



Ukama Ustawi: Establishing a Community of Spirit

Synthesis of Perspectives

21 November 2022

A photograph of two men in a lush green field, likely harvesting tall grass or reeds. One man is bent over, using a machete to cut the grass, while the other stands nearby holding a bundle of harvested grass. The scene is framed by large, out-of-focus green leaves in the foreground, creating a sense of being inside the field. The background shows more trees and foliage under a bright sky.

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A photograph of two men in a lush green field, likely a grass or forage crop field. One man is bent over, using a machete to cut the grass, while the other stands nearby holding a bundle of harvested grass. The field is filled with tall, vibrant green grass blades that dominate the foreground and background.

Acknowledgment

This work was carried out with support from the [CGIAR](#) initiative, [Ukama Ustawi \(UU\): Diversification for resilient agrifood systems in East and Southern Africa](#), and we would like to thank all the funders who support this research through their contributions to the [CGIAR Trust Fund](#).

To learn more about Ukama Ustawi and other initiatives in the CGIAR research portfolio, please visit <https://www.cgiar.org/research/cgiar-portfolio/>

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This Synthesis of Perspectives is a key part of co-designing the Community of Spirit (COS) for Ukama Ustawi (UU). This process included a series of interviews, a survey distributed to the entire UU community, and a Mentimeter at the Core Partners meeting on the 9 Sep. This process is helping to surface how this COS can best serve the UU community as well as how the UU team (staff and partners) want to work together (both the agreements around the quality and principles for engagement, as well as the practical aspects such as cadence and types of meetings (e.g. in-person, virtual, etc)).

This synthesis is key input for the interactive 2-part virtual workshop to be held on the 8 and 9 December 2022. This synthesis, together with the insights and outcomes of the workshop will inform the high level COS design, operational model, implementation and workplan for 2023 and beyond.

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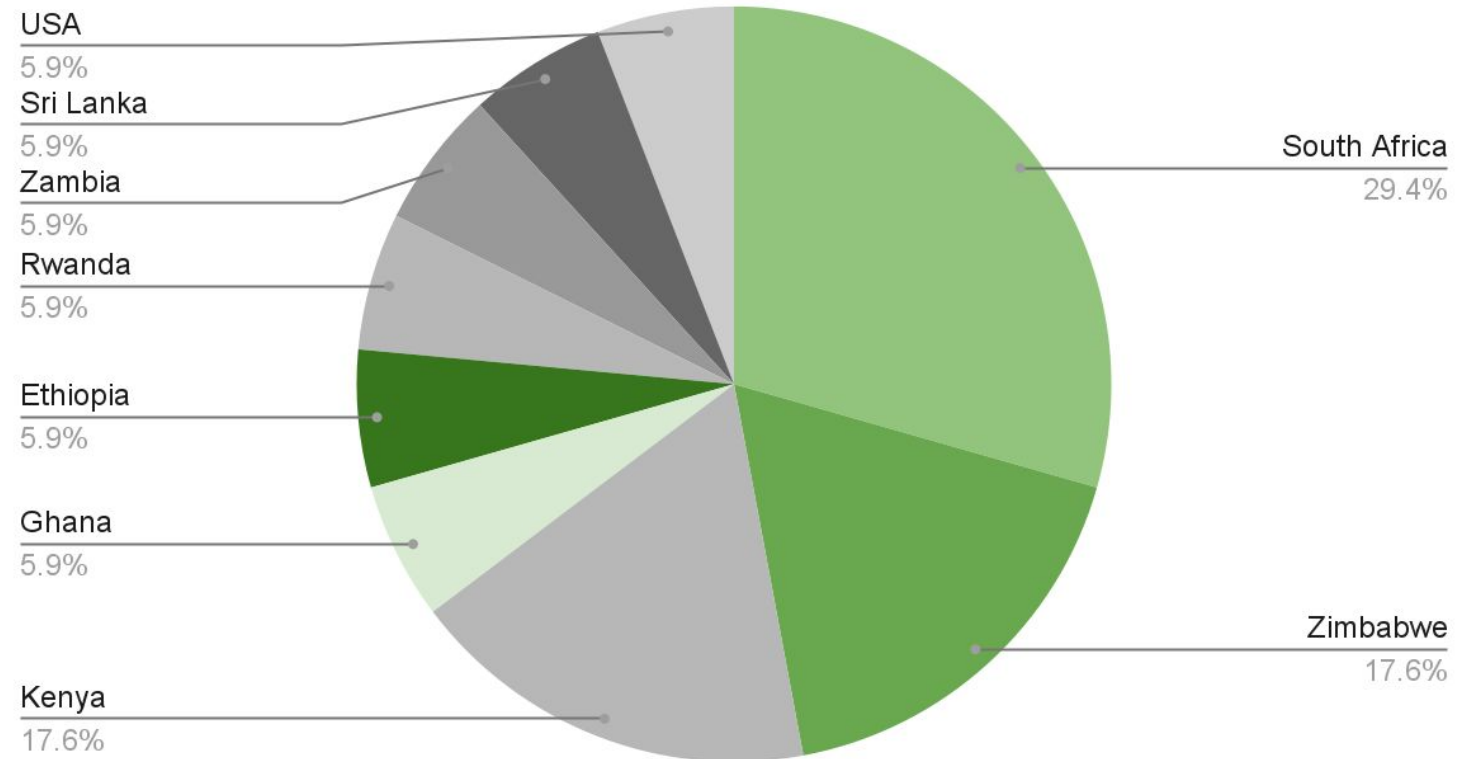
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Whose voices are included: survey

- 17 people responded
- 3 respondents were women and 14 were men.
- 3 of the respondents were under the age of 35 and 14 respondents were +35.

Countries Represented



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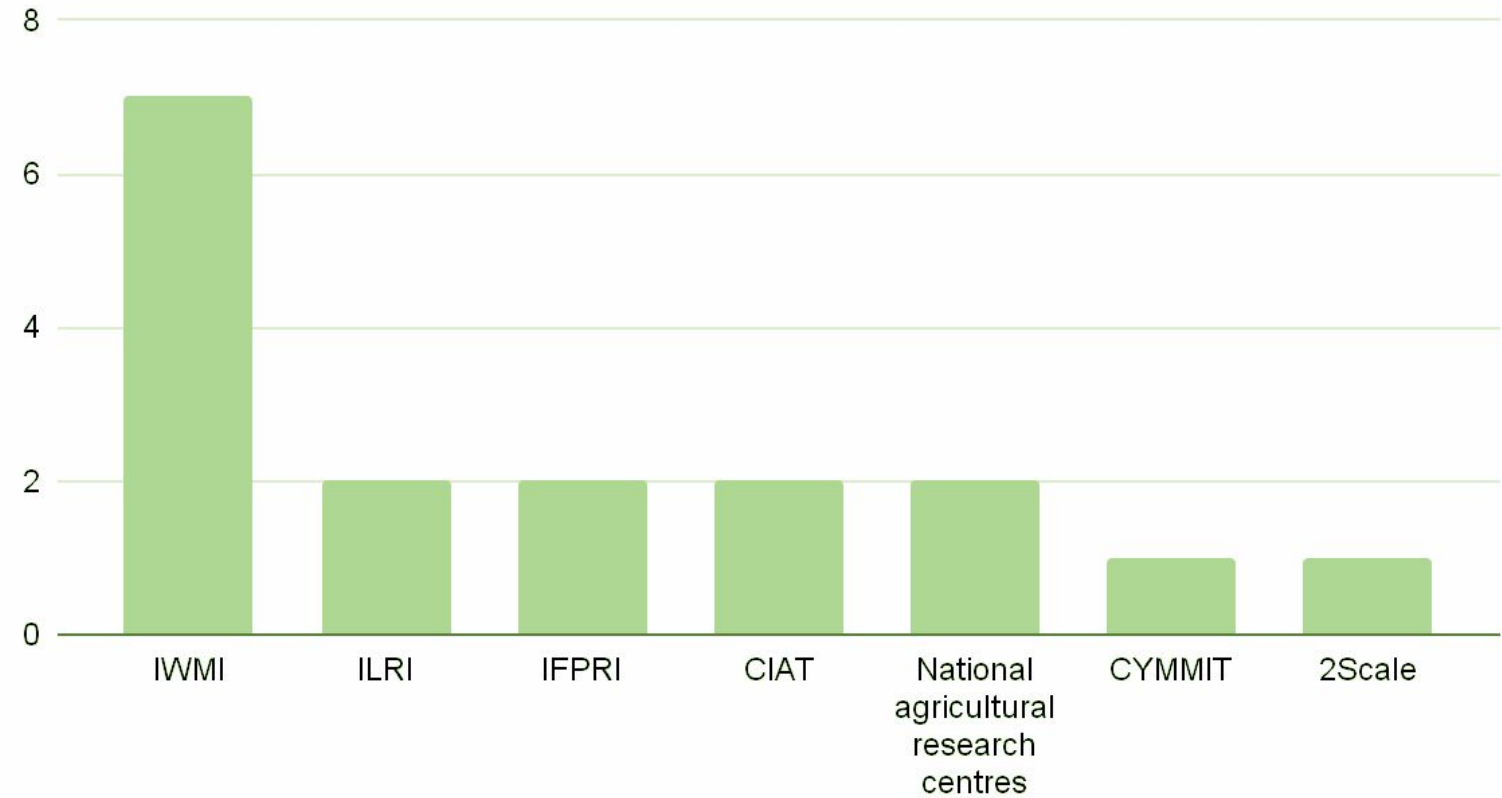
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Survey responses: Organisations represented



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Whose voices are included: Interviews

- A total of 12 participants were interviewed by Reos Partners and IWMI.
- 5 were women and 7 were men.

Scaling Hub

Accelerator

Learning
Platform

Policy Hub

National
agricultural

Network

CGIAR

Research
extension
programme

Regional
agric
research
org

GESI
CGIAR

ESA
Agribus-ine
ss

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What did we ask in the survey?

Key questions for COS

- 1) Why do you think establishing a Community of Spirit is important for UU?
- 2) In the project kick-off meeting in Nairobi, several of the project team and core partners listed the below as good methods of engagement. Of these, which do you think would foster the greatest sense of team within the project team and how?
- 3) From your perspective, what should be prioritized and would lead to the best outcome to fostering team spirit?
- 4) Learning and development is an important component of UU. What can UU do to better enhance the empowerment and involvement of early career researchers?
- 5) Is UU doing well to advance the participation of women researchers? If not, how can we improve?
- 6) If the COS is able to be truly inclusive, what will you see, hear or feel?
- 7) How could a CoS be useful for what you are needing to achieve in your work or practice? If we were to hold multi-day conferences/ meetings, which would be your preference?
- 8) If we were to hold more regular virtual sessions, what would be your preference?
- 9) Please share a sentence or two about any key reflective/ learning events/ moments that you are aware of? Including dates if these have already been set.

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What did we ask on Mentimeter at the Core Partners meeting on 9 September?

- 1) How connected do you feel to the UU initiative team?
- 2) To what extent does the UU Initiative enable you to do your core work?
- 3) In what way does UU enable you to do your core work?
- 4) In what way does UU stop you from being able to do your core work?

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What did we ask in the interviews?

- 1) Why do you think establishing a COS is important for UU?
- 2) When you envision a successful / useful community of spirit, what does that look like?
- 3) In what ways would the community of spirit have failed to serve you? What does that look like?
- 4) How could a Community of Spirit be useful for what you are needing to achieve in your work or practice?
- 5) If the COS is able to be truly inclusive, what will you see, hear or feel? This could be in terms of observable (or audible) things but could also be how the space makes us feel within ourselves or towards others. i.e., how will we know we are being truly inclusive?
- 6) What constraints are you facing, inside or outside your organisation, that may limit what can be achieved by the COS?
- 7) Is there anything else you would like to add?

Some participants had prior engagement with the concept of the COS through Reos Partners' presentation at the Core Partners meeting hosted on the 9th of September and through a short survey distributed by IWMI. For participants who had answered the survey, we focused our interview questions more on understanding what success and failure would look like for them and what the operating model might be.

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Question: Why would establishing a Community of Spirit be important for the Ukama Ustawi initiative?

Survey responses:

[illegible]

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Question: Why would establishing a Community of Spirit be important for the Ukama Ustawi initiative?

Interview responses:

Participants believe that the Community of Spirit would be important for::

- Engagement and alignment
- Information and knowledge sharing
- Strengthening relationships and collaboration
- Supporting the internal organisational change process
- Being the change
- Building leadership capacity

Each of these points are illustrated through a series of quotes in slides 12 - 18

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Engagement and alignment

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“I think one of the things that is the challenge with big regional programmes is people haven't worked much together and there are internal and external partners. They need to decide what they want to achieve. This is a part of recognising why they are working together and that the sum is greater than the equation.”

Envisioning Success

“From the private sector point of view, it is important to have a dialogue between different stakeholders and understanding of each organisation and who the representatives are. Basically, a big group of organizations coming together. Building up networks and reporting across regions for the future projects are quite important.”

Envisioning Failure

“To guide and guarantee policy, framework, and mode of operation. The protocol helps to have a flow and certain rules.”

Inclusion

“An initiative this diverse requires a point where people meet to ensure congruency.”

Constraints

“Creating common purpose and harmonious work environment.”

Operating Model

“CoS will create a feeling of collectiveness which reinforces the project components because what bonds UU consortium/partners is the project goal.”

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Information and knowledge sharing

“The way the programme is structured is interesting and diverse. It can help the sharing of knowledge that can be replicated in other WPs.”

“My thinking is that UU brings on board a wide diversity of ideas in relation to effecting change in the lives of smallholder farmers. Because of the wide diversity of knowledge, the platform ensures congruency in the sharing of ideas.”

“We are people of different backgrounds and skills so it's important for a flow of information amongst partners. You find that we are in different countries. It won't be a one size fits all project under UU because things are done differently in countries. If a COS is established, we quickly learn and adapt how things are done in different countries.”

“It will enable cross learning and sharing of experiences.”

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Strengthening relationships and collaboration

“It is important that everyone feels like they are on the same team, same level, and also feel respected and valued as a partner. To a certain extent, that still lacks within the UU team, so establishing a COS is a great idea that can strengthen collaboration and commitment.”

“I was hoping the COS can create a platform for non-objective oriented interaction. Water dispenser talk. An opportunity for dialogue. An opportunity for socialising with colleagues across WPs.”

“The COS will bring people's feelings together and hopefully this brings motivation on undertaking activities and helps in reaching targets and enhancing the lives of target population.”

“Strengthens commitment and collaboration.”

“Making human connections.”

“It will help build a strong bond between partners in UU beyond the project.”

“Synergies will only develop in UU when relationships are built.”

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Supporting the internal organisational change process

“I hope that COS would also help facilitate and accelerate the change management process. For some people it’s easy to work together, for some people it’s not.”

“I had hoped that if we formalise the COS: this notion, you are bringing people’s attention to the change management that must happen within ourselves. The change (in the organisation) will happen whether we like it or not and most times we unconsciously work through it. What I’m hoping is the COS is a conscious effort and put it within people’s front and centre consciousness: that we are going through this change, we are getting to know each other, how do we unpack shared experiences?”

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Building leadership capacity

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“One additional comment is to the earlier point that young lead researchers are not being provided with sufficient coaching, mentorship and support”

Importance of the COS

“I would like to see a whole new cohort of young black leaders in CGIAR, women leaders, black women leaders. There are very few black female principal researchers in this region. We have a lot of young black female researchers at the moment, I’ve made an effort to ensure that, but they are more at a junior level, so they still need to grow into that space. I want to see leaders at the senior level on those internationally recruited contracts. Most of those are international or they are black men.”

Envisioning Success

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“What are the incentives for the young people so we can clearly build teams that can in future replicate UU for the purpose of achieving a bigger goal? Do we have these incentives? For example scholarships, events and where we can have coaches and mentors even where the initiative comes to an end. We can ensure continuity of these ideas coming from UU.”

Inclusion

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“Are there any opportunities outside UU and especially for youth, creating opportunities to increase knowledge for the Community of Spirit and how is this envisaged?”

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Being the change

“I’m looking very inward here and not about the work we are doing out there with farmers. The COS is inward and I’m talking about us being that change and we don’t often look at this. We look at how many women farmers are benefiting, which vulnerable groups are we capacitating. We don’t look at how we are empowering vulnerable groups in our own organisation.”

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Question: When you envision a successful / useful community of spirit, what does that look like?

- **Relational, interactive and Collaborative:** a sense of “community of spirit” and strengthening collaboration across WP’s, not just within them; have space to connect, engage and get to know one another
- **Motivational:** where partners all feel committed, inspired and motivated to be part of this initiative
- **Informative and transparent:** where everyone has sight of what is happening in and across UU and the different work packages
- **Intentional and focused on a shared vision**
- **Leverages the diversity of all stakeholders:** this includes making the most of the diversity of skills and experiences and that this CoS will not be a one-size fits all
- **Inclusive:** where everyone feels they can contribute and feel that they belong
- **Helps to redefine the role of science and scientists** in the current context (e.g. digital information, age of (dis/mis)information
- Creates **opportunities for growth** for young people, especially women with leadership potential
- Is **Learning oriented** and **fun**

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“It would involve collaboration, synergy and people being informed. It makes me wonder what activities could lead to that other than saying meeting quarterly for sharing information. So how do we assess that? How do we assess the current face time and how we are doing on an ongoing basis?”

“It is a sense or a spirit among the partners of UU (while that might be difficult to measure) it can be a difference in attitude and level of commitment that people feel.”

“Physical engagement and meetings with the partners and organizations not necessarily from the same WP that we are working with but the ones who are involved across UU initiative...Larger the groups, the harder it is to know everyone, so it would be great to have a possibility to have breakout style sessions to get to know people across UU.”

“I think success would be individual for everybody and there is no one uniform way to measure this. It should make people feel like they belong, and they should feel like part of a team and feel like they can identify themselves with each other.”

“Keep it simple, don't make a platform. Have regularity and intention in meetings, have space to connect with people.

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“Science is but one of the evidences used to inform policies and decision making and nowadays it’s not the most important source. It used to be the way people looked for robust evidence, now there’s all kinds of knowledge, so researchers need to be mindful about how they redefine themselves, how they redesign their science and be more relevant to people.”

“It would be cool to come up with an idea of creating a project identity. A project identify would be a shared visions that goes beyond project description, a way to rally together and feel like part of a team. How do we make people feel like supporting the team? Competition against the other initiatives.”

“UU is one of these new programmes and the way the CGIAR works we have these long 3-5 programmes. The successful ones go on for 10 years. Sometimes a new cycle begins, and these programmes get redesigned. Right now, we are at the beginning of this new cycle and when I speak to CGIAR colleagues who have participated in the previous CGIAR research programmes, those who participated would always say the successful ones were good at making a concerted effort to bring people together and building into the design of the workshops, moments to get to know each other socially and professionally. It wasn’t only about delivery but knowing people from different organizations on a social level. And there would spend time doing team building so they would make sure to meet in nice places and people wanted to come and people became friends. This strengthens the research partnerships.”

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Question: In what ways would the COS have failed to serve you? What does that look like?

Interview responses can be categorised as follows:

- Lack of coordination and alignment across WPs
- Partners and members don't feel included or feel like they do not belong
- If the COS does not take into account and address power dynamics
- If youth (and young black women in particular) are not empowered through the process
- If UU does not amount to transformative change

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“If it failed to serve me, I would say we would have these work packages that would be siloed. I want the COS to bridge the divide between the different work packages.”

“In general, with such a big team of stakeholders involved as in UU where there are so many different organizations and work packages, it is going to be hard to coordinate with a common goal. That would be a challenge.”

“Failure would be not having an inclusive voice, power dynamics-allowing specific people to speak more than others and not having young people shining.”

“We need to think about the future, young people need to grow both within and outside UU, when we reflect years later, we should be able to say because of the CoS, these young people have grown and made their mark. Failure is having young researchers not growing in their careers.”

“If it failed it would be a top-down thing with no vision, mechanical and too process heavy. The big thing is a lack of vision and trying to get people together for people's sake. Holding meetings with no purpose or clear outcomes.”

“Will people remember UU as this transformative initiative in 20 years' time? Whether it was memorable with a lasting impact on beneficiaries. If it didn't deliver on this expectation, it would be just another project.”

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Question: If the COS is able to be truly inclusive, what will you see, hear or feel? How will we know we are being truly inclusive?

- Having a diversity of stakeholders from across the value chain
- Variety of backgrounds and experience of researchers
- Ensure diversity of leadership - that it is not always the same people leading
- Involvement and empowerment of youth and black women researchers
- Consider access challenges to both in person and virtual meetings
- Power dynamics are taken into account and addressed
- Valuing all contributions and that all people feel confident to speak and share their views
- Intentional, frequent communication, so that everyone has access to the information they need
- Learning and sharing is happening amongst all stakeholders

Note: in the survey, not everyone understood the question and one survey responded felt that the question was not useful: “Inclusive of whom? Women? All nationalities? Only researchers? All UU staff? What is the objective here? The question is too broad and general.”

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“UU should maintain a diversity of actors broadly speaking, of the countries we operate in and with gender balance, good diversity of innovations across our own portfolio of experience and across portfolios from other CGIAR initiatives working in Eastern and Southern African countries. There's quite a lot of criteria to tackle regarding this diversity.”

“It could be gender, people from different themes and sectors representation, public and private, value chain actors. Various stakeholders are represented so that they can voice their concerns and give comments, not only women but various UU groups/ partners could also be part of this. Could be a participatory approach with the farmers' representation, value chain actors and policy body as the projects are agriculturally based.”

“I would like to see more farmers and agribusinesses. I don't just want to see researchers and international research centres; I want to see more people from the ground and partners who are at the frontline there with us during workshops and dialogues.”

“Currently UU is not entirely inclusive. In our WP for example we are merely told here is your budget, here are your partners, now you need to cut your budget because another partner is coming onboard. And that is all being told from a top-down level. We are not a part of the discussion, only a part of the implementation.”

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“How diverse is the group? Who is speaking more, who is dominant, who is not given the space to shine? All these are important. Inclusivity means supporting newly appointed researchers and making sure they are included in discussions and meetings. All voices need to be heard”

“In-person meetings need to also consider those who cannot be there in-person, add a virtual link to accommodate others.”

“For workshops or dialogues, we need to include both men, women and young farmers or agribusinesses. Gender does not mean just women; we need to be inclusive. In my WP we speak of women and youth but during our engagements there were no youth. We need to practice what we preach.”

“It's a great question , how do you define inclusivity? You don't want the same people leading so diversity is needed, being aware of power structures, which voices are talking and how conversations are being held. Not just diversity for diversity's sake. It should be about making sure we are conscious and not performative. It's important to recognised these power structures and how intentional we are about how voices are”

“The way I'd assess the COS as inclusive is when all learning and sharing is happening without teams feeling intimidated.”

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Inclusion and gender in UU

Gender diversity is one dimension of inclusion that is important to UU. Let us look at gender participation in this process as well as perceptions on gender inclusion:

	Male	Female
Interviews	7	5
Survey	14 (82%)	3 (18%)
Workshop invitation	24 (55%)	20 (45%)

Men and women invited to the workshop from each WP

	Lead	Male	Female
WP1	M	8	1
WP2	M	4	3
WP3	F	4	3
WP4	F	2	5
WP5	F	1	6
WP6	M	5	2

“There is one work package that’s all male, how can that be? When you speak to the partners, they say there are no women working in those areas of conservation agriculture, mechanization or irrigation. How come? Why are there no women in those fields? Why are there no women being nurtured in those fields? Is it that young women are not interested in these fields? But the bulk of the farmers in this region are women, so something is not right there.”

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Inclusion and gender in UU cont.

Perceptions of how well UU is going in terms of inclusion of women

Survey response to the question: **Is UU doing well to advance the participation of women researchers? If not, how can we improve?**

	Male	Female	Total
Doing well	7	2	9
Doing well but can do better	3	1	4
Not sure	4	0	4
Not doing well	0	0	0
Toal	14	3	17

“We are doing okay but not nearly enough. We need to work harder to strengthen the gender balance at the WP level, especially WP 1. Targeted recruitment, recruitment support in needed.”

“This can be built through the project to fill gaps. There seem to be a fair level of gender participation but WP on gender should also have men.”

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Question: What constraints are you facing, inside or outside your organisation, that may limit what can be achieved by the COS?

The following constraints were shared;

- Limited time/ time pressures: too many (virtual) meetings! Too much work!
- The culture of overwork
- Structural/ institutional barriers to collaboration
- Lack of coaching and mentorship of young principal researchers
- Inadequate communication: emails telling people what to do is not enough
- Budgets have been cut but the activities and expectations remain the same - this cannot be and is creating frustration
- On-going systems change process
- Old ways of working and thinking

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“There’s been lots of focus on reporting in the first year and there’s more focus on that versus on implementation and there have been a lot of virtual meetings. People are under pressure for their time because there are many meetings for other initiatives happening in CGIAR. We need think about how we engage, foster, and learn with each other without being overwhelming for people and without bombarding them.”

“We have said we love working with each other in UU because it is interdisciplinary, and we would never have made, and we are so collegial with each other. This is good but there are still system things that prevent that. If it was about the science, it would not be a problem. Science does not have barriers or boundaries, but these operational challenges will always be present and need to be factored in.”

“Currently, partners within and outside CGIAR not happy with the pace of my WP. As a newly appointed young researcher coming into this space is overwhelming. Some partners are already pulling out because of budget, not being involved in discussions nor consulted on how the team should move forward. It is stressful to have to deal with all of that while I was not a part of the initiative design team. I need more support from the leads of our WP.”

“There is no communication, just emails flying around telling people what to do. Budget cuts and the activities remain the same, which cannot be the case. Partners are not happy which can limit this Community.”

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“Everybody is overcommitted, overallocated and overwhelmed, so it is institutional and personal constraints. I see it with other CGIAR centres not only IFPRI. I love what I’m doing, I’m committed to my work, but I can only get things done by working overtime. I am worried about this in the One CGIAR: we have started to get into a new culture of overwork, this has become the new normal which is not good for us.”

“What has been envisaged as what can work and what has been conceptualised, these are learning curves. Part of that is the challenge: we keep looking at the same concepts from what has been conceptualised and taking a bit of time before we can agree on things. Maybe Reos can support us and guide us on how to work within the framework and timelines.”

“With regards to our communication, it is challenging for us as a subcontractor to feel like we are servicing the entire initiative. We are branches assisting and making sure we achieve the goals of UU. Each organisation should be treated as it is important even as a subcontracted organisation.”

“Staff time, already mentioned and there is a lack of ownership”

“I envisage a successful COS would be supported by a wide network of meetings. Sometimes in my organisation, attending these meetings might not be something easy to do.”

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Ideas for the Community of Spirit Operational model: survey

Question: If we were to hold multi-day conferences/ meetings, which would be your preference?

	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	R17	
In person once a year	.	.	.															3
In person twice a year				.	.	.	.	.	.	.	.							8
Hybrid once a year	.	.										.	.	.				5
Hybrid twice a year															.	.	.	3
Virtual once a year											.			.				2
Virtual twice a year																	.	1
No multi-day meetings																		0
Other																		0

- The most common response was to have multi-day in person meetings twice a year
- There is a fair amount of support to have hybrid meetings

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Ideas for the Community of Spirit Operational model: survey

Question: If we were to hold more regular virtual sessions, what would be your preference?

	R7	R2	R9	R1	R3	R6	R12	R16	R10	R11	R17	R4	R8	R13	R14	R15	R5	
Monthly: country-specific	.	.	.															3
Monthly: ESA wide				.	.	.	.	.										5
Bi-monthly: country-specific									.	.	.							3
Bi-monthly: ESA wide		.	.								.	.	.	.	.	.	.	8
Do not have virtual meetings																		0
Other																	.	1

Other: quarterly meetings: ESA wide

- ESA-wide meetings are more popular than country-level meetings (ESA: 12 respondents; country-specific: 6)
- Bimonthly ESA-wide meetings received the greatest support (8 respondents)

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Ideas for the Community of Spirit Operational model: interviews

In person meetings and learning exchanges

- In person meetings (including learning exchanges) are seen as an important component of the COS.
- People vary in terms of how often they think these in-person meetings should happen, from once a year for the entire UU, to quarterly during implementation phase.
- These in-person meetings are seen as important for knowledge and skills sharing, as well as for team and relationship building (i.e. getting to know one another)
- People think field visits are important for COS. These could be added to the in-person meetings.
- To ensure that UU is regional, in-person meetings need to be hosted in all countries UU works in (eSwatini, Malawi, Mozambique, South Africa, Tanzania, Uganda)

Hybrid meetings

- Two people interviewed mentioned the possibility of hybrid meetings

Virtual meetings

- There is general agreement that virtual meetings are important, but people vary in their opinion regarding how often these meetings should be, from weekly, to quarterly meetings
- From the interviews, it seems like there is a need to balance report-backs and updates with more interactive exchanges.
- One suggestion was to make the report-backs in the form of videos that could be shared with everyone and that the live sessions rather focus on interaction and exchange.

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Ideas for the Community of Spirit Operational model: survey

[illegible]

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Ideas for the Community of Spirit Operational model:

Internet based platform

- People have different views on this. Some are saying that an internet-based platform that also allows for non-objective, unregulated interaction (water cooler talk) is important, while others are asking to keep it simple, and not create a platform.
- One of the interviewees asked for the COS to be “user-friendly” and “fun”

Communications that allow for regular feedback and updates

- A number of people have requested a regular newsletter that communicates activities and updates across the WPS, including story features. Others feel that there may be other more effective ways of providing regular feedback or updates (e.g. social media posts).
- Email communications about important project changes/ requests to do more work, are not effective and are creating frustration and resentment.

Building leadership capacity

- Interviewees have proposed a number of potential mechanisms for building leadership capacity of young people and black women researchers. These include:
 - Scholarships
 - Mentorship and coaching (formal and informal, including peer coaching and support)

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How do Ukama Ustawi partners balance the desire for connection and collaboration with work and meeting overload?

- Based on the people we spoke with, there is a desire and a perceived need for a “Community of Spirit” that, in particular, strengthens collaboration across work packages, and many people resonate with the name.
- Central to this “Community of Spirit” is building and strengthening relationships
- While people are yearning for connection with one another, the reality is that many partners are feeling overwhelmed with the volume of work and numbers of meetings. How do we therefore structure the Community of Spirit in a way that takes this contextual reality into account?

Tensions around power dynamics and inclusion are present in Ukama Ustawi

The theme of “inclusion” and naming and addressing power dynamics is seen as central to the success of the Community of Spirit, and yet many people are raising concerns about both in the context of Ukama Ustawi. Some examples of these concerns include:

- Some are feeling that decisions are made top-down, with no discussion: there are decrees that are sent via email and partners are just expected to implement
- Budgets are being cut but expectations around delivery are not (seemingly without discussion or negotiation)
- Some are feeling their contribution and voice is not heard or taken seriously.
- Concerns have been raised about power dynamics and structures that have not been fully acknowledged and addressed.
- Women and youth are often missing from leadership and decision-making

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Addressing underlying tensions and dynamics is necessary in order to leverage the “promise” and transformative impact of Ukama Ustawi

Collaborating across such diverse stakeholders, in a context where some already feel excluded or marginalised requires the space and time to slow the process down when necessary, in order to address some of the underlying tensions and dynamics while they are still relatively small and manageable. Because if the partnerships and collaborations are not in order, the work, outputs, effectiveness, efficiency and impact of Ukama Ustawi will suffer. In order to do this, there needs to be some flexibility with regards timelines - as in not letting the schedule dictate pace.

This will require addressing the culture of overwork and overstretch

A number of people indicated that overwork seems to be a norm within CGIAR projects, and that this is a cause for concern by some. We have also observed how thinly spread everyone is - there is too much work to do and too little time. As already mentioned, effective and genuine collaboration across diverse actors is not easy and requires time and spaciousness, especially when issues or tensions arise: difficult conversations cannot be productive if actors feel pressed for time. This means that Ukama Ustawi needs to build in a culture of slowing down to have the necessary conversations.

The ambitions of Ukama Ustawi do not match resource allocations

Some interviews speak about budget cuts, while still being expected to deliver on the same activities and outputs. In order for Ukama Ustawi to be transformative, adequate time, financial and human resources will need to be leveraged. Alternatively, the level of ambition will need to be adjusted, to match the resources available.

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Emerging Questions

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Below are a few questions that we need further clarification on. These questions might have a simple answer (i.e. IWMI can answer directly), or they may require broader engagement:

Importance of the COS

- To what extent should the COS support in enhancing/ improving collaboration within work packages?
- How does the COS complement the Learning Platform and in what way is it distinct from the Learning Platform? We have begun to answer this question, but we need to get more granular about this.
- What role should the Community of Spirit be playing in centering gender transformation within Ukama Ustawi?

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