



CONCEPT NOTE – FINAL VERSION AS APPROVED BY GIZ
(07/SEPT/2023)

Agroecology Leadership Academy

Cultivating Transformation

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OVERVIEW

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01 – The general idea

Detailed objectives (from GLZ Concept note)

People in positions to effect significant changes are **usually highly skilled experts** in their respective domains, able to **lead expert interactions and develop and advocate for necessary interventions** – be it policy, concepts for transformation efforts, agro-ecological approaches enabling the kinds of transitions needed, they need to **navigate complex systems, which requires a different skill set**. Rather than planning, directing and controlling change efforts, leaders need to become able to **recognise context-specific opportunities and limitations, understand relationship dynamics, build alliances** – often with unlikely or untrusted partners - and identify personal patterns of enabling or hindering change efforts

Learn

- **Providing spaces for peer-to-peer learning** in cross-country exchanges and for learning from external experts through tailored inputs on agro-ecological transition.
- participants **learn to identify and sharpen their understanding** of pathways / possibilities and obstacles to AE transformation in their contexts;

Act

- develop **approaches** attuned to the realities of their contexts, test and refine their approaches
- Supporting key organizations and networks in the identification of **concrete opportunities** for advancing agro-ecological transition and for the removal of barriers to change
- Enabling the achievement of **concrete outputs per country**, but are not limited to **scenarios** or narratives for agroecological transition in a country including defined roles and next steps; the creation of agro-ecological **alliances**; specific **transformation processes** etc.
- **Shaping narratives for change and** shared visions among diverse stakeholders

Strengthen organisations and networks

- Strengthening of **key organizations and networks** in leading efforts of advancing agro-ecological transition
- Supporting the creation and/or strengthening of **alliances for agro-ecological transition**

01 – THE GENERAL IDEA

The general idea

LEARN

*in order to become transformation makers for **socio-ecological transformation**, empowering and enabling participants to navigate complexity*

LEARNING about leading socio-ecological transformation and agroecology, systems thinking



ACTING in individual roles of participants, strengthening their organisations, initiatives, networks

LEARNING in applying mindsets and tools for socio-ecological transformation jointly



ACTING as a strong personal network, building alliances, testing and applying approaches for agroecology

LEARNING from experiences of the different country teams and individual cohort members



ACTING by giving impulses to international debate on Agroecology with good practices, forming a strong network

ACT

with purpose and impact for enhancing agroecology in the countries and globally



02 – The starting point

02 – THE STARTING POINT

Key insights // Agroecology

We held conversations with the nominated GIZ Focal Persons for the Leadership Programme for **all country packages**.

In the participating countries, the **situation on agroecology** is **very heterogenous**. In many countries, agroecology is still very little known (e.g., Burkina Faso, Madagascar), promoted largely by development partners and considered vague with very different understandings of what it means. In some countries (like Kenya, Tunisia and India) understanding and implementation of agroecology is more advanced. Often, agroecology principles are being applied and agroecology practices are being used without naming them as such. Hence, the programme needs to provide basic information about agroecology and should build conceptual clarity. Participants can learn from the frontrunning countries, e.g., by field visits and exchange with representatives from these countries and should also get a practical impression of Agroecology by visiting demonstration plots.

There are many similarities in the **challenges** regarding agroecology, e. g., anchoring agroecology in laws, regulations and strategies, changing traditional habits of land use, weak agricultural extension services, little cooperation of initiatives and persons involved and political resistance. The conversations confirmed the approach to work on mindsets and skills for socio-ecological transformation, concrete agriculture topics and to support networking.

One interview partner also pointed out that some issues are **politically sensitive**, i.e. working on cotton in Benin due to the high political interest.

Many GIZ Country Focal Persons stated specific **priorities for Agroecology Action** in countries. These could be fields of work for the Country Working Teams:

- **Benin:** Establishing a platform for actors on Agroecology, working on cotton and market gardening
- **Burkina Faso:** Mango and cereals, making agroecology visible and tangible, Western part of Burkina Faso
- **Ethiopia:** Cut-and carry systems, (Highlands), flood control, agroforestry (lowlands), raising awareness on agroecology, also in research, strengthen civils society organisations
- **India:** Developing convincing science-based narratives & evidence for agroecology, increasing market demand availability of organic matter
- **Kenya:** Education, Unlearning unsustainable agricultural practices, strengthening extension for agroecology, seed production ,
- **Madagascar:** Change of behaviours, agroecology framework and policies with a focus on implementation
- **Tunisia:** integration into political, practical action (soil and water measures), territorial governance

Key insights // Participants

We gathered views on assembling a powerful group:

- The following potential **participating groups** were named: *networks of farmers, scientific institutions, private sector (banks, cereal industry, start-ups), ministries, civil society, existing sector groups and coalitions, members of local parliaments*. All Focal Persons underlined the advantages of a **heterogenous group**.
- Some Country Focal Persons could name already **individual persons** which they would recommend to participate and persons that could support in finding participants. We assured the Country Focal Points that they will be informed about the selection process as soon as possible after the design phase.
- For **Ethiopia**, the participation of Government representatives often poses challenges as members of this group consider GIZ per-diem rates often as too low and they often cancel international trips on short notice. However, government representatives should participate in order to increase the sustainability of the programme.
- For **Madagascar**, only government members from decentralised government structures should be selected due to the upcoming elections. The elections will lead to numerous changes in staffing in the central government.
- For **India**, government participants would need to be nominated through official channels. Time needed for this process cannot be foreseen. Focus might be on participants from a specific state.
- Some Country Focal Persons stressed the need to include **young people** in the programme and to ensure the participation of **women**.
- It was considered important that participants not only participate to advance their career but also to positively impact on **agroecology** in their countries. The programme should not only target people already working in and for agroecology but also (future) leaders who seem to be **open to engage on agroecology** but don't do so yet.
- Some Country Focal Persons stressed **challenges for online work and sessions**, e.g. low digital capacities, missing equipment (camera) and limited bandwidth.

Specific recommendations from GIZ Country Focal Persons (*in brackets: information how they were taken up in this concept*):

- Offer a certificate of diploma from a university to make the programme more attractive (*challenging to implement*)
- Test language skills of participants (*included in the concept*)
- Make sure participants are medium age (*implicitly included in the selection criteria*)
- Work with easily accessible software and easy-to-use systems for information distribution (*included in the concept*)
- Cover internet costs of participants (*included in the concept*)

Key insights from country conversations // Other

- Most GIZ Country Focal Persons clearly recommend to have **Country Team workshops** held **face-to face**. Only in Tunisia a hybrid format was also considered possible for some of the Country Team workshops. The Country Team Workshops should not be too short (**minimum half day**) so that it justifies the in-country travel. *(taken up in this concept note)*
- A **local facilitator** was considered crucial for the Country Team Workshops, also for convening the group. *(taken up in this concept note)*
- Some Country Focal Persons (e.g., Ethiopia and Burkina) offered **support for the online sessions**, e.g., by online sessions being held in GIZ offices. *(taken up in this concept note)*
- Some GIZ Country Focal Persons stated that they are **personally also very interested** to learn in and from the programme and would like to participate in sessions where possible. *(This concept outlines that they can participate at virtual sessions and country team sessions but cannot be participants of the programme)*
- It was considered important to also include **finances to implement** the action planned by participants (e.g. Burkina Faso). *(has been discussed with Country Packages)*
- For **Ethiopia**, the two country focal persons agreed that there will be one country team (which will be bigger with up to 10 participants due to the two country packages). *(taken up in this concept note)*
- For the Country Focal Persons there is a need to clarify on **who covers costs** like travelling costs, per diems and internet costs (GIZ Country Package or HQ). *(this was clarified with country packages in the meantime)*

Vision for the programme – 01

This vision was developed jointly in the design workshop on 14 August 2023: Answers are based on the idea that different stakeholder groups e look back jointly in December 2024 and say „This was the most transformative and greatest programme possible.“ What has happened? What were the results? How was it like?

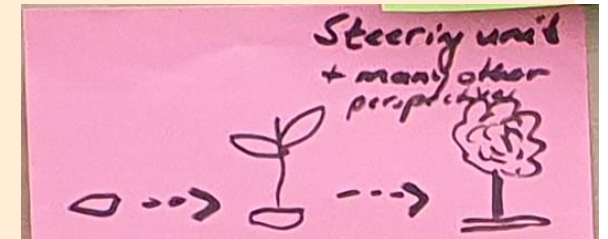
Participants:

- “I can argue for Agroecological Transition in my country and can convince ministers and colleagues for further exchanges”
- “Different countries and communities have started activities for change! Visible change inspires others”
- “Participants have been able to see possibilities for change in their spheres of influence and make use of them”
- “Greatest experience ever! Changed my life!”
- “Impact for personal development and organisation/institution – It was worth it”
- “Our results have inspired and convinced other units/decision makers, etc.”
- “Participants felt: informed, included, on-board, motivated, eager, part of a community”
- “I now know what needs to happen and also how hard this will be, but this programme has given me the tools and networks to succeed”
- “I am part of a movement that supports me.”
- “The work for transformation has begun”
- “Before I was leading only with my head. Now I lead also with my heart and body.”
- “I have a plan of action, peers I will work with and the belief that change will happen.”
- “I wasn’t sure what would happen, but this programme has changed my life and given me new perspective on my purpose & role.”
- “We created a network, came out with multiple projects transforming our contexts and are ourselves acting as multipliers and advocates for AE transition”
- “I had such an intense but also inspiring learning journey that transformed me personally.”
- “The programme always used concrete language, we saw inspiring examples from on-field visits and achieved great results ourselves,”
- “We have become part of a national AE network to support & inspire each other on Agroecological Transition.”
- “The programme had a great curriculum (content & methodology) putting together some of ‘the best tools & thoughts.’”

Vision for the programme - 02

Steering Unit:

- “We have a network of committed partners with which we start initiating in 4 countries.”
- “In 2 countries, we have started a transformative partnership on AE under the new programme “Organic Matters”.”
- “@GIZ SU & GIZ FP: We got to learn key persons that will continue to advance AE Transformation”
- “We developed a model for other regions!”
- “We initiated cross-country cooperation beyond the end of the Leadership Development Programme”
- “The knowledge on the process and outcomes is made available for replication/scaling of such a programme in other regions.”
- “The programme was a success due to intrinsic motivation; nothing was induced by the outside.”
- “We had such a dynamic environment!”
- “This leadership training produced materials for agroecology that can be used again and again!”



Steering Unit Leadership:

- “We MUST do this again!”
- “When we discuss with donors and partners on strategies for AE, I now know people from the ministries who stand up and influence!”
- “We are now having requests for cofinancing of other donors!”
- “Cooperation between all organising entities went smoothly and we had a great workflow!!
- “Let’s move forward/go on!”

Vision for the programme – 03

Admin

- “We were always on time, in-budget and in-ToR”
- We had a clear roadmap & a very good understanding on the way forward”
- “All funds were disbursed, and the management of contracts went really good!”

The international Agroecology community

- “We feel enriched by an additional network & new synergies.”
- “The result of this Leadership Programme was a diverse set of well-adapted and thought through successful new projects!”
- “We have developed/walked new paths in terms of cooperation and learning.”
- “We welcome a strong network with new motivated multipliers.”

GIZ country offices

- “We support the resulting AE projects initiated by the participants of the Leadership programme.”
- “We have created a sustainable commitment to the philosophy of Agroecology.”
- “The programme is not a ‘stand-alone’ but was aligned/embedded into country/global AE processes.”
- The cooperation & communication between all actors was clear, inclusive and transparent throughout.”

Vision for the programme – 04

Facilitators/FMB:

- “The exchange between participants happened without facilitation.”
- “Learning for the future regarding set-up, content, cooperation, do’s and don’ts”
- “We have had a lot of requests to shape similar projects and had messages asking ‘How did you put this together to create such and inspiring example of transformation?! We want this too!’”
- “At GIZ we have a clearer & much more confident picture of enabling AE transformation backed up by real experience.”
- “This programme has given us much more energy and visibility than we invested.”
- “Our beneficiaries & commissioners are satisfied”
- “Beneficiaries are able to take over & manage their projects on a long-term basis.”
- “There was a great depth & easiness in content & cooperation.”
- “Tangible results with energy to live of commitment. --> for example pilot sites, projects (Teams), events and funding.”



03 – Gathering the group – Group composition and process

Key considerations

The **composition of the group** is key for the impact of this programme. It is crucial to gather an eager motivated heterogeneous group of change makers and leaders that can transform into **strong network**, internationally and in specific countries.

A powerful group consists of:

At the individual Level

Dedicated committed individuals who have an affiliation or an interest in agroecology and can **make a difference** for agroecology

At the Country Team Level

A strong country team which represents the **different stakeholder groups** (government, civil society, private sector, research), to enable fruitful peer learning

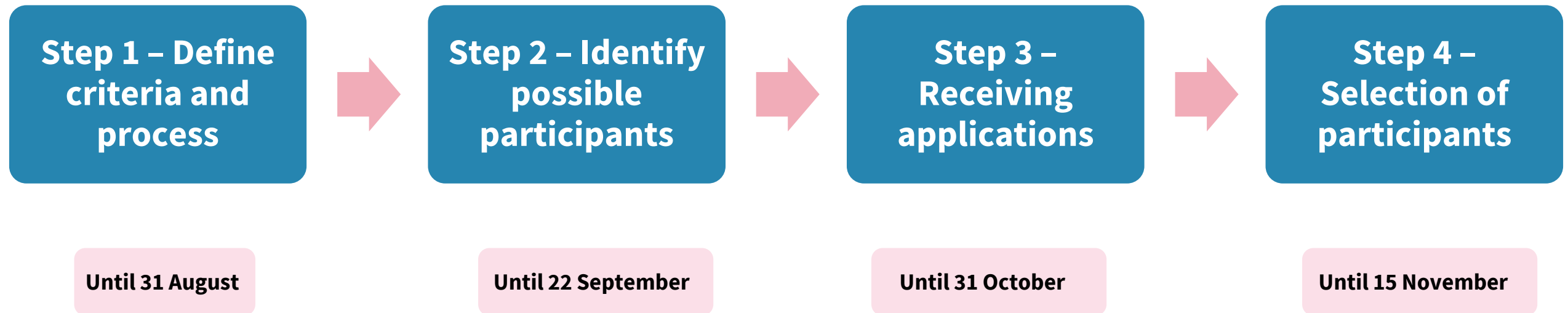
At the international cohort Level

A cohort that is **heterogenous** enough to work at and **represent various layers** of the food system and work from a joint intention and purpose

In selecting country teams, instead of composing a group of influencers, we would like to bring together a "group that influences" and can act jointly to enhance the agroecological transition.

The field of possible participants is limited in most of the countries. Instead of a larger-scale call, we recommend to approach up to 10 potential participants per country (15 for ETH) **individually** and invite them to application for the programme. An **objective** process for selection is key. Conversations with GIZ Country Teams have shown that we will need to work from high **flexibility** in the composition of the group due to very heterogeneous country circumstances.

Group composition process



Participants Selection Criteria

The focus on selecting participants in each country is not so much on identifying highly performant individuals, but on **selecting a country team that** can drive agroecological transition and collaborate closely. Selection of individual participants will primarily be viewed under the criteria of "country team fit".

In addition, the **following criteria** will be considered: Participants

- Have **a valuable experience of engagement or work** in influencing roles or members of professional influencing circles
- Possess **good language skills** English or French (B2 or better)
- Be **active** and engaged in a field widely related to Agroecology and have possibilities to influence their environment (they could make things happen, especially if they made the right connections, were in an environment that's open to innovation, took time for reflection and were willing to bring inner transformation processes into the social processes)
- **Aspiration gap:** Can present an idea for change or transformation where they are stuck (they experienced a gap – frustration or intention, between their current reality and their aspiration for the future) *(Internal remark not to be shared with participants: This could be a base for the joint action)*
- Be **available** to attend and fully participate in the sessions of the programme

A maximum of 5 participants for each country package will be selected.

Applicants can be from **any sector:** public, private, civil society (CSO, NGO) and research.

Ensuring diversity in the group

In addition to the participants selection criteria, Denkmodell will ensure where possible, that in each Country Team Composition there is :

- **Gender** balance, especially representation of men and women (ideally equal representation)
- One **youth** representative per group (excluded from other criteria mentioned on the previous slide)
- Different **background** (Sector, expertise) and **skills** representation
- High level of **engagement and willingness to influence**.

Diversity of the international cohort with regard to these points will also be considered wherever possible.

We will also take the following aspects into consideration in the selection process (these will not to be shared with applicants)

- have a **relevant expertise in** the field of agroecology, agriculture, food production or land use .
- share a **passion** for taking existing projects or new ones to the next level and were willing to explore different perspectives.
- play or have the potential to play an **influencing** role in **advancing agroecological transition** in their country or in a part of their country (e.g., ability to convene stakeholders, lawmaking)
- have **advancing agroecological transition or transformative initiatives** as a central role in their work, not an add-on activity.
- be **motivated and curious** to develop their own skills in agroecology, leadership, and to add value and support the collective work impact, willing to take an open-minded approach to learning more about themselves and others.
- possess good **communication**, organizational skills and be responsive.
- be **personally committed** and motivated to work towards the success of the Country Team Work in agroecology

Targeted participants

Examples of possible participants

- Farmers representative / Farmer union
- Post-Doc Researcher
- Director in a Ministry of Agriculture or in a decentralised unit
- Head of relevant Supervision Authority office or extension service
- NGO Director or Founder
- Member of parliament in a committee on agroecology
- Development bank
- Private sector – agriculture funds or insurance companies

Typical interests:

- Setting up a joint project in agroecology
- Supporting specific rural communities
- Influencing the new agricultural policy of a country
- Improving services for farmers
- Advancing the discussion on agroecology in the country.
- keen to link stakeholders
- keen to work in a co-creation mode

Process

Step 1: Define criteria and process

Until 31 August

Step 2: Identify possible participants

Until 22 September

Have an information meeting with all GIZ Country Focal Persons on the concept of this programme, including clarification of questions on selection process (*Levke, Linos, Stephanie, Grace, Alexander*), in parallel: send out an **information e-mail on selection process** to all GIZ Country Focal Persons (*Denkmodell*)

Have individual conversation with all **GIZ Country Focal Points** (*Alexander, Grace*). The aim of these individual conversations is to develop a shortlist of 10 (15 for ETH) participants per country, based on the criteria above.

Edd Colbert and *GIZ HQ Team* (through *Linus* and *Stephanie*) will also be asked to supplement the shortlist

Simultaneously, the **information material** for step 3 will be developed by *Denkmodell*.

Step 3: Receiving Applications

Denkmodell sends out an information package and e-mail template to **GIZ Country Focal Points for distribution** to the shortlisted participants in the country (in the week starting 25 Sept). This information package consists of:

- Link to an information video (2-3 min) - also being very explicit on time requirements
- Information document on the programme (including application criteria and timing, international live events, online events, link to AE factsheet) including guideline for video application with information on recording (incl options for recording on phone or laptop) and transfer an Application Napkin // Application Form (see next page)
- A Support letter to be signed by superiors in institutions (if applicable)
- Data Statement

In both EN / FR (video with subtitles).

Participants will be asked to send in **by 20 October**

- A 3-5 min video in which they explain:
 - Which idea on Agroecology would I like to put into action?
 - Why am I the right person to apply for this programme?
 - Notion of leadership
- The Application Napkin
- The Support letter signed by superior (can be also handed in later in exceptional cases)
- A CV
- Data Statement

Participants are asked to send their applications by e-mail to Denkmodell. Instructions for transfer of videos will be distributed.

The period 20-31 October is a **buffer period** to wait for late applications or to approach additional potential participants in countries in which there are not enough participants (after consultation *Denkmodell/GIZ Country Focal Points*).

Application Napkin

In addition to the napkin,
participants will be asked to
hand in a video (see previous
slide)

Me in 5 sentences

From my perspective: What my country needs in order
to advance on agroecology

My experience in leadership or influencing roles (with and
without relation to Agroecology)

A project idea where I am currently stuck and where
participation in the programme would support me

What being part of the team of my country for this
programme would enable me to do

I confirm that I can attend at the times indicated, also for
the county team and online sessions

I have access to a computer and camera for the online
sessions of the programme

I have a passport valid until June 2025

Date & Signature

Step 4: Selecting participants

Until 7 November: *Denkmodell* (Alexander, Grace) **evaluate applications** against criteria and develop suggestions

Until 10 November: Individual selection conversations for each country, finalizes 5 members per group, including waiting list, Participants:

- Linos (or other person from steering unit)
- GIZ Country Focal Point
- Alexander (anglophone); Grace (francophone)
- Edd

Until 17 November: *GIZ SU* sends out **information** to selected participants (and waiting list / not selected), selected participants to fill out participants agreement, start visa process

Additional information

Participants Core Capacities to be strengthened

- Foundational knowledge**
 - at the beginning of the programme: Agroecology basic skills to ensure that all participants have the same understanding of technical agroecology concepts
 - three months in the programme : more advanced agroecology technical skills and introduction of Agroecology in Systems Change
- Individual Leadership & transformational change capacities**
 - the core model of systemic change in Agroecology that will be developed for the programme (see Slide “golden thread”)
 - Competences for social and economic transformation : facilitating transformational change in self, organization, and ecosystem
 - Listening and system sensing as essential competencies : Cultivating the "interior condition" of the agroecology change makers
- Collective capacities:**
 - Strengthening the power of the ecosystem to support change
 - Developing horizontal leadership skills (with a focus on influencing skills)
 - Cultivation of enabling conditions for change to take root
 - Activating formal and informal influence
 - Enhancing learning through sharing and peer support
 - Promoting a culture of innovation and action learning: Iterative learning and adapting - reflection and dialogue as key components - helping systems learn
 - Strengthening skills of communicating ideas for change on different levels.

Additional information

Benefits of the programme for participants

- Enhancement of their agroecology technical knowledge and leadership skills.
- Become part of a supporting group of change makers
- Be supported to advance their own change projects and initiatives
- Personal and professional learning and development in leading and creating the conditions for innovation and transformational change in the agroecology sector.
- Gain knowledge on how to engage diverse stakeholders to reach a common goal
- Connection to a global peer group of action learners.
- Capacity building enhancing their career and building an expanding network.
- Knowledge and application of systems thinking and innovation.



04 – Programme structure and methodology

Golden threads

For communication with Country Focal Points: a core model is currently under development by denkmodell, Edd Colbert, the sectoral department and ProSoil's steering unit

We suggest that the programme works with a key model that is being introduced at the beginning of the programme and are used as reference throughout the programme. In the programme development phase (until December 2023), we want to develop a **core model** on the base of these three models.

Four Level of Transformation

Level of integration (SV NAREN)	Level	Level of intervention (Operational planning)	Level of decision making (Cooperation)
Society	4	Agro-food policy	Politicians/ Research/ NGOs/ Society
Community in food systems	3	Market/ Nutrition/ Inputs/ Value chains	Consumers/ Value chain actors
Landscape/ Water catchment area	2	Agroecosystem	Rural/ Local community
Farm	1	Farm	Farm household

Figure 3: Levels of intervention and decision-making on AE, own compilation (2021)

- Develop further with **Smart CSO Transformation model** (Culture, Regime and niches) as a core model for Agroecological Transformation
- Lacks the culture and the individual

ProSoil Synthesis Report -S coping Study Agroecology
Smart CSO Lab:

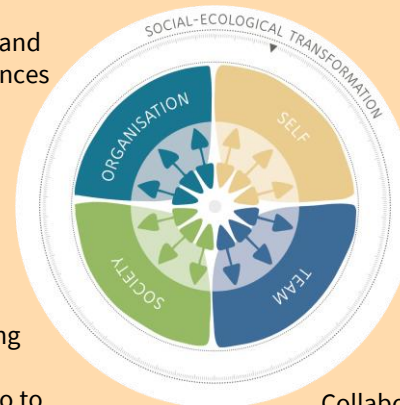
<https://www.smart-csos.org/tools-publications/the-smart-csos-model-for-system-change>

https://smart-csos.org/images/Documents/reimagining_activism_guide.pdf

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Competences for social-economical transformation

- Cooperating and building alliances
- Working and learning with resistance



Personal patterns & resilience

- Understanding systems
- From scenario to action
- Communicating with stories and narratives

Collaborating in teams for transformation

- Outlining **field of action and attention** for successful transformation initiatives. Team, Organisation, Society and Self
- Giving in structure to the curriculum and online modules

<https://www.wandelwerk-franken.de/wp-content/uploads/Futuretrails-Handbook-Transformation-Compass.pdf>

Agroecology

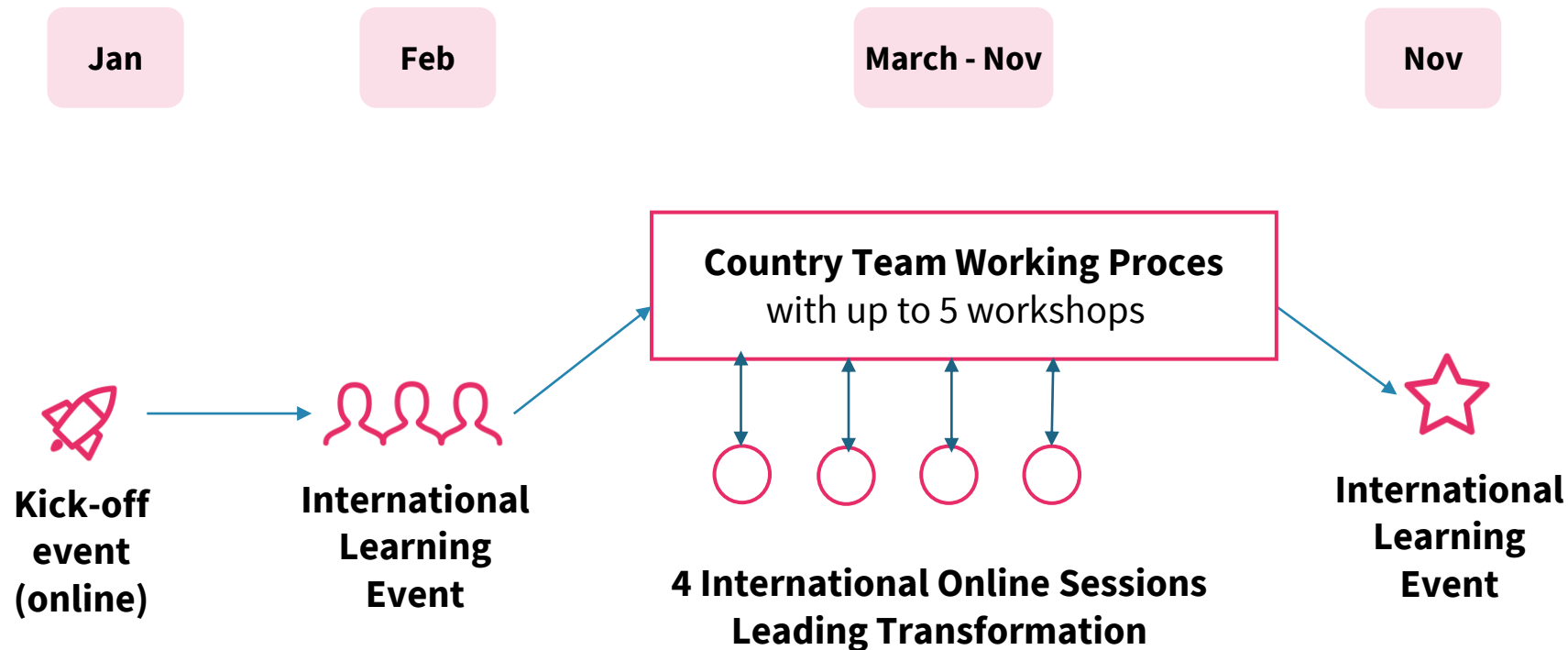


We will also work with a notion of horizontal / lateral **leadership with a focus of influencing skills** as a central element of the programme.

*In addition, we propose to use coherent **narrative** for transformation that builds on the topic, e.g. “sowing seeds for change”, “preparing the soil”, “tending to the germs”, “preparing harvest”*

04 – PROGRAMME STRUCTURE AND METHODOLOGY

Overall architecture



Principles for structure & methodology:

- Combining transformation leadership and agroecology into a **coherent** programme
- Giving both **learning and acting** adequate attention. International Learning Events will focus on learning and acting, the online journey on learning and the Country Team workshops on acting
- Working on the base of the **needs** of the participants. A questionnaire will be sent to them after the selection (also on agroecology)
- Working with the **four phases** – Sowing, Growing harvesting – Transforming - also with distinct icons (Seed, seedling, tree, tree with fruits)
- Framing the programme as a **2024 Learning Journey**, starting with the kick-off event in January.
- Building on experiences** of Ecological Organic Agriculture Leadership Course (EOALC) and other similar programmes in this field

Kick-Off Session

The kick-off session **serves to:**

Sowing

inform and motivate the participants

give framing around leadership
and peer learning

bring in touch the country
teams for the first time

Thematic dive into Agroecology,
e.g. What is agroecology (TED-Talk).

giving the participants impulses for personal
preparation for the first International Learning Event

clarify on logistics on the first
International Learning Event and the programme

offering a possibility to drop open questions
– and trying to clarify most of them

The Kick-off session will consist of a

- **1,5 hrs online session** (facilitated by Alexander and Grace), immediately followed by and
- **1,5 hrs Live Welcome Session** in the Country Team (facilitated by the Country facilitators)

Wherever possible, the session should be hosted live in the GIZ offices. GIZ Country Focal Points should participate. The online session will be recorded for the participants who cannot attend in person. There will be simultaneous translation ENG- FR-ENG.

First International Learning Event (face-to-face)

Key **objectives** of the first International Learning Event are to...

Bring the group together in a spirit of joint learning and support

Learn about mindset and tool for action during the programme, motivate, inspire

Sowing: Lay foundation for successful work and group cooperation in countries

The event will be **highly interactive** mix of training and workshop with a pre-set agenda and space for participants to shape the agenda. Key sessions, e.g. on methods, will be recorded. From these, short videos will be used for use of participants, the briefing of country facilitators and or for social media.

<i>Rough schedule</i>	Day 1 – 20 Feb	Day 2 – 21 Feb	Day 3 – 22 Feb	Day 4 – 23 Feb
Morning	Getting to know one another, building trust Overview on programme Diving into the topic	Sensing Journey Kisumu // Field visit	Leading Socio-ecological transformation, complexity, (lateral) leadership: models, framings, exercises; purpose, vision	Collaboration in teams for transformation – including work in Country Teams
Afternoon	Market place of experiences Agroecology (Focus: The change we need, the opportunities of AE)	Sensing Journey // Field visit	Introduction into country teams, including basket of options and session in country team (e.g. stocktaking: Vision, current situation, blockages, what to work on)	Bar Camp // Peer Learning Early closing
Evening	Networking event (Bingo from KEW)	Inspirations: Movie night on Agroecology	Final celebration	

Country Team Working Process (face-to-face)

Country-Team Workshops are the core working stream for **Action in Countries**. Through the first International Learning Event and the Online Journey the Country Teams will be invited into a working process focussing on planning on prototyping activities (e.g., on **alliance building** or **advancing concrete projects**). This working process will be facilitated by the **country facilitators**.

According to country circumstances, the **number and duration of Country Team Workshops** is flexible (e.g., less but longer ones). It could also involve exploration meetings with players resisting agroecology, larger-scale workshops organised by the country team and field visits, as well as a ongoing joint working process. The country team should also feel free to invite any appropriate/knowledgeable person into the country working team, (e.g.: non- literate or non-English or French speaking people.).

Tasks for Country Teams

- Meet for the workshops
- Develop and take action on at least one **joint project** on advancing agroecological transition, could also be strengthening an existing project
- By 31 May: Present in a Video: What did we accomplish? Which challenges did we face? What will we still do – The video will be shared with other Country Teams,
- Share their results at the 2nd International Learning Event for experts

Country teams can schedule additional meetings / activities

The role of country facilitators:

- Briefing and general preparation (including 3 hrs Briefing workshop with Alexander and Grace) – 2 days
- Participation at the four online sessions – 1 days
- Coaching (and serving as main entry point for country teams) – 1 day
- Country Workshops (preparation, facilitation, documentation, briefing session with Alex, Grace and Edd before each country workshop)– 10 days
- Final reflection including written summary for sharing – 1 days

TOTAL 15 DAYS per country facilitator

GIZ Country Focal Persons and our experience suggest to work **face-to-face** in the countries. We propose to work with the **7 facilitators** initially suggested.

For ETH there will be one Country Team which will be larger (up to 10 participants) due to the two country packages.

From the very beginning of the programme, there will be clarity and transparency that no funding is available for the country activities, except 2.000 EUR per country for small-scale expenses related to Country Team Meetings, e.g. meeting rooms, printing.

International Online Sessions : Leading Transformation

The Leading Transformation Journey is an online training for leading socio-ecological transformation consisting of four sessions, facilitated by Alexander and Grace (possibly also input from others). Country facilitators will also participate at this sessions. We propose the following sessions covering central topics of leading social transformation. Topics and content will be adapted based on feedback from participants.

	Topic	Key method	Possible Agroecology Part
1	Understanding systems , including finding potential/seeds for change leverage points /opportunities	Adapted Systems Mapping (based on four levels of transformation)	Agri-Food systems
2	From Scenarios to action , Developing scenarios, choosing starting points, getting into action mode, thinking in experiments, iterations and prototypes	Design Thinking (taking in elements of bio-centric design, e.g. for criteria for solutions) or Three-Horizons	Agroecological practices
3	Cooperating and building alliances , working with unlikely partners, dealing with resistance, mobilising support and resources, blockages, contradictions and conflicting objectives	Roles in emergence (Berkana) “Cooperating with the enemy”	Cooperation in the field of Agroecology
4	Communicating with stories and narratives , communicating, convincing, translating evidence, narratives for change,	Storytelling & Change stories, political framing, pitching & lobbying, Retrospective	Communicating and advocating for AE

Outline of each session:

- 30 min Check-In, news, stories from countries
- 60 min Work on the topic, including small group work
- 30 min Agroecology Part
- 15 min check-out, feedback on needs
- 15 min break

For each session participants receive:

- A summary three pager on the topic, including methods and questions (to be answered in learning diary) for reflection and self-study
- A video (5 min) explaining the key content of the session
- A recording of the session

Second International Learning Event

4 full days – 12-15 Nov
Madagascar or Ethiopia, tbd

Key objectives of the second International Learning Event include:

Support groups and individuals
in taking and scaling up action

Deepen the learning, also beyond the
programme, e.g. on upscaling

Harvesting and celebrate,
Sustain networks

Again, we propose a **highly interactive** mixture of training and workshop with a pre-set agenda but also a lot of space for participants to shape the programme. Key sessions, e.g. on methods, will be recorded. From these, short videos will be used for use of participants, the briefing of country facilitators and or for social media.

<i>Rough schedule</i>	Day 1	Day 2	Day 3	Day 4
Morning	Harvesting learnings Inspirational input (external speaker on transformation)	Sensing Journey // Field visit	Leading transformation // leading self – Personal patterns and resilience	Open Space // Peer Learning
Afternoon	Country teams Pitching results on Agroecology (e.g. way forward to enhance Agroecology in our country, to experts, including from private sector)	Sensing Journey // Field visit	What next – Possibilities for continuation, keeping in contact, planning participation in events, communication	Reflection on individual learning and way ahead (including evaluation / QR-Code)
Evening		Sensing Journey // Field visit		Final celebration

Reps (Representatives) Network

Vision: A wider spread and sustainable implementation of the learning, experience and impact of the programme

Approach: The formation of this group is not mandatory; the idea of setting up this group could be proposed to participants after the international learning event for example, if such idea is sensed to be willing to emerge from the cohort.

composition: could be primarily composed of one or two members from each participating Country team. Participation to this group will be on a voluntary basis.

Benefit of the group:

- creates a local capability to support innovation and systems transformation in Agroecology,
- ensures connection and coherence across country teams,
- increases local momentum and support for initiatives generated during and post-programme, to wider audiences,

Role of the group:

- Provides additional support to the GIZ country offices and the Leadership facilitators in their logistics and coordination role of the cohort,
- Keeps the cohort participants connected, and encourage the momentum of the application work between sessions and its continuation post-programme,
- Acts as a bridge between the country-level innovation experience and the whole cohort experience,
- develops and shares learning across Country Teams, and builds capacity for ongoing change across the whole system.

Impetus providers: Two participants volunteering themselves or nominated by the group itself. Additional support could be given by the GIZ leadership team to them to ensure that group network operates as per the GIZ networking and knowledge management policies.

organisation of the group: The group will be self-organized as per the cohort needs while ensuring that the group work outcomes provide a good return of the members' time investment.

Increasing the sustainability of the programme

To extend the impact of the Academy, We plan to increase the sustainability of the programme by:

- Helping set up the “Agroecology Leadership Academy Reps” network with the GIZ knowledge management team support
- Capturing stories of change through personal testimonies as a powerful way to communicate the outcomes of the academy and to encourage others to invest in the ‘soft skills’ of systems thinking, horizontal leadership, and collective action for AE transformation
- Encouraging and supporting participants in developing new prototypes and put them into practice (also at Second International Learning Event)
- From the most successful prototypes, identify one that could be run in country as a pilot programme, which would then be duplicated elsewhere
- Generating audio-visual and written materials that can contribute to building confidence around new methods and tools for AE transformation leadership and communicates how the learning can result in transformational impact
- Sharing material on an external webpage (see slide “Sharing content externally) and developing a one-pager with links to this material

Additional support by GIZ’s sectoral department/FMB is foreseen in close cooperation with ProSoil’s knowledge managers to ensure that post-programme sustainable activities are implemented and the programme and material developed are anchored in GIZ through it’s knowledge management systems



05 – Communication

Corporate Design

We will use the **GIZ – EU co-funding Corporate Design**, which also applies to ProSoil & ProSilience. The Agroecology Leadership Academy will thus be recognisable as part of a larger endeavour. See all CD guidelines in the GIZ corporate design center ([BMZ outside Germany - giz.de](https://www.giz.de/en/our-work/leadership-academy/)) and CD manual.

Nevertheless, we will be using the creative space left by the EU corporate design guidelines to create own visual elements, that make our materials unique and recognisable as part of the Leadership Academy. This will be designed by graphic designers who have worked with ProSoil & ProSilience and know the relevant corporate design guidelines. This will save time and ensure recognition.

All templates will be discussed with Oliver Hanschke, communication officer ProSoil & ProSilience.

Communication channels with participants

To ensure communication with and between participants throughout the programme, we will:

- plan and conduct video calls, conferences and online trainings
- share (and store) information
- provide orientation and keep motivation
- allow dialogue and exchange with and between participants (although this can also be organised by participants within countries)

For online trainings, we need to ensure that all participants can access the meetings, even with limited bandwidth. The simultaneous translation will be covered by a contract between ProSoil steering unit and a service provider. Recordings will be necessary.

In order to keep communication easy and simple, also in countries with more limited internet connection, we will use the following two channels for communication with participants:

- **MS Teams** for video conferences & international online meetings (via link, including simultaneous translation)
- **Emails** to participants for information sharing - E-Mails will be sent by Steffi from a Denkmodell E-Mail Address which serves as a main entry point for participants request related content (CC: Core Team)
- **Sync.com or Nextcloud** as a file storage platform (*is easier to be used than sharepoint, will be checked by GIZ*), which participants can easily access for sharing handouts and videos and sending links in the E-Mails

Participants can establish **other channels** amongst themselves, e.g. for the Country Teams, in their own responsibility.

Advantages:

- Easily accessible & usable for all participants
- No need for participants to switch between MS Teams accounts or get used to this platform, if they're not familiar with it
- Information sent by Email ensures accessibility even with weaker internet connection and participants can store information according to their filing systems
- Exchange between participants is to be organised by cohorts

Communication action plan

Our communication action plan will allow everyone to understand our planned communication tools and materials. We will use the ProSoil communication strategy as reference point and guidance for communication goals, target groups and key messages to be communicated. It ensures that the facilitators (Denkmodell) and GIZ team work in the same direction with their communication and reduces time for approvals.

In reference to the ProSoil communication strategy, we will provide a short overview of:

- i. Analysis: Responsibilities, CD guidelines, workflows etc
- ii. Communication objectives: What do we want to achieve with our communication?
- iii. Target groups and key messages to target groups: Who do we want to reach with our communication and what do we want to communicate?

Nevertheless, our focus will be on a very hands-on, pragmatic action plan of our communication products and channels. These will be outlined and timed, so that clear and timely planning is possible within the budgetary framework. For first ideas on communication products, see next slide.

The action plan will be discussed with Oliver Hanschke, communication officer ProSoil & ProSilience.

Communication products – Overview of first ideas

Timing	Communication need/ potential product
Application and selection process	Creation of information material for potential participants, before and during selection process (see in chapter “Selection process)
After acceptance	Detailed programme information for selected participants
Throughout	Material creation (2-pagers/ 4-pagers/ videos), <i>to be shared with participants by Sync/Nextcloud</i>
Support for country facilitators	Onboarding material
1st International Learning Event	Preparation of material and support, Foto documentation, Summary Video with impressions & testimonials, Collection of stories for impactful storytelling (particularly in regard to sustainability)
Online Sessions	For each session: 5 min Video , Summary sheet for each session
2nd International Learning Event	Foto documentation, Summary video with impressions, Videos with presentations by countries, Collection of stories for impactful storytelling (particularly in regard to sustainability, Learning Journey Stories) <i>to be shared with participants by Sync/Nextcloud</i>
External communication	Social Media Postings by GIZ or Denkmodell (Details to be discussed with Oliver)
Sharing content externally	Web-based platform to compile materials for potential replication and programme-external target groups – see <i>next slide “Sharing content externally”</i>)

Final communication products will be approved by Oliver Hanschke.

Sharing content and results externally

The following material developed during the programme is planned to be **publicly shared on a webpage (e.g. TPP)**:

- General programme information
- Summary videos on the First and Second International Learning Event
- Learning journey stories with testimonials from participants (e.g. with gallery)
- Methodological Video from Online Session and Learning Events
- Pitches of the country teams
- Handouts for the Online sessions and the International Learning Events.

This webpage could be continuously extended & developed during the programme. It could be linked to social media posts. We do not plan to set up a new stand-alone webpage but to add the content on the programme on an existing webpage.

Objectives:

- Sharing results externally for further usage
- Scalability of the programme
- Visibility of GIZ and the programme

Webpage for external content sharing

- **Our suggestion: TPP Webpage :** <https://glfx.globallandscapesforum.org/topics/21467/page/projects>
- Other option: Sector Network: <https://www.snrd-africa.net/>

Selection criteria for the webpage:

- Easy upload // approval process (Steffi can upload documents rapidly and without long approval processes)
- Tailor-made structure
- Outreach and attractiveness of the webpage.

Work with Aitingi is currently not recommended as it would require more working time as it would be set up accordingly.



06 - Evaluation

Evaluation concept

We propose the following key evaluation milestones. The core of this concept is a robust starting-point questionnaire which will serve participants and us as a reference point to reflect on the learning of the participants and evaluate progress. The questionnaire will be shared with you in advance.

In addition ProSoil Output indicator Output indicator 3.3 will be measured: 357 stakeholders from 7 partner countries, of whom 19% are women, present specific examples confirming the benefit that international and country package-spanning knowledge transfer has on their capacity development or the expansion of their professional network will be measured.

When	What	Who
Before First International Learning Event	<ul style="list-style-type: none"> Starting-point questionnaire (baseline: learning goals, blockages to overcome, needs) 	Denkmodell/Edd, results will be shared and discussed in the core team
After First International Learning Event	<ul style="list-style-type: none"> Event evaluation 	Denkmodell/Edd, results will be shared and discussed in the core team
During online events	<ul style="list-style-type: none"> Polls, e.g. on needs regarding specific topics 	Denkmodell/Edd, results will be shared and discussed in the core team
April 2024	<ul style="list-style-type: none"> Mid-Programm questionnaire (participants reflecting on where they go to far, referring to starting-point questionnaire) 	Denkmodell/Edd, results will be shared and discussed in the core team
After Second International Learning Event	<ul style="list-style-type: none"> Session to reflect individual learning (referring to starting-point questionnaire) Event evaluation 	Denkmodell/Edd, results will be shared and discussed in the core team
3 Months after the programme	<ul style="list-style-type: none"> Individual follow-up interviews 	Steering Unit and country packages (reminder: output indicator 3.1)



07 – Cooperation: denkmodell –GIZ – Others

This slide will be updated continuously during programme implementation.

Persons involved

Alexander Fröde



Grace Victoire Gueye

Denkmodell Core Team



Steffi Nölting



Julian Mehler

Levke Sörensen



Anneke Trux



Katharina Lobeck



ProSoil steering unit and sectoral department



Stephanie Katsir



Linos Xanthopoulos



Project Intern

Agroecology expert



Edd Colbert



Hugues Quenum:
Benin



Agar Mulat:
Ethiopia



Hery Andry Rakotonanahary:
Madagascar

Country Facilitators (tbc)

Deepthy Raghavendra:
India



Nawel Lengliz:
Tunisia



Aouami Rakiatou Gazibo:
Burkina Faso



Reuben Sirma Chepkonga:
Kenya

Miriam Kalkum:
Ethiopia Lowlands



Julia Doldt:
Ethiopia ISFM+



Ahmed Aboubacar Sanon:
Burkina Faso



Freddy Houedokoho:
Benin



Indraneel Gosh:
India



Hella Ghariani:
Tunisia



Martin Oulu:
Kenya



Diamondra Nanenaina Rajoeliarivelo:
Madagascar



GIZ Country Focal Persons

Event Management Agency

Key roles

This overview of roles and tasks will be continuously updated and finetuned in the meetings of the Core Team.

Alexander & Grace (Lead Facilitators) :

- Overall design, hosting and facilitation
- Alexander: Team Lead for Denkmodell team
- Developing content for material and sessions
- Liasing with GIZ Country Focal Persons
- Discussions with Event Mgmt Agency

GIZ ProSoil Steering Unit:

- Key decisions
- Key contact to Event Management
- Clarification of open issues with GIZ Country Focal Persons
e.g. on payment of per-diems, travel costs in country and internationally
- Contractual issues

Edd :

- Providing and documenting Agroecology input
- Supporting coherent leadership and Agroecology content

GIZ sectoral department / Katharina :

- Conceptual and methodological guidance and support
- Participation at international learning events and at international virtual sessions...

Steffi :

- Developing comms material, Videos
- Coordination of outreach, social media presence on the programme
- Support in International Learning Events, including videos and content re communication

Julian / Denkmodell Headoffice:

- Contractual arrangements
- Coordination of back office support
- Backstopping

GIZ Country Focal Persons: see next slide

Country Facilitators :

- Support to Country Team
- Preparation, Facilitation and Documentation of country workshops

Event Mgmt Agency :

- Organising the logistics of the two international events

Role of GIZ Country Focal Persons

The role of the GIZ Country Focal Persons is a key factor of success of this programme. We are grateful for their support. We suggest the following main **roles** for the GIZ Country Focal Persons:

- Support the identification of potential participants, send out material to shortlisted candidates, be part of the selection meetings
- Support the organisation of the kick-off session in January and the Country Team workshops, e.g. in terms of venue or hosting the workshops in GIZ offices
- Supporting participants in country-specific matters (e.g. trips, meetings)
- Discussions with Lead Facilitators and Country Facilitators as the need arises = contact person at country level regarding the whole activity
- Empowerment and support of the country team

They are invited to take part in the online sessions of the programme as well as in the country team workshops (by individual agreement with country facilitators).

The country packages will cover the following **costs related to the programme**:

- Travel costs and per-diems for participants for Country Team Workshops (up to 5, including trip, accommodation)
- Travel costs and per-diems for up to 5 participants for the two International Learning Events, (Including trip, accommodation)
- Venue costs for workshops at country and international level (for the latter: country share to be covered)

Communciation denkmodell- GIZ

Core Team

Consists of:

- Linos, Stephanie
- Katharina
- Alexander, Grace
- Edd
- One person Event Management Agency

Meeting: once per month from September 2023 to December 2024, online 1 hr

Content: Updates, clarifications on next steps, especially where GIZ wants to be involved.

Communication through already existing MS Teams Chanel _07, GIZ sends e-mail to non-GIZ colleagues in case of urgent matters

Direct communication channels on various topics

- For urgent and important overall matters: Levke/**Linos** (GIZ) – Alexander (if unavailable: Grace) (Denkmodell)
- Communication Topics : Oliver (GIZ) – Steffi (Denkmodell)
- Budgetary Topics: Levke (GIZ) – Julian (Denkmodell)

MS Teams or E-Mail

Communication with GIZ Country Focal Persons

Through already existing MS Teams Channel _08 (especially for updates)

Online Meetings and bilateral contact as need arises, Alexander with anglophone countries, Grace with francophone

Special Meetings/workshops:

Mid Project Meeting in March 2024 : Review experiences, look at budgets, sustainability need for changes (1,5 hrs online: Levke, Linos, Stephanie, Katharina, Grace, Alexander, Steffi, Julian)

Harvesting and learning workshop in the end of November 2024 (3 hrs online: Levke, Linos, Stephanie, Katharina, Grace, Alexander, Edd, Steffi, Julian – facilitated and documented by Denkmodell)