CORAF

FORESIGHT TRAINING TOOLKIT

WEST AND CENTRAL AFRICA

Developing skills and capacity in applying foresight for climate resilient agricultural development in West and Central Africa

CGIAR | AICCRA
Accelerating the Impact of CGIAR Climate Research for Africa

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The Accelerating Impacts of CGIAR Climate Research for Africa (AICCRA) project, led by the Alliance Bioversity International and CIAT helps deliver a climate-smart African future driven by science and innovation in agriculture. AICCRA works to make climate information services and climate-smart agriculture technologies more accessible to millions of smallholder farmers across Africa.

About AICCRA | Accelerating Impacts of CGIAR Climate Research in Africa (AICCRA) is a project that helps deliver a climate-smart African future driven by science and innovation in agriculture. It is led by the Alliance of Bioversity International and CIAT and supported by a grant from the International Development Association (IDA) of the World Bank. Explore AICCRA's work at **aiccra.cgiar.org**

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This WCA Regional Foresight Toolkit was designed and developed as part of foresight training to support a regional Community of Practice (CoP) of foresight experts in the West and Central Africa Region. A regional training was held in Dakar, Senegal in October 2022, led by Sabrina Chesterman, Constance Neely, and facilitated by Marie Parramon Gurney, with support from Emma-Jane Fuller. Alcade Segnon and Robert Zougmoré provided leadership to the partnership and co-design of the entire training series and foresight application approach. In addition, Alcade co-facilitated key foresight sessions in Dakar and lead stakeholder relationships through the entire process.

We owe much gratitude to the expertise of the CORAF team, namely Dr Nieyidoba Lamien, Dr Emmanuel Njukwe, Dr. Amadou Ngaiado and Pauline Ngandoul Diouf for all their valuable discussions and insights into structuring this froesight training and the establishment of a regional CoP to support the application of foresight across the region.

The West and Central Africa Council for Agriculture Research and Development (CORAF) is a core partner of the AICCRA West Africa cluster. CORAF is an international non-profit association of national agricultural research systems from 23 West and Central African countries. Together with ASARECA (Association for strengthening agricultural research in Eastern and central Africa), CCARDESA (Centre for Coordination of Agricultural Research and Development for Southern Africa) and NASRO (North African Sub-Regional Research Organization), it forms the four sub-regional organizations that make up the Forum for Agricultural Research in Africa, FARA.

As an umbrella organization, CORAF delivers on three activity pillars related to:

A. Scaling technologies and innovations for impact;

B. Regional integrated capacity strengthening and coordination; and

C. Knowledge management, foresighting and anticipation, each of which can address the urgent need to improve the knowledge base and evidence-based dialogue upon which practice and policy responses to climate change are built.

CORAF's 2018-2027 Strategic Plan particularly emphasizes the role of foresight analysis – using historical data and modelling future scenarios to draw conclusions about actions to be taken in the present - to build consensus and inform decision-making on research priorities.

A huge thanks to the regional foresight Community of Practice for all their hard work and support throughout the training (10 – 14 October 2022), their co-facilitation support during the application week (17-21 October 2022), and their eagerness to be foresight ambassadors in the region. Ayodeji Rauf, Dr Hadja Oumou Sanon, Dr Adolphe Mahyao Germain, Edward H. Decker, Dr. Ihegwuagu Nnemeka Edith, Dr Wouedjie, Thegue Alice-Norra, Dr. Nathalie Kpera, Dr. Djondang Koye, Aminata Bâ Dia, Dr Amadou Abdoulaye M. Bahari, and Nestor Ngouambe.

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The West Africa regional level implementation led by AICCRA West Africa Cluster (AICCRA WA) collaborates with the West and Central Africa Council for Agriculture Research and Development (CORAF), an association of national agricultural research systems from 23 West and Central African countries, and AGRHYMET Regional Centre, a specialized institute of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), to ensure that effective large-scale intra-regional and south-south adoption within various value chains are taking place through innovative delivery models for climate services and CSA from West Africa. AICCRA aims to increase access to climate information services and climate-smart agriculture technologies in Africa.

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ACRONYMS AND ABBREVIATIONS

AICCRA	Accelerating the Impact of CGIAR Climate Research for Africa
AU	African Union
CAADP	Africa Agriculture Development Programme
CEMAC	Economic and Monetary Community of Central Africa
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CoP	Community of Practice
CORAF	West and Central Africa Council for Agriculture Research and Development
CSA	Climate Smart Agriculture
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EWS	Early Warning Systems
FAO	Food and Agricultural Organisation
FAW	Fall Army Worm
IDRC	International Development Research Centre
IPPC	International Plant Protection Convention
LECRDS	Low Emission Climate-Resilient Development
MSP	Multi-Stakeholder Partnerships
NARIs	National Agricultural Research Institutes
NARS	National Agricultural Research Systems
RVF	Rift Valley Fever
SHARED	Stakeholder Approach to Risk Informed and Evidence-based Decision-making
WCA	West and Central Africa
WOAH	World Organisation for Animal Health
WHO	World Health Organisation

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THE AIM OF THE REGIONAL FORESIGHT TRAINING TOOLKIT

This regional foresight training toolkit aims to support a regional foresight community of practice to practically apply the range of foresight tools and methods for innovative strategic planning and policy formulation in their respective institutions. The training approach is mapped out on the following page.

FORESIGHT COMMUNITY OF PRACTICE TRAINING APPROACH

1. INTRODUCE THE FORESIGHT METHOD OR APPROACH
2. UNPACK THE KEY STEPS OF METHODS OR TOOLS
3. HOW AND WHEN TO APPLY DIFFERENT STEPS OF METHOD TOOLS
4. PRACTICAL EXERCISE FOR COP MEMBERS TO DEEPEN LEARNING
5. IMMERSING THE TRAINING RELATED TO PESTS AND DISEASES LINKED TO AGRICULTURE AND CLIMATE RESILIENCE AND ADD A INSECT NEAR CROPS AS INDICATION OF PESTS

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FORESIGHT KEY FRAMEWORK STAGES

DATA, EVIDENCE, KNOWLEDGE AND CREATIVITY

STAKEHOLDER ENGAGEMENT AND PARTICIPATION

SITUATIONAL ANALYSIS

Input

Context

- **Scope**
- **Theme or key topic**
- **Geopolitical boundary**
- **Understand relevant structures and policies**
- **Setting the timelines**
- **Mapping the stakeholders**
- **Influence and power relations**

Analysis

What is happening?

- **Historical trends analysis**
- **Horizon scanning**

Interpretation

Why is it happening?

- **Systems mapping**
- **Cross sectoral and multi-stakeholder approaches**

LONG TERM FUTURE PLANNING

Plan

What do we want to experience in the future? What might get in our way?

- **Visioning**
- **Causal analysis**
- **Network mapping**

Prospection

What might happen that we have not thought about?

- **Developing scenarios**
- **Scenario implications**

Reflection

What might we want to do to get there?

- **Backcasting**
- **Pathway development & trade-offs**
- **Transformation actions**
- **Behaviour shift mapping**

Strategy

What will we do differently?

- **Develop road map**
- **Sequencing relationships**
- **Multi-stakeholder co-ordination**

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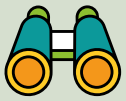
STRUCTURE OF THE TOOLKIT

The toolkit comprises six modules structured to both show the methodology but also to be applied, by building a clear case study and examples of climate-resilient development in agricultural systems with relevance to the WCA region. This allows the user to gain insights into both the foresight tools, methods, and key steps but also to embed case studies and practical examples to better apply those methods into their own national and institutional contexts.



An **introduction to the foresight method or approach** in question;

A breakdown of the **key steps of the method** or tool;

An explanation of how and when to **apply the different steps of the method or tool**;

Background on the content; and

Application of the method in the context of developing a regional preparedness and response strategy plan to pest and disease outbreaks in the region.

MODULE 01

MODULE 01

INTRODUCTION TO FORESIGHT

Introduction to applying foresight approaches for climate-resilient agricultural development.

MODULE 02

MODULE 02

UNDERSTANDING TRENDS AND MULTI-SECTORAL AND SYSTEMS LINKAGES

Understanding regional trends, multi-sectoral and systems linkages and climate risks in the region.

MODULE 03

MODULE 03

VISIONING AND CAUSAL ANALYSIS

Applying foresight tools and methods: visioning, causal analysis and integrating climate resilience into future planning.

MODULE 04

MODULE 04

BUILDING SCENARIOS

Applying foresight tools and methods: introducing scenarios and building multiple scenarios to consider in future planning.

MODULE 05

MODULE 05

SCENARIO IMPLICATIONS AND TRANSFORMATIVE CHANGE

Applying foresight tools and methods: using scenarios to consider uncertainties and create more robust and transformative climate-resilient policies and plans.

MODULE 06

MODULE 06

REFLECTION AND STRATEGY

Review of key foresight methods and tools and tailoring practical action to agriculture and climate change future planning and implementation in the West and Central Africa (WCA) region.

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GLOSSARY OF KEY TERMS

FORESIGHT

Term	Description
Backcasting 	The process of working backwards from the definition of a possible future to determine what needs to happen to make the future unfold and connect to the present.
Barrier 	Identified obstacle that could stop the achievement of an activity.
Black Swan 	An event that could absolutely not be predicted.
Brainstorming 	A method of obtaining ideas without judgement or filtering. It involves encouraging wild and unconstrained suggestions and listing ideas as they emerge.
Causality 	A logical link between events, where a cause precedes an effect and altering the cause alters the effect.
Complexity 	Complex systems are non-linear and diverse networks made up of multiple interconnected elements. Cause and effect relationships within the system are not easily discernible or predictable. Historical extrapolation is not possible for predicting emergence (new patterns and behaviours) in complex systems.

Term	Description
Critical Uncertainties 	Are drivers that are both highly impactful and highly uncertain.
Cross-cutting Issues 	Issues or challenges that affect more than a single interest area, institution, or stakeholder, and that need to be addressed from all points of view.
Drivers 	Are factors, issues or trends that cause change thereby affecting or shaping the future.
Driving Force 	A cluster of individual trends on the same general subject moving trends in certain directions, they are broad in scope and long term in nature (for example, climate change or globalisation).
Evidence 	The integration of raw data constituting numbers, words, images, and insights emerging from diverse knowledge sources.
External Driver 	External force of change, for example political or market drivers.

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Term	Description
Feasible 	Possible and practical.
Forecast 	An estimate or best guess of what might happen in the future i.e. not a definitive prediction.
Foresight 	Structured tools, methods and thinking styles to enable the capacity to consider multiple futures and plan for them.
Foresight Organising Group 	A small core group that builds the foresight plan.
Foresight Participating Group 	A broad mix of identified key stakeholders that need to be involved.
Futuring 	The act, art, or science of identifying and evaluating possible future events.
Futures thinking 	Describes the practice of thinking about the future in a structured way, and the methods and approaches that are used to do so.

Term	Description
Grey Rhino 	These are the large, obvious dangers that will sooner or later emerge but whose exact timing is unknown.
Impact 	Refers to the potential scale of impact of a driver on a scenario theme.
Internal Driver 	Internal force of change for example, social drivers within a farm or community directing the decision making of a farmer.
Mega-trend 	A trend that is apparent at a large or global scale e.g. growing youth population across the African continent.
Mind Mapping 	Allows a group's ideas to be charted in logical groupings fairly quickly, even when ideas are given in a non-sequential manner. This technique allows efficient brainstorming for ideas and at the same time creates a skeletal framework for later categorisation of the information generated.
Modelling and Simulation 	The process of creating and experimenting with a computerised mathematical model imitating the behaviour of a real-world process or system over time. Simulation is used to describe and analyse the behaviour of a system when asking 'what-if' questions about the real system and aid in the design of real systems.

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Term	Description
Not Predictive 	Participatory with multiple viewpoints, bringing in quantitative and qualitative evidence but not predictive.
Pathway 	A trajectory in time, reflecting a sequence of actions and consequences against a background of separate developments, leading to a specific future situation.
Plausible 	It is reasonable to assume the scenario could happen. Plausibility does not mean that a future situation will happen.
Predictability 	The degree of confidence in a forecasting system based either on law derived from observations and experience, or on scientific reasoning and structural modelling.
Projecting 	A quantitative technique that can be used in the analysis phase of the foresight process. Projecting or time series analysis are used when several years of data are available, and trends are both clear and relatively stable.
Projection 	An expected value of one or more indicators at particular points in the future, based on the understanding of selected initial conditions and drivers.
Resilience 	A system's ability to cope with and recover from shocks or disruptions, either by returning to the status quo or by transforming itself to adapt to the new reality.

Term	Description
Scenarios 	Are storylines/narratives, answering 'what if' questions that describe multiple alternative futures spanning a key set of critical uncertainties. Scenarios identify future drivers of change and then plot out plausible directions that they may take.
Scenario Development 	An approach to understanding highly impactful and highly uncertain drivers and to describe possible future states. Although they address uncertainty, scenarios are not predictions or forecasts - they are not 'true' or correct/wrong - only plausible.
Scenario planning 	Is a technique of strategic planning that relies on tools and technologies for managing the uncertainties of the future
Social Network Mapping 	A tool to identify the importance and influence of stakeholders as well as how they exchange information or are connected.
Strategic foresight 	The combination of foresight and strategic management
Time Frame 	The complete period (past-to-future) considered in a foresight exercise.

Term	Description
Transformation 	An agriculture and food systems transformation is a significant redistribution - by at least a third - of land, labour and capital, and/ or outputs, and outcomes (e.g. types and amounts of production and consumption of goods and services) within a time frame of a decade.
Trend 	A general tendency or direction of a movement or change over time e.g. increasing erratic seasonal rainfall patterns.
Trend Impact Analysis 	Collecting information and attempting to spot a pattern, or trend, and assess its influence from the information.
Uncertainty 	Refers to how much or how clear we are on how a driver will emerge or play out in the future. High uncertainty does not mean 'high improbability', high uncertainty can mean having little knowledge of how something may pan out.
Underlying Cause 	Unpacking why an obstacle is in place.

Term	Description
Unknown Unknowns 	Issues and situations in organisations that have yet to surface and which are blind spots for planners who are unaware that they do not know about them.
Viable 	Able to be done or could occur.
Vision 	A compelling image of a (usually preferred) future.
Visioning 	A well-known prospective technique with a highly participatory approach.
Wicked Problem 	A problem that is difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognise.
Wild Card 	A low-probability but high-impact event that seems too incredible or unlikely to happen.

CLIMATE RESILIENCE

Term	Description
Adaptive Capacity 	The ability of systems, institutions, humans, and other organisms to adjust to potential damage, to take advantage of opportunities, or to respond to consequences.
Climate Change 	Climate change is a change in the state of the climate that can be identified by changes in the mean and/or the variability of its properties and that persists for an extended period, typically decades or longer.
Climate Resilience 	The ability of a system to 'bounce back' from the impacts of climate-related stresses or shocks. It is the ability of a system and its component parts to anticipate, absorb, accommodate, or recover from the effects of a hazardous event in a timely and efficient manner, including through ensuring the preservation, restoration, or improvement of its essential basic structures and functions.
Exposure 	Refers to the inventory of elements in an area in which hazard events may occur.

Term	Description
Hazard 	A possible, future occurrence of natural or human induced physical events that may have adverse effects on vulnerable and exposed elements.
Risk 	Intersection of hazards, exposure, and vulnerability.
Sensitivity 	The degree to which a system is affected, either adversely or beneficially, by climate variability or change.
Social Vulnerability 	Inability of people, organisations, and societies to withstand adverse impacts from multiple stressors to which they are exposed.
Vulnerability 	The propensity or predisposition of a system to be adversely affected by an event. Vulnerability is a function of a system's sensitivity, and its adaptive capacity.

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AGRICULTURAL SYSTEMS

Term	Description
Agriculture 	Is the science, art, or practice of cultivating soil, producing crops, and raising livestock and in varying degrees the preparation and marketing of the resulting products.
Agricultural Value Chain 	Includes the people and activities that bring a basic agricultural product such as maize to the consumer. The activities include obtaining inputs and production in the field right through to storage, processing, packaging, and distribution.
Biological Diversity 	The variability among living organisms from all sources, including terrestrial, marine, and aquatic ecosystems.
Cross Sectoral Coordination 	The engagement, management, planning and implementation, of activities conducted across different thematic sectors to deliver development outcomes (e.g. food security, nutrition, sustainable landscapes, and agriculture).
Ecosystem Services 	These include provisioning services, such as the production of food (e.g. fruit for humans or grazing for cattle) and water; regulating, such as the control of flooding and disease; supporting, such as nutrient cycles and oxygen production; and cultural, such as spiritual and recreational benefits.

Term	Description
Elements 	The different, discrete elements within a system (e.g. farms, organisations, inputs, and soil).
Interconnections 	The relationships that connect the elements (e.g. rules, ideas, funding, or service relationships, among others).
Land Degradation 	A process in which the value of the biophysical environment is affected by a combination of human land-use activities. It is viewed as any change or disturbance to the land perceived to be undesirable.
Multi-Stakeholder Collaboration 	Consists of a mix of representatives or stakeholders from public, civil, and private domains of society.
Post-Harvest Loss 	Is the loss in quantity and quality of agricultural produce between harvest and consumption. It includes on-farm losses e.g. damage to grain by pests, as well as losses along the value chain during transportation, storage, and processing.
Pre-production 	This stage of the agricultural process is prior to production and may involve land preparation and the sourcing and purchasing of inputs such as seed and fertiliser.

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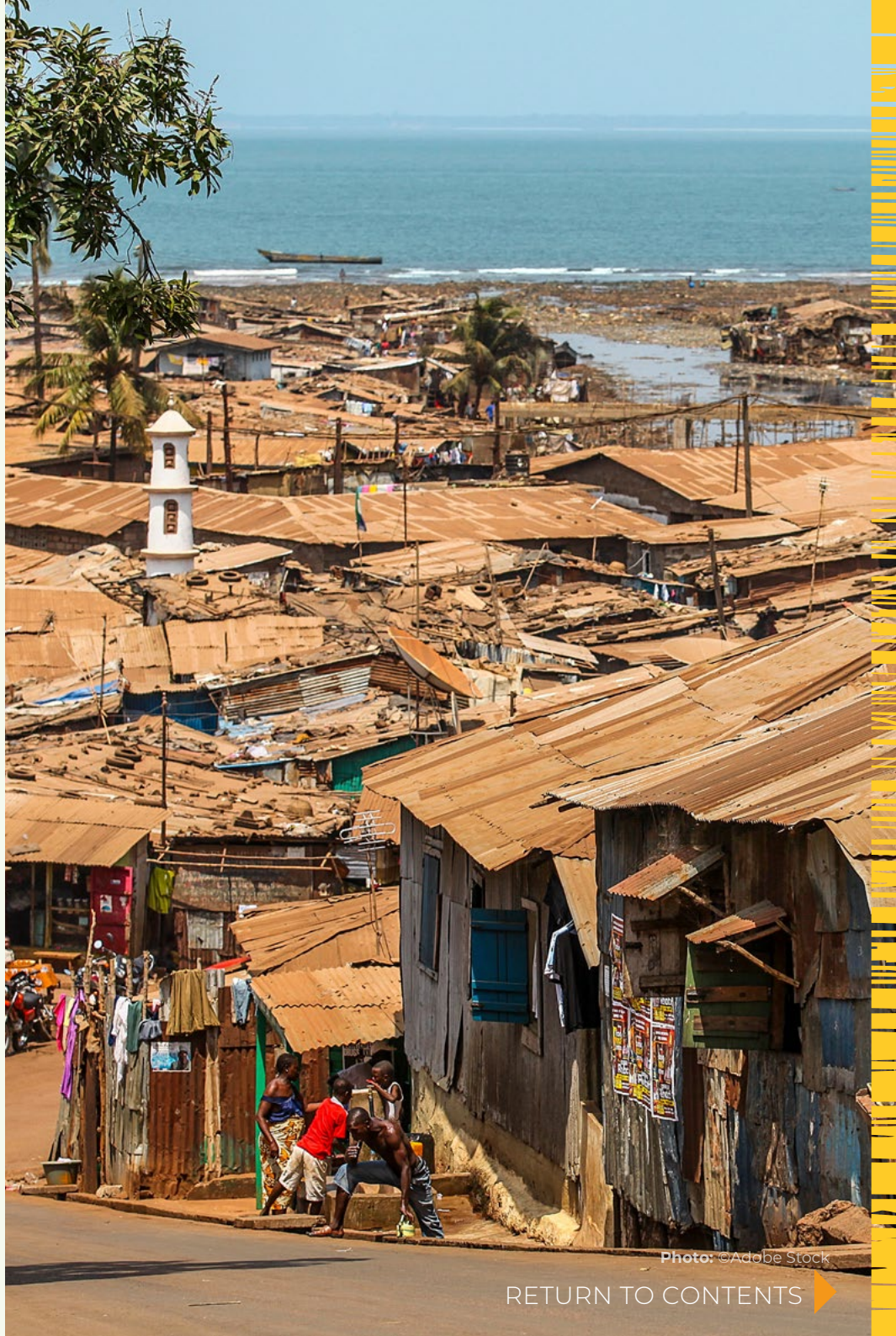
Term	Description
Productive Inputs	These are used to increase yields and range from improved seeds, genetics, fertilisers and crop protection chemicals to machinery, irrigation technology and knowledge.
System	An interconnected set of elements that is coherently organised in a way that achieves something (function and purpose). For example, the purpose of an agricultural system could be to produce dairy products and the system could consist of interconnected elements such as the farmer, employees, cattle, machinery, feed, water, and energy.
Systems Thinking	A mindset, tool, and process that is reserved for complex problems.
Systems View	Understands life as networks of relationships.
Transboundary Animal Disease	Epidemic disease which is highly contagious or transmissible and has the potential for very rapid spread, irrespective of national borders, causing serious socio-economic and potentially public health consequences.



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RESILIENCE

is the ability to prevent disasters and crises as well as to anticipate, absorb, accommodate or recover from them in a timely, efficient and sustainable manner.

PREPAREDNESS

refers to a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Preparedness is associated with disaster risk reduction.

EARLY WARNING

- Early warning systems are designed to enhance detection of pests and diseases to prevent introduction and spread.

Early warning systems provide up-to-date, accurate information on emerging crop and livestock pests that may be a threat to agriculture or natural resources if they become established in new countries.

RESPONSE refers

to a series of coordinated activities involving one or more organizations, in order to respond to pests and disease concern/ outbreak and bring the situation under control.

The development of decision support systems requires an understanding of what information is needed, when it is needed, and at what resolution and accuracy.

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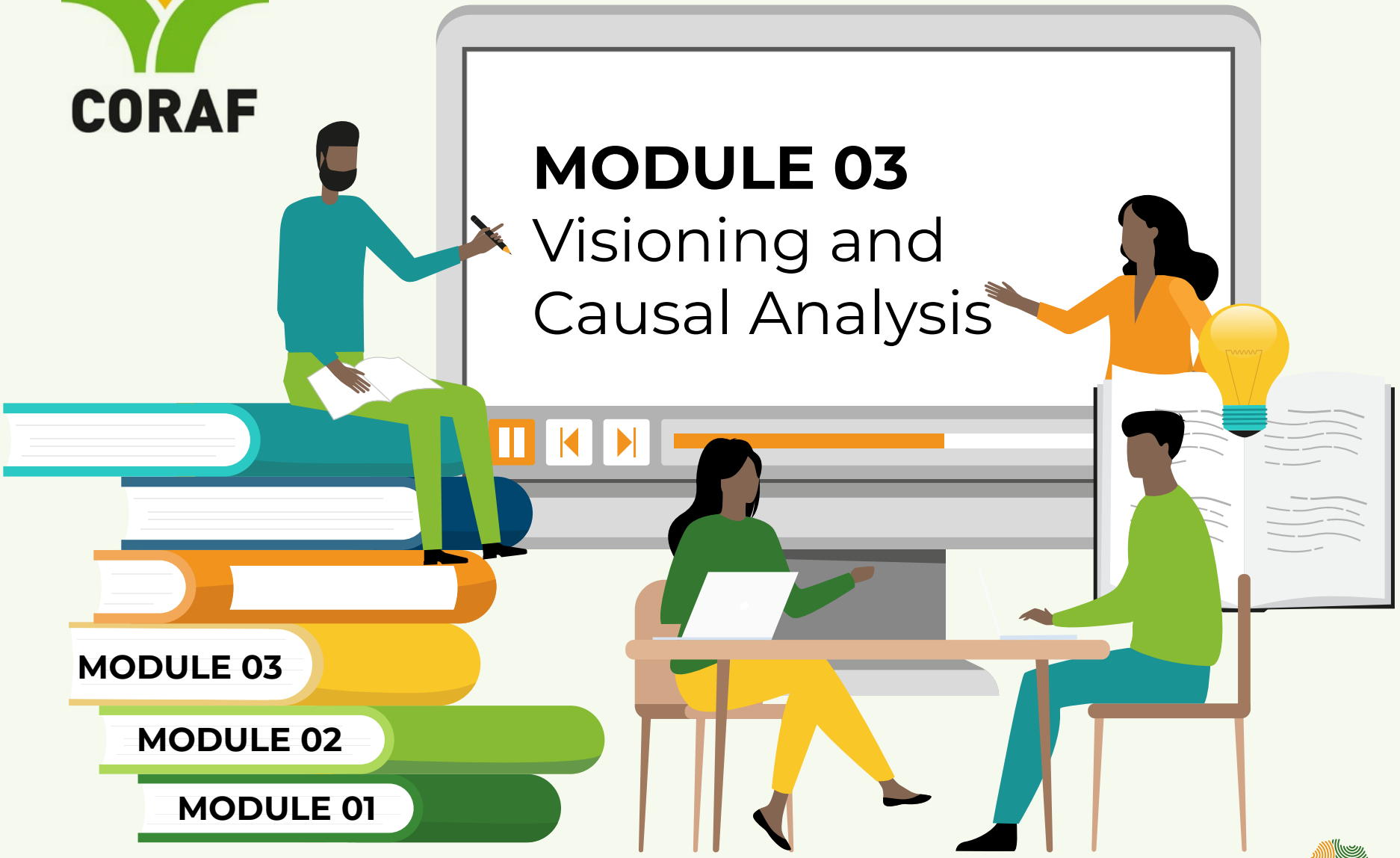
MODULE 03
Visioning and Causal Analysis



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OVERVIEW OF MODULE THREE

Introduce foresight

Establish learning goals

Scope for a foresight exercise

Trends Analysis

Learning reflections

Practical exercise

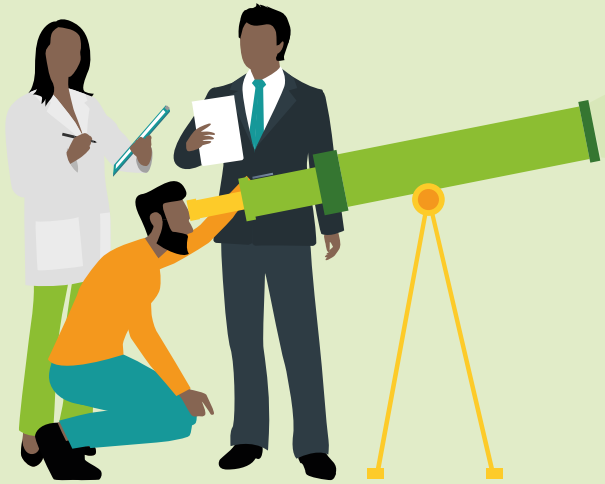
Horizon scanning

Practical exercise

LEARNING EXERCISE

Before getting started with Module 3, test your knowledge of foresight and information from the previous module by answering the following questions:

What are the four guiding questions we are trying to answer with a foresight process?



What seems to be happening?
What's really happening?
What might happen?
What do we need to do?

In the scope method what information do you need to define?

- Scope
- Theme or key topic
- Geopolitical boundary
- Understand relevant structures and policies
- Setting the timelines
- Mapping the stakeholders
- Influence and power relations

What categories could you use for doing horizon scanning?

- **S** Social
- **T** Technological
- **E** Economic
- **E** Ecological / Environmental
- **P** Political

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FORESIGHT KEY FRAMEWORK STAGES

DATA, EVIDENCE, KNOWLEDGE AND CREATIVITY

STAKEHOLDER ENGAGEMENT AND PARTICIPATION

SITUATIONAL ANALYSIS

Input

Context

- Scope
- Theme or key topic
- Geopolitical boundary
- Understand relevant structures and policies
- Setting the timelines
- Mapping the stakeholders
- Influence and power relations

Analysis

What is happening?

- Historical trends analysis
- Horizon scanning

Interpretation

Why is it happening?

- Systems mapping
- Cross sectoral and multi-stakeholder approaches

LONG TERM FUTURE PLANNING

Plan

What do we want to experience in the future? What might get in our way?

- **Visioning**
- **Causal analysis**
- **Network mapping**

Prospection

What might happen that we have not thought about?

- Developing scenarios
- Scenario implications

Reflection

What might we want to do to get there?

- Backcasting
- Pathway development & trade-offs
- Transformation actions
- Behaviour shift mapping

Strategy

What will we do differently?

- Develop road map
- Sequencing relationships
- Multi-stakeholder co-ordination

VISIONING

What is it

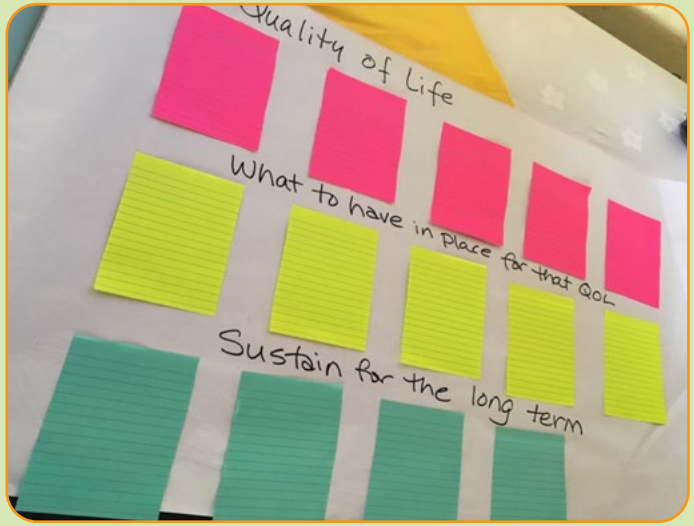
Visioning is method for collaboratively outlining a compelling vision of a preferred future.

Why we use it

Visioning a desirable future is the first step in creating a powerful strategy and provides the basis for developing interventions, services, policies and partnerships that will be required to achieve that future.

Key Steps

- **Define the system/theme and set a clear timeline for the vision.**
- **Define relevant dimensions of the vision.**
- **Draft descriptors of the desired outcome(s) within each dimension.**
- **Describe supporting and sustaining elements for the desired outcome.**



CORE GUIDING QUESTIONS OF FORESIGHT

What seems to be happening?

What's really happening?

What do we want to happen?

What might happen?

What do we need to do?

QUESTION?

Does your organization / institution / department / programme / company have a future vision?

What year does this vision take you to?

Visioning is method for collaboratively outlining a compelling vision of a preferred future.

Visioning a desirable future is a critical step in creating **powerful strategy** and provides the basis for developing interventions, services, policies and partnerships that will be required to achieve that future.

> **Local political processes and international organizations are setting future visions based on their assessments and values while a collection of individual aspirations is shaping the response to these through the multitude of visions for future lives.**
>
> **Linking and aligning multi-scale views and processes could significantly improve outcomes and accelerate progress."**
>
> Mausch et al. 2021, Neely et al. 2021; Dilley et al. 2021

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CRAFTING A VISION STATEMENT

In the ECOWAS region, we aspire to **integrate climate resilience** throughout the agri-food system where the **government, civil society and private sector** are aligned, committed and coordinated for a **climate resilient future** and opportunities are created for:

1. Investments in **decent, green employment and climate friendly value chains**;
2. **Farming and pastoral systems** are climate smart and diversified to **increase productivity** and enhance **ecosystem functions**;
3. All citizens are **empowered, safe and resilient to climate threats**; and
4. **Climate change information** and measures are built into **cross-sectoral and multi-stakeholder planning, decision making, and investments** at all levels, and all of this is underpinned by **leadership with integrity and a long-term view** and sustainable and **resilient natural resources**.

Transformative change includes major long-term changes in the way we operate and may shift us between or into new 'system' and processes.

TRANSFORMATION

The future that is coming often **requires significant change.**

Transformative change **requires sometimes radically new interventions, policies and partnerships.**

Moves us beyond **incremental change** and results in **major long-term changes** in the way systems operate.

> **At the national level, transformation is considered most effective when it considers a country's own visions and approaches to achieve sustainable development in accordance with their national circumstances and priorities.**

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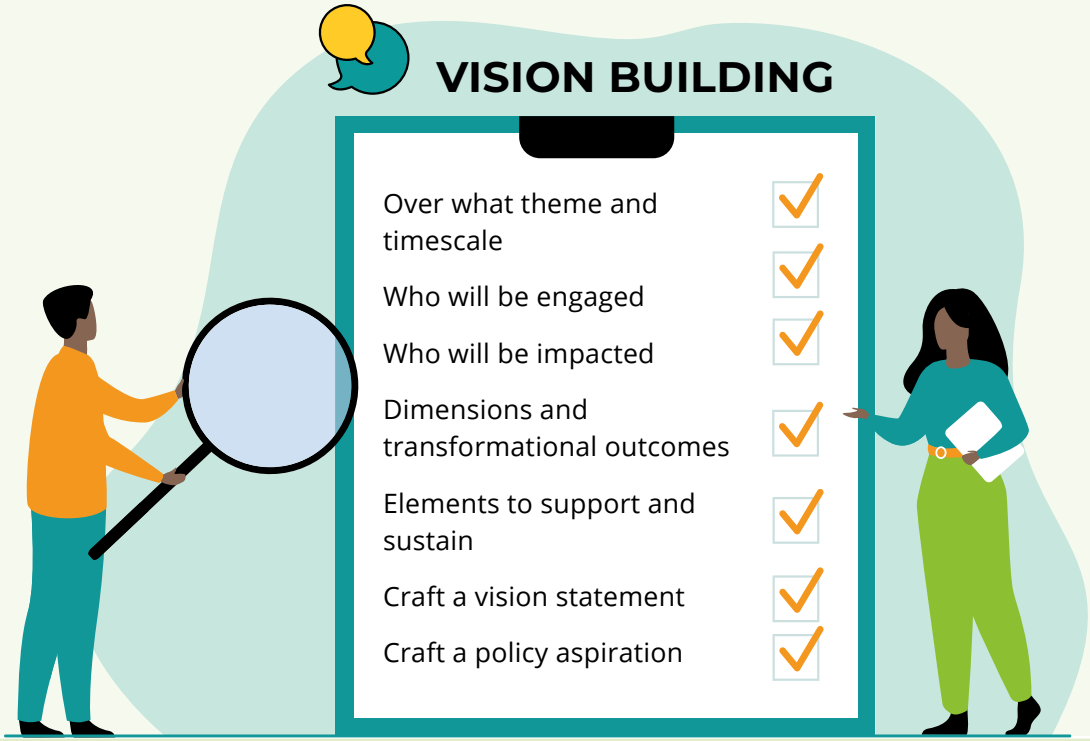

LEARNING EXERCISE

These are the 'components' of a coordinated preparedness and response plan – how do we shape the vision session when you bring in thematic experts to a foresight exercise?

RESILIENCE PREPAREDNESS EARLY WARNING RESPONSE

A vision is critical to initiating a transformative shift

- Brings to light what **individuals aspire to** and **diminish competing objectives**.
- When tied to the different dimensions of the system in which you are working, **visions can support deeper engagement of actors** who may have diverse objectives.
- **Foster relationships** and shift values among stakeholders.
- The communication and **creation of a shared vision** builds ownership and ensures the necessary buy in to carry out the actions necessary to achieve the vision.

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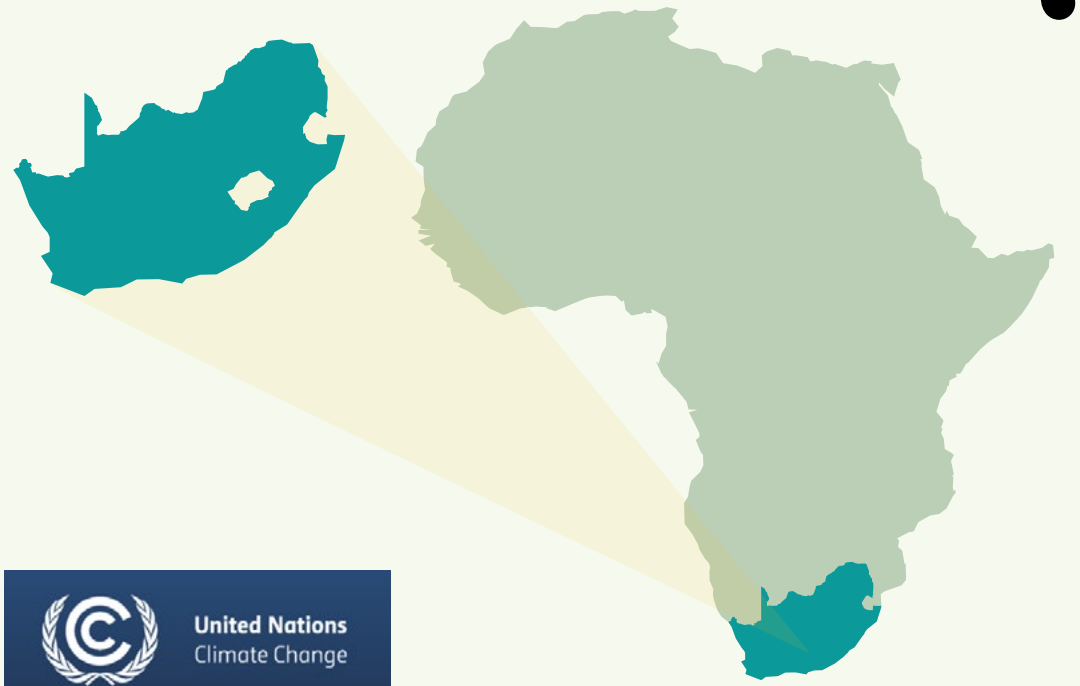
SOUTH AFRICA



United Nations
Climate Change

“South Africa follows a low-carbon growth trajectory while making a fair contribution to the global effort to limit the average temperature increase, while ensuring a just transition and building of the country’s resilience to climate change”
South Africa’s Low Emission Development Strategy 2050.

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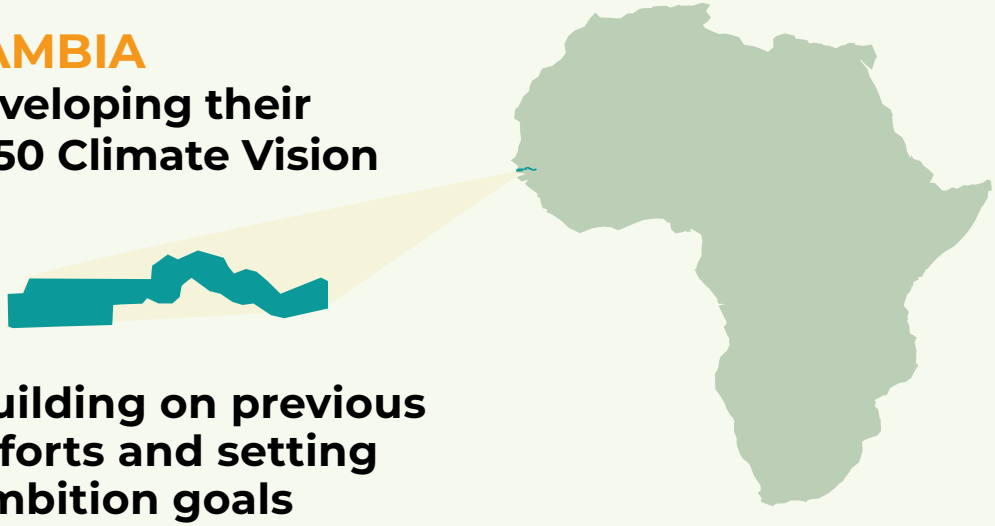
> Long-term climate mitigation goals can have a significant impact on decision makers' choice of priorities, policies and mitigation options for the short- and mid-term.
>
> In particular, if a **long-term vision or goal** is not taken into account when establishing short- or mid-term actions, this can lead to the design of policy packages that are capable of achieving a short- or mid-term target, but that are not able to **deliver the structural and economic transformations** needed to achieve a subsequent, and more ambitious longer-term goal.

GAMBIA
Developing their 2050 Climate Vision



Building on previous efforts and setting ambition goals

- The Gambian government had a solid foundation from which to **build its long-term vision**, having already set some of the most ambitious goals of any LDC and taken practical steps to advance progressive policy and programmes for low-carbon and climate-resilient development.
- The Gambia's 2050 Climate Vision builds on its existing and significant efforts to **implement the United Nations Framework Convention on Climate Change and Paris Agreement**, including a National Adaptation Plan of Action, National Appropriate Mitigation Actions and a forthcoming National Adaptation Plan (NAP), which is currently in the preparatory phase.
- The **purpose** of the 2050 Climate Vision outlined in this document is to provide such a roadmap. The vision will also assist the country in making the right investment decisions regarding where scarce resources should be deployed.
- By **prioritising climate-related development actions**, the 2050 Climate Vision will also provide a framework for responding to global disruptions and ensure that hard- earned development gains are not eroded or lost.
- Our 2050 Climate Vision serves not only as a strategy for a better future but also as a bedrock for current investment.

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DESIGNING AN INCLUSIVE PROCESS

Coordination: Ministry of Environment, Climate Change and Natural Resources (MECCNAR) and the Ministry of Finance and Economic Affairs (MoFEA).

Participants: Representatives from national government ministries, departments and agencies, local government authorities and regional councils, civil society, youth and academic groups, industry and trade associations, development partners, the media and the private sector.

Engagement activities: visioning workshops, virtual consultations, email surveys, questionnaires and key informant interviews.

GUIDING PRINCIPLES

Building on the Gambian concept of 'tesito' (self-reliance, drawing upon one's own resources) several key principles underpin the development of our 2050 Climate Vision and long-term strategy:

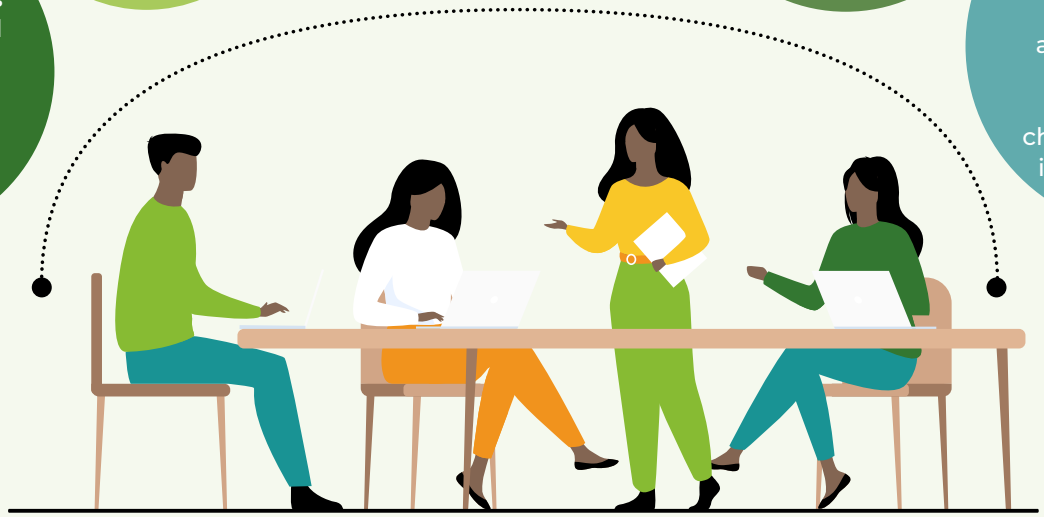
Scientific Information. Draw on the best scientific knowledge available so that policy decisions and programmes of action are well-informed and evidence based.

Sustainable Development. Maintain a decent environment and ensure sustainable development.

Innovation and Learning. Foster a culture of innovation, continuous learning and take a flexible, pragmatic approach.

Inclusivity. Use inclusive processes based on informed participation, equity (including intergenerational equity) and social inclusion.

Precautionary Measures. Take precautionary measures to anticipate, prevent or minimise the causes of climate change and mitigate its adverse effects.



International linkages. Develop international cooperation and solidarity.

Climate Justice. Achieve climate justice and adopt the principle of 'polluter pays'.

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Our Vision

By 2050, The Gambia aspires to be a climate-resilient, middle income country through green economic growth supporting sustainable, low emissions development, contributing its fair share to global efforts to address climate change.

Our Mission

- We will endeavor to reach net-zero carbon emissions by 2050, with enhanced adaptive capacities and resilience, and play our part to address climate change through vigorous public agency backed by the full engagement of our citizens from all walks of life
- We recognize that while The Gambia's contribution to climate change has always been marginal, our country faces extraordinary challenges due to the impacts of climate change. We therefore are committed to act with the necessary sense of urgency.
- We commit to transforming The Gambia into a country with an environmentally conscious and educated population for the sustainable development and management of our natural resources, cities and habitats. This includes transport and other infrastructure, tourism, sustainable agriculture and forestation, all of which leads to reduced greenhouse gas emissions, less pollution and clean air and water, all contributing towards high standards of living.

LESSONS AND INSIGHTS

- Creating a national vision **demands significant resources**, which is why **high-level political leadership** is important.
- Inclusion not only **added value to the end product** but also helped to ensure that government and development partner climate interventions are in alignment for the foreseeable future.
- Valuable **insights and ideas were brought forward**, leading to a **more nuanced and robust vision statement**. It also created a **rich national dialogue** on climate change and development and helped to build national buy-in for the vision and its implementation.

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Core Values

Our core values and culture, including our concept of "tesito" (self reliance, drawing upon our own resources), that defines and unites us as Gambians, will inform and underpin all of our efforts in this important journey we embark upon.

We are committed to working with all parties in the spirit of multilateralism and international solidarity. We regard climate change as an existential global threat which all of humanity must play their part.

Our Strategic Priorities

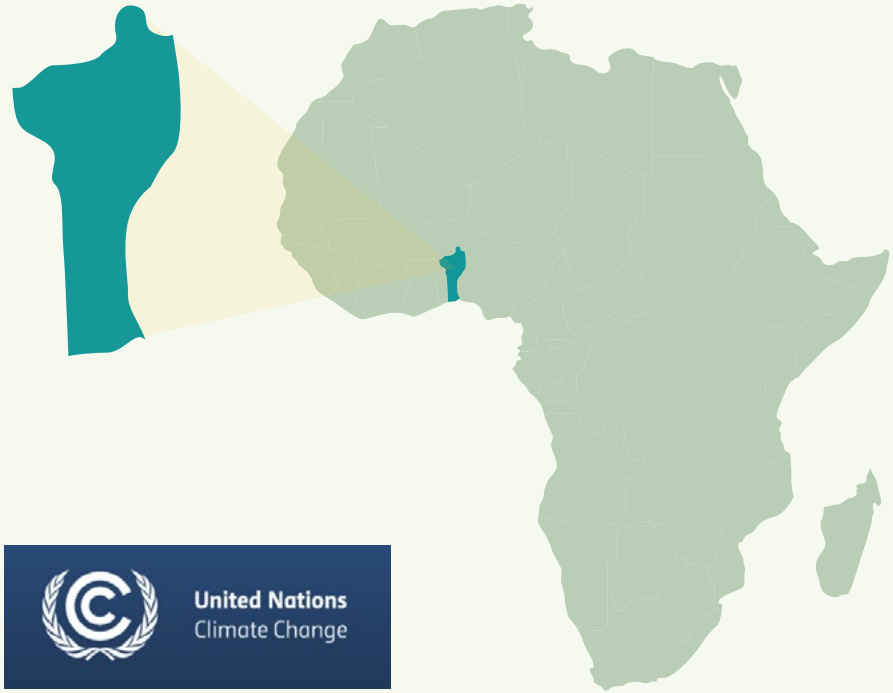
We are committed to pursuing a low-carbon and climate resilient development pathway as a central strategy in our quest to realize our vision and will endeavor to put in place the necessary policies and institutions. We will spare no efforts to position our country to tap the enormous opportunities that a low-carbon economic growth pathway offers.

To achieve our vision and mission, we have prioritized and organized our policy commitments and actions in four strategic and integrated focal areas:

- **Climate resilient food and landscapes:** Agriculture, food security, forestry and natural resources (including water, biodiversity, and wildlife)
- **Low emissions and resilient economy:** Energy, transport, infrastructure and the key economic sectors of tourism and financial services.
- **Climate-resilient people:** Health, education, equitable social development and human settlements.
- **Managing our coasts in a changing environment:** Climate-aware integrated coastal zone management.


Photo: ©Freepik

BENIN



The overall objective of the strategy is to **contribute to the sustainable development of Benin, by integrating climate considerations into the country's strategic sectoral operational plans, to make them lower in carbon intensity and more resilient to climate change**.

More specifically, the strategy is developed and implemented in order to:

- **Strengthen the resilience** of local communities and economic production systems;
- **Reduce anthropogenic GHG emissions**; and
- Strengthen the **protection of communities, especially those of the most vulnerable in the face of natural disasters**.

United Nations Climate Change

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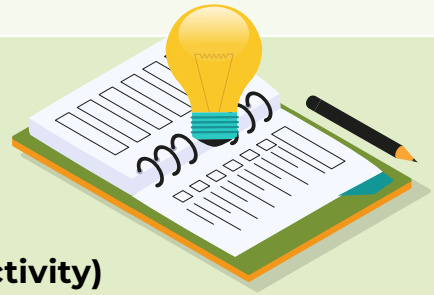
LEARNING EXERCISE



What barriers (identified obstacles that could stop the achievement of an activity) could prevent the achievement of the defined Draft Vision Statement? What are the underlying causes of the barriers i.e. why are the obstacles in place?

Use the responses below to guide your brainstorming

- ‘Political resistance, contradicting policies.’
- ‘Different power and economic interests.’
- ‘Conflict of interest and culture.’
- ‘Different interests among stakeholders.’
- ‘Sometimes the vision is not understood to people implementing it and even to the community the project is working on.’
- ‘Funding.’
- ‘Risk adverse farmers and investors.’
- ‘Cultural beliefs, lack of knowledge, fear of change.’
- ‘Not having a dedicated implementation team.’
- ‘Social factors such as poverty.’

You should now understand the visioning method of the plan stage of the foresight process. You would have followed the key steps and drafted a vision statement of a desirable future. This is the first step in creating a powerful strategy and provides the basis for developing interventions, services, policies, and partnerships that will be required to achieve that future.

KEY TERMS

Root cause analysis or simple causal analysis is used to understand what issues underpin identified barriers to achieving a desired outcome.

CAUSAL ANALYSIS

What is it

A root cause analysis or simple causal analysis is used to understand what issues underpin identified barriers to achieving a desired outcome.

Why we use it

- When a critical look at identified barriers is undertaken, there are often underpinning or root causes that reflect deeper economic, social, cultural, environmental, institutional, and political reasons as well as different world views or behavioral drivers.
- To **raise awareness on the systems nature** of any identified problem
- To understand the s**ymptoms versus the causes**.

> We often treat symptoms instead of the root causes of our issues when we make are planning our interventions.

Key Steps

Brainstorm the different barriers and prioritize the barriers.

Identify initial causes in a chain of levels to identify the root cause.

Consider the implications of this barrier if it is not addressed.

Looking across the root causes and implications, categorize those that are social, economic, institutional, political, cultural, environmental, etc.

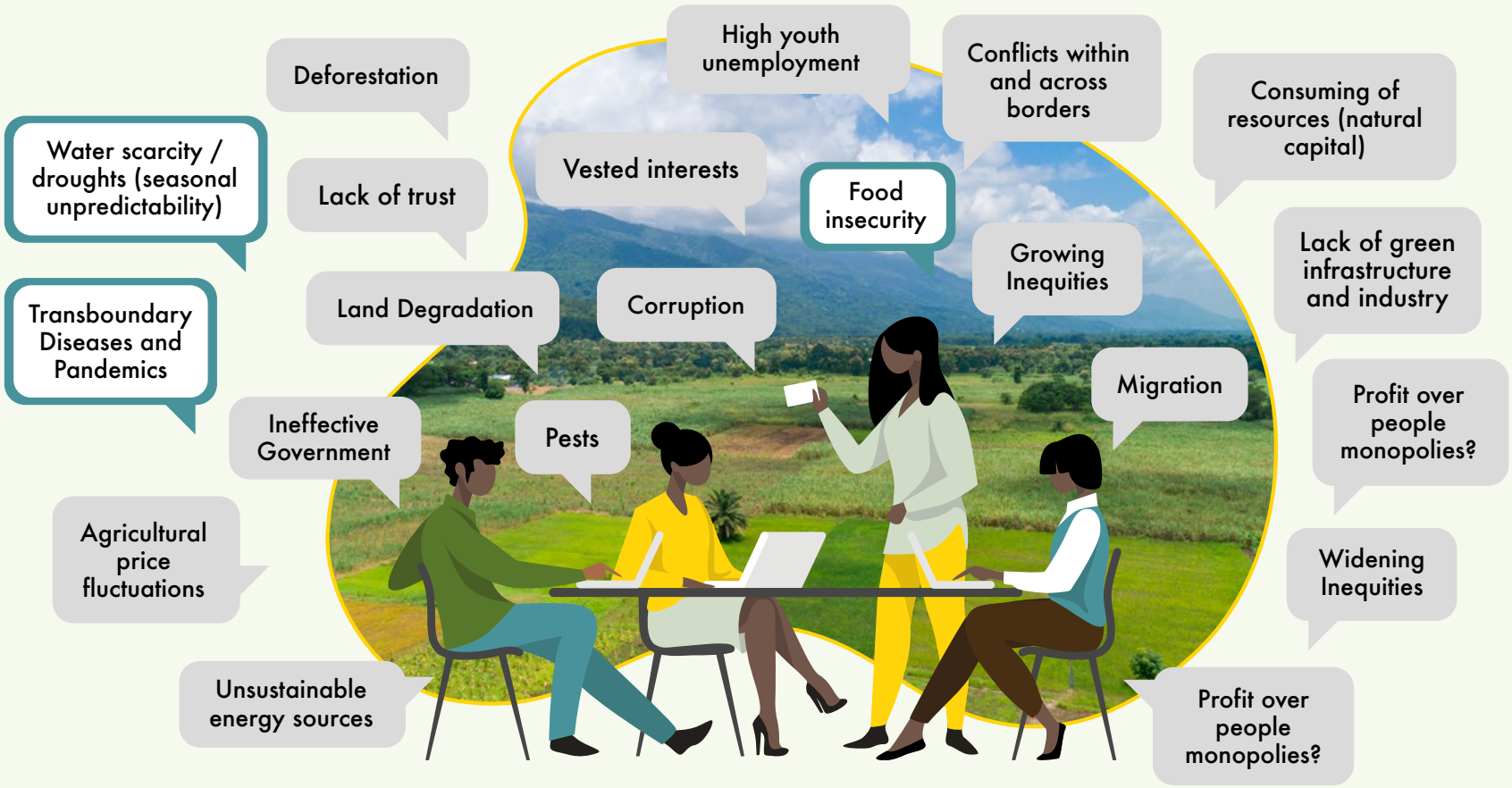
Looking across the root causes and categorise the types of stakeholders that would have to be involved to solve the underlying causes of the barrier.

STEP 1

PRIORITIZE BARRIERS AND SELECT KEY BARRIER

Prioritize 3-5 barriers and then select your key barrier

BRAINSTORM AND PRIORITIZE BARRIERS



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STEP 1

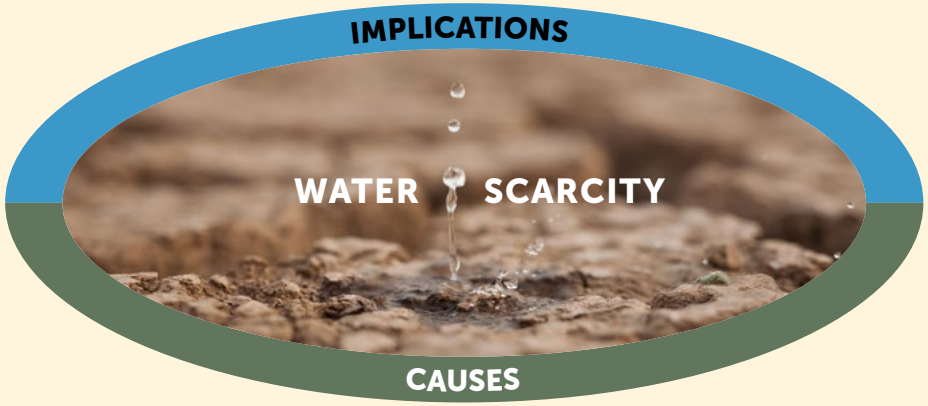
IDENTIFY INITIAL CAUSES IN A CHAIN OF LEVELS TO IDENTIFY THE ROOT CAUSE

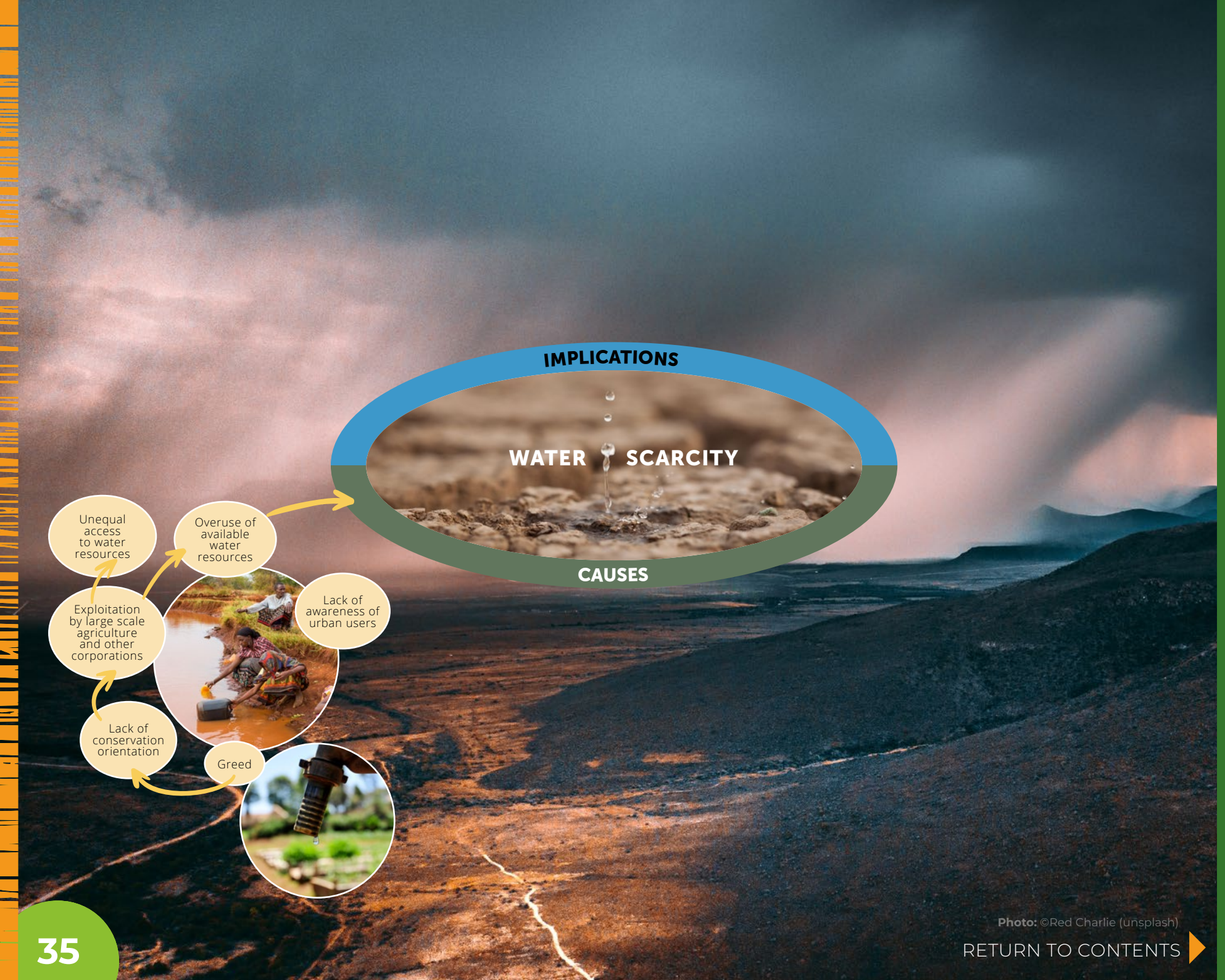
LEARNING EXERCISE

Of the barriers that you have identified as relevant to your vision, which are likely to be the most prohibitive?

Select two or three of these barriers to take forwards into Steps 3 to 6

LET'S TAKE THE EXAMPLE OF WATER SCARCITY





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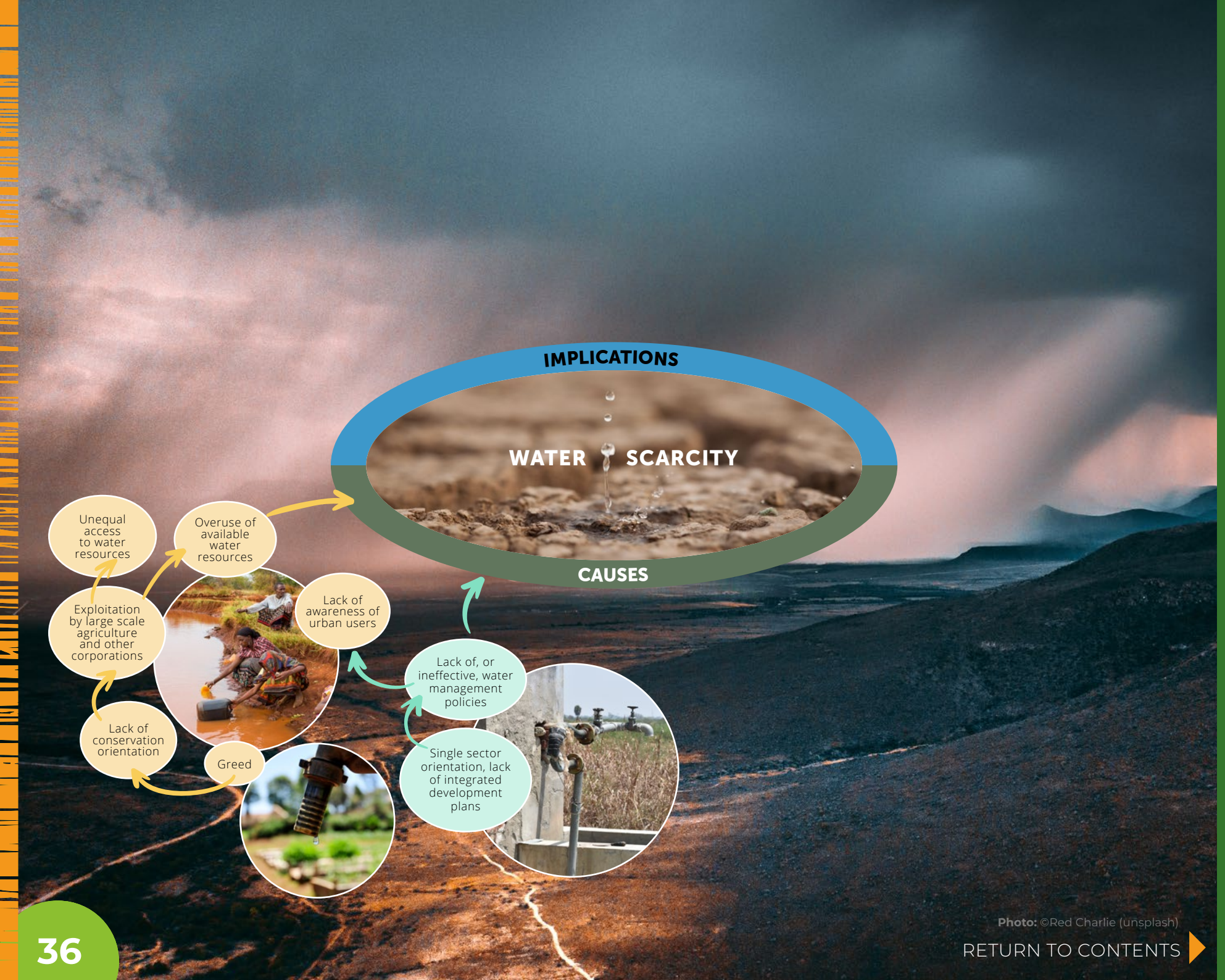

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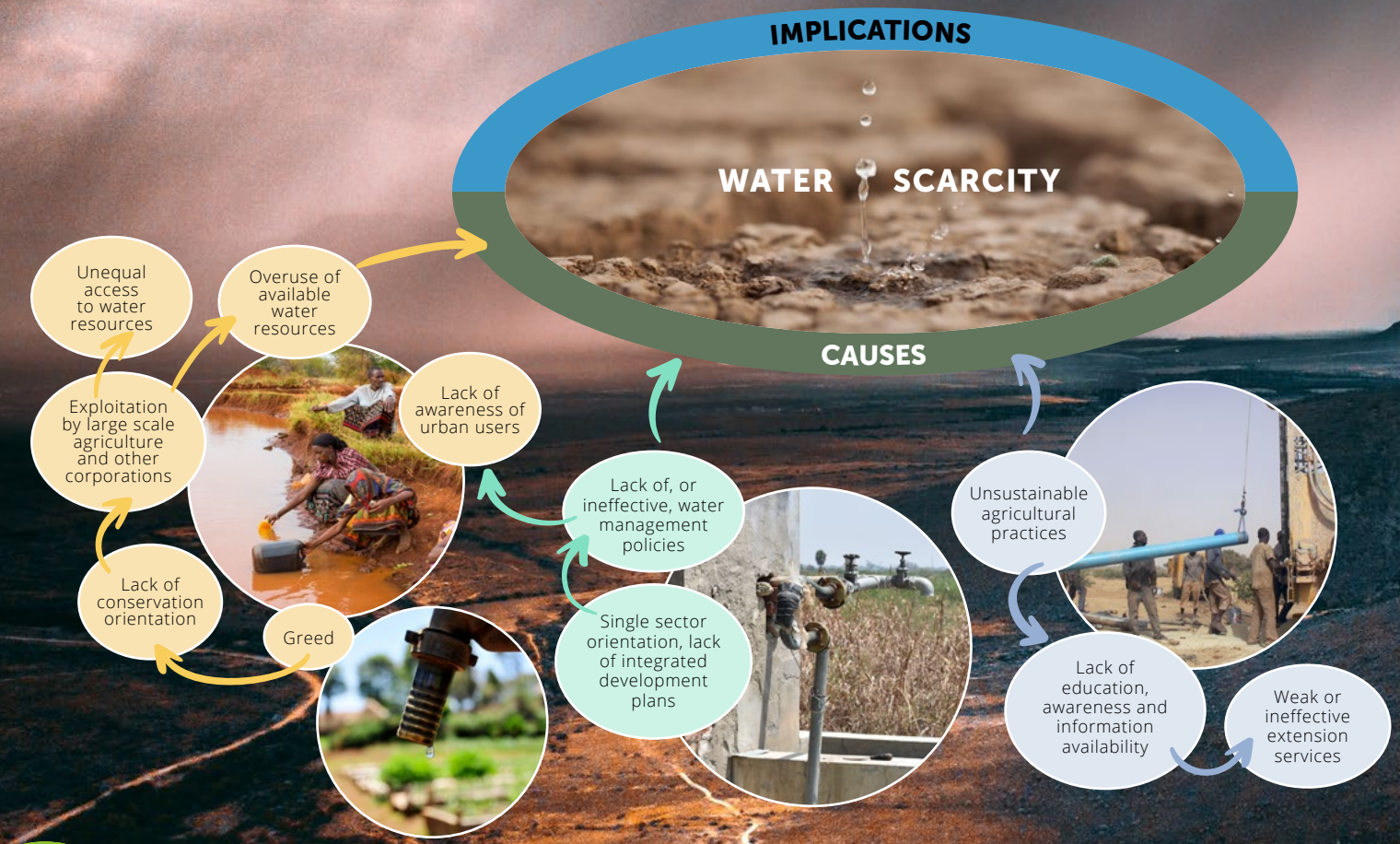

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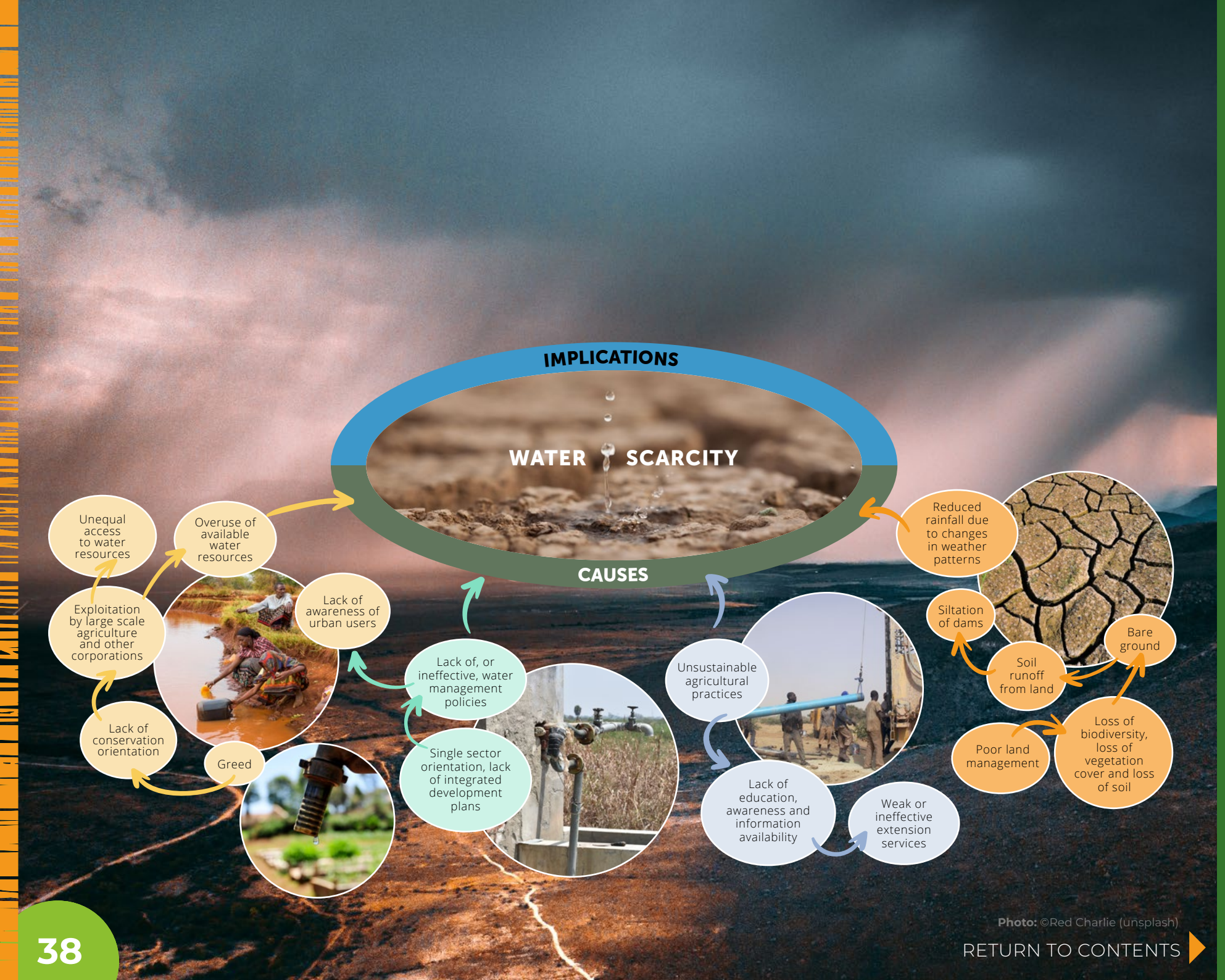

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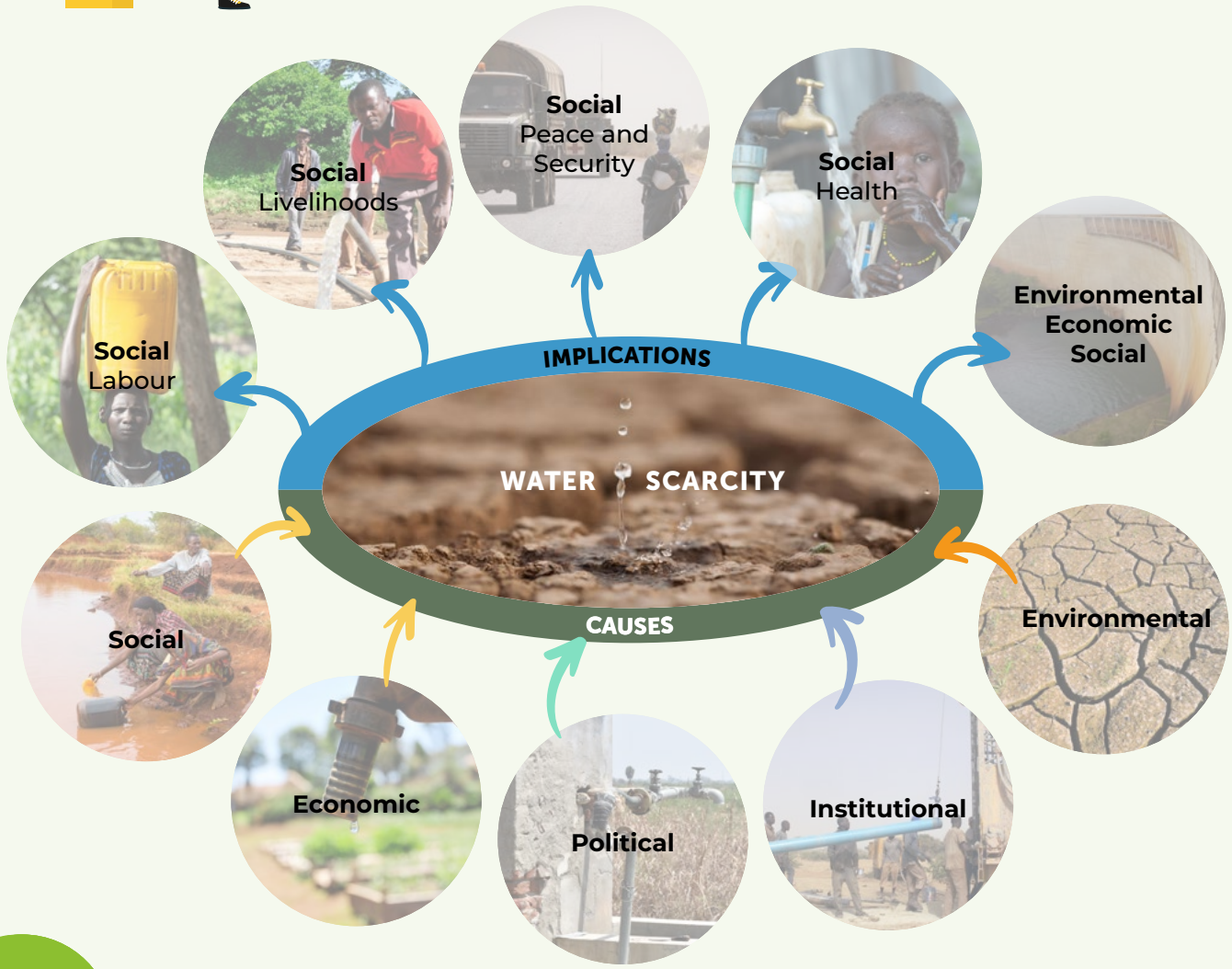
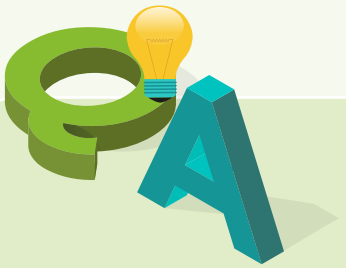
QUESTION?

Can you give us an example of when a perception, belief or worldview got in the way of achieving a result?





QUESTIONS & ANSWERS

With such a broad vision with numerous barriers and root causes, how do you decide which to focus on or prioritise?

The longer aspirational visions, as seen at the start of some policy and strategic planning documents, help to probe critical thinking. However, often after reading such visions one is left wondering where to start. In such a case, the vision should be broken down and topical areas should be allocated to stakeholder groups with the relevant expertise.

ENGAGING A WIDER NETWORK OF STAKEHOLDERS

Government

- Water Department
- Land Department
- Agricultural Department (livestock, aquaculture, crop production, extension)
- Environment/NRM Department
- Health Department
- Finance and Planning
- Trade Department
- Education Department
- Department of Culture, Youth, Gender

Civil Society

- Large, medium and small scale farmers' organisations
- Health, education, agricultural, environmental International and local NGOs
- Youth groups and entrepreneurs
- Women's Organizations
- Community Based Organizations

Private Sector

- Agricultural and Tree Product Companies
- Aggregators and Processors
- Local Farmers' Markets
- Sustainable Charcoal and Wood fuel Vendors
- Transportation companies
- Forestry, Wildlife, Tourism operators

Others

- Research Institutions
- UN: FAO, UNEP, UNICEF
- Media
- Bilateral Donors

> **When we understand the system that we are working in, we have a better sense of how drivers of change impact different dimensions of the system.**

REFLECTIONS AND GUIDING QUESTIONS

Given the causal analysis – which stakeholders do we now need to engage?

LEARNING EXERCISE

Brainstorm barriers to effective preparedness to responding to a livestock disease or crop pest and disease

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Photo: ©Freepik

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