



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



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# **Report on EAST AFRICA STRATEGIC FUTURES WORKSHOP FOR NON-STATE ACTORS**

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## ACRONYMS

ACODE	Advocates Coalition for Development and Environment
AGRA	Alliance for a Green Revolution in Africa
ASARECA	Agricultural Research in Eastern and Central Africa
CCAFS	Climate Change, Agriculture and Food Security
CGIAR	Consultative Group on International Agricultural Research
CSOs	Civil Society Organizations
EAC	East African Community
EHPEA	Ethiopian Horticulture Producers Exporters Association
GDP	Gross Domestic Product
ICRAF	International Centre for Research in Agro Forestry
ICT	Information Communication and Technology
ILRI	International Livestock Research Institute
IT	Information Technology
KARI	Kenya Agricultural Research Institute
MDGs	Millennium Development Goals
NARO	National Agricultural Research Organization
SID – EA	Society for International Development for Eastern Africa
SMEs	Small and Medium Enterprises
TIST	The International Small Group and Tree Planting Programme

## 1.0 INTRODUCTION

The Consultative Group on International Agricultural Research (CGIAR), Program on Climate Change, Agriculture and Food Security (CCAFS), involves various stakeholders to integrate their knowledge and needs into tools and approaches to address food security, livelihoods, and governance within the context of climate change. East Africa is one of three regions under this initiative.

CCAFS and the Regional office of the Society for International Development for Eastern Africa (SID-EA), an international network of individuals and organizations dedicated to international cooperation and development, collaborated to invite experts and members of leading institutions in civil society and the private sector to take part in the *East Africa Strategic Non-State Actors Workshop* in Nairobi. The workshop specifically set out to train regional actors in the development and use of CCAFS scenarios, as an important decision making tool. It also sought to create a vision for the region's future in terms of food security, environments and livelihoods in collaboration with non-state actors'.

This workshop report provides the context of the methodology and documents the process, outcomes and conclusions that were generated by the participants of the meeting.



## 2.0 CONTEXT

Scenarios are an intuitive form of creative forecasting that move through various degrees of descriptions, importance and certainty in time, as they progress toward a desired or plausible future. They help to create possible realities as they may evolve from the present and help determine responses if such futures materialize. In this context regional scenarios assist in exploring crucial future realities on the issues of food security, the environment and livelihoods within the context of East African socio-economic and governance challenges. Scenarios are not predictions nor are they targets. They are a situational examination reflecting on what could be plausible within a certain time span and spatial focus.

The regional scenarios that have been developed by scenarios writers and led by CCAFS were used in the workshop to explore key socio-economic and governance uncertainties regarding food insecurity, degrading environments, and declining livelihoods in East Africa among non-state actors. They were used for strategic planning to explore the feasibility of strategies, technologies and policies toward desired futures by their plausibility.

## 3.0 PROCESS

The workshop progressed through a number of exercises and tasks, namely:

### 3.1 Visioning

The first step was the process of visioning where the facilitators sought to engage the participants in what kind of future they would like to see. Participants were urged to envision a utopia, in the year 2030 for the East African region. They were to focus these hopes, dreams and aspirations within the realm of food security, the environment and livelihoods. To help in the exercise, an imaginary futuristic newspaper entitled the *Heavenly Chronicle* was created to aid in this abstraction. The paper comprised four sections capturing the Livelihoods (Business), Environment (Landscapes), Food Security (Health) and Governance (Politics and Leadership) issues. These futuristic expectations were then to be captured by what the participants expected to be the positive headlines they would read in the June 5<sup>th</sup> Issue of the *Heavenly Chronicle* in 2030.

In guiding them to develop their utopian East Africa in the year 2030, participants were asked to reflect on the following questions based on the four sections, the elements of focus, of the *Heavenly Chronicle*

- *Livelihoods*

How are you earning your living in 2030? How are your family and friends earning their living? What are the booming sectors of the time?

- *Food security*  
What are people eating? What kind of tastes do they have? What is growing in the fields? What is on shelves for sale and available in the markets? What are the food prices?
- *Environment*  
What is the landscape? What is the environment like? What catches the eye when travelling and traversing the landscape?
- *Governance*  
Who are the leaders? How did they get to positions of leadership? What is the popular mood? What are the existing tensions and conflicts?

### **3.2 Refining scenarios**

The second step involved the participants revising the scenarios. Participants were introduced to the CCAFS scenarios as an important decision making tool developed by a wide range of stake holders at the East African regional level. The scenarios attempted to quantify the known situations through modelling using the following variables.

- Gross Domestic Product (GDP),
- Yields, production costs, prices, trade measures for crops and livestock,
- Changes in area for different ranges of arable land, types livestock and production systems,
- Changes in forests and other non-agricultural land cover,
- Various indicators for the quantity and quality of water systems,
- Changes in infrastructure,
- Effects of developments in Information Technology (IT),
- Indicators for livelihoods and social capital

The participants of the workshop had to revise the scenarios provided based on the vision they had created in the first step of the process-visioning. In contextualizing these scenarios the participants had to figure out how they could get to their abstract vision given the reality of their East African experiences. They were encouraged to take ownership of the stories given in order to make these alternate future worlds more useful and challenging for their perspectives.

This was done by asking the following questions:

1. What were the challenges in their context?
2. What were the opportunities of these situations?
3. What would be the consequences in those stories? and
4. Which elements did they find less useful?

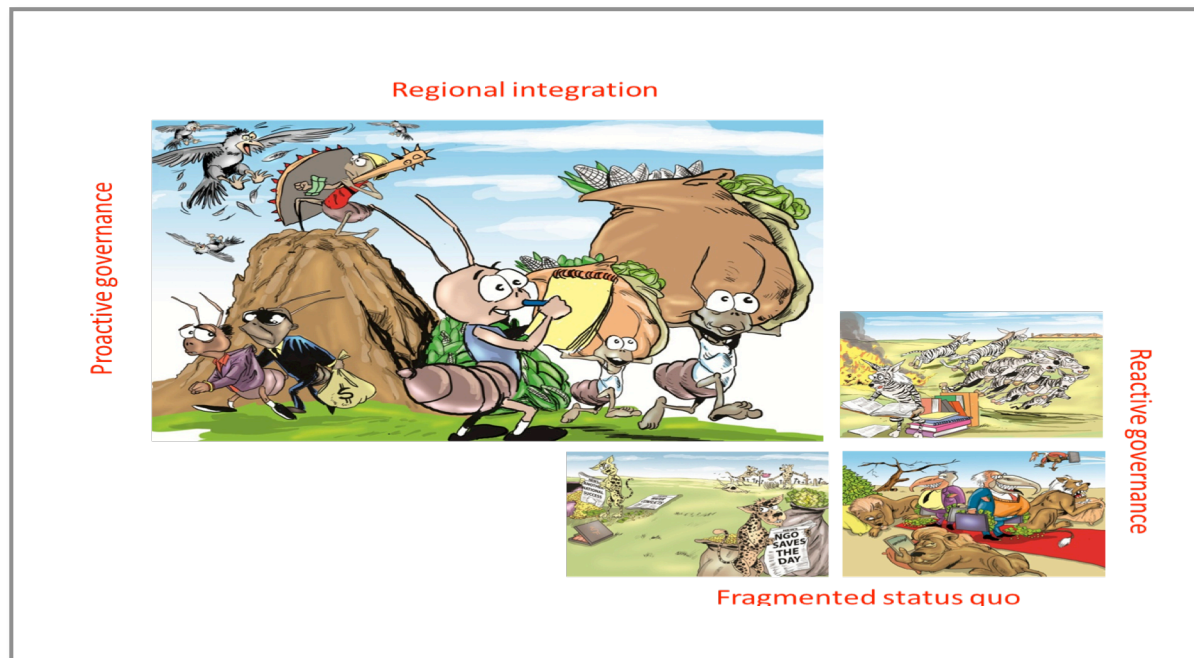
The participants were then divided into groups to discuss the four scenarios described below:

#### **Scenario 1: Industrious Ants**

This scenario is characterized by the **slow but strong** economic and political development of East Africa and **proactive** government actions to improve regional food security; however, there are costly battles with **corruption** and security is fragile as the region has to deal with **new international tensions** resulting from its **assertion** in the global political and economic arena.

The region's focus **away from export-only commercial crops** causes some challenges to **compete on the global market** – and the region's dedication on regional **self-reliance** proves to be challenging when the **great drought** hits in the early 2020s – though by that time many state and non-state **support structures** are in place to help **mitigate** the worst impacts. Governments





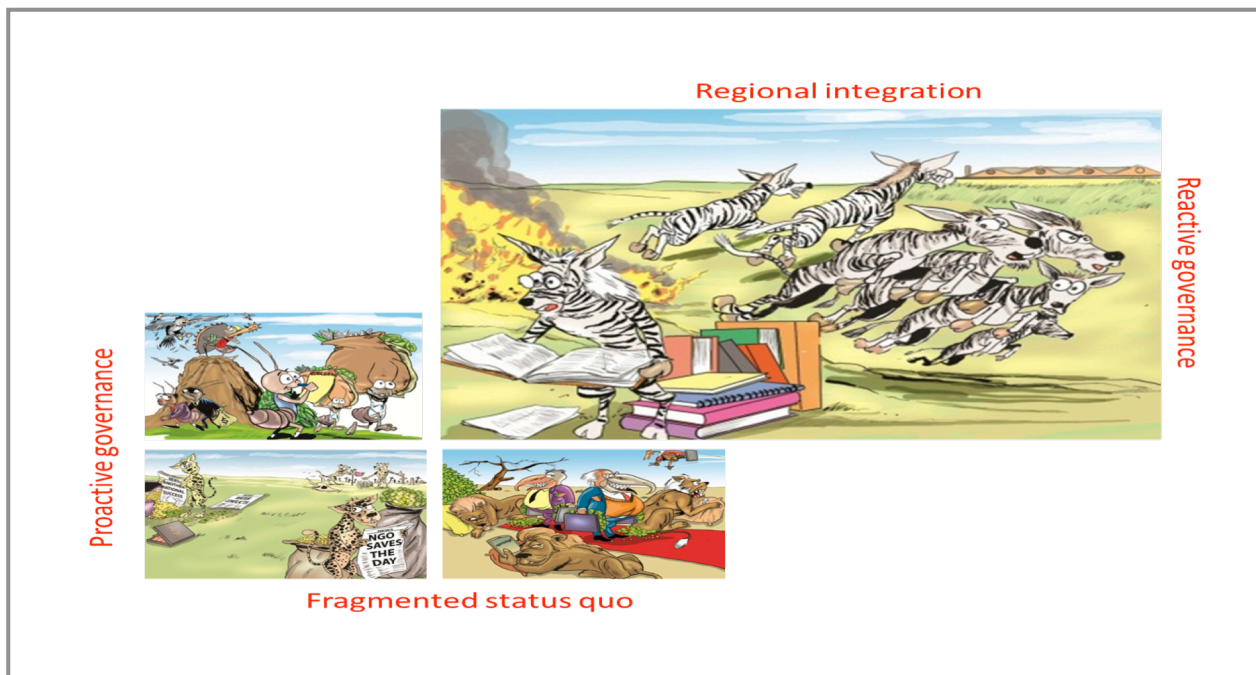
and non-state actors **struggle** to mitigate the **environmental impacts** of growing food and energy production.

### Scenario 2: Herd of Zebras



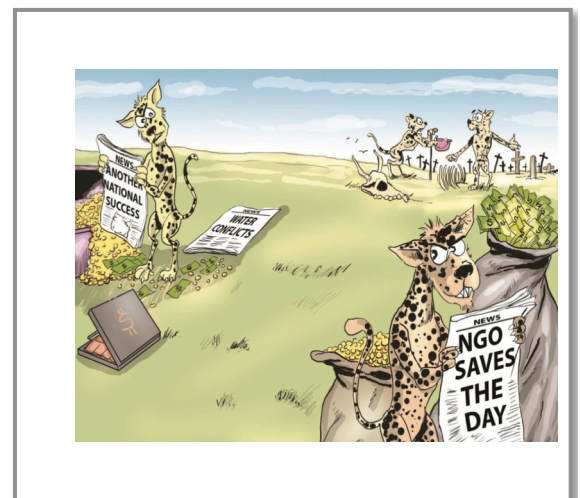
In this scenario, governments and non-state actors are dedicated to a **push for development** - but mainly through **industry, services, tourism and agriculture for export**. In terms of **food security, environments and livelihoods** there is **limited action**. Natural lands **decline**. East African economies are **booming** but the region suffers the consequences of a **double vulnerability** - to **global markets** and **environmental change**.

Only when food insecurity becomes **extreme** after **food import prices** skyrocket at the time of the **great drought** in the early 2020s are actions taken to **govern water resources** and invest in **climate-smart food production** for regional consumption.



### Scenario 3: Lone Leopards

In this scenario, regional integration exists only on paper. In reality, governments and non-state actors are **securing their own interests**. In terms of **food security, environments and livelihoods**, the region initially seems to be heading toward **catastrophe**. However, after some years many regional state/non-state partnerships become very **pro-active** and, unburdened by tight regional regulations and **supported by international relations**, are able to achieve some **great successes**. Unfortunately, this is a **hit-and-miss world** because of the lack of coordinated efforts and **key problems are ignored**. Governments' inability to overcome **regional disputes** and collaborate becomes **untenable** when a **major drought** hits in 2020. This phenomenon pushes **civil society**, bolstered by **international support**, to demand **radical change** in





governments. The **change sticks** in many cases, and for the better.

### Regional integration



### Proactive governance

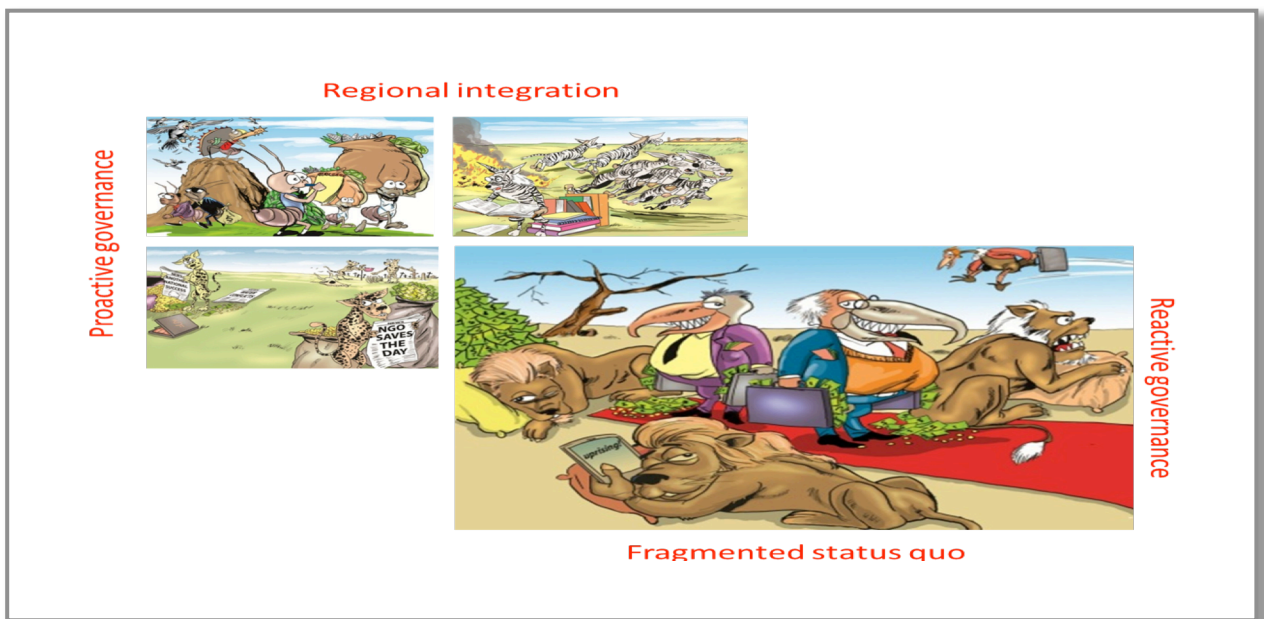


### Fragmented status quo



### Scenario 4: Sleeping Lions

This scenario is all about **wasted potential** and **win-lose** games. Governments are **reactive** and **self-interested** – allowing foreign interests **free reign** in



the region. This has **devastating consequences** for food security, livelihoods and environments in the region. **Conflicts, protests and uprisings** are common, and every time there is the **promise** of reform, it rarely materializes into any **real change**. Only at the very end of the period do the first signs of **better governance** emerge – but the future is still **very uncertain**. With no coordinated efforts to deal with climate impacts, the **great drought** of the early 2020s causes **massive losses** among the region's poor – and only communities' **adaptive capacity** and **resilience**, born out of decades of **forced self-reliance, informal economies** and the ability to **share key knowledge** can help mitigate some of the worst effects of this disaster.

### 3.3 Back-Casting

The third step was back-casting in which the participants were encouraged to seek out what strategies can be used to deal with the challenges and what opportunities they could take advantage of. Back-casting seeks to plan in reverse, from the future that is already envisioned by letting individuals or institutions ask themselves:

- What are the challenges and how will they deal with them?
- What opportunities are available and how will they harness them?
- What are the available competencies and resources?
- Which roles should be taken up and by whom?



- Whether the strategies of entities should work separately or in collaboration with others?
- When should actions happen and activities happen?

Back-casting rather than forecasting was used, because, the latter is tied to the existing context in the current situation. Its results are, therefore, more likely to be a future that resembles that present. Back-casting allows a move, away from current biases that are based on the present situation. This exercise urged the participants to employ individual or institutional level answers that relate to the experiences of their relative situations. It thrust the participants into engaging in the direct creation of appropriate solutions; by developing the immediate action prior to the plausible outcome for the achievement of the vision of development - as captured by the *Heavenly Chronicle* issue in 2030.

### **3.4 Strategy evaluation across scenarios**

After completing the back-casting exercise, the groups of participants were asked to evaluate the strategies across scenarios. They were to identify which strategies would work in all future scenarios and which ones would only work in some. They were also to spot possible partnerships and short term actions that were open to them in engaging the revised scenarios they had created. This meant the creation of emerging portfolios of strategies and the means for their implementation.

## 4.0 OUTCOMES

The outcomes that arose out of the exercises and tasks of the workshop were as follows:

### 4.1 Visions

The participants developed headlines that summarized the main features of their vision for the region in 2030, as might be reported by a fictional future newspaper, the June 5<sup>th</sup> Issue of the *Heavenly Chronicle* 2030:

- *“Rift Silicon Valley is born: 100,000 jobs created”*

This headline caption envisaged a future where **LIVELIHOODS** are based on agri-business and processing as the major driver of business and job creation. This sector is therefore the major attraction for Small and Medium Enterprises (SMEs); Information Communication and Technology (ICT) and value added services that connect the sectors widespread organic production with markets; power and transport infrastructure built from an oil and gas boom.

- *“So green so fresh it can heal your soul”*

This headline caption envisaged a future where the **ENVIRONMENT** is regenerating. The ranges of land and water sources fatten the wildlife and livestock. The landscapes are attractive to visitors. The residents of cities and towns across East Africa are working. Urban spaces are well planned; appreciative of the biodiversity, conservation and restoration that are, embedded in policy and physical planning of housing and infrastructure.

- *“East African bread basket booming!”, “Green, juicy, fruity home-grown food.”*

These two headline captions envisaged a future where there is **FOOD SECURITY** and everyone enjoys three meals a day as there is always an availability of fresh, affordable and diverse food choices. Widespread food preservation techniques reduce waste and guarantee the availability of food. The expansion of livestock herds and the cultivation of new crops challenge the supremacy of maize as the staple diet and better nutrition slashes the rate of stunting among children.

- *“East African federation is enlarged”*

This headline envisaged a future where a strong, vibrant political and economic bloc in East Africa has citizen-driven **GOVERNANCE** in a borderless region that forces corruption to retreat; and there is a strong demand for youthful leadership that produces the first under-40 Madam President of the East African Federation.

## **4.2 Refining the Scenarios**

In refining the scenarios the immediate query by the participants was how compatible and in-depth the model was in terms of its specificity to the East African context. Participants asked details on whether the model was explicit in terms of calorie consumption, crop production, inclusion of government responses, weighting of variable in the scenarios and whether there were any gaps in the model. The facilitators explained that the model was still a work in progress and that while some of the details such as crop production had been considered and inputted, others such as calorie intake were still being worked on for inclusion. This however would not drastically affect any change in the scenarios.

The guiding parameters of government responses were based on select indicators included in the scenarios. In terms of the weighting of variables for the scenarios the facilitators explained that there was a long process that considered the differences that emerged due to the modelling. However the focus was on how plausible the scenario was before its selection. In that light they also encouraged the participants to engage the scenarios in the exercise on the basis of what are the plausible futures and not the desirable ones. They also explained that their participation was vital in filling in some of the gaps in the model.

Participants were encouraged to take ownership of the stories by making them more challenging and plausible. The first round of queries sought to connect with the scenarios. The participants asked whether they were restricted in their engagement to the story categorization of the scenarios and what they were to do if in their opinion the scenarios were overlapping. The facilitators explained that the distinctions provided were mostly as a result of the

challenges perceived. However, they were encouraged to bring out these possibilities of overlap to the real interactions they are likely to face due to their own experiences in the private sector and civil society.

Secondly, a discussion explored the philosophy, assumptions and theory of change that formed the foundations of scenarios. In this regard the participants were keen to find out how the scenarios dealt with the root causes of East African challenges. Facilitators pointed out that by working in groups the exercise would help bring out how the metaphors were generated from the context. Participants were urged to understand these socio-economic and governance futures in terms of the challenges of climate change and food security. In overall, the scenarios refining exercise was designed enrich the work of the scenarios development team.

Finally, participants were curious about the purpose of the scenarios exercise. They asked what value such an exercise would have if the positive vision they generated was not achieved. The two days of the exercise were meant to make the actors think realistically in order to make the stories more plausible and responsive to the real context of the region. The participants were urged to be rigorous and efficient in developing, interpreting and integrating realistic situations to the stories to make them more plausible. The exercise was a way for them to think through the issues that would shape a future challenged by food insecurity, a deteriorating environment and declining livelihoods.

In further comments, the participants sought to know the motivation of the exercise. They asked whether the flaws in development targets such as the Millennium Development Goals (MDGs), had inspired this effort to search for ways in making future development plans more achievable. The facilitators noted that prior to such endeavours the combination of visioning and scenarios does not happen very often. This is especially in terms of planning by looking at contexts in relation to engaging the existing realities and how they result in different outcomes. On the one hand, the futures created through scenarios deal with the plausibility of current contexts; while the plans created through visioning concentrate on achieving desired outcomes.

The combination of these two was therefore expected to improve the development of strategies to address the local, national and regional challenges.

Participants were advised that the scenarios exercise allowed them to look into the future rather than planning in a step by step fashion that will result in outcomes that resemble their current existence. It was an abstract situation in which whether in a good context or a bad one, the individual had to place him or herself in the year 2030 and remember what happened in the past to result in that scenario. By exploring the drivers that led to that reality the individual would combine what may happen (scenarios) with what they would like to see happen (vision). This combination should lead to more robust strategies for achieving desired future outcomes while navigating an uncertain and dynamic future.

### **4.3 *Back-Casting and Strategy evaluation across scenarios***

After contextualizing the scenarios the participants then identified opportunities and challenges; developed appropriate responses to them and attempted to craft possible partnerships in taking initiatives or actions from among the groups in attendance. They are as summarized below:

#### **4.3.1 *Industrious Ants***

In achieving food security they proposed to:

1. Provide national governments with policy alternatives and options to address food security. This would be done by the Advocates Coalition for Development and Environment (ACODE)
2. Lobby governments to adopt proposed policies. This would be done through a combination of efforts between ACODE, SID - EA, and CARITAS
3. Developing and dissemination of relevant agricultural and food processing technologies. This would be done by the Kenya Agricultural Research Institute (KARI), and National Agricultural Research Organization (NARO) of Uganda.

4. Establish national and regional food security resources. This would be done by the East African Community (EAC) together with national governments.
5. Invest in agro-processing and food storage. This would be done mainly by national governments in coordination with their respective private sectors.
6. Lobby for more interest into issues of the agricultural and food sector. This would be another collaborative effort by ACODE, SID - EA, and CARITAS.
7. Advocate for incentives or subsidies to farmers and private sector in the agricultural and food sector. This would be done by ACODE, and SID – EA.

In achieving a better environment they proposed to:

1. Lobby for harmonization of conservation policies by The International Small Group and Tree Planting Programme (TIST), and ACODE. The group recognized that these efforts have to come early for them to be effective.
2. Engage in Reforestation
3. Engage in Water harvesting
4. Establish irrigation facilities
5. Promote environmentally friendly farming practices
6. Distribute food from reserves quickly

The major challenges they believed would have to be faced are:

1. The costs would be high. Who would pay? How would they be funded?
2. Tension between national priorities and regional integration
3. Ownership of policy frameworks
4. Ensuring government doesn't abdicate its responsibility for food security to the private sector (e.g., complete privatization of strategic food reserves)

#### **4.3.2 Herd of Zebras**

In terms of an enlarged East African Federation politics and economics, this group saw an opportunity in the effectiveness of service and industrial sectors. Their strategy was to monitor the effectiveness of agro-processing industries and social responsibility by 2027. The biggest challenge in this case was the problems of corruption and to tackle it they sought to build social movements with trade unions, youth groups and media by 2022 do deal with it. Strong regional expansion of East Africa was would lead to harmonization of regional economic policies by 2017. Through economic integration, opportunities would arise to build capacity for online commerce by 2017.

The group further examined their livelihoods opportunities and challenges under the vision of a “Rift Silicon Valley”. They saw the opportunity of a communication explosion which they would use to deliver information and training on agricultural technologies to farmers by 2026. This would help bring about the service and industry sector boom mentioned above. The main challenge in this case would be the growing class divide that could lead to violence and migration. In response to this, lobbying and partnering with the government and the private sector would be attempted to increase corporate social responsibility by 2023, as well as implementation of pro-poor development policies. By 2027, there will also be more climate information available to help make decisions about farming to protect livelihoods.

With regards to food security, economic boom will lead to more investment in bio-fuels, which would lead to increase in importation of food by 2015. In order to address rising prices of food due to importation, countries in the region they would employ a strategy to strengthen farmer cooperatives for storage, markets, food production by 2021. However, at the same time, increase in global food prices would create a wake-up call in the region to invest heavily in producing food for regional consumption by 2027.

Lastly in engaging their green and fresh environmental world, increase in bio-fuel production has already lead to land grabbing, but also land pressure, loss of biodiversity, and soil

degradation. There is drastic loss of water quality and quantity by 2015 due to bio-fuel production. This would eventually lead to investment in improving water quality and quantity, and land management by 2027, especially since a natural disaster may be a threat. By 2027, monitoring of environmental degradation will be an important activity but this will not happen unless investments are made in research, and building capacity for water harvesting, agro forestry and water- shed management by 2020. Eco-tourism and payment for ecosystem services would also be important mitigating activities by 2025.

#### **4.3.3 Lone Leopards**

The overall strategic focus was on enhancing the capacity to deal with droughts and mitigate its negative effects. The first opportunity the saw was the use of government policy and international or development partners to carry out supplementary irrigation by 2018. The strategy would take into consideration the issue of ground water availability and use. In this regard they would have to enhance government capacity for the strategic implementation of such a project to end by 2013 and monitored to 2015.

The second strategy would be tree growing so that they would have matured by 2018. Once sites have been identified and the cost ascertained there would be the involvement of specialized expertise such as International Centre for Research in Agro forestry (ICRAF) to assist. International, regional, national, and donor institutions would assist in maintaining the focus on the initiative and support it through the media. In anticipation of a major drought there could be the development of population resettlement schemes either through negotiations or forceful removal, if need be. Furthermore, drought mitigation programmes would be initiated through education and capacity building.

Another challenge the group foresaw was the vulnerability of groups of small holder farmers. The opportunity in this case was to use existing knowledge. The strategy in this case would be to carry out a comprehensive needs assessment in 2012 to identify areas for targeted support. Another challenge would be how to enable the transformation of smallholder farmers'



livelihoods from a subsistence level. The opportunity here would be to rely on a proactive private sector and civil society to carry out a strategy of enhancing public private partnership for food security and agricultural production. In this case they would create spaces for dialogue, organize large farmers' organizations, and implement market incentives to increase productivity. The partnerships and collaborations identified between organizations were between Association for strengthening Agricultural Research in Eastern and Central Africa (ASARECA), Alliance for a Green Revolution in Africa (AGRA), and CARE International among others.

#### **4.3.4 Sleeping Lions**

In terms of Governance this group saw the youth desire for change as an opportunity. However, the biggest challenge in this case was the old and detached leaders' desire to maintain the status quo. The strategies in this case set that in 2015 they have to strengthen citizen voices and campaigns through, training and the convening power of Civil Society Organizations (CSOs). In 2022 they have to influence policy through the representation of CSOs or their members in government and develop an alliance of faith based organizations, media, and CSOs. In carrying out civic education the messages through media develop a sense of being East African as an attractive and inviting prospect.

They saw the discovery of gas, oil, coal, gold and uranium as both an opportunity and a challenge. They therefore devised strategies to engage in a national and regional resources dialogue in 2015. They proposed to develop energy scenarios with key players in the sector in the same year and build the capacity to extract resources within East Africa and to negotiate beneficial deals for the region's citizens in 2022.

The Sleeping Lions group saw the continued growth of the SME sector as an opportunity. Nevertheless the challenge was the high number of unemployed youth, and the skill or capacity difficulties. The strategies included:

1. Linking SMEs to larger private sector firms in 2015

2. Linking information on micro credit and market linkages in 2015
3. Strengthen anti-corruption linkages in 2022
4. Development skills for farmers in 2015
5. Influence policies in 2022 on land, forests, ICT, water, enterprise and agriculture
6. Strengthening farmers and producer organizations or entrepreneurs, enabling them to recruit members and offer services in 2015
7. Creating an East African carbon exchange centre in 2022

Another opportunity they saw was that most produce is for export but there were few benefits for smallholders. The challenge was the low productivity of food and livestock. The strategies in this case were to begin transforming traditional farmers and pastoralists into prosperous entrepreneurs by:

1. Amalgamating the produce by small holders farmers to maximize economies of scale in 2022
2. Encouraging financial literacy of farmers in 2022
3. Promoting the idea of farmer entrepreneurs e.g. farming reality TV show in 2015
4. Strengthening pastoral system, institutions, voices and mobility through knowledge, research and documentation
5. Organizing pastoralists
6. Using educational radio programmes and community conversations

## 5.0 CONCLUSION: META STRATEGIES

The process of back-casting from a desired future vision through four different scenario contexts, each with their unique opportunities and challenges, produced a rich set of strategies and actions. An overview of these strategies pointed to two sets of common fundamental ideas or meta-strategies, for responding to the futures that may unfold.

If the East African region faces a future in which the official focus is on a ‘traditional’ strategy where economic growth paramount and in which the issues of livelihoods, the environment, food security and governance are considered peripheral, then, non-state actors should:

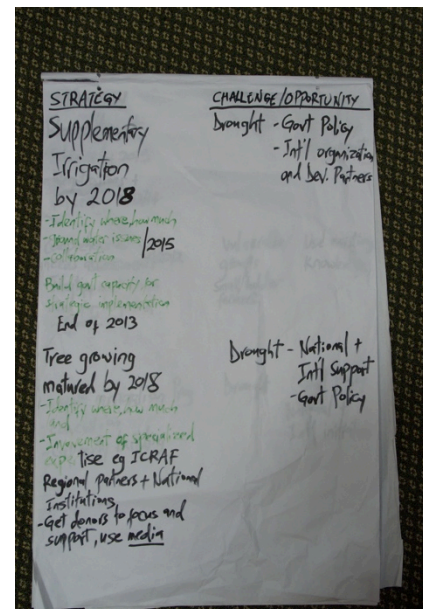
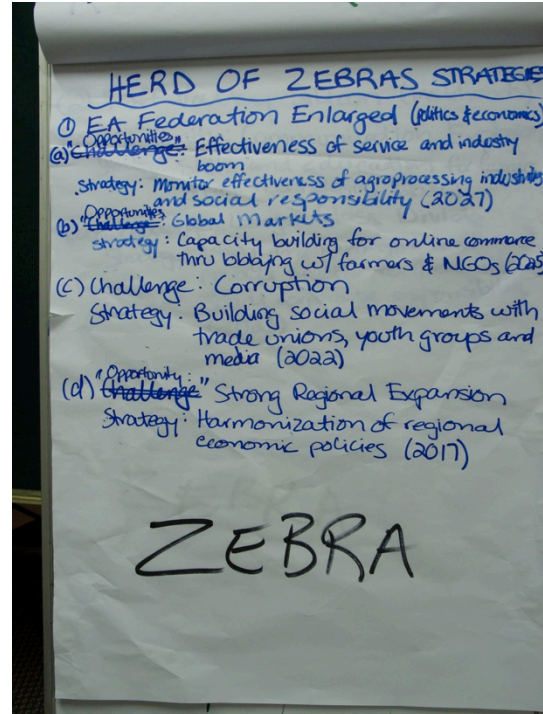
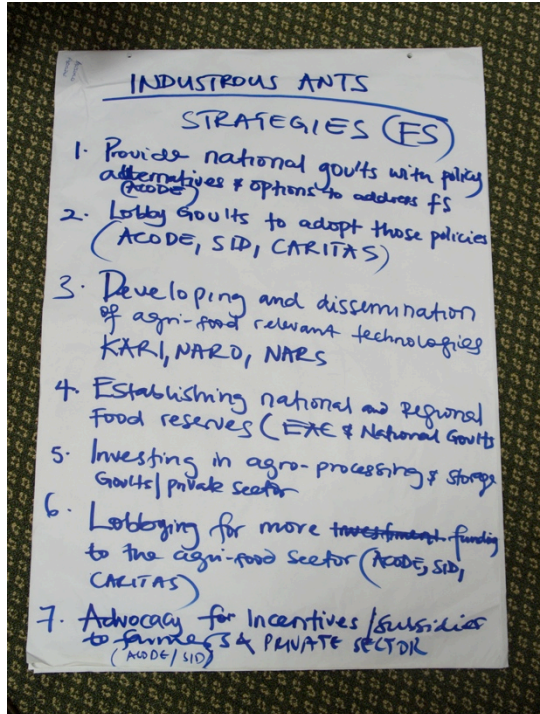
- Engage with the Government on issues of food security, the environment and livelihoods, BUT, they should not wait or depend on its responses for them to make an impact.
- Recalibrate their expectations and engagement with Government by putting more pressure to encourage a focus on food security, the environment and livelihoods
- Re-examine their mandates to include and enhance their delivery of some social services
- Organize, up-skill, aggregate, the ‘grassroots’ (farmers, SMEs, youth) to amplify volumes, incomes, impact

Alternatively, should the East African future be one where the Government is proactive on both growth and issues of food security, the environment and livelihoods, but must constantly resolve the tension between regional and individual country interests, then, non-state actors should:

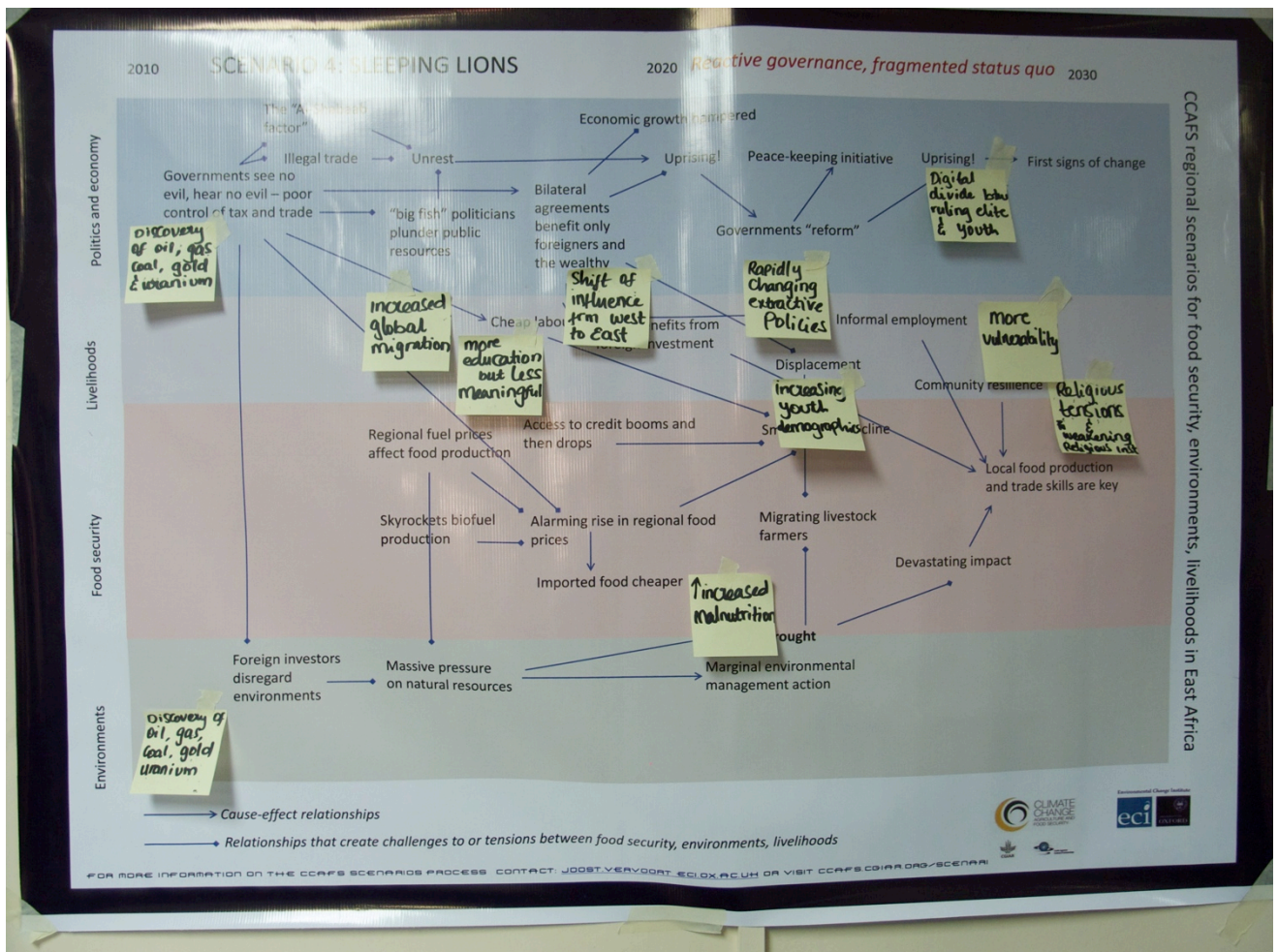
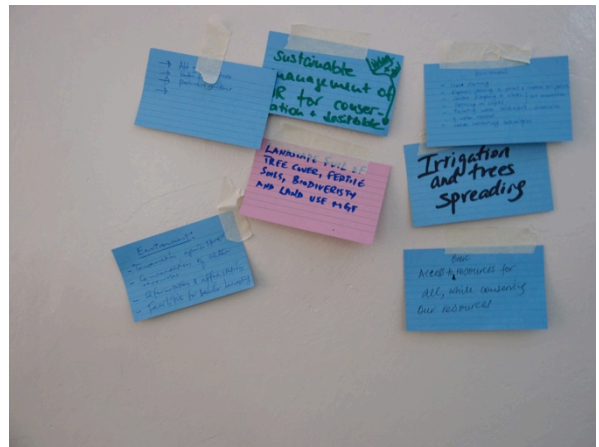
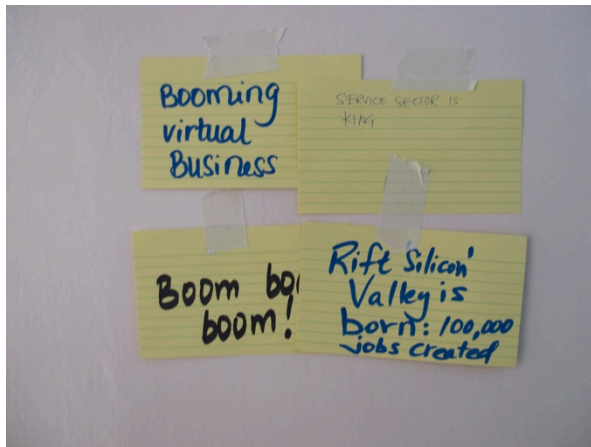
- Anticipate future challenges of food security, the environment and livelihoods and start adapting to respond in order to avoid or mitigate such challenges;
- Constructively engage these receptive governments in terms of policy development and lobbying on issues of food security, the environment and livelihoods;
- Work closely with governments to co-execute strategies at a regional level such as water harvesting, food reserves, reforestation, and resettlement programmes.

## ANNEX

### ANNEX 1: IMAGES OF STRATEGIES







## ANNEX 2: LIST OF PARTICIPANTS

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