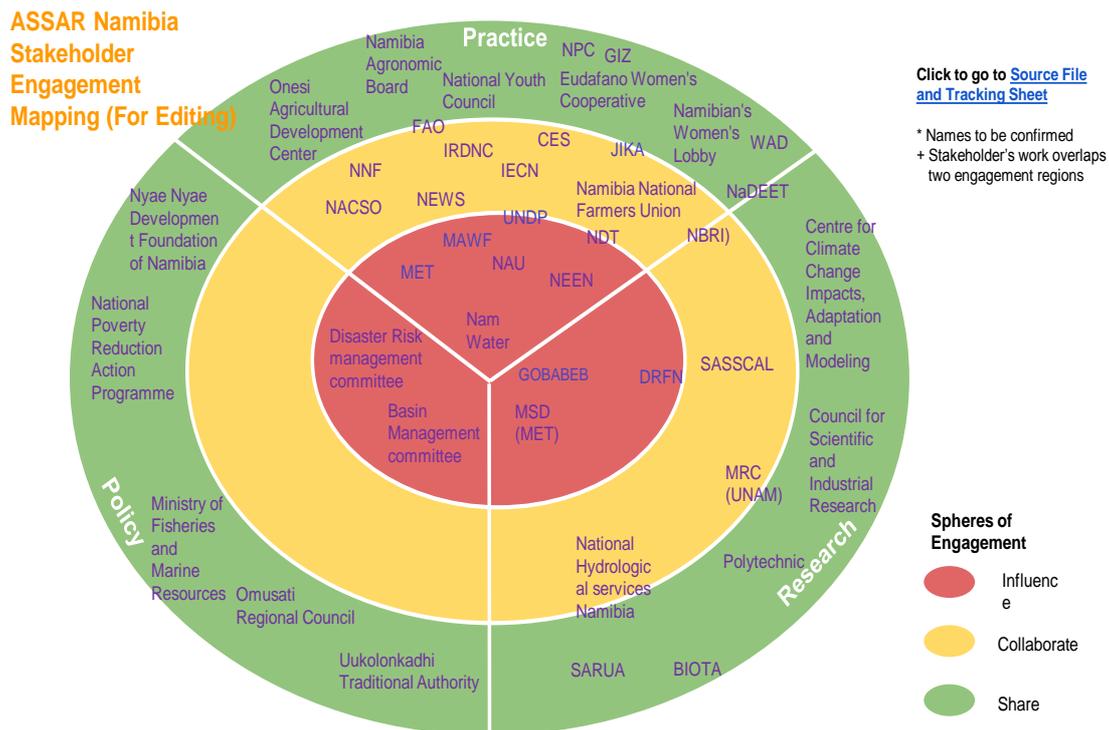
Figure 1: ASSAR Namibia Stakeholder Engagement Mapping

In terms of research, the Adaptation at Scale in Semi Arid (ASSAR) is also interested in understanding the barrires and enablers to adapatataion. This includes identification of the factors that restrict or facilitates effective adaptation to climate change impacts in the

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agriculture-dependent communities in north-central Namibia (refer to ASSAR Objectives). Similarly ASSAR is interested to explore how restricitve governance structures and interrelation between different stakeholder groups across the governence scale limit adapatation at the local level. Stakeholder and Influence Network Mapping exercise serve this role and provide intial information on exisiting power-relations between stakeholder groups for further analysis and strategization.

Chapter 3: Methodology and Facilitation

Methodology and facilitation

3.1 Methodology and Facilitation

The methodology used for the exercise was adopted from Eva Schiffer's Net-Map Toolbox. Net-Map is a mapping tool that helps people visualise and understand the links between stakeholders/stakeholders groups and the influence of stakeholders regarding a particular issue e.g. climate change adaptation. Based on the gained understanding on stakeholders' objectives, stance, existing links with other actors and their influence, it is possible to draw up a strategy for collaboration and for effective influencing. On this half-day workshop Net-Map was used to; i) identify stakeholders that are relevant to/ involved in adaptation to climate change in North Central Namibia, ii) explore how linked they are in terms of flow of information, knowledge or advice, provision of technical training and inputs, flow of funding, lines of authority (formal or informal) and provision of access to infrastructure & services (market, health), and iii) identify which stakeholders are perceived as most influential in enabling or preventing adaptation.

3.2 Definition of the issue under discussion

Prior to the exercise the ASSAR southern Africa team defined the issue that they needed to tackle. The question addressed was "Who and what influences the implementation of Climate Change Adaptation (CCA) to benefit vulnerable rural groups (differentiated by ethnicity, gender & age) in North Central Namibia?".

Daniel Morchain (the facilitator) presented the question to the stakeholders to confirm it's relevance and that stakeholders supported the use of the question as the foundation for the workshop.

3.3 Setting up the Mapping Exercise

Stakeholders (SH) who undertook this exercise were at the national level, however the team intends to conduct a similar exercise at the regional/district level, where more participation from SH at that level will be feasible.

Prior to conducting the mapping[1] exercise stakeholders were divided into three groups: government, NGOs/CBOs and researchers. This was done to capture different views and messages as represented by different stakeholder groups present in the workshop e.g. NGOs as a whole without a strong focus on individual/personal links (see Annex 9.2 for list of

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[1] The mapping exercise was facilitated by Daniel Morchain from Oxfam assisted by co-facilitators and note taker/s in each group; Government - Salma and Hillary, Researchers - Chanda, Nguza and Dian, and NGO's - Margaret and Hanas.

participants). Views presented during this exercise can't be necessarily understood to represent the views of the institution. It is worth noting that the individuals present did not represent all relevant stakeholders. Still, these views presents a multi-SH perspectives of the CCA issue in North Central Namibia. The analysis provides information that can be used to inform stakeholder engagement and RiU plans in the ASSAR project.

Contrary to individual interviews with the 11 organisations, the discussion and analysis developed from this joint exercise within a short time already represents more than the sum of 11 individual opinions. We also remember that individual opinions are important (if we invited the right people) and that there is no such thing as a single view from a given organisation (except very top line, formal vague messages).

Representatives from the following organisations were present:

- Ministry of Environment and Tourism - MET
- Ministry of Industrialization, Trade and SME Development
- Namibia Energy Institute
- Namibia Nature Foundation - NNF
- Integrated Rural Development and Nature Conservation - IRDNC
- Southern African Science Centre for Climate Change and Adaptive Land Use - SASSCAL
- Desert Research Foundation Namibia - DRFN
- University of Namibia - UNAM

3.4 Definition of initial stakeholders

Prior to the workshop basic "maps" of stakeholders relevant to the question were drawn on large pieces of paper for use by different groups during the workshop (see Image 1). These were distributed and participants were asked to add relevant stakeholders missing from the stakeholder map. A member of each group was then asked to provide feedback to the rest of the groups and each group was free to add relevant stakeholders to their stakeholder maps. See Image 2 for new stakeholders added in the government group as indicated by the red highlighter, Image 3 for NGOs/CBOs group as indicated by the blue highlighter, and Image 4 for researchers group as indicated by the green highlighter.
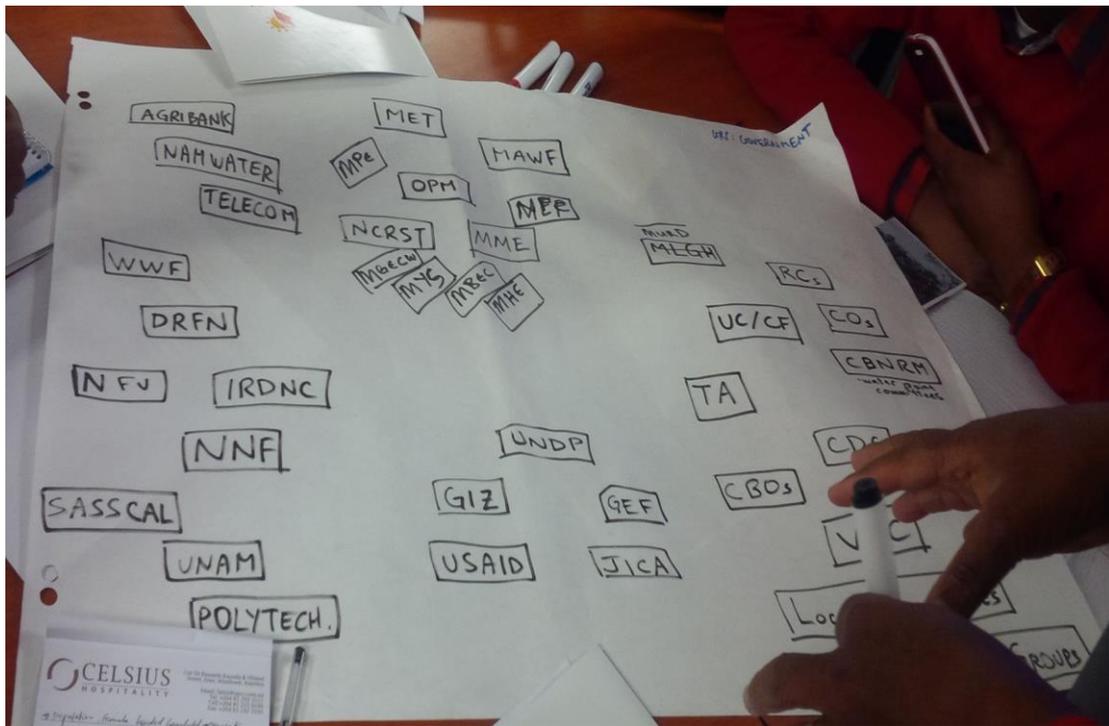
Image 1: Mapping sheet with initial list of stakeholders identified by the ASSAR southern Africa Team

Image 2: Additional list of stakeholders identified by the government group (highlighted in red)

Image 3: Additional list of stakeholders identified by the NGOs/CBOs group (highlighted in blue)
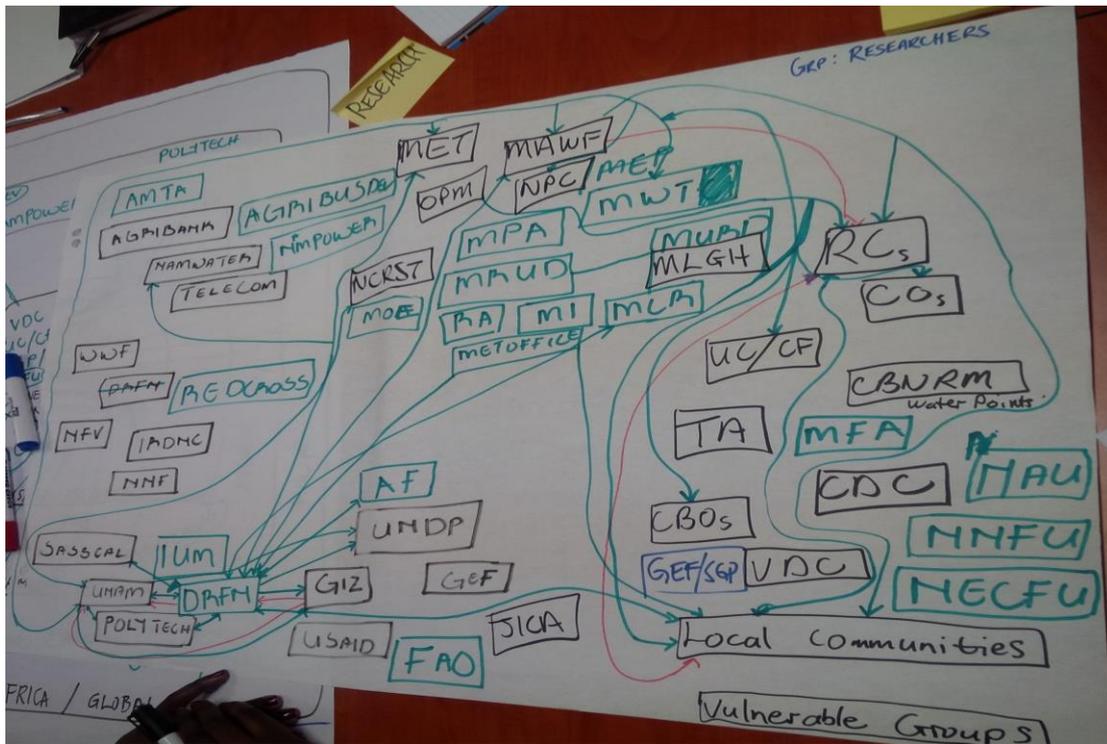
Image 4: Additional list of stakeholders identified by the researchers group (highlighted in green)

3.5   Scale of Operations

The second step was to identify the scale of operation for each stakeholder on the map. Four scales of analysis were used i.e. International, Namibia/National, Omusati Region and Local level i.e. Onesi/Outamanzi Constituency (see Image 5, 6 & 7).
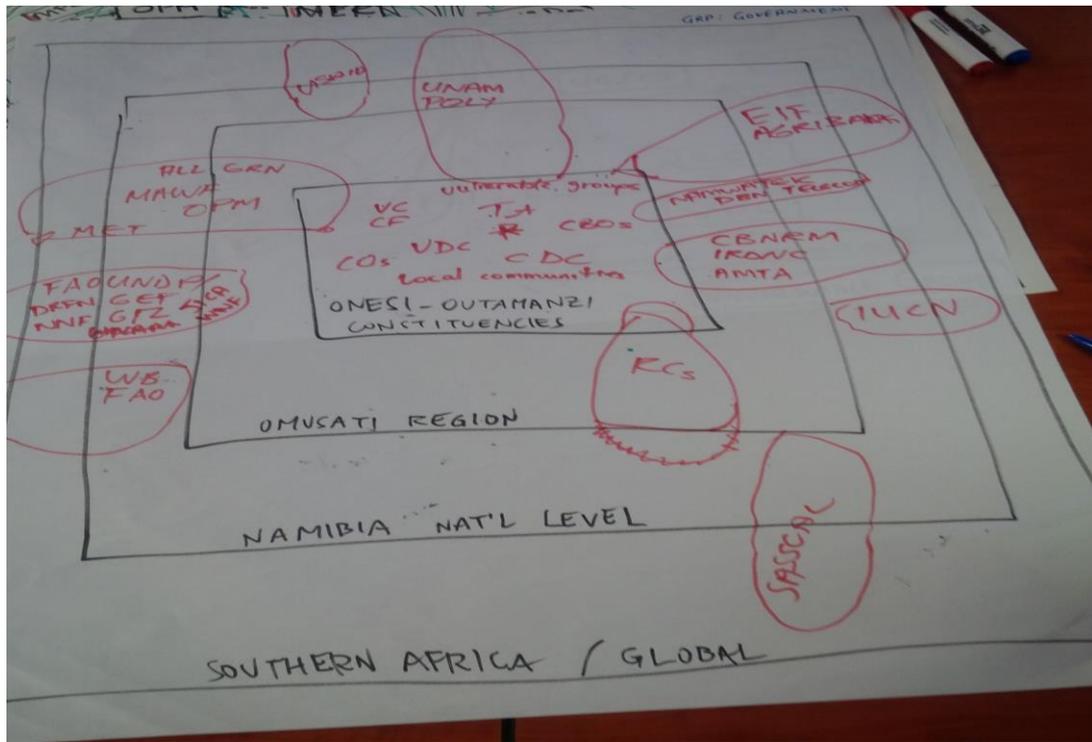
Image 5: Scales of operation among stakeholder groups (from the table of government actors)
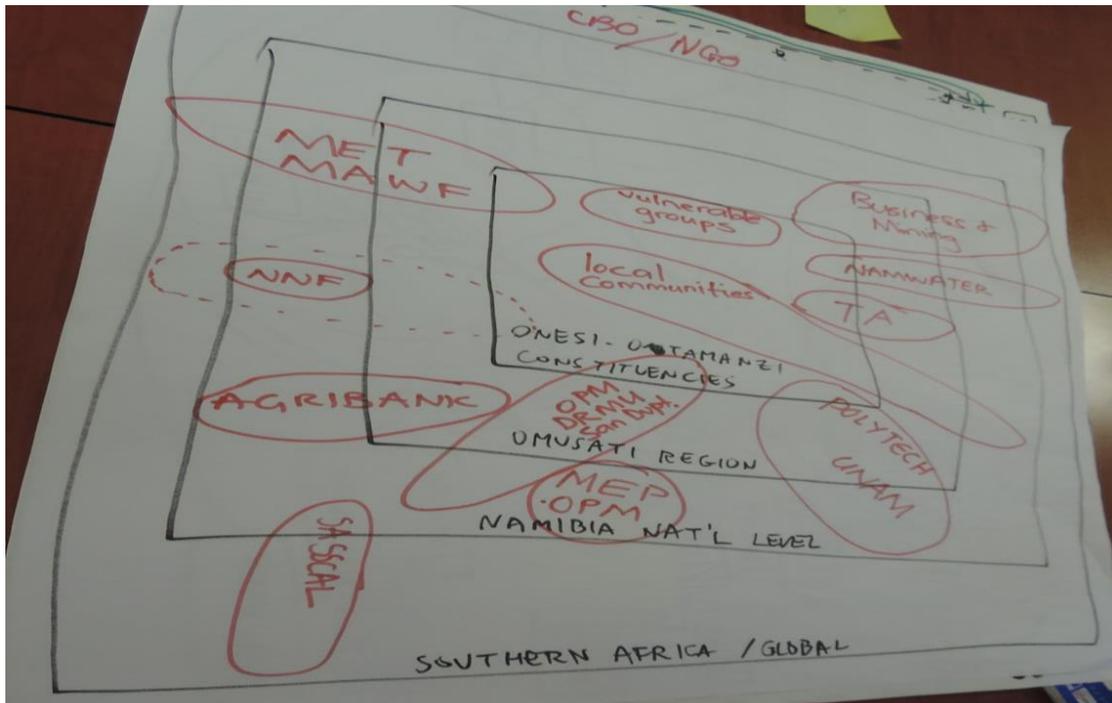
Image 6: Scales of operation among stakeholder groups (from the table of NGOs/CBOs group)
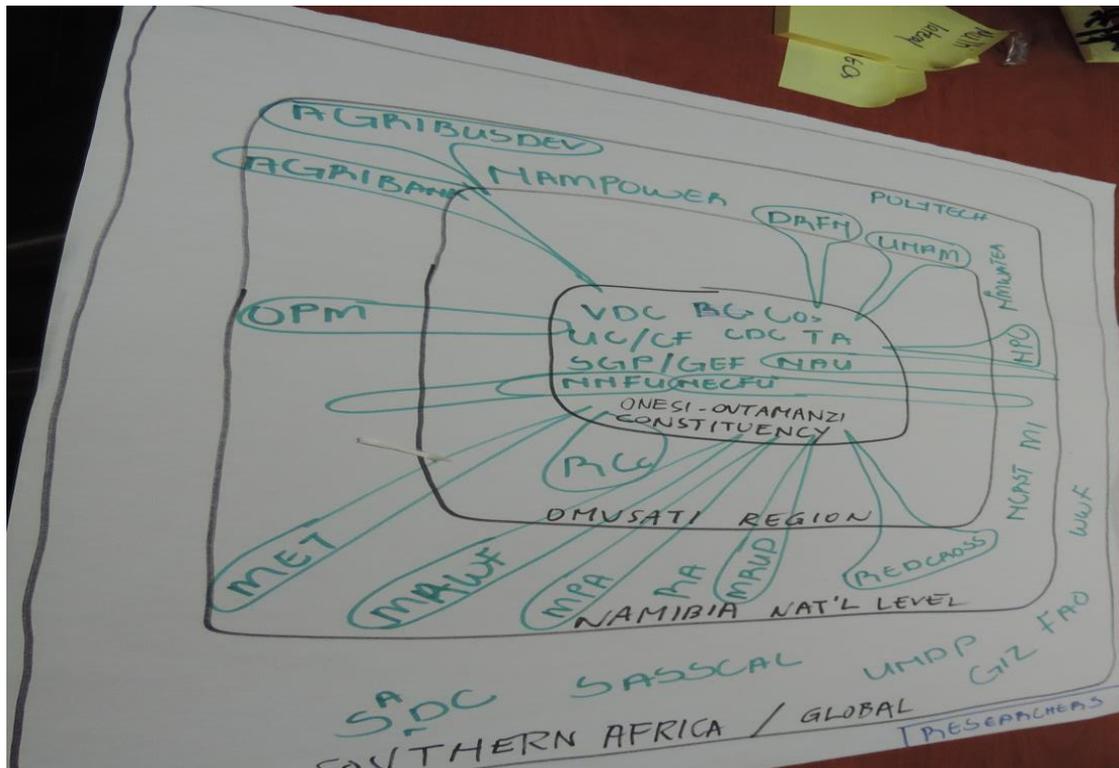
Image 7: Scales of operation among stakeholder groups (researcher's group table)

3.6   Stakeholder relations

The next step was to identify how linked are the stakeholders in a network with regard to: i) flow of information, ii) provision of technical training and inputs, iii) flow of funding, iv) lines of authority, and v) provision of access to infrastructure & services. The mapping includes identification of links between stakeholders e.g. who is receiving information from whom by drawing lines between actors. The arrows were used to indicate the directions of the links e.g. double-headed arrow when two actors exchanged something (such as information) and one-headed arrow when one actor is receiving something from another. The links were further manipulated using the size of the arrowhead i.e. the bigger the arrowhead the more emphasis is from the source (the more an actor contribute on the link) and vice versa. Similar approach was followed for all five categories using different colors (see Image 8);

- **Green** lines for flow of information, knowledge or advice

- **Red** lines for provision of technical training and inputs

- **Black** lines for flow of funding

- **Dashed black** lines of authority (formal or informal), and

- **Blue** lines for provision of access to infrastructure & services
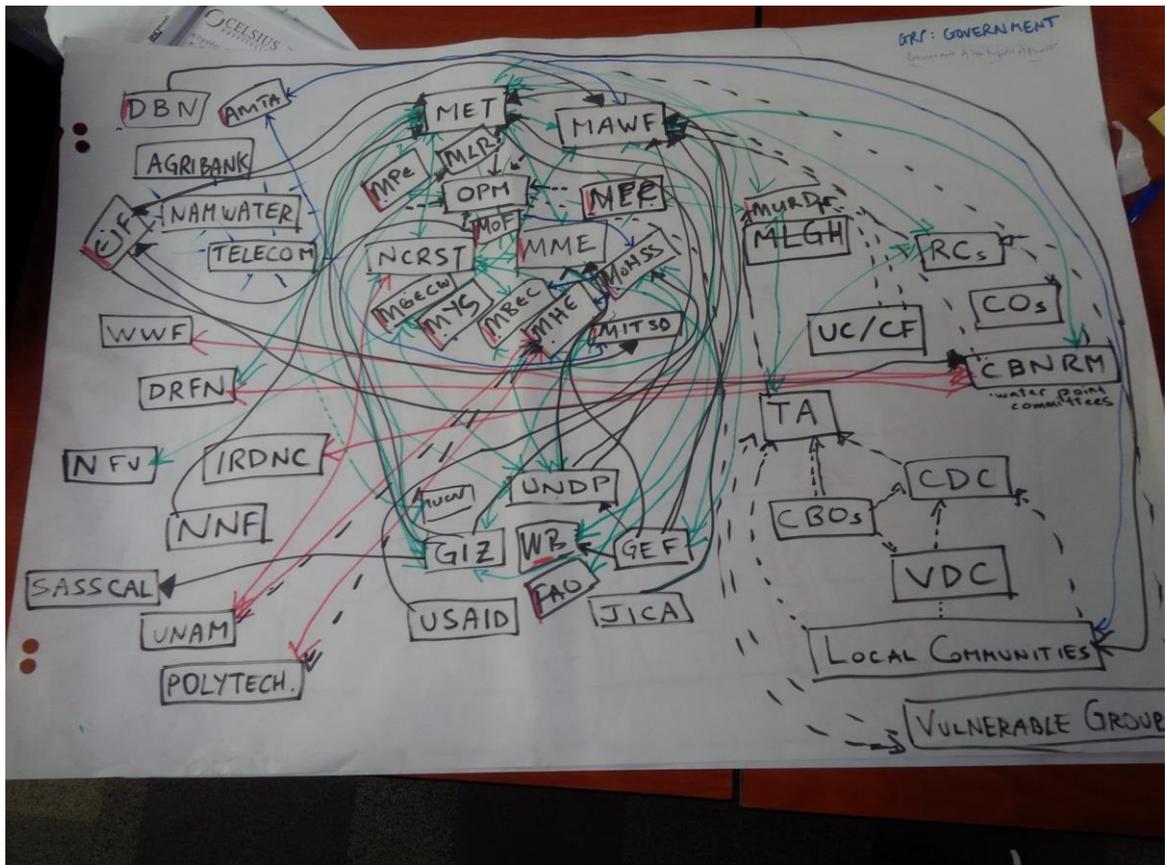
Image 8: Combined map of actors and their linkages (from the table of government actors)

The stakeholders were then asked to identify how influential[2] different stakeholders are. Image 9 is a combined map of core stakeholders and their influence as indicated by the number of coins allocated to each stakeholder.

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[2] Influential was defined as the capacity of a stakeholder to have an effect on the behaviour, development or outcome of something or someone (for this exercise the focus was on climate change adaptation).
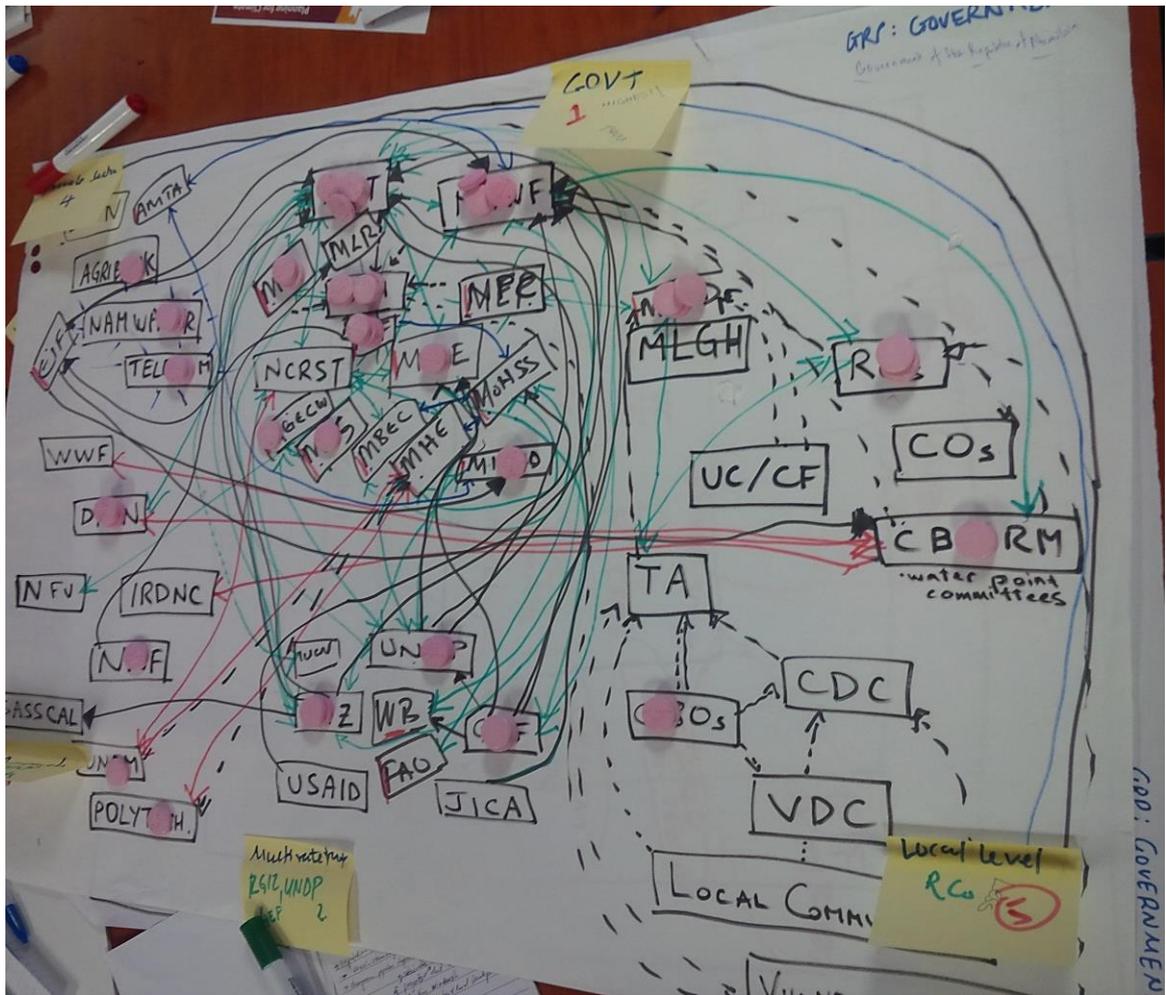
Image 9: Combined Map of key stakeholders and their influence (government actors' table)

Framing the analysis

This section presents the framing of the mapping exercise from different stakeholder groups based on the five parameters identified above i.e. flow of information, knowledge or advice; provision of technical training and inputs; flow of funding; authority (formal or informal), and provision of access to infrastructure & services. To analyse the information provided on the maps, we applied the concepts of Social Network Analysis (SNA) to explain the structure of the network and its influence on climate change adaptation. Social network analysis often is used to describe the way an actor is embedded in relational network and thus the focus is not on individual attributes but rather the structural patterns within a network e.g. how are actors positioned within a network and how relations are structured into overall networks (Scott 2000; Wasserman and Faust 1994; Wellman and Gulia 1999). The focus of SNA is therefore on relational data i.e. ties and connections.

Generally, SNA facilitates understanding of formal and informal power relations and its influence (Prell et al., 2008). In this exercise, SNA is used to explain the relational networks across the governance scale among different stakeholder groups and their impact on CCA agenda in the north central Namibia.

Since the focus of SNA is on centrality i.e. actors that are central in a network, several aspects of SNA are applied to understand power relations and influence; e.g. Centralisation of the network - highly centralised network is the one characterised by one or few individuals holding the majority ties with others in the network. This type of networks have been identified to be important in initial stages in implementation of initiatives e.g. building consensus and mobilizing collective action among stakeholder groups (see Crona and Bodin 2006; Olsson et al. 2004). However, this type of network can be disadvantage in implementing long-term goals that the require decentralised structure e.g. adaptation activities organised at the community should be made flexible enough to be adapatable to the local context (see Crona and Bodin 2006). Similar to this, degree centrality - explained in terms of the the numbers of other stakeholders a stakeholder is directly connected to can be used to identify important players for mobilizing the network and bringing other stakeholders together, while the concept of betweenness centrality can be used to identify how many times an actor rests between two others who are themselves disconnected (Freeman 1979; Wasserman and Faust 1994). This information helped us to identify which stakeholder or stakeholder groups played central role (i.e. infleuntial) and which ones are isolated/peripheral in CCA agenda.

The way an actor is positioned in relational network is therefore important and can pose both constraints on the actor as well as offering the actor opportunities. Having a favored position means an actor can make the most use in exchanges, have greater influence and

will be a focus of attention than those in less favored positions. A stakeholder on a network is therefore important if he/she is;

- located in a position that have a lot of links

- have links to people who have a lot of links

- link people who are not otherwise linked, and

- are able to reach everyone in a network without going to many intermediaries

The next section presents the results from the mapping exercise from the three stakeholder groups.

Chapter 5: Findings based on five parameters

Findings based on the 5 parameters

This section presents the outcome of the mapping exercise from the three stakeholder groups i.e. government, NGOs/CBOs and researchers based on the five parameters identified above i.e. flow of information, knowledge or advice; provision of technical training and inputs; flow of funding; authority (formal or informal), and provision of access to infrastructure & services.

5.1 Government Group Stakeholders

The Government table was represented by stakeholders from the Ministry of Environment and Tourism (MET), and its associated projects i.e. Scaling up Community Resilience (MET - SCORE project) and Protected Area System to Address New Management Challenges (MET - PASS Namibia), the Ministry of Industrialization, Trade and SME Development (MITSD) and Namibia Energy Institute – Concentrating Solar Power Technology Transfer (NEI - CSPTT NAM).

The "government" table perceived power and influence as being in Government, first and foremost (see Image 10 below). At the national level this group includes stakeholders in key institutional positions within the government mostly the ministries including MET, OPM, MOF and MEP who have a lot of links with others at national level. Similarly these stakeholders have links that go beyond their circle and interact with other stakeholders from the NGOs and Multilateral organisations such as GEF, UNDP, GIZ and FAO. Some of these networks also extend further to key stakeholders in research such as DRFN, UNAM and Polytechnic of Namibia.

Image 10: Combined map of actors and their linkages (from the table of government actors)

The following section describes each of the five elements in detail.

5.1.1 *Flow of information across stakeholder groups*

The stakeholders were asked to identify links that facilitate flows of information among stakeholder groups. A clear understanding of existing networks that facilitate flow of information between different stakeholder groups can provide an important insight into the main issues driving or hampering climate change adaptation. The mapping exercise revealed the important role played by government actors at the national level in facilitating flow of information among stakeholder groups (see lines of communication in Image 10 above). MET was identified to be the leading stakeholder that have a lot of links facilitating flow of information between stakeholder groups mostly with other ministries and across other groups such as multilateral organisations and regional government. Although MAWF was not perceived as dominant as MET in terms of number of networks, based on the mapping of links between stakeholders MAWF seems to be an important link between government and constituency/community levels as it is the only one identified to be in contact and exchange information with the local community through Community Based Natural Resource Management (CBNRM).

It is interesting to note that, the local community seems to be isolated from the rest of the network in terms of flow of information (refer to Image 10 above). Despite the fact that the impacts of climate changes are first felt at the local level, from the 'government table'

perspectives the community seems to be at the periphery of the network. There are no direct link that facilitate flow of information between the local community to the rest of the actors in a network with the exceptions to few e.g. MAWF through CBNRM and MURD/RC through Traditional Authorities (TA) (see Image 10 above). This was also noted during the discussion with the stakeholders when they described that the local community are not as important as other actors because they are just receiving information from higher level of government for implementation (refer to Image 11 on influential actors). Despite the fact that UNAM and Polytechnic play a role in generating information through research, their crucial importance was not mentioned by government group (there's no lines for exchange of information connects these key stakeholders in research with other stakeholder groups).

The results of the mapping exercise from the 'government table' suggest a top-down, expert-driven approaches to flow of information suggesting the need for mechanisms to address the gap between scientific and local knowledge in understanding of climate change and adaptation responses. It should be noted that effective mainstreaming of CCA into related policy and development initiatives relies on comprehensive knowledge sharing between multiple stakeholders. Although there is smooth flow of information between the national government, multilateral organisations and regional government, there are few opportunities for the local community. This can pose a challenge to uptake of new ideas e.g. adaptation initiatives at the community level.

5.1.2   Lines of authority

The stakeholders were also asked to identify both informal and formal lines of authority among stakeholder groups. The Office of the Prime Minister (OPM) was perceived to be a key stakeholder with a great power/authority compared to other stakeholder groups in a network. Both national government and regional/local government institutions report to this stakeholder directly or indirectly (see the dashed-black lines of authorities on Image 10).

In addition to higher level hierarchical formal lines of authority at the national government, there are also other channels of authority both informal and formal that play a significant role at the local level. CBOs, CDC, VDC, local communities and vulnerable groups directly or indirectly report to Traditional Authorities suggesting important role played by these actors at the local level (see the dashed lines of authorities on Image 10). Generally, these are the stakeholders that are in close contact with the community on their day to day activities. These stakeholders are also actively involved at different levels of regional, national and local government (see the lines of authority from TA to MURD).

It should be noted that effective implementation of adaptation plans relies on comprehensive lines of authorities that are close to the community. The results of the Network Influence Mapping exercise from the 'government table' suggests that Traditional Authorities can be a good entry point for ASSAR RiU planning e.g. CCA interventions at the local level such as collboration and sharing of information with the champions at the local

level. Idenitying the champions at the local level and colaborate with them can assit the uptake of ASSAR research in Namibia.

5.1.3 Technical support

The participants in the government group identified main stakeholder/institutions that provide technical support relevant for climate change adaptation in North Central Namibia. Based on the mapping of links between stakeholders the government and research stakeholders seems to play a minor role in technical support e.g. there is few links between the ministries (MHE, NCRST) and researchers (UNAM, Polytechnic).

According to 'government' table perspectives, the Multilateral organisations/NGOs e.g. EIF, WWF, IRDN and DRFN play a critical role in technical support at the community level through their engagement in CBNRM projects. This aligns with the perspectives from the NGOs table where NGOs were also identified to play an important role in technical services through CBNRM projects - see Section 5.3.4 below.

Implications for ASSAR

The results of the mapping exercise from the 'government table' suggests that NGOs and CBNRM programmes can be a good entry point for ASSAR RiU planning e.g. CCA interventions at the local level such as transfer of new knowledge and identification of locally accepted adaptation strategies.

5.1.4 Flow of funds

The stakeholders were also asked to identify the networks that play a critical role in facilitating flow of funds between different stakeholders groups. The multilateral organisations i.e. GEF, UNDP and GIZ were identified as key stakeholders facilitating funds for climate change adaptation for government organisations. Mostly prioritised sources of funding came from GEF, GIZ and UNDP to government ministries such as MAWF, MET, MLR and MoHSS (see the black lines between GIZ, GEF & UNDP with national government on Image 10). On a different note, EIF a stakeholder from the private sector was also identified to directly facilitate funding at both the national level (MITSD, MLR, MET and MAWF) as well as local level e.g. CBNRM.

Additional information

The influence of these stakeholders is reflected on co-financing resources for projects. For example GEF through its Small grants programme has been financing projects (see GEF-Namibia). Similarly, GIZ has been working with the national government in projects such as support to land reform with MLR, Biodiversity management and climate change with MET, and support to de-bushing with MAWF (see GIZ-Namibia). Some of the funds also supports cross-national projects such as SASSCAL.

5.1.5 Access to services

Participants in the government group identified main stakeholders that are mainly facilitating access to services. NamWater, Telecom, AMTA, MAWF, MITSO, MOHSS and MOF was identified as a key stakeholder facilitates exchange of services. Ministry of Finance (MOF) provide financial support to implement different developmental/adaptation initiatives at the national level. NamWater provides water infrastructure while Telecom provides telecommunication products and services which indirectly reduce farmers vulnerability to climate change. The mapping exercise with the government group confirms that AMTA - Agro-Marketing and Trade Agency has a major influence in service provision and operates across the government i.e. the national government (MAWF and MITSD) and directly with the local community. AMTA is a specialised agency in the Ministry of Agriculture, Water and Forestry that coordinate and manage the marketing and trading of agricultural produce. The importance of AMTA as a service provider is even reflected in the identification of the overall influential actors (see Section 5.1.6 below) where the government stakeholder acknowledge the role played by AMTA in promoting marketing of local produce at the community level.

5.1.6 Influential actors

The stakeholders were asked to rank the stakeholder groups in terms of their influential role in CCA. The government institutions was ranked to be the most influential actor in CCA agenda because of their direct involvement in planning and decision-making processes.
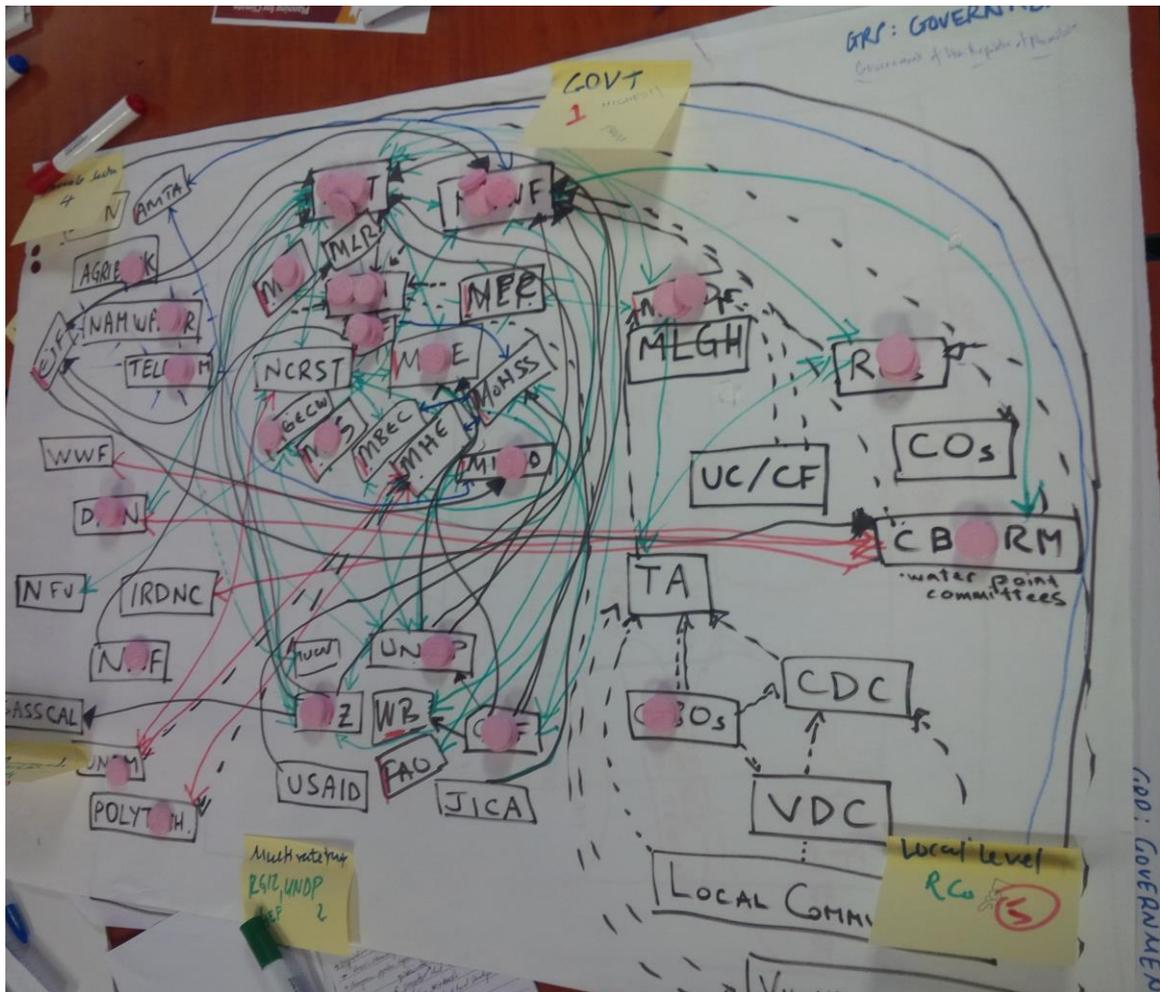
Image 11: Combined Map of key stakeholders and their influence (government actors' table)

Mostly prioritised stakeholder was the MET (with 5 coins), MAWF and OPM (4 coins), MOF (3 coins) and MPE and MME (2 coins). MET was prioritised the highest because they are the custodian of CCA in Namibia (this stakeholder also have a lot of links compared to other stakeholders in a network) and OPM was identified to be important in budgeting and financing purposes. This is also reflected in terms of other links that these stakeholders have with stakeholders at the same level (ministry) and across scales (see also lines of communication and lines of authority in Image 11 above).

The Multilateral organisations were identified as the second influential actor. GEF, UNDP, and GIZ (2 coins each) were identified to be the key actors because of their role as funding agencies (see the black lines from GEF towards MAWF & MET, GIZ towards MAWF & SASSCAL, and UNDP towards MAWF & MET). Similarly these actors are noted for their role in facilitating flow of information with government institution (see the green lines between GIZ, GEF & UNDP with national government).

The third group identified to be influential is the research institutions where UNAM, Polytechnic of Namibia and NNF scored 1 coins each. However, the group members mentioned that the type of research undertaken by these institutions is not directly applied into practice. According to the government group DRFN is the most influential stakeholder in research group (with 3 coins) because they are working at the community level providing recommendations and assistance to the community. This is also reflected on other types of links that DRFN have to the rest of the network on the maps- see for example the lines of technical support that goes directly to the CBNRM and DRFN, but also exchange of information with the MET who is a custodian of CCA in Namibia[3].

This is followed by the private sectors such as Telecom, NamWater and Agribank. Telecom and NamWater (2 coins each) seems to be more influential because they serve a large part of the community e.g. communication and water supply. The emphasis was also on AMTA that is promoting marketing of local produce at the community compared to DBN which is more interested on the commercial-based activities and hence are not necessarily interested on funding local activities. This is also reflected on the lines of services identified above - see for example the lines of access to services that goes directly from AMTA to the national government (MAWF and MITSD) and local community.

Despite the fact that community is where climate change impacts are felt and where adaptation took place, less effort has been done to recognize the role of local community in CCA. The government group perspectives identified the local communities to be the least important stakeholder in CCA agenda because in most cases they are receiving directions from the higher level government to implement activities. From the government table perspectives the entry point to the local community is through MET, MAWF and Regional Councils and the local community will follow and cooperate from the RCs. This suggest a top-down, expert-based decision making and lack of participation on the part of the local/vulnerable communities in decision making. This could have important implications for ASSAR's stakeholder engagement and RiU strategy.

5.1.7   General Conclusions

Since climate change adaptation requires effective relation and collaboration across scales of governance, it is important to know how key actors in this network relate to each other. In summary the findings from the 'government table' discussion suggest that the national government and multilateral organisations are the key drivers of climate change adaptation agenda in Namibia. This is an indicator of centralisation of adaptation activities by the central government. The actors can be arranged in a hierarchy based on their levels of influence or actual power from those that are most influential or powerful particularly in flow of information and funding e.g. MET, OPM, GIZ, and GEF to the most peripheral one e.g. local community.   It is clear that actors from higher levels of government are more

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[3] On a slightly separate note, this information is also relevant for our initial decision to work with DRFN as the key Boundary Organisation in Namibia which would be hosting the RiU national level coordinator.

connected than those from other stakeholder groups. However, this does not necessarily guarantee effective delivery of technical services that could assist the local community to reduce their vulnerabilities to climate change impacts. It is interesting to note that NGOs e.g. DRFN was instead identified to be important in providing technical assistance at the local level through CBNRM projects. NGOs and CBNRM programmes can therefore provide a good entry point for RiU planning e.g. CCA interventions at the local level such as transfer of new knowledge and strategies. Although the local community are the most important actors in CCA, at present the community seems to be passive and receive information from the higher level of government. While TA may seem to be weaker because of the few links this stakeholder have from the national and regional government (e.g. with MURD and RCs), this actor seems to be important at the local level (see lines of authority) suggesting that strengthening the links to these actors is important in bridging the gap between the local community and the national government in CCA agenda. The influence of this stakeholder is also noted in the research group table (see section 5.2) .

5.2   Research Group

The research group consisted of mainly University of Namibia staff and a Researchers from DRFN.

Image 12: Combined Map of key stakeholders and their influence (researchers group table)

5.2.1   Lines of Authority

The findings from the research group confirms the government group findings that in most cases power and influence tend to be concentrated highly among small number of actors. At the national level this group includes those in key institutional positions within the government mostly the ministries including MET and MEP who have a lot of links with others at national level. Similarly these stakeholders have links that goes beyond their circle and interact with other stakeholders from the NGOs/Multilateral organisations such as GEF, UNDP, GIZ and FAO. Some of these networks also extends further to key stakeholders in research such as DRFN, UNAM and Polytechnic of Namibia.

5.2.2   The flow of information

The participants in the research group identified main stakeholders that are mainly exchanging information relevant for Climate Change Adaptation in North Central Namibia. These institutions are mainly Non-Governmental Organizations, State owned Enterprise, Local Groups such as Community based Organizations, Traditional Authority, and Communities.

Generally, certain stakeholders play a very minor role in the flow of information. The mapping exercise with research stakeholders confirms that the Government has a major influence on the flow of information as it is mandated to drive climate change agenda in the country. The Ministry of Environment and Tourism, as a first step, is taking the lead role in coordinating and implementing climate change activities. Through their engagements with communities the flow of information is enabled by relevant Regional Councilors, Traditional Authority and CBOs. The Traditional Authority at local level play a pivotal role in the flow of information.

According to the "research" group the flow of information within key stakeholders is mostly top down, information flows from National Government to Regional Extension officers who liaise with Traditional Authority to advise the communities on developmental goals that need to be implemented. The Traditional Authority play a major role in flow of information and decision making efforts at Community level, "one can't conduct research without their consent". The researchers should consult with the appropriate Traditional Authority about the intended research within their authorities and get their approval & support before the study begins. The Traditional Authority are very active in flow of information, but the community are more at the receiving end of information because of the top-down approach where the government passess down information to the traditional authorities and communties must listen. It should be known that communities might have vast local/traditional knowledge, but they mey be disempowered because of the top down structures of the government. Research organizations such as UNAM, Polytechnic and DRFN have equal role of generating information through research, but don't have much influence in terms of implementation.

5.2.3   Technical support

The research group's views on technical support are similar to those of Government group. In most cases multilateral Organizations (JICA, UNDP, USAID, GEF and GIZ) provide technical training to UNAM, DRFN and Polytechnic of Namibia. An example of a collaborative technical services given was that of MAWF and JICA. These have been providing training and technical support related to research and skill development for farmers on rice cultivation projects at the University of Namibia, Ogongo Campus (see the red lines of technical services directed to the local communities from JICA and MAWF - through RCs in Image 12 above).

5.2.4   Flow of funds

The stakeholders were also asked to identify the networks that play a critical role in facilitating flow of funds between different stakeholders groups. There are various sources of funding facilitated by Agribank, MET, NCRST, SASSCAL, JICA, FAO and Adaptation Fund (AF) for community based projects and UNAM and Polytechnic research activities related to climate change adaptation at local level. Funding from multilateral organizations is usually facilitated through key ministries in this case MET and MAWF. For instance, GEF funding administered by UNDP Namibia is implemented by MET and MAWF in conjunction with local level institutions (e.g the SCORE and NAFOLA projects). NCRST and SASSCAL fund academic institutions and DRFN directly for their research activities. JICA provides technical skill support to Academic institutions. The Adaptation fund has accredited DRFN to implement on behalf of Namibia.

5.2.5   Access to services

In terms of service provision, the research group identified AMTA (Agro-Marketing and Trade Agency), AgriBank, NamWater, Telecom, AgriBusDev, NamPower and GEF-Small Grants as private sector organizations or State Owned Enterprises (SOE) involved in providing basic service to local communities, depending on the needs identified in particular areas. These relevant stakeholders contribute towards effective implementation of all climate change response initiatives in North-Central Namibia. Marketing of agricultural products service is provided by AMTA, AgriBank, AgriBusDev and GEF-Small Grants provide financial support to small-scale farmers in North-Central Namibia. NamWater and NamPower (SOEs) provide water and electricity infrastructure respectively. These services contribute towards reducing farmers' vulnerability to climate risks.

5.2.6   Influential actors

The research group ranked local governments (6 coins), traditional authority (5 coins) and the national government (5 coins) as the most influential actors in CCA agenda because they are directly involved in planning and decision-making. These stakeholders are also directly involved with communities to ensure effective adapatataion. These are followed by the Multi-lateral Organisations, NGOs (2 coins), local communities and lastly Research institutions and State Owned Enterprises – SOE (1 coins) as least influential actors. At the

national level, MET and MAWF were identified as the most influential stakeholders because they are coordinating and implementing community based programs aimed at reducing vulnerability of communities. The influence of traditional authority was seen to be very important and local government very influential as they have the budget and implement action on the ground. If local government (regional council) doesn't have capacity then implementation will fail. Likewise if traditional authority does not approve actions and inform the communities then activities will be stalled as communities will not cooperate.

5.2.7   Conclusions

In conclusion, it is clear from the research group that lines of authority (power and influence) is concentrated highly among few stakeholders in key institutional positions at the local government e.g. RCs and TA and national governments e.g. MAWF, MET and NEC. It was also noted from the researchers group that flow of information is usually a top down approach, with communities at the receiving end. Government being the main actor when it comes to flow of information. With regards to providing technical support, the research group indicated the multilateral organisations as the main players in providing training.

Although, the Government Ministries plans and know what needs to be implemented, the TA is influential in getting things done because they mobilise the community to get involved in activities. The communities are disempowered by the top-down structure of government only receiving information from other top-level institutions and researchers.

5.3   NGOs Group

The NGOs table was represented by stakeholders from IDRNC and SASSCAL. The following sections describes each of the link assessed in detail.
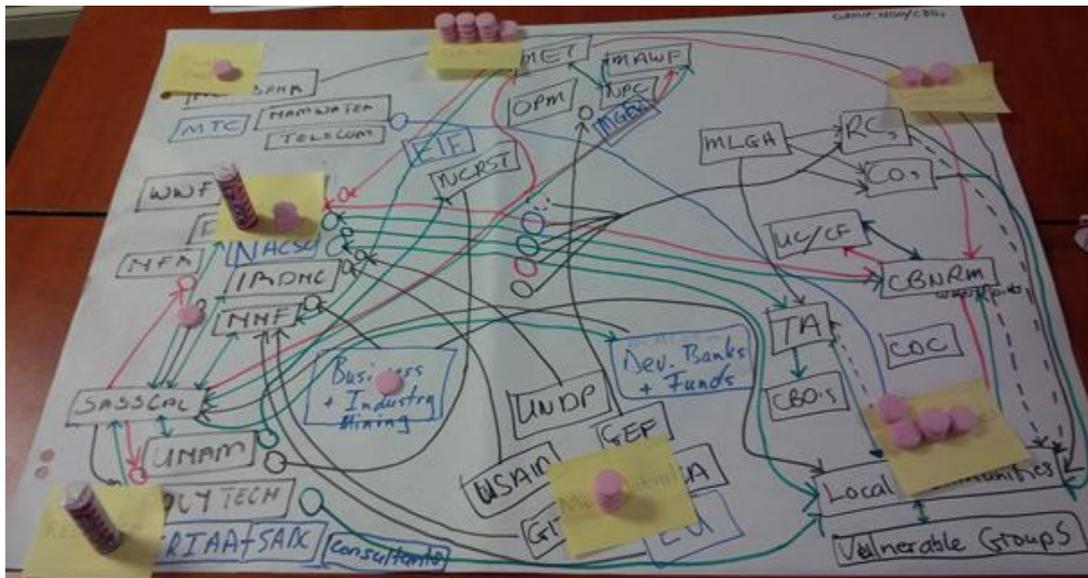
Image 13: Combined Map of key stakeholders and their influence (NGOs/CBOs table)

5.3.1   Flow of information

The participants in the NGOs group identified main stakeholders that are exchanging information relevant for Climate Change Adaptation in North Central Namibia. There is mainly a two way flow of information between NGOs and communities (also through TA and CBOs) because they are all directly involved in the implementation of CCA and are working with the community (e.g. through CBNRM). Furthermore, NGOs have funding and can also source it to facilitate implementation of activities by the community (e.g. through CBNRM). There are very few lines of information flows between the national government and NGOs (see the green lines connecting MET with NNF, and MAWF with SASSCAL). Although the government was not perceived as influential as the NGOs at the community level, based on the mapping of links between stakeholders RCs a stakeholder from the Regional level seems to be an important link between the national government and the community as it is the only one identified to be in contact and exchange information with the local community (see the green lines of information between RC and local communities in Figure 13 above).

5.3.2   Level of authority

In terms of level of authority, the NGOs group agreed that the Regional Councils and Constituency Offices have the highest level of authority at both Regional and local level. The group also identified Traditional Authorities, Conservancies, Community Forestry as well as other CBNRM committees as having authority some of which may be informal. Participants however, did not mention anything regarding level of authority at the national government.

5.3.3   Flow of funds

Funding for NGOs is mainly sourced from international NGOs, Development Banks, Multilateral organisations (such as GIZ, USAID, EU, World Bank etc.) and government. The flow of funds is mainly from Multilateral institutions and the donors e.g. GEF because they are recipient of international funding for climate change adaptation. This finding imply that Multilateral and Donor organisations play a dominant role in shaping climate change adaptation initiatives that are implemented in the country. There are also various sources of funding from SOEs such as Agribank and the Ministry of Regional, Local Governance and Housing and Rural Development (MLGH) through COs and TAs for community based projects. The potential role of Agribank at the community level was also highlighted in the research group table (see section 5.2.4 above). Funding is also sourced from local NGOs e.g. NNF through business and industry to the local communities.

5.3.4   Technical support

The NGOs group's views on technical support stressed the importance of NGOs in providing technical support and input to CBNRM and CBOs (this aligns with the perspectives from the government table, see section 5.1.3 above). SASSCAL provide technical and training support to the government (MET and MAWF) and tertiary institutions (UNAM and Polytechnic of Namibia). MET and SASSCAL also provide technical and training support to NGOS. The potential role of DRFN in providing technical support at community level (through CBNRM) and national government (through MET) was also highlighted. MET is also engaged with the local community through CBNRM.

5.3.5   Access to services

In terms of service provision, the NGO group perspectives aligns with the research group that the private sector organizations or State Owned Enterprises (SOE) are important stakeholders in providing basic service to local communities, depending on the needs identified in particular areas.

5.3.6   Influential actors

The stakeholders were asked to rank the stakeholder groups in terms of their influential role in CCA. Mostly prioritised stakeholders were the NGOs (16 coins), Government (14 coins) and research institutions (12 coins), and local communities (9 coins). This is followed by the Multilateral Institutions and donors (6 coins) and local government (4 coins). The NGOs group perspectives identified private sectors (2 coins) and Business Industry and mining (1 coin) to be the least influential stakeholder in CCA agenda.

The NGOs -was ranked as the most influential actors in CCA agenda because of their direct involvement in implementation of adaptation projects at the community level.

According to the NGO group, academic and research institutions play a crucial role in CCA agenda through consultancies and research findings which assist the government to prioritise and focus on certain activities and specific programmes related to CCA. Apart from the government priorities, NGOs also prioritize some applied research themes because they are pro-active in applying for funds from INGOs, Donors and Multi-lateral institutions. Academic institutions focus more on academic research while the consultants often address priority research needs identified by government. In the end, if there had not been academic research there would not be awareness on climate change. The government has influence because they allocate budget and prioritise what is going to be implemented in the community. So in the way they have influence in the implementation of any programmes.

5.3.7   Conclusions

It was interesting to see how NGOs valued their level of influence. As such, for all five categories NGOs indicated a two way linkages with local communities. It was also interesting to note that NGO group indicated that GEF has a one way link for flow of funding towards all government institutions identified.

In summary the findings from the NGOs group suggest that NGOs, researchers and national government as the key drivers of climate change adapatataion agenda in Namibia. NGOs was ranked as the most influential actor in CCA agenda because of their direct involvement in implementation of adaptation projects at the community level. This stakeholder was also identified to be important in prioritisation of research themes through consultancies. While this could be an indicator of not only centralised decision making by NGOs but external-oriented ideas by donor agencies, it is not yet clear whether the research themes are prioritised by the govenrnment or NGOs. This is one of the interesting issue that ASSAR would assess in detail and is linked to our research interest in identifying the barrires and enablers and governance of adaptation i.e. who and what drives adaptation agenda. In terms of flows of information, the NGOs group suggest a two way flow of information between NGOs and communities. It is interesting to note that RC who was identified as the only stakeholder from the central government with direct contact to communities, is also one of the stakeholder (apart from TA) identified to be important at the local level (see lines of authorities) suggesting that strengthening the links to these actors is important in bridging the gap between the local community and the national government. The influence of these stakeholders was also higlighted in research group table and government table (see section 5.2 and 5.1 above). Similar to other groups the main source of funds comes from International NGOs that goes direclty to local NGOs with the exceptions to SOE e.g Agribank who work direclty with the local community. The potential role of NGOs was also highligted in providing technical support and input to both local communities through CBNRM and CBOs and national government through MET. It is interesting to note that State Owned Enterprises (SOE) was also identified to be important stakeholders in providing basic service to local communities.

Chapter 6: Discussion of the results

Similarities and differences between findings by groups

The findings from the three groups differed substantially. Therefore this section focus mainly on the differences and similarities from the three stakeholder group tables. The summary of the key influential actors identified in each table is presented on Table 1 below.

Table 1: Summary of the key influential actor identified in each table (ranked in order of influence to CCA)*

Rank	Government Table	Researchers Table	NGOs Table
1	**National Government (26 coins)** 1. MET (5 coins) 2. MAWF (4 coins) 3. OPM (4 coins) 4. MOF (3 coins) 5. MPE (2 coins) 6. MME (2 coins) 7. MURD (3 coins) 8. Regional councils(3 coins) 9. MITSO (2 coins)	1.Local Government (6 coins)	1. NGOs (16 coins) 2.National Government (14 coins) 3.Research institutions (12 coins)
2	**Multi-lateral Organisations (7 coins)** 1. GEF (3 coins) 2. UNDP (2 coins) 3. GIZ (2 coins)	1. Traditional authority (5 coins) 2. National Government (5 coins)	1.Local communities (9 coin s) 2. Multilateral Institutions and donors (6 coins) 3. Local government (4 coins)
3	**Research Institutions (6 coins)** 1. DRFN (3 coins) 2. UNAM (1 coin) 3. Polytechnic (1 coin) 4. NNF (1 coin)	1. NGOs (2 coins) 2. Multilateral organisations (2 coins)	
4	**Private Sectors (5 coins)** 1. Telecom (2 coins) 2. NamWater (2 coins) 3. Agribank (1coins) 4. AMTA		
5	1. Local communities (no coins) 2. CBO's - (2 coins) 3. CBNRM - (2 coins)	1. State Owned Enterprises (1 coin) 2. Research Institutions (1 coin)	1. Private sector (2 coins), Business Industry 2. Mining (1 coin).

* for ranking purposes, 1 stands for most influential, 5 for least influential stakeholder/stakeholder group

Image 11, 12 and 13 shows the aggregate of the links for the five parameters assessed as well as the interlinkages between stakeholder groups. This is a representation of how the stakeholder groups perceived the position of different actors influencing CCA agenda in North Central Namibia. The following observation were extracted from the overall structure of the networks and comments from the participants during the activity.

6.1   General structure of the networks from the three stakeholder groups

1. Image 11 is a representation of how the government stakeholders perceive the existing relations between different stakeholder groups. The overall structure of the map indicates a more centralised interaction dominated by the national government. The map show that at least two lines of interactions emanates from the national government i.e. exchange of information and lines of authority with the exceptions to lines of funding which highlight the crucial role of NGOs and Multilateral organisations. This is an indication of a centralised decision making structure with the national government as dominant actor in flows of information and lines of authority. However, the power dynamics between the government and NGOs depend on the point of engagement between these two stakeholders in CCA agenda. For instance direct involvement of NGOs in implementation of different adaptation projects gave power to NGOs/Multilateral Organisations as dominant actors in funding and technical services. While the community have valuable knowledge in their localities and are crucial in implementation of adaptation, this type of network seems to prevent community involvement in adaptation process at the local level. This is in line with one of the major challenge for adaptation governance identified by Bauer et al., (2010) i.e. involvement of non-state stakeholders and the broader public in the governance of adaptation.

2. Image 13 is a representation of how the NGOs stakeholders perceive the existing relations between different stakeholder groups. The overall structure of the networks indicates strong interactions between the NGOs and the local community. The network pays much attention to the flows of information and technical services between the local community and NGOs. This is an indication that NGOs is the main service providers in terms of information and technical services filling the gap where the government is unable to fulfill this role. Here, there is a good case suggesting governments upscaling initiatives of NGOs to promote a needs-based, demand-led approach to CCA because NGOs actions are often small in scale, flexible and mostly adaptable to local context. However, it should be noted that involvement of non-state stakeholders particularly the broader public is important for effective adaptation. The community seems to be in the periphery of the network with the

exceptions from NGOs activities. It is interesting to note that it is only through a single stakeholder (RC) where the flow of information and lines of authority between the national government and the local community is achieved.

3. Image 12 is a representation of how the Researchers group perceive the existing relations between different stakeholder groups. The overall structure of the network highlight strong interaction between the national government and Researchers in terms of sharing information. The lines of services provision elicit stronger private sectors participation in service provision at the local community. However, it should be noted that private sector services are unevenly distributed and may not necessarily meet the needs of the most vulnerable communities. There may be few specific areas and sectors where it could focus. For instance, the vulnerable community are found to be in the periphery of this network.

6.2   What do these differences and similarities tell us?

Both maps shows different views regarding how stakeholders interact

1. The influence networks from the three groups differs substantially. While the government group highlight the crucial role of the national government as the most influential actors (20 coins) in general (followed by Multilateral organisations (7 coins) and the local community as the least influential in CCA), in the perspectives of the research group the local government is seen as the strongest (6 coins) bridging the gap between the communities and external actors (followed by traditional authority (5 coins) and national government (5 coins), and NGOs (2 coins)). On a separate note, the NGOs group sees NGOs (16 coins), National Government (14 coins) and Research Institutions (12 coins) as the key stakeholders in CCA in a network.

2. Clearly the results from the three groups indicates differences on perceptions to which different stakeholders group influence CCA. The national government was prioritised the highest because of their role in planning and implementation of CCA activities (this stakeholder group also have a lot of links compared to other stakeholders in a network from the government table). The multilateral organisations were ranked due to their role in funding adaptation initiatives. The NGOs were ranked due to their potential role at the community level in delivery of technical services. The perspectives from the government group suggest a more centralised, expert-based approach to CCA.

3. Contrary to this, the traditional authority and local government was seen to be very important in the eyes of the researchers group because of their influence in budgeting and implementation of CCA activities on the ground. The influence of

traditional authority is also clear in approving actions and informing the communities of the activities that will take place in the area e.g projects/research.

4. Government sees most flows between national government and multilateral organisations, researchers sees most flow between national government, researchers to local community. The NGOs, sees most flows between NGOs and local community.

5. Both government and NGOs group agrees on lines of authority at the local level. Both sees Traditional Authorities as the stakeholders who gives instructions to the local community (alternatively local community reporting here).

6. Both the government group and NGOs agrees on the flow of technical services. Both sees NGOS as important stakeholder facilitating technical services to the local community through their engagement in CBNRM projects.

Implications of findings for ASSAR's stakeholder engagement and Research into Use plans in Namibia

The process of putting knowledge into use is challenging because researchers, decision-makers and practitioners have their own experiences, perceptions and perspectives on the issue of interest. As a researcher there is a need for self-reflection and to strategize ways to ensure research findings are usable and used by the largest possible number of people. As can be seen above, this exercise provided the opportunity for different stakeholders – as much as the ASSAR team itself – to better understand each other's perceptions of who holds the power and thus plays important roles in processes related to both decision-making and implementation of CCA in North Central Namibia. Hopefully, the exercise also revealed to stakeholders the benefits of expanding their usual circle of interaction. Continuous dialogue between the researchers, policymakers and practitioners through stakeholder engagement activities like this, provides an opportunity for collaborative learning and increases the likelihood of research uptake.

These findings can thus have important implications for ASSAR's stakeholder engagement and RiU strategies. While it is important to note that this process is highly subjective and dependent on the individuals present in the room (e.g. junior versus senior, representation of some ministries and not others), it nonetheless provides a good basis to verify the results in more depth, with individual stakeholders, as well as at different governance levels (e.g. national versus local). This is something that the ASSAR Southern Africa team already has on its agenda for the coming months and which will assist in building and maintaining trusting relationships with these stakeholder groups, to create a more shared vision and increased commitment and motivation for pursuing CCA.

The findings of this exercise highlights some initial thoughts about how best to approach stakeholders to maximize uptake of findings. For example, our first findings suggest that RC agency from the central government and tradtional authority provide ideal entry for implementation and planning for CCA (through their links on flow of information and the authority they have to ensure things are happening at the local level including implementation of CCA at the local level). This undestandng will further be developed by active engagement with these stakehoder during our research to encourage local engagement and increase uptake of ASSAR research. Our second findings suggest that DRFN agency from the NGOs provide ideal entry for implementation of CCA at the community level through their direct involvement in CBRNM. ASSAR is planning to work with a local NGO to improve uptake of research findings and influence policy. Similary our findings suggest that NGOs provide ideal flow of funds for implementation of CCA and prioritise research at the local level. This understandng will further be developed during our study on the key drivers of adaptation by assessing who and what drives adaptation planning.

Conclusions

This stakeholder and influence mapping exercise served to introduce the concept of power relations/dynamics and explore its use within the ASSAR's Research into Use Strategy. As explained above the aim was to identify key stakeholders involved in a network that influence climate change adaptation agenda in the north central Namibia, explore the links between them and identify how influential these networks are. The outcome of this exercise can be used for RiU planning purpose to ensure effective use of ASSAR research.

The output of this exercise provides an understanding of interdependency and power relations across the five parameters assessed and the impacts of these relations among stakeholder groups. This information can be used to suggest networks of improved governance at diverse scales (e.g.local, regional, national, international) and on different levels (e.g. community, policy makers, practitioners) at different stages of adaptation (e.g. planning, strategizing and implementation). As part of the RiU strategy, the mapping exercise help to identify possible drivers of changes including the brokers and weak points into the network e.g. main channels of information, technical services and flow of funds. The exercise facilitate group processes for visualizing structures and can be used to validate the achievement of adaptation project in this area e.g. involvement of marginalized/vulnerable groups in CCA initiatives. While this exercise consists of few representatives from the national government, plans are underway to involve different stakeholder groups from multiple scales of government e.g. regional/district and community level to harness the full potential of network mapping and power analysis into a ASSAR's Research into Use Framework.

In the future ASSAR is planning to do the similar exercise with the stakeholders in the north and will contribute to other types of research we are doing. The findings of the SH maps (particularly the exercise that will be done in the north) will help ASSAR to identify Knowledge Groups that will run VRA at the district level.

As explained above the findings from this report are not necessarily representative of the institutions that were present e.g. government, private sector, NGOs and Researchers. We acknowledge that the diversity of stakeholder present during the exercise might influence the outcome. Still the exercise was very useful and has served to re-evaluate the stakeholder maps produced by the regional teams to influence/collaborate/share ASSAR's research output and assist us to refine our RiU strategy.

For further information please see: http://www.assar.uct.ac.za/southern-africa-0

Also see the news article about the stakeholder event:

Hegga, S. & Scodanibbio, L. August 2015. How do we perceive relative levels of stakeholder influence? ASSAR's Southern African team explores this question with national stakeholders in Windhoek, Namibia. Available at:

http://www.assar.uct.ac.za/news/Namibia_RiU_workshop

Annexes

9.1   Reflections on the methodology

1. Finding suitable approach to promote the use of research findings can be challenging. Like any other tools bringing together diverse stakeholder groups in one event for more than a half-day is one of the challenges in organising RiU activities. This requires long-term planning to ensure good turn-up from different stakeholder groups. Building and maintaining trusting relationships with these stakeholder groups can be used to build a sense of shared vision and increase the level of commitment and motivation among the stakeholder.

2. Interesting tool to capture information from different stakeholders groups in a short time (vs individual interviews on social networks).

3. The visualisation from the Network Influence Mapping exercise proved to be a simple tool to understand complex issue around governance of adaptation.

4. While the qualitative and visual descriptive approach used in this exercise provide an interesting results for smaller amount of data, network data analysis needs background information of the concepts and methods of social network analysis e.g. could limit the lines emanates from each stakeholders to a specific number.

5. Reflection and feedbacking from the groups provides an opportunity for the participants to reflect and compare their perceptions with other stakeholder groups. It can be used to facilitate learning when more time is allocated for discussion and reflections.

6. Good exercise for RiU - researchers and participants discuss and share the outcomes of the exercise directly.

7. Logistics - need long-term planning and preparation in advance for the workshop because it not easy to get a good turn-up from different institutions on short-notice (dates for workshop and booking for appointment).

8. Representatives from the institution - future planning may need to consider the choice of representatives e.g. junior staffs vs senior. How familiar the stakeholders are with their institution, what skills they have (technical, planning, policy) may affect the type and quality of information provided during the exercise.

9. Need more time for reflection and discussion with the participants after the extercie.

10. Question on length of relations: do we really need to know this, why? perhaps we can look at how frequent these stakeholders communicates e.g. weekly, monthly, quarterly, yearly etc ... as this can be used to explain how strong the link is i.e. frequent communication assumes strong links as for length stakeholders can be in a link for ages but somehow passive depending how often his link work.

9.2   List of participants

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9.3   Useful materials

Influence mapping of social networks by Eva Schiffer: Net-Map Toolbox

Case studies link: https://netmap.wordpress.com/case-studies/

Methodoogy and guideline by Daniel Morchain: Proposed Methodology for Stakeholder Mapping and Power Analysis Exercise in Windhoek

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