Participants' Workbook 1

Farmers Advocacy Consultation Tool - FACT -

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Agriterra Solutions Series

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Foreword

Time and again, farm leaders claim their place at the negotiation table. Decisions about farming are, however, often made without their participation. But what if suddenly this negotiation space is granted? Every farm leader knows the excitement of that moment, but also the stress when addressing and negotiating with government officials. Armed with statistics and polished arguments, those government negotiators try and pursue their political objectives. Sometimes they bring forward their arguments with so many facts that it is hard to defend the interests of farmers. In this way farmers' participation sometimes becomes merely cosmetic. The farmers have their say, but with no influence on the outcome.

Farm leaders have a strong case to propose: they represent farmers. They come to voice the feelings, concerns, interests and opinions of the grass-root members of their organisations. FACT is a method of support for farm leaders to build on the opinions of their farming membership. FACT helps with a number of questions: How to construct focused advocacy issues from the multitude of opinions that come up in meetings in villages scattered all over the country? How to come to sound proposals? How to manoeuvre strategically among a multitude of interest groups?

Obviously, negotiation partners will take a proposal more seriously if it has demonstrably been generated out of a survey of the members' interests and needs, and has subsequently been developed into a coherent framework with the support of experts. This is the purpose of FACT. The organisation's policy proposals and economic plans are generated by member consultations which are subsequently developed systematically. In this way, they are translated into transparent views and concrete policies. This can be done with the help of the best experts in the country. The resulting proposals are then so good that the other negotiating parties cannot ignore them. In this way, farmers obtain a REAL say in economic and rural policy measures in their country. If farm leaders want their organisation to be in a position where no negotiation partner can ignore them, they will use FACT.

FACT was piloted in workshops which included the participation of more than two hundred farm leaders and senior staff of 45 farmer organisations in 26 countries. A recurrent request was to have a FACT manual and training materials. Agriterra has generated this material and tested it several times in different contexts, adjusting it to farm leaders' comments and suggestions.

Agriterra is now pleased to present a set of documents for farm leaders, the staff of farmers' organisations and trainers, in order to improve the skills needed to be more influential at the negotiation table, be it with government, other social organisations, business groups, banks, foreign investors or donor agencies. These documents refer to the consultation of farmers and collection of information to build strong arguments. These cases are then systematically developed, working with experts, generating a strategy for lobby and negotiation. By using FACT, farm leaders will be in the best position to 'upload' the real problems and concerns of farmers, at the same time as proposing efficient solutions for 'downloading' corrective measures for problems that affect farmers. Farmer participation in policy development will become genuine and effective, and that is a FACT.

Kees Blokland
Managing director
Agriterra

About Agriterra

Agriterra, founded in 1997, is a Dutch agri-agency, which is an organisation for international cooperation on agricultural and rural development with structural bounds to the Dutch rural membership-base organisations like LTO North, ZLTO, LLTB (united in LTO Netherlands), the Dutch Rural Women's Organisations (SSVO), the National Cooperative Council for agriculture and horticulture (NCR) and the Dutch Rural Youth Organisation (NAJK).

The agricultural sector is the engine that drives the economy. Entrepreneurial farmers and growers foster development and play a crucial role to fight problems of hunger and poverty. If they do not manage to organise themselves, they will remain powerless on a political level and will be economically disadvantaged. Agriterra seeks to ensure that farmers' organisations and cooperatives in developing countries are strong enough to help their members to establish a strategic position in the market and to represent their interests.

This does not only mean providing financial support but, above all, facilitating the transfer of knowledge. Assistance and advice are provided in the field by agripoolers - Dutch farmers and agricultural specialists who share their knowledge and experience. By strengthening farmers' organisations, Agriterra wants to enable them to teach farmers how to run their farms better and stimulate their entrepreneurship by improving product processing and marketing. Strong, healthy farmers' organisations and cooperatives improve the entrepreneurship of their members. They establish relationships with governments and other national and international players in order to achieve demonstrable benefits for their members. They improve the income position and future prospects of their members. This is why Agriterra supports them in realising their growth ambitions.

Agriterra contributes to those organisations which particularly aspire to look after the interests of their members (representative membership-based organisations), in order to be able to play a real influential role, for example towards governments. Farmers are still not always considered as an obvious dialogue partner by governments or by international and bilateral donors and institutions. Working with farmers' organisations, Agriterra aims to ensure that those institutions cannot overlook the more than 250 million organised farmers.

You can find more information about Agriterra on its website: www.agriterra.org, and information about the international alliance of agri-agencies Agricord, on www.agricord.org.

Abbreviations

FACT:	Farmers Advocacy Consultation Tool
FO:	Farmer Organisation
NEFSCUN:	Nepal Federation of Savings and Credit Cooperative Unions Ltd.
PIPGA:	Programa de Investigación Participativa Generadora de Alternativas de Desarrollo
SACCOS:	Saving and Credit Co-operatives
ToT:	Training of trainers
TS:	Task Sheet

Introduction to the FACT Trajectory and the FACT Preparatory Workshop

Introduction to the FACT Trajectory and the FACT Preparatory Workshop

This Participants workbook provides information, suggestions and the step-by-step guidance for full-equipped participation in the FACT Workshops.

The FACT approach

The Farmers Advocacy Consultation Tool -FACT- is essentially a way for farmers' organisations to ensure that any policy proposal that the organisation prepares takes root in the reality, needs and concerns of members.

The combination of farmers' knowledge and concerns with experts' advice is what generates accountable, well informed and technically well prepared proposals.

The approach is based on four pillars: (1) consultations; (2) participatory research (data gathering and analysis with advice of experts); (3) preparation of proposals; and (4) presentation of proposals.

The 'FACT Reader' provides more detailed information about the FACT approach and its pillars. The document is available on www.agriterra.org.

The FACT trajectory

The FACT trajectory is a capacity building track that includes (at least) three steps or phases:

(a) A 'Preparatory Workshop', followed by
(b) A 6-12 month period for piloting (learning by doing) FACT concepts, and
(c) A 'Lessons Learned Workshop'.

The FACT trajectory can be done over one or one and a half year, including one more (midterm) workshop, if required.

Objectives of the FACT trajectory

At the end of the FACT trajectory, the following results are expected to be achieved:

1. Staff and leaders from farmers' organisations are familiar with the FACT approach through their active involvement in the whole FACT trajectory.

2. Farmer organisations' work on policy preparation and lobbying is enhanced[1] by introducing fresh views on generating, structuring and strategizing lobby and advocacy work.

[1] In some cases, other kinds of proposals different from policy proposals might be included.

Assumptions and principles

A FACT trajectory revolves around the aim of 'contributing' to the routine work of each organisation. The success of the initiative largely depends on the will and disposition of the participating farmers' organisations to incorporate the FACT concepts in their daily work. Therefore it is assumed that participating organisations share the basic views of the FACT approach and have the will and disposition of institutionalizing this approach within their organisation.

A basic principle behind the FACT approach is that farmers' organisations work or wish to work based on membership consultation, to ensure that the organisation is democratically controlled by its members. The FACT approach counts on farmers being the ones who better know their reality and context. Therefore, the organisation's proposals (of a 'solution' to their problems) should take into account their knowledge, their concerns and their aspirations.

That the above assumptions and principles are shared by all participants and their organisations is a key assumption of the FACT approach and trajectory.

Participatory and experiential learning

The FACT trajectory is designed and based on the concepts of adults learning and participatory methods. The central aim of this design is to bring together (a) the knowledge and systematic of the FACT approach, and (b) participants practical experience which they bring in from their own organisation.

Adult Learning	What's done in the FACT Workshops
Adults are most **interested in learning subjects having experience** in work and in life.	That is why the workshop's activities are based on the participants experience and their organisations' work on lobby and advocacy.
Experience is the basis of learning activities.	All workshops' sessions include one or more moments in which participants reflect on their own experience and share them with others.
Adults **need to know the need and reason for learning** something.	At the beginning of each session participants receive an explanation of the objectives of that session and can find this in the participants' guide.
Adult learning should be **more problem-centred than content-centred.**	Real life examples that participants bring to the workshops are the key focus.

Guidance for the workshop sessions

This workbook provides a step-by-step guidance for the FACT workshops' participants to follow the activities of each of the workshops' sessions. These guidelines include:

- A brief overview of related theory from the ´FACT Reader´ (in those sessions that are on the FACT Pillars).
- A brief overview of the session's activities.
- 'Participants Task Sheets' with step-by-step explanation of the activities.
- Checklists needed for certain group works.
- Templates for taking notes from the facilitator's presentations (including copy of the presentations' slides).
- Templates for taking key notes during plenary discussions.
- Self-knowledge awareness.

Participants 'Task Sheets'

The 'Task Sheet' is a core element in the participants' guide for each session. This summarises and guides the core activities of the sessions, aiming to help participants clarify their 'tasks'. The following table shows what is included in a participant task sheet:

Targeting at	The specific objective (task) of the activity is mentioned.
What to do	Detailed step-by-step actions to be done during the activity are briefly explained.
Remember	Key points to take into consideration (and not to forget) by participants during the activity are pointed out.
Timing	The detail timing of the activity is shown (for the sequence of steps).

FACT Preparatory Workshop Session 1-A & Session 1-B

Introduction to the workshop

Session 1-A

Introduction to the Workshop

OBJECTIVES OF THE SESSION

By the end of this session you will have:

- Introduced yourself with other participants.
- Received information about how a FACT trajectory is and visualised the main purpose of the preparatory workshop in this trajectory.
- Explored the objectives and programme for the preparatory workshop.

THE SESSION - STEP-by-STEP OVERVIEW

STEP 1 - Opening of the workshop and participants introduction
Opening words by host organisation & Welcome words by the facilitator Participants introduction: ´introducing your partner´

STEP 2 - Introduction to the 'FACT trajectory'
Facilitator's presentation on 'The FACT Trajectory'. Questions from participants.

Participants Task Sheet S1-A-1:
'Introducing your partner'

Targeting at	Participants´ introduction based on a bilateral talk among two participants. They will introduce each other to the rest.
What to do	1. You will work in pairs. The facilitator will instruct how to select your partner. 2. Ask each other the following questions (with your partner) and write down a brief summary of the answers of your partner in the template (in next page). • Name and organisation/place. • Something you are really proud of? • The person you would most like to meet? • Anything that you would like to get rid of in the world (1 thing)? *You have 15 minutes for this part only.* 3. Introduce your partner to the group. She/he will introduce you (There are only 5 minutes for this part for the whole group, meaning less than 1 minute each to present the other).
Remember	Think about what you would like others to know about you: > What is useful to know > But also what is **fun** to know
Timing **50-60 minutes**	> Instructions (15 minutes) > Up to 15 minutes to talk about yourselves > Only 1 minute each to present your partner.

Introducing your partner - Template

Interview your partner using the following questions and write down the answers here:

Questions to your partner	Brief answers...
Name and organisation/ place.	
Something you are really proud of?	
The person you would most like to meet?	
Anything that you would like to get rid of in the world? *(1 point only)*	

Facilitator's presentation -
FACT capacity building track: 'The FACT Trajectory'

	Your notes...
FACT: what is it about? A methodology for an organization to prepare good proposals (Policy positions and proposals, programs, strategic plans, projects, etc) A methodology for preparing proposals based on consultations with the membership and advice of experts (academics, consultants, etc.) So that the organization will have a good understanding of the relevant issues and will be able to show that the proposals are based on real needs.	
The "FACT Trajectory" To learn from personal experiences and the FACT approach for improving the preparation of policy and other types of proposals. Work to be done in three parts: 1. FACT Preparatory Workshop 2. Applying the FACT approach in practice 3. FACT Lessons Learnt Workshop	
FACT Trajectory - First Part Preparatory Workshop - FACT approach: • FACT theory & practice: exchange and learning • Definition of what aspects of FACT and experiences learned can be added to the organization's work. • Preparation of a basic work plan.	

	Your notes...

FACT Trajectory - Second Part

Using the FACT approach in practice:

- **As defined by participants in the preparatory workshop.**
- **Timing: from 6 to 12 months** (depending on needs, resources and time availability)
- **Follow up and coaching by Agriterra and other involved partners** (depending on developments and needs).

FACT Trajectory - Third Part

Second workshop: Presentation and analysis of results (of implementation the second part).

- **What was done? (results so far and bottlenecks)**
- **How to insert FACT in the organization's routine work?**
- **Needs for adjusting and further development of methodologies.**

Program of the Preparatory Workshop

First Day:
- Session 1 (morning): Introduction and FACT.
- Session 2 (afternoon): Consultation to the organizations' membership.

Second Day:
- Session 3 (morning): Participatory Research.
- Session 4 (afternoon): Preparation of proposals and positions.

Third Day:
- Session 5 (morning): Lobby, advocacy and/or presentation of proposals.
- Session 6 (afternoon): Summary of sessions 1 to 5 and conclusions.

Fourth Day:
- Session 7 (morning/afternoon): Planning piloting phase (the coming months).
- Closing session.

Session 1-B

Continuation of Session 1-A

Introduction the FACT Preparatory Workshop

OBJECTIVES OF THE SESSION

By the end of this session you will have:

- Briefly explored the basic FACT fundament and discussed what FACT is about.
- Discussed what to expect from the preparatory workshop.
- Discussed and concluded why the FACT can improve your organisations' work.

THE SESSION - STEP-by-STEP OVERVIEW

STEP 1 - Theoretical input by facilitator
Facilitator's presentation on the FACT approach and the FACT's "four Pillars". Questions from participants & discussion.

STEP 2 - Group work - "Why FACT?"
Group Work. Debriefing in Plenary.

STEP 3 - Plenary discussion (expectations for the workshop)
Plenary discussion on Expectations for the workshop. Summary by the facilitator.

Facilitator's presentation - 'Introduction to the FACT approach'

	Your notes...
FACT: what is it about? A methodology for an organization to prepare good proposals (Policy positions and proposals, programs, strategic plans, projects, etc) A methodology for preparing proposals based on consultations with the membership and advice of experts (academics, consultants, etc.) So that the organization will have a good understanding of the relevant issues and will be able to show that the proposals are based on real needs.	
FACT: what is it about? A methodology for an organization to prepare good proposals (Policy positions and proposals, programs, strategic plans, projects, etc.) KSK • to Know • and to Show that you Know	

	Your notes...

Objectives of a FACT process

That the organization prepares good positions or proposals...

A good position or proposal is:

- **Accountable (to members and where it will be presented)**
- **Well informed**
- **Tackles a relevant issue**
- **Tackles the issue with a good solution**
- **Well prepared**

AIR Good and Well

- **Accountable**
- **Informed**
- **Relevant issue**
- **Good solution**
- **Well prepared**

The four basic steps: building blocks of a FACT process

Well-documented and registered membership **consultations.**

Participatory research: in order to systematize the results and desk research to **substantiate the proposals**.

Elaboration of **technically well prepared positions or proposals**

Successful Lobby (negotiation) of those policies and proposals.

The four basic steps: building blocks of a FACT process

Well-documented and registered membership **consultations.**

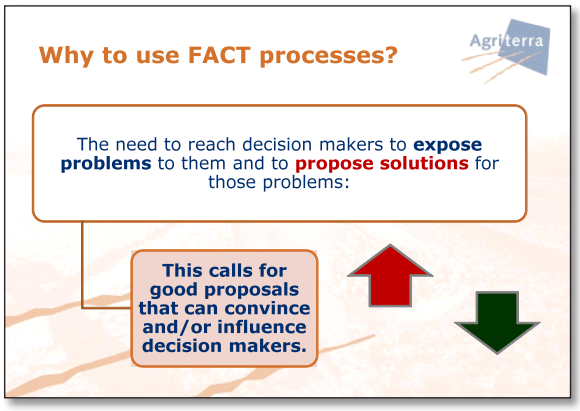
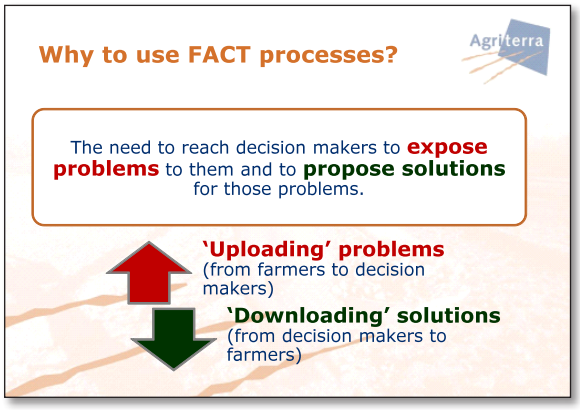
Participatory research: in order to systematize the results and desk research to **substantiate the proposals**.

Elaboration of **technically well prepared** positions or proposals (policies, economic proposals etc.) .

Successful negotiation of those policies and proposals.

AIR Good and Well

- **Accountable**
- **Informed**
- **Relevant issue**
- **Good solution**
- **Well prepared**

	Your notes...
 Why to use FACT processes? Agriterra The need to reach decision makers to **expose problems** to them and to **propose solutions** for those problems: **This calls for good proposals that can convince and/or influence decision makers.**	
 Why to use FACT processes? Agriterra The need to reach decision makers to **expose problems** to them and to **propose solutions** for those problems. **'Uploading' problems** (from farmers to decision makers) **'Downloading' solutions** (from decision makers to farmers)	

Participant Task Sheet TS1-B:
Group work "Why FACT?"

Targeting at	In this group work you will analyse and discuss what the FACT approach is about and why it may be (or not) an added value for the work of your organisation.
What to do	You will be asked by the facilitator to form groups. 1. Once in the group, you take up to 10 minutes to read through Chapter 1 of the FACT reader ("Introduction") and the first page (only) of chapter 2 ("The four FACT Pillars"). 2. Based on what you have seen and heard so far please discuss and answer the following questions with your fellow group members (25 minutes): • *Why do you think that the FACT approach can improve the lobby and advocacy work of farmers´ organisations?* • *Mention the three major parts of the "FACT Trajectory" and what is done in each one.* 3. While you discuss, prepare a short feedback presentation on the answers from your group. 4. Groups' representatives will do a debriefing in plenary (4-5 minutes each.
Remember	You have different documents to look at. Underline the key points when reading. Every member of the group has a particular learning style and can contribute with that personal style. Make your points clear and direct.
Timing **50 minutes**	> You have 5-10 minutes to read, > 25 minutes for discussing and preparing the group's presentation, > 5 minutes for presenting to the rest in plenary *(4-5 minutes each group; total of 15).*

FACT Preparatory Workshop Session 2-A & Session 2-B

FACT - Pillar 1
Consultations to membership

OVERVIEW of FACT Pillar 1: Consultations to membership

Consulting membership is the basis for legitimacy and appropriateness of proposals.

Consultations bring the **AIR** to Proposals, making possible that the proposal is **A**ccountable, well **I**nformed and tackling **R**elevant issues.

Consulting members ensures that your proposal reflects members' concerns, which in turn builds their sense of "ownership" regarding the proposals, to be prepared on the basis of what they say.

There are two types of consultations:

> Consultations aiming to get general information: identifying issues, getting feedback, asking validation, and

> Those more specific, with the aim to gather specific 'data'.

In FACT, Pillar I ('Consultations' to membership) refers to the first type -general and simple consultations.

The second type -focusing on data gathering-, is the so called "Participatory Research", which is part of FACT Pillar II.

Note:
Annexes 2 and 3 of the ´FACT Reader´ introduce some methodological key notes and tips for organisations to carry out consultations.

Of course, there are several methodological approaches and tools that can be used and adapted for every context and situation where a consultation might be needed. The reader describes just the most relevant ones and key concepts that an organisation's staff or leader should know.

Session 2-A

Consultations to Membership

OBJECTIVES OF THE SESSION

By the end of this session participants will have:

- Discussed the purposes why organisations should consult their membership.
- Explored theory and applied FACT concepts to real life case of consulting membership.
- Explored how consultations to membership should be planned and carried out.

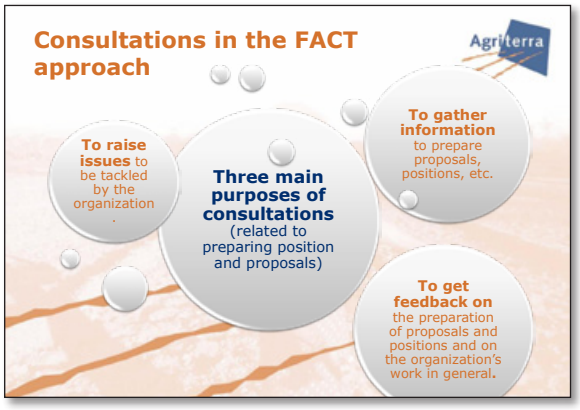
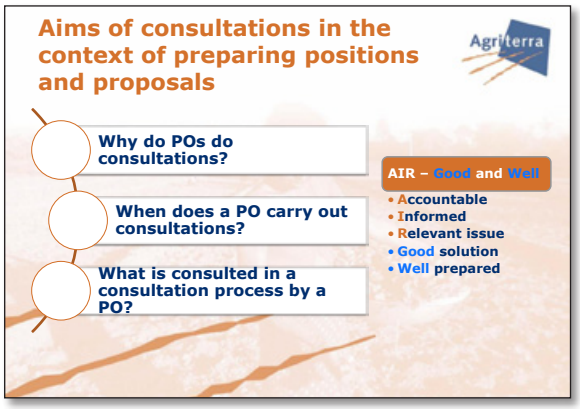
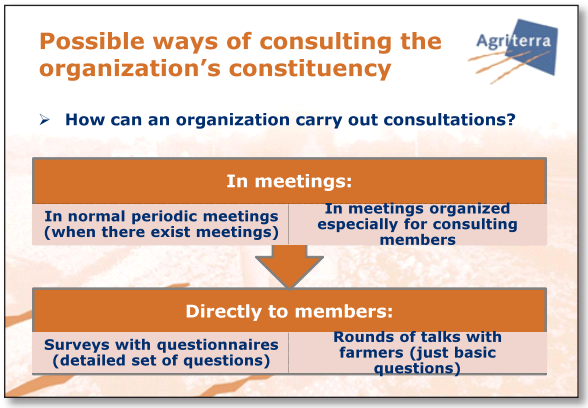
THE SESSION - STEP-by-STEP OVERVIEW

STEP 1 - Theory input
Introduction and presentation by facilitator. Questions from participants & discussion.

STEP 2 - Advisory Game on Consultations to membership
Adjusting presentations (in groups). Sharing and Analysing real life cases.

After the session you will have a break of 20 to 30 minutes. Session 2-B (continuation of Session 2-A) will follow after the break.

Facilitator presentation on Consultations

	Your notes...
	
	
	

	Your notes...

Possible ways of consulting the organization's constituency

- How "deep" a consultation can be?

Depends on:

Needs	Organizational structure	Time and resources available

Examples are:

Every individual member	Every group (leaders or all) at village level	Every district level group of leaders	Every subnational leader

Typical basic steps for a consultation

1. Defining the consultation

- **What will be consulted?** Objectives
- **Who (need to) will be consulted?** Clear target group (includes the 'where')
- **When it will be done?** Timeline and dates.
- **How it will be done?** Strategy and methodology.

www.how

- What
- Who
- When
- How

Typical basic steps for a consultation

2. Consultation work

- **Consulting members** (according to selected methodology)
- **Registering results**
- **Ordering/Processing the results**

CROP:

Consult members
Register results
Order information
Process information

Participants Task Sheet S2-A:
The Consultations' Advisors Game

Targeting at	Finding gaps between organisations' practice of membership consultations and the FACT methodology, and advising ways to overcome them. *Session based on the presentations about* **Membership Consultations** *(prepared following the guidelines sent prior to the workshop).*
What to do	**<u>The Advisors Game</u>** 1. The facilitator gives instructions (5 minutes). 2. Each group works finalising their example's presentation. *(20 minutes)* *Choose 1 person from your group to present your example.* *The rest of the group is divided over the remaining groups as audience.* 3. As an audience member you will be an "advisor" to the presenter of other group *(20 minutes for presentation & questions).* Use the 'checklist' (in next page) while listening to the presentation. After the presentation: use the 'Advisory Template' -page following the checklist-, for summarising the gaps between the example and the FACT approach for Consultations. 4. Provide your 'Advice' to the presenter (15 minutes): - **What are the gaps with FACT?** - **How to bridge the gaps?** The presenter of the example takes notes on a flipchart. 5. Each presenter takes the feedback back to her/his group *(10 minutes).*
Remember	Use the **checklist** included in the next page while listening to the presentation. Use the '**Advisors template**' before giving your advice. Ask questions to clarify your doubts.
Timing **70 minutes**	*> 25 minutes instructions and preparations,* *> 20 minutes for presentation and discussion.* *> 15 minutes to draft your advice and advising.* *> (Optional, if time allows) 10 minutes to discuss in your group and wrap up.*

Checklist for 'advisors' (Advisory Game - Pillar 1, Consultations)

The purpose of the consultation (Why did the organisation decide to do the consultation?)	**Yes**	**No**	**Comments**
To **raise issues** (to be tackled by the organisation).			
To **get feedback** (on the preparation of documents or something related to the organisation's work in general).			
For validating a proposal, position or similar 'document'.			
To **gather information** to prepare proposals, positions, etc.			
How was the Consultation done? (What was the mechanism used to carry out the consultation?)	**Yes**	**No**	**Comments**
Were **surveys, questionnaires** or other written materials used?			In case of surveys: who were the respondents?
Was the consultation done through **meetings**? (or focus group discussions?)			In case of meetings: who participated?
Was the consultation done through **interviews**?			In case of interviews: who was interviewed?
In case of meetings: where the meetings specially organised for the consultation? (or was it a regular meeting)			
How was the consultation registered?	**Yes**	**No**	**Comments**
Were the results of the **consultation recorded** (written) somewhere?			How it was recorded? (what type of 'document'?)
Were the results of the **consultation analysed** and a conclusion made, based on this analysis?			How it was analysed? By whom?
How were the results of the consultation used?	**Yes**	**No**	**Comments**
Were the results or **conclusions of the consultation used** for preparing a proposal or other type of document?			
(In case of 'yes')… was it **explicitly mentioned in the proposal** (or document) that a consultation was done and that the proposal was based on consulting members?			

Your Advisory Template

The 2-3 main Gaps (Between the real life case example and the FACT methodology regarding Consultations).	**How to bridge identified gaps?**

Session 2-B

Continuation of Session 2-A

Consultations to Membership

OBJECTIVES OF THE SESSION

By the end of this session you will have:

- Visualized different types of gaps between real life examples and the FACT approach on consultations.
- Explored and discussed how consultation should be planned and executed.
- Shared different ways of understanding 'Consultations' with the rest of the participants.

THE SESSION - STEP-by-STEP OVERVIEW

STEP 1 - Summary Debriefing on the Advisory Game
Debriefing by presenters of each group & comments. Summary by facilitator.

STEP 2 - Group work - The Consultation Drawing
Group Work. Presenting in Plenary.

STEP 3 - Summary of Learning from Sessions 2A & 2B
Your final 'key notes' on Consultations to membership (individual work). Brief plenary sharing of responses - and conclusion by the facilitator.

'BRIDGING GAPS' between examples of consultations and FACT's Consultation. **Your notes on the debriefing by the groups' presenters**		
Example of real life case (Title and/or organisation)	**Main Gap Between the example and the FACT** methodology for Consultations.	**How to bridge the Gaps**

Participant Task Sheet S2-B:
The Consultation Drawing

Targeting at	This drawing will explain what a FACT consultation is about! Your drawing will help you describe your ideas in plenary.
What to do	**<u>The Consultation Drawing</u>** 1. Visualise how a consultation to membership should be done. Exchange your ideas with the group members and discuss how to represent the ideas in a drawing (10 minutes). 2. Make the drawing in a more participatory way avoiding that only one person will draw (15 minutes). Select one member of the group to explain the drawing in the plenary session. 3. Each group presents the drawing in the plenary session (10-15 minutes total).
Remember	Make you points clear before drawing it (what do you want to express with the drawing?) Try to make sure the following key elements are included in the drawing: • **www.how** • **CROP** • **AIR** *Do not worry if you think you are not very good at drawing* ☺
Timing **40 minutes**	*> 25 minutes in total for preparing the drawing.* *> 10 -15 minutes for presenting in the plenary session* *(each group presents maximum 3 minutes)* After the session, participants are invited to take a look at all drawings and comment.

Your final 'key notes' on CONSULTATIONS to Membership

You will be asked to write down some key personal reflections on Consultations to membership.
After doing so, a brief plenary round of comments will take place.

Something NEW...	
Something NOT TO FORGET...	
Points to check in the FACT READER...	
Doubts TO ASK...	

Key words for Consultations in the FACT approach

AIR

Accountable
Informed
Relevant

www.how

What
Who
When
How

CROP

Consult members
Register results
Order information
Process information

FACT Preparatory Workshop Session 3-A & Session 3-B

FACT - Pillar 2
Participatory research

OVERVIEW of FACT Pillar 2: Participatory research

Farmers' organisations need to gather data for preparing proposals with the double aim of substantiating (to know) and legitimacy (to show that you know).

The FACT method ensures that your proposal is based on relevant and demonstrable facts.

From the FACT four "pillars", **Pillar 2 - Participatory Research** - is about getting those 'facts' needed to build your proposal, putting together farmers knowledge and experts knowledge.

Participatory research is a particular way of consultation consisting of detailed and specific data gathering among the members of the farmers' organisation.

Expert advice is sought on whatever subject is being analysed, whether it is marketing, a health issue, or a production limitation.

Experts contribute to the definition of the methodology of the participatory research and in analysing the results, so that relevant conclusions are obtained.

A standard participatory research in the FACT method includes 6 steps:

(1) Defining the methodology
(2) Data gathering by consulting members
(3) Desk study
(4) First definition of what will be proposed
(in the proposal)
(5) Feedback / validation (consulting members, at least leaders)
(6) Final definition (validation) of what will be proposed.

Note:
Annexes 3 of the ´FACT Reader´ introduces some methodological key notes and tips for organisations to carry out participatory research.

Of course, there are several methodological approaches and tools that can be used and adapted for every context and situation where consultations might be needed. The reader describes just the most relevant ones and key concepts that an organisation's staff or leader should know.

Session 3-A

Participatory Research

OBJECTIVES OF THE SESSION

By the end of this session you will recognise that:

- Farmers' organisations need to gather data for preparing proposals with the double aim of substantiating and legitimacy.
- The two main sources of data and information for substantiating proposal are: primary study and desk study.
- That the organisation's members are a unique source of information for primary studies.
- The relevance of expert advice for planning a participatory research and for analysing the data obtained and complementing with desk study.

THE SESSION - STEP-by-STEP OVERVIEW

STEP 1 - Theory input
Introduction and presentation by facilitator. Questions from participants & discussion.

STEP 2 - Advisory Game on Participatory Research
Instructions and Adjusting presentations (in groups). The Advisory Game.

After the session you will have a break of 20 to 30 minutes.
Session 3-B (continuation of Session 3-A) will follow after the break.Brief plenary sharing of responses - and conclusion by the facilitator.

Facilitator's presentation on Participatory Research

	Your notes...
Participatory research: **Three main purposes of data gathering.** **To Know** • To be sure that the proposal to be prepared is based on real facts and information **To Show That You Know** • To be able to show that your proposal is based on a solid foundation. **To Propose a Good Solution** • A solution that is based on responding to the relevant facts and reality that you can show that you know.	
The purposes of gathering information/data Why do POs need to gather data for preparing a proposal or position? What kind of information might be needed to be gathered by an organization? What might be the source of data and information needed? **AIR – Good and Well** • Accountable • Informed • Relevant issue • Good solution • Well prepared	
Ways of gathering information /data for preparing proposals Opinions and experience from participants How does a PO gather the required information for preparing a proposal/position?	

	Your notes...

Participatory research in FOs

The organization makes the link between Farmers' knowledge and Experts' knowledge.

- Farmers provide information from the reality in the rural area
- Experts bring information from science, technology, markets, laws, etc.

Participatory research: Steps

Step 1: Defining the methodology (www.how)
- The organization links up with experts and with farmers.
- Experts give advice

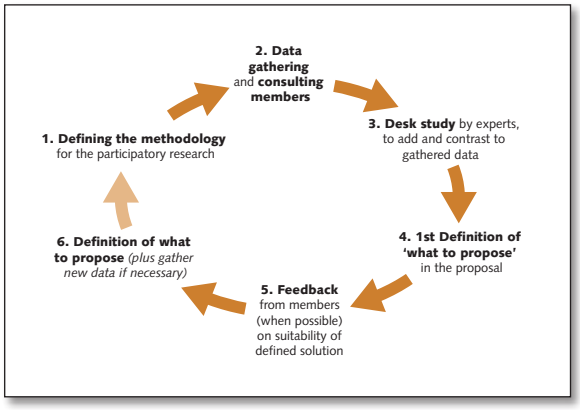
Step 2: Data gathering from membership (CROP)

Step 3: Data analysis and desk study

Step 4: Conclusions and initial definition of a draft proposal (defining 'what to propose' and arguments).

Step 5: Feedback/validation from members

Step 6: Proposal (document) is defined.



Participants Task Sheet S3-A:
The Data Gathering Advisors Game

Targeting at	Finding gaps between organisations' practice of data gathering for preparing proposals and the FACT's participatory Research, and advising ways to overcome them. *Session based on the presentations about* **Participatory Research** *(prepared following the guidelines sent prior to the workshop).*
What to do	**<u>The Advisors Game</u>** 1. Group work to give a final touch to the presentations (25 minutes). *Choose 1 person from your group to present your example.* 2. As an audience member you will be an "advisor" to the presenter of another group (20 minutes for presentation & questions). Use the **checklist** included in the next page for identifying 'gaps' between practice of data gathering for preparing proposals and FACT methodology for Participatory Research. 3. Use the 'Advisory Template' (page next to the checklist) for summarising the main gaps and your advice (5 minutes). 4. Provide feedback to the presenter (10 minutes): - **What are the gaps** between the example and a SMART proposal? - **How to bridge the gaps**? The presenter of the example takes notes on a flipchart for the debriefing in plenary. Each presenter takes the feedback back to her/his group (10 minutes).
Remember	As an 'advisor', carefully explain to the presenter what will help to bridge the gaps between the current practice and the methodology of Participatory Research.
Timing **70 minutes**	You have 70 minutes for this exercise: *25 minutes to prepare,* *20 minutes for presentation and questions.* *Then 15 minutes to draft your advice and advising.* *Back in your group you have 10 minutes to discuss and wrap up.*

Checklist for 'advisors'

(Advisory Game - Pillar 2, Participatory Research).

The purpose of the data gathering example (Why did the organisation decided to do the data gathering?)	**Yes**	**No**	**Comments**
To **raise issues**.			
To **get feedback**.			
For **validating** a proposal or similar 'document'.			
To **gather information** to prepare proposals, positions, etc.			
How was the data gathering done? (What was the mechanism used to carry out the consultation?)	**Yes**	**No**	**Comments**
Were **surveys, questionnaires** or other written materials used?			In case of surveys: **who replied the survey?**
Was the consultation done through **meetings**? (or focus group discussions?)			In case of meetings: **who participated?**
Was the consultation done through **interviews**?			In case of interviews: **who was interviewed?**
Did the organisation use the **advice of experts** for designing the process of data gathering?			
How was the data gathering recorded and analysed?	**Yes**	**No**	**Comments**
Were the results of the data gathering registered (written) somewhere?			How was it recorded? (what type of 'document', data base?)
Are there clear conclusions drawn based on obtained data ?			How was it analysed? By whom?
How were the results/conclusions of the data gathering used?	**Yes**	**No**	**Comments**
Were the results or conclusions of the **data gathering** used for preparing a proposal or other type of document?			
(In case of 'yes')… was it **explicitly mentioned in the proposal** that data was gathered from members?			

Your Advisory Template

The 2-3 main Gaps (Between the real life case example and the FACT methodology regarding Participatory Research)	**How to bridge identified gaps?**

Session 3-B

Continuation of Session 3-A

Participatory Research

OBJECTIVES OF THE SESSION

By the end of this session you will:

- Know the 6 basic steps of a FACT's Participatory Research.
- Be able to define the steps of a simple Participatory Research and to explain the flow of the 6 steps needed to be used.
- Recognise the value of working with experts to ensure a good participatory research methodology and proper analysis of the findings.

THE SESSION - STEP-by-STEP OVERVIEW

STEP 1 - Summary debriefing on the Advisory Game
Debriefing by presenters of each group & brief comments Summary by facilitator

STEP 2 - Group work - Planning a Participatory Research
Group Work Debriefing in Plenary

STEP 3 - Summary of learning from Sessions 3A & 3B
Your final 'key notes' on Participatory Research (individual work). Brief plenary sharing of responses (and conclusion by the facilitator).

'BRIDGING GAPS' between examples of data gathering and FACT's Participatory Research. **Your notes on the debriefing by the groups' presenters**		
Example of real life case (Title and/or organisation)	**Main Gap Between the real life example and the FACT** methodology for Participatory Research.	**How to bridge the Gaps**

Participants Task Sheet S3-B:
Planning a Participatory Research

Targeting at	Familiarise with the concept of Participatory Research and the steps it includes, so that you can apply the concept to a certain hypothetical situation in which a proposal needs to be prepared.
What to do	With your group use a flipchart to capture the following: 1. **Select an issue** that needs a proposal preparation (decide on a hypothetical issue with the group members). 2. Define **what kind of information and data should be used** for formulating a proposal on the issue. 3. Define **what type of experts might be needed** for advice regarding the methodology for data gathering. 4. Define the **methodology of the Participatory Research** to get the needed data, and explain what will be done (all the 6 steps of a Participatory Research). 5. **Answer the following question:** what is the main difference with what your organisation normally does? 6. The group delivers a 3 minutes presentation for feedback in plenary.
Remember	The relevance of experts for advice on planning the research methodology. Members are the main 'researchers' and source of data.
Timing 40 minutes	> You have 30 minutes for preparing the flipchart with the group's work. > There will be 10 minutes for a quick plenary debriefing by the different groups.

Your final 'key notes' on Participatory Research

You will be asked to write down some key personal reflections on Participatory Research. After doing so, a brief plenary round of comments will take place.

Something NEW...	
Something NOT TO FORGET...	
Points to check in the FACT READER...	
Doubts TO ASK...	

Key-words (key-ideas) for "Participatory research" in FACT approach

AIR	www.how	CROP	KSK
Accountable	**W**hat	**C**onsult members	to **K**now
Informed	**W**ho	**R**egister results	and to **S**how
Relevant	**W**hen	**O**rder information	that you **K**now
	How	**P**rocess information	

FACT Preparatory Workshop Session 4-A & Session 4-B

FACT - Pillar 3
Writing SMART Proposals

OVERVIEW of FACT Pillar 3: Writing smart proposals

The proposal preparation (writing the proposal) means assembling and synthesizing all the relevant information and arguments needed, exposing ('**uploading**') a problem and proposing a solution (to be '**downloaded**').

A good proposal is one that 'shows that you know' what you are talking about, because it is based on relevant and demonstrable facts and also it makes clear and explicit that you are well informed.

The FACT approach does not intend to provide detailed information about how exactly to write a proposal, but provides basic guidelines concerning the content and strategy of a proposal, in order to get a clear response or reaction from decision makers. This strategy is based on the so called SMART criteria.

A smart proposal centres the attention on the key points proposed and on its core arguments. This is a vital tool for 'obliging' decision makers to focus the discussion on the centre of your proposal -avoiding evasive responses and dilatation of the discussions.

A **SMART** proposal uploads a problem and proposes to download a solution that is: **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime bound (see reader (Pillar 3: Writing SMART proposals) for more detailed explanation).

Session 4-A

Writing SMART Proposals

OBJECTIVES OF THE SESSION

By the end of this session you will recognize:

- The uploading/downloading character of a proposal (uploading problems and asking for downloading solutions).
- The specific meaning of a SMART proposal and how to use it.
- That SMART criteria are included in proposals with the aim of "having a grip on" decision makers.

THE SESSION - STEP-by-STEP OVERVIEW

STEP 1 - Theory input
Introduction. Presentation by facilitator. Questions from participants & discussion.

STEP 2 - Advisory Game on SMART Proposals
Adjusting presentations (in groups). The Advisory Game.

After the session you will have a break of 20 to 30 minutes.
Session 4-B will continue this session after the break.

Facilitator's presentation on SMART proposals

	Your notes...

Preparing positions and proposals in the FACT approach

Positions and proposals are instruments for 'Uploading' problems' (from farmers to various decision makers)

With the purpose of 'Downloading' solutions (to farmers)

The Purposes of preparing positions and proposals

To influence decisions of:

- Authorities
- Private sector
- NGOs and civil society groups
- Partner farmers' organizations, etc.

To bring awareness and to sensitize opinions on certain issues and problems.

The final aim normally is related with:

- 'Uploading' problems proposing solutions
- 'Downloading' those solutions to farmers

Ways of preparing proposals: Defining a position or proposal to be prepared

Defining the topic:

- Why does the PO need to prepare a position or proposal?

Defining the targets:

- What does the PO intend to achieve?
- Where will the proposal be lobbied/presented?
- When will the proposal need to be presented?
- What specifically does the position or proposal include?

Methods of preparing proposals: Specific solutions for specific problems - SMART

Specific	Propose something specific that the organization wants to see to happen. **(What, where, how)**
Measurable	Propose something that can be measured whether it happened or not. **(What, when)**
Achievable	Propose something that is achievable and make it explicit. **(How, when)**
Realistic	Propose something that is realistic (possible within particular circumstances) **(How, when, who and with what)**
Time bound	Propose a timeframe for the proposed actions to happen. **(What + when)**

Participants Task Sheet S4-A:
The SMART Proposals Advisors Game

Targeting at	Same as in previous sessions, you will find gaps between organisations' practice of writing proposals and the FACT methodology. You will advise ways to overcome these gaps.
What to do	**<u>The Advisors Game</u>** 1. Instructions and group work to give a final touch to the presentations (30 minutes). *Choose 1 person from your group to present your example.* 3. As an audience member you will be an "advisor" to the presenter of another group (20 minutes for presentation & questions). Use the **checklist** included in the next page for identifying 'gaps' between practice of writing proposals and FACT theory. 4. Use the 'Advisory Template' (page next to the checklist) for summarising the main gaps and your advice (5 minutes) 5. Provide feedback to the presenter (10 minutes): - **What are the gaps** between the example and a SMART proposal? - **How to bridge the gaps**? The presenter of the example takes notes in a flipchart for the debriefing in plenary. Each presenter takes the feedback back to her/his group (10 minutes).
Remember	A good proposal is SMART and shows that you know what you talk about. This means that the proposal should mention the information it is based on, how it was gathered, etc.
Timing **70 minutes**	You have 70 minutes for this exercise: 30 minutes *for instructions and preparation, 20 minutes for presentation and questions.* *Then 15 minutes to draft your advice and advising.* *Back in your group you have 10 minutes to discuss and wrap up.*

Checklist for 'advisors'

(Advisory Game - Pillar 3, Writing SMART Proposals).

The purpose for the producers organisation to prepare the proposal (Why did the organisation decide to prepare the proposal)	**Yes**	**No**	**Comments**
Is the proposal prepared for a particular decision to be made by a decision maker?			What does the proposal intends to obtain?
Does the proposal directly and clearly address a particular decision maker?			
Type of information used in the preparation of the proposal	**Yes**	**No**	**Comments**
Is the proposal based on data and facts?			
Did any expert provide advice on the preparation of the proposal (writing, checking, etc.)?			
Was the proposal discussed for internal approval/validation (and how if yes)?			
If yes, is it mentioned in the proposal that it was validated by members?			
SMART proposal?	**Yes**	**No**	**Comments**
Is the proposal **specific** in what it is asking for?			
Does the proposal ask for something that is **measurable**?			
Is the proposal **achievable** (i.e. proposes something technically possible to be done)?			
Does the proposal propose something **realistic** considering the circumstances?			
Is the proposal clear enough regarding a **timing** in what is proposed should happen?			

Your Advisory Template

The 2-3 main Gaps (Between the example and the FACT methodology regarding writing proposals).	**How to bridge identified gaps?** *(What could be changed in the way of doing things?)*

Session 4-B

Continuation of Session 4-A

Writing SMART Proposals

OBJECTIVES OF THE SESSION

By the end of this session you will recognize:

- To include the 5 points of the SMART criteria in a proposal.
- To make use of data obtained from members and experts (real facts) for building arguments, and substantiating the proposal.
- To make clear in a proposal that this one is based on membership consultations and Participatory Research (…to Know and to Show that you Know -KSK).

THE SESSION - STEP-by-STEP OVERVIEW

STEP 1 - Summary Debriefing on the Advisory Game
Debriefing by presenters of each group & brief comments. Summary by facilitator.

STEP 2 - Group work - Preparing a SMART proposal
Group Work. Debriefing in Plenary.

STEP 3 - Summary of Learning from Sessions 4A & 4B
Your final 'key notes' on Writing SMART proposals (personal work). Brief plenary sharing of responses (and conclusion by the facilitator).

'BRIDGING GAPS' between examples of writing proposals and the FACT approach to SMART proposals. **Your notes on the debriefing by the groups' presenters**		
Real life Example (Title and/or organisation)	**Main Gap Between the example and the FACT** approach to SMART proposals.	**How to bridge the Gaps**

Note: The facilitator will ask some participants to work in group work option 1, and others in the option 2, detailed in the next page.

Participant Task Sheet S4-B-option 1:
The SMART Proposal TV-advertisement

Targeting at	To visualise and to practice how to use SMART criteria when defining a clear idea to be proposed: a clear solution to a clear problem.
What to do	With your group use a flipchart to capture the following and then your advertisement or commercial: 1. Define (select, invent) a topic in which a proposal needs to be made. 2. Define the problem that the proposal will tackle (the problem to be "uploaded" to decision makers). 3. Define the potential solution that you will ask to decision makers to make (the solution that will be asked to be 'downloaded'). 4. Prepare a TV advertisement/commercial, which proposes the strong merits of your proposal. Use the "SMART" criteria to convince others that your idea is attractive to them. Select a member of the group for debriefing.
Remember	Make sure that the proposal shows that it is based on consultation of members and advice of experts. Take a look at the table on the **SMART criteria** (in the FACT reader, section on Pillar 3), to think about what this means for you and your work? Make sure you include this in your proposal.
Timing 40 minutes	You have 30 minutes to complete your group presentation and 10 minutes for feedback- Total time 40 minutes

Participant Task Sheet S4-B-option2:
Writing a SMART Proposal

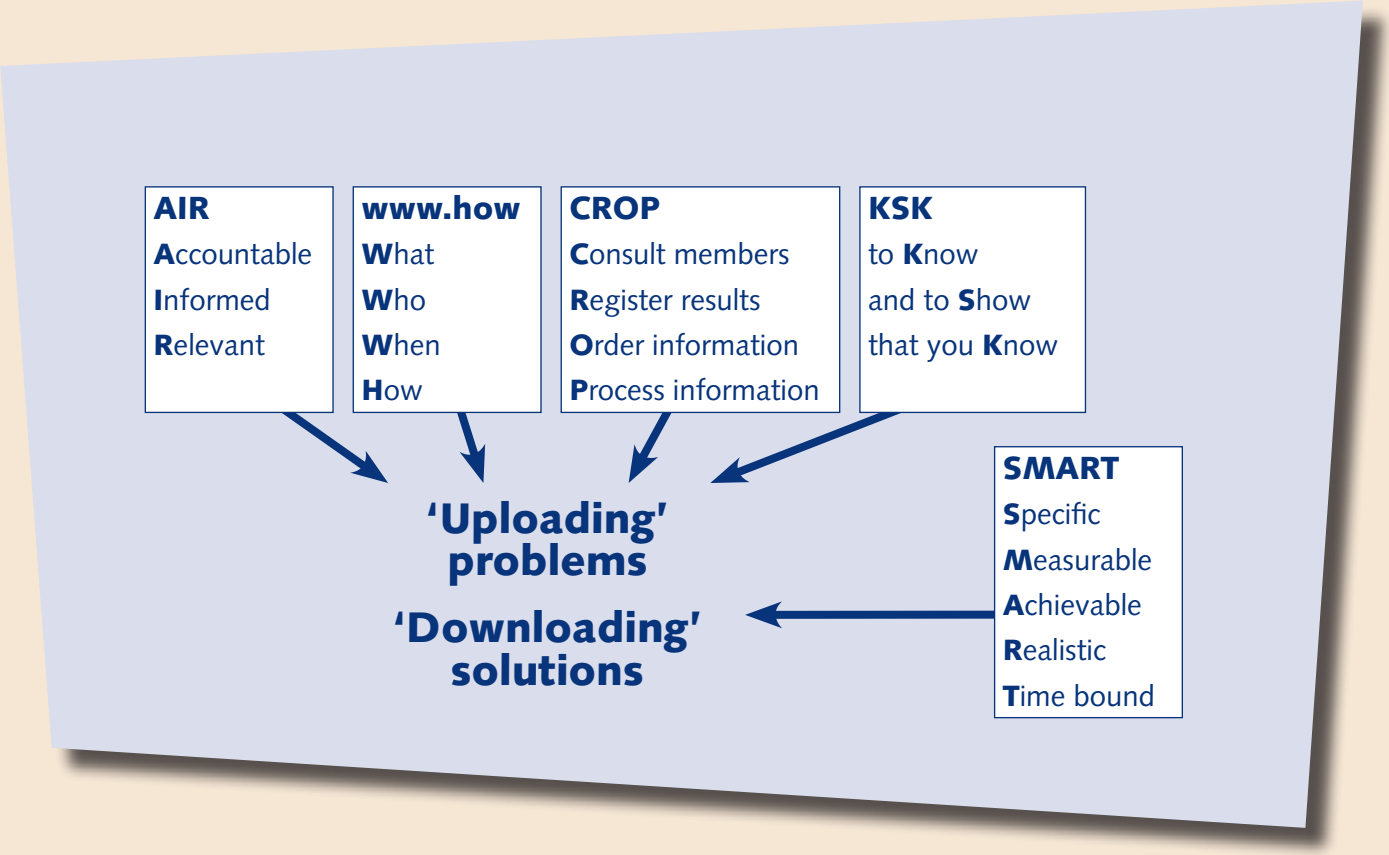
Targeting at	To visualise and to practice how to use SMART criteria when defining a clear idea to be proposed: a clear solution to a clear problem.
What to do	With your group use a flipchart to capture the following- 1. Define (select, invent) **a topic** in which a proposal needs to be made. 2. Clearly define **the problem** that the proposal will tackle and what are the characteristics of that problem (the problem that will be "uploaded") 3. Define **the potential solution** that you will ask to a decision maker to make (the solution to be asked to be 'downloaded') 4. Prepare a **small SMART proposal** (one or two paragraphs) and write it on a flipchart. Select a member of the group for debriefing.
Remember	• Use the **SMART table and the checklist available in the reader.** • Make sure that the proposal is a "SMART" proposal. • Make sure that the proposal shows that it is based on consultation of members and advice of experts.
Timing **40 minutes**	> You have each 30 minutes for completing your group's presentation, and > 10 minutes for a plenary feedback between groups.

Your final 'key notes' on Writing SMART Proposals

You will be asked to write down some key personal reflections on Writing SMART Proposals. After doing so, a brief plenary round of comments will take place.

Something NEW...	
Something NOT TO FORGET...	
Points to check in the FACT READER...	
Doubts TO ASK...	

Key-words (key-ideas) for "Writing SMART Proposals" in the FACT approach



FACT Preparatory Workshop Session 5-A & Session 5-B

FACT - Pillar 4
Lobby Mapping & Stakeholders Analysis

OVERVIEW of FACT Pillar 4: Lobby mapping & stakeholders analysis

From the four 'pillars' that constitutes the FACT approach, Pillar 4 deals with the issue of identifying and analysing the different relevant actors related to certain proposals proposed to decision makers.

'Passing a proposal' may involve negotiation, lobbying or advocacy.

The FACT approach focuses on identifying and analysing the actors involved in the decision at stake. By doing this organisations can strategize how to approach the relevant stakeholders.

This calls for a careful identification of actors directly or indirectly involved or affected with the decision that the proposal is asking for.

Once these actors are identified (as many actors as possible), a diagram that maps the relations and links among those actors can be made.

From this diagram -the 'lobby map'-, one can select the most relevant actors and do a stakeholders analysis of them.

There are different ways of doing a stakeholders analysis. The purpose normally is to have categories of actors, so that you can manage the relation and communication with each of those categories in a systematic way.

Session 5-A

Lobby Mapping & Stakeholders Analysis

OBJECTIVES OF THE SESSION

By the end of this session you will have:

- Explored the concept of preparing a lobby map and its use.
- Recognised the two main parameters for identifying different types of stakeholders (power and interest).
- Recognised the actors that were (or not) addressed in a real life case of lobby/advocacy.

THE SESSION - STEP-by-STEP OVERVIEW

STEP 1 - Theory input.
Presentation by facilitator. Questions from participants & discussion.

STEP 2 - Advisory Game on Lobby Mapping & Stakeholders Analysis.
Adjusting presentations (in groups). The Advisory Game.

Your final 'key notes' on Writing SMART proposals (personal work).
Brief plenary sharing of responses (and conclusion by the facilitator).

Facilitator's presentation on Lobby Mapping & Stakeholders Analysis

	Your notes...
Lobbying, advocating and presenting positions and proposals in the FACT approach To show problems To propose solutions To ask for solutions To influence decisions To demand solutions To 'Advocate' → To 'Lobby' → To 'Present' and Negotiate	
Aspects that influence the way to approach decision makers **Types of decisions the organization wants to ask for** • Laws, regulations, taxes, subsidies, emergency measures, etc. • Programs, projects, etc. • Loans, investments, etc. **Types of decision makers** • Governmental and authorities (National, state, district, village) • Parliament • Banks and other financial institutions • Donors • Civil society organizations • International institutions, etc.	
"Lobby Mapping" 'Uploading' problems 'Downloading' solutions **Where to upload?** *The question then is:* How to know where to lobby, advocate or present a position or proposal? **Lobby mapping**: **Identify and diagram** who decides what, where and when Who else can influence those decisions?	

	Your notes...

Lobby Mapping: who decides what, where and when and who can have influence

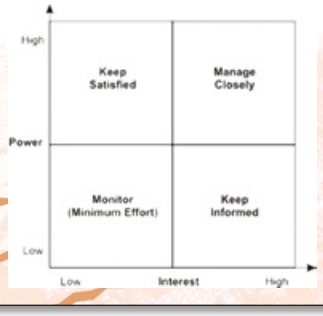
For each type of topic, issue or problem:

- Taxes – Subsidies – Loans - Price mechanisms – Energy – Scientific research - Projects, etc.

For each State, District, etc.

For each commodity, acivity, etc.

Classifying stakeholders by their Power / Interest in the issue at stake



Classifying stakeholders by their Power / Interest in the issue at stake

High power, interested people:

- People you must fully engage with, and make the greatest efforts to satisfy.

High power, less interested people:

- Put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.

Low power, interested people:

- Keep these people adequately informed, and talk to them to ensure that no major issues are arising.

Low power, less interested people:

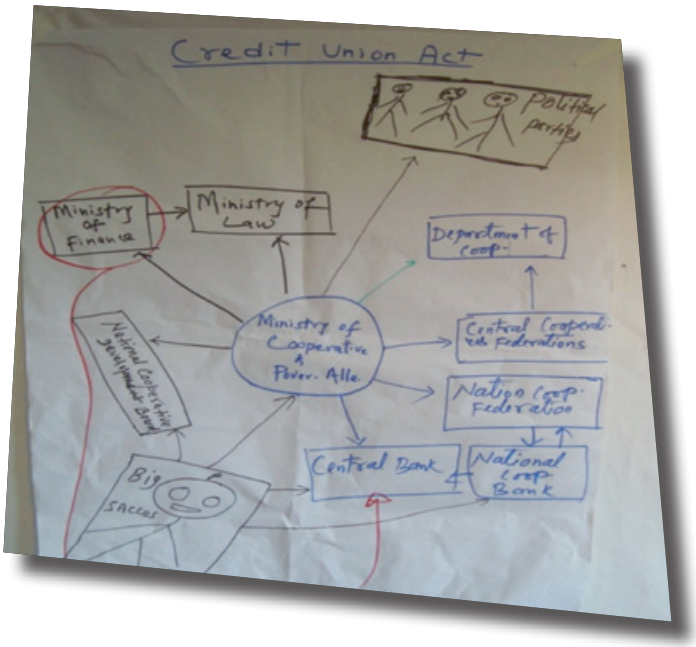
- Monitor these people, but do not bore them with excessive communication

Classifying stakeholders by their Power / Interest in the issue at stake

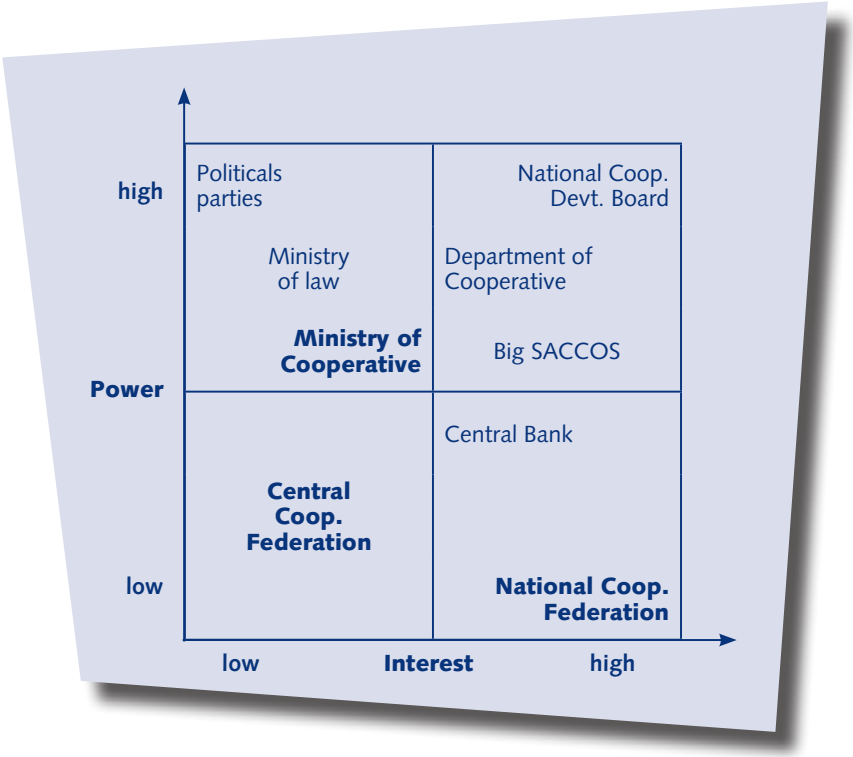
Figure 2: Example Power/Interest Grid with Stakeholders Marked

Example of Lobby Map and classifying Stakeholders (by NEFSCUN - Nepal):

A quick mapping of actors prepared in a workshop:



And a quick stake-holders classification (by Power/Interest) for the ISSUE of Passing a Credit Union Act in Nepal:



Participants Task Sheet S5-A:
The Lobby Mapping & Stakeholders Analysis Advisors Game

Targeting at	As you have done in previous sessions, you will work on finding out the gaps between a real life example of Lobby & Advocacy work and the FACT approach regarding lobby mapping and stakeholders analysis.
What to do	**<u>The Advisors Game</u>** 1. Group work to give a final touch to the presentations (25 minutes). *Choose 1 person from your group to present your example.* 2. As an audience member you will be an "advisor" to the presenter of other group (20 minutes for presentation & questions). Use the **checklist** included in the next page for identifying 'gaps' between practice and FACT theory. 3. Use the 'Advisory Template' (page next to the checklist) for summarising the main gaps and your advice (5 minutes). 4. Provide feedback to the presenter (10 minutes): - **What are the gaps** between the example and a Lobby Mapping & Stakeholders Analysis? - **How to bridge the gaps**? The presenter of the example takes notes in a flipchart. 5. Each presenter takes the feedback back to her/his group (10 minutes).
Remember	A good proposal is essential but certainly not enough. Organisations need to lobby, advocate and/or negotiate. 'Power' and 'interest' of stakeholders is what defines the field where the lobby game is played. Check your FACT reader.
Timing 70 minutes	You have 70 minutes for this exercise: *25 minutes to prepare,* *20 minutes for presentation and questions.* *Then 15 minutes to draft your advice and advising.* *Back in your group you have 10 minutes to discuss and wrap up.*

Checklist for 'advisors'

(Advisory Game – Lobby Mapping & Stakeholders Analysis).

The purpose of presenting the proposal and wherever it was presented?	**Yes**	**No**	**Comments**
Was the proposal asking for a (clearly) **specific decision to be made?**			
Was the proposal made for (clearly) targeting **a particular decision maker?**			
Did the organisation **interact directly** with the targeted decision maker?			
Did the organisation **interact with other actors** that might have an indirect influence in the decision at stake?			
Who presented (or lobbied or negotiated) the position or proposal?	**Yes**	**No**	**Comments**
The organisation's **leaders**.			
The organisation's **staff**.			
External advisors.			
A mix of persons (leaders, staff and/or advisors).			
What was the result?	**Yes**	**No**	**Comments**
Did the organisation succeeded influencing decision makers?			
If yes: what was the key of success?			
If not: what was the main reason for failure?			

Your Advisory Template

The 2-3 main Gaps (Between the example and the FACT methodology regarding Lobby Mapping & Stakeholders Analysis).	**How to bridge identified gaps?**

Session 5-B

Continuation of Session 5-A

Lobby Mapping & Stakeholders Analysis

OBJECTIVES OF THE SESSION

By the end of this session you will have acknowledged and exercised the following:

- To include the five points of the SMART criteria in a proposal.
- To make use of data obtained from members and experts (real facts) for building arguments, substantiating the proposal.
- To make clear, in a proposal, that this one is based on membership consultations and/or Participatory Research (KSK).

THE SESSION - STEP-by-STEP OVERVIEW

STEP 1 - Summary Debriefing on the Advisory Game
Debriefing by presenters of each group & brief comments. Summary by facilitator.

STEP 2 - Group work - Preparing a Lobby Mapping & Stakeholders Analysis
Group Work Debriefing in Plenary

STEP 3 - Summary of Learning from Sessions 5A & 5B
Your final 'key notes' on Lobby Mapping & Stakeholders Analysis (personal work). Brief plenary sharing of responses (and conclusion by the facilitator).

'BRIDGING GAPS' between examples of strategizing lobby advocacy actions and the FACT approach to Lobby Mapping and Stakeholders analysis.

Your notes on the debriefing by the groups' presenters:

Example (Title and/or organisation)	**Main Gap Between the example and the FACT** methodology for Lobby Mapping & stakeholders analysis.	**How to bridge the Gaps**

Participants Task Sheet S5-B:
Drafting a Lobby Mapping & Stakeholders Analysis

Targeting at	Getting used to the idea of identifying and analysing stakeholders according to their category of "power/interest". Realise how one can manage the relation and communications with each category of stakeholders in a specific way.
What to do	With your work group use a flipchart and: 1. Define an issue (topic) that calls for a proposal and lobby. 2. **Define a particular decision** to influence regarding that issue. 3. **Identify the main stakeholders** related to the decision and write a list with them on a flipchart. 4. **Make a lobby map:** a diagram (in a flipchart) showing the main decision maker and the rest of actors, drawing lines showing their interrelation. 5. **Draw (on a flipchart) a power/interest matrix** for stakeholders analysis and insert in it all the relevant stakeholders included in the Lobby-Map already done. 6. **Identify 3 main stakeholders** in the diagram and **comment how to manage the relation**/communication with each of them. 7. Present the above in plenary, to share with other groups.
Remember	Use your FACT reader for tips on how to address the different types of stakeholders.
Timing **40 minutes**	You have 40 minutes to complete your presentation and 10 minutes to feedback- Total time 40 minutes.

Your final 'key notes' on Lobby Mapping & Stakeholders Analysis

You will be asked to write down some key personal reflections on Lobby Mapping and Stakeholders Analysis.
After doing so, a brief plenary round of comments will take place.

Something NEW...	
Something NOT TO FORGET...	
Points to check in the FACT READER...	
Doubts TO ASK...	

Key-words (key-ideas) for "Lobby Mapping & Stakeholders Analysis" in the FACT approach

AIR
Accountable
Informed
Relevant

www.how
What
Who
When
How

CROP
Consult members
Register results
Order information
Process information

KSK
to **K**now
and to **S**how
that you **K**now

SMART
Specific
Measurable
Achievable
Realistic
Time bound

+

RPRP
Right
People
Right
Place

FACT Preparatory Workshop Session 6A - 6B & Session 7A - 7B

Summary of FACT Pillars & Planning the Learning by Doing phase (Workshop's follow-up plan)

Session 6-A

Summary of the FACT Pillars

OBJECTIVES OF THE SESSION

By the end of this session you will:

- Visualise the FACT approach as one driving force composed of 4 pillars that work together, relating this to your organisation's work.
- Recognise the essentiality of systematisation of the organisations' lobby & advocacy work.
- Reflect on the applicability of FACT in your own organisation -defining which FACT concepts will be important to try out as follow up to the workshop.

THE SESSION - STEP-by-STEP

STEP 1 - Summary of The 4 FACT Pillars
Presentation by the facilitator & Questions for clarification. Plenary debate: The main added value that FACT might represent for organisations.

STEP 2 - Work group: "What and Why' - defining the FACT concepts that would make a difference for each organisation.
Group work. Debriefing in plenary. Summary by facilitator & discussion.

After the session you will have a break of 20 to 30 minutes.
Session 6-B will continue this session after the break.

Facilitator's presentation: Summary of the FACT Pillars.

	Your notes...
The four basic steps: building blocks of a FACT process **General Consultations:** Well-documented and registered membership consultations. **Participatory research:** in order to systematize the results and desk research to substantiate the proposals. **Preparation of positions/proposals:** elaboration of technically well prepared positions or proposals (policies, economic proposals etc.). **Presenting positions/proposals** for a successful negotiation of those policies and proposals.	
Consultations in the FACT approach **Three main purposes of consultations** (related to preparing position and proposals) **To raise issues** to be tackled by the organization . **To gather information** to prepare proposals, positions, etc. **To get feedback on** the preparation of proposals and positions and on the organization's work in general.	
Possible ways of consulting the organization's constituency ➢ **How can an organization carry out consultations?** **In meetings:** **In normal periodic meetings (when there exist meetings)** **In meetings organized especially for consulting members** **Directly to members:** **Surveys with questionnaires** (detailed set of questions) **Rounds of talks with farmers** (just basic questions)	

	Your notes...
Typical basic steps for a consultation **1. Defining the consultation** • **What will be consulted?** • **Who (need to) will be consulted?** Clear target group (includes the 'where') • **When it will be done?** Timeline and dates. • **How it will be done?** Strategy and methodology. **www.how** • **What** • **Who** • **When** • **How**	
Typical basic steps for a consultation **2. Consultation work** • **Consulting members** (according to selected methodology) • **Registering results** • **Ordering/Processing the results** **CROP:** **Consult** members **Register** results **Order** information **Process** information	
Keywords (key ideas) for "Consultations" in FACT **AIR** • **Accountable** • **Informed** • **Relevant issue** **www.how** • **What** • **Who** • **When** • **How** **CROP:** • **Consult members** • **Register results** • **Order information** • **Process information**	

	Your notes...

Three main purposes of data gathering.

To Know	To be sure that the proposal to be prepared is based on real facts and information
To Show That You Know	To be able to show that your proposal is based on a solid foundation.
To Propose a Good Solution	A solution that is based on responding to the relevant facts and reality that you can show that you know.

Participatory research in FOs

The organization makes the link between Farmers' knowledge and Experts' knowledge.

- Farmers provide information from the reality in the rural area
- Experts bring information from science, technology, markets, laws, etc.

Participatory research: Steps

Step 1: Defining the methodology (www.how)
- The organization links up with experts and with farmers.
- Experts give advice

Step 2: Data gathering from membership (CROP)

Step 3: Data analysis and desk study

Step 4: Conclusions and initial definition of a draft proposal (defining 'what to propose' and arguments).

Step 5: Feedback/validation from members

Step 6: Proposal (document) is defined.

Keywords (key ideas) for "Participatory research" in FACT

AIR
- Accountable
- Informed
- Relevant issue

www.how
- What
- Who
- When
- How

CROP:
- Consult members
- Register results
- Order information
- Process information

KSK
- to Know
- and to Show that you Know

	Your notes...

Preparing positions and proposals in the FACT approach

Positions and proposals are instruments for 'Uploading problems'

(from farmers to various decision makers)

With the purpose of 'Downloading' solutions

(from decision makers to farmers)

Preparing proposals:

Specific solutions for specific problems

SMART

Specific	Propose something specific that the organization wants to see to happen. **(What, where, how)**
Measurable	Propose something that can be measured whether it happened or not. **(What, when)**
Achievable	Propose something that is feasible and make it explicit. **(How, when)**
Realistic	Propose something that is realistic (possible within particular circumstances) **(How, when, who and with what)**
Time bound	Propose a timeframe for the proposed actions to happen. **(What + when)**

Keywords (key ideas) for "Preparation of proposals" in FACT

AIR
- Accountable
- Informed
- Relevant issue

www.how
- What
- Who
- When
- How

CROP:
- Consult members
- Register results
- Order information
- Process information

KSK
- to Know
- and to Show
- that you Know

'Uploading' problems

'Downloading' solutions

SMART
- Specific
- Measurable
- Achievable
- Realistic
- Time bound

	Your notes...

"Lobby Mapping"

'Uploading' problems

'Downloading' solutions

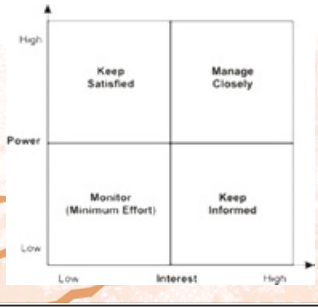
Where to upload?

The question then is:
How to know where to lobby, advocate or present a position or proposal?

Lobby mapping:

- **Identify and diagram who decides** what, where and when
- **Who else can influence** those decisions?

Classifying stakeholders by their Power / Interest in the issue at stake



Keywords (key ideas) for Lobby Mapping and Stakeholders Analysis in FACT

AIR
- Accountable
- Informed
- Relevant issue

www.how
- What
- Who
- When
- How

CROP:
- Consult members
- Register results
- Order information
- Process information

KSK
- to Know
- and to Show
- that you Know

SMART
- Specific
- Measurable
- Achievable
- Realistic
- Time bound

(Us) →	*(Them)*
Right	Right
People	People
Right	Right
Place	Place

Participants Task Sheet S6-A:
Work group: "What to take from FACT and why"

Targeting at	Defining the FACT concepts that would make a difference for your organisation.
What to do	1. The facilitator will ask participants to form groups. In the groups, you will discuss to give answers to the following questions: • What are the FACT concepts that would make a (bigger) relevant improvement in your organisation's work in preparing proposals and lobby/advocacy? • What exactly would be improved with each of these concepts? • Why these would be relevant for your organisation? 2. The group selects a person for debriefing and prepares a summary to be presented (in flipchart or through a computer & projector). (45 minutes for 1 and 2) 3. Groups will debrief and receive comments suggestions (15 minutes)
Remember	Check Annex 1 of the FACT Reader for a quick overview on the 4 FACT pillars. You can also go through the FACT Reader chapter on the 4 pillars for more details.
Timing 60 minutes	*> 45 minutes for group discussion and preparing for debriefing,* *> 15 minutes for presentation and questions.*

Session 6-B & 7

Continuation of Session 6-A

Planning the learning by doing phase

OBJECTIVES OF THE SESSION

By the end of this session you will have:

- Selected one or two policy issues which may be relevant for your organisation to pilot FACT methodological concepts.
- Explained why FACT could make a difference in the advocacy work of those selected issues.

THE SESSION - STEP-by-STEP

STEP 1 - Group work - Selecting policy issues for Learning by Doing phase
Group Work. Advise between groups. Debriefing in Plenary.

STEP 2 - Introducing the follow-up plan
Instructions and explanation by facilitator. Groups start working in the template for the follow-up plan.

Participants Task Sheet S6-B:
Work group: "Selecting policy issues for Learning by Doing phase"

Targeting at	Defining the policy issues in which your organisation might try out FACT concepts during the next months after the preparatory workshop.
What to do	You will work in the same group as in the last session (6-A). 1. You will discuss trying to identify all policy issues that the organisation might be working on in the coming months after the workshop. The group will make a list, including: - All the policy issues in which your organisation is currently working on. - All the policy issues that the organisation will (for sure) work in the next months. - The policy issues in which the organisation might engage in the following months. 2. Select 1 or 2 policy issues and define what FACT concepts would be useful for each of the selected policy issues. 3. Define what concepts of FACT would be useful for the lobby/advocacy work on those issues and why. 4. The group selects a person for debriefing and prepares a summary to be presented (in flipchart or through a computer & projector). *(25 minutes for 1 to 4)* 5. Groups will debrief and receive comments suggestions (15 minutes)
Remember	Check Annex 1 of the FACT Reader for a quick overview on the 4 FACT pillars. You can also go through the FACT Reader chapter on the 4 pillars for more details.
Timing 60 minutes	*> 30 minutes for group discussion and preparing for debriefing,* *> 15 minutes for presentation and questions.*

Framework for planning the Learning by Doing phase

(The workshop's follow-up).

Policy issue - and what will be improved by piloting FACT	**FACT element to be included**	**Steps**	**Timing** *(Ideal)*	**Notes - Details**

Policy issue - and what will be improved by piloting FACT			
FACT element to be included	**Steps**	**Timing** *(Ideal)*	**Notes - Details**

Agriterra