



RESEARCH
PROGRAM ON
Livestock

More meat, milk and eggs by and for the poor

Workshop report on

Prospects for cooperation among local stakeholders for rangeland restoration

Organized and elaborated by

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CGIAR is a global partnership that unites organizations engaged in research for a food-secure future. The CGIAR Research Program on Livestock provides research-based solutions to help smallholder farmers, pastoralists and agro-pastoralists transition to sustainable, resilient livelihoods and to productive enterprises that will help feed future generations. It aims to increase the productivity and profitability of livestock agri-food systems in sustainable ways, making meat, milk and eggs more available and affordable across the developing world. The Program brings together five core partners: the International Livestock Research Institute (ILRI) with a mandate on livestock; the International Center for Tropical Agriculture (CIAT), which works on forages; the International Center for Research in the Dry Areas (ICARDA), which works on small ruminants and dryland systems; the Swedish University of Agricultural Sciences (SLU) with expertise particularly in animal health and genetics and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) which connects research into development and innovation and scaling processes.

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LIST OF ABBREVIATIONS

BBN: Bayesian Belief Network

CBO: Community Based Organizations

CRP-PIM: Consortium Research Program on Policies, Institutions, and Market

FGD: Focus Groups Discussions

GDA: Groupement de développement Agricole

IFAD: International Fund for Agricultural Development

IRA: Institut des Régions Arides

LMC: Land Management Council

PRODESUD: Programme de développement agro-pastoral et de promotion des initiatives locales
pour le sud-est

ILRI: International Livestock Research Institute

IFPRI: International Food Policy Research Institute

ICARDA: International Center for Agricultural Research in the Dry Areas

GIS: Geographical Information System

OEP : Office of Livestock and Pasture

Acknowledgement

This document was elaborated as part of the research collaboration agreement between the International Center for Agricultural Research in the Dry Areas (ICARDA) and Institut des Régions Arides (IRA) de Médenine, Tunisia. Activities under this agreement are being undertaken within the Consortium Research Program (CRP) on livestock (Flagship 4 on Livestock & Environment), led by the International Livestock Research Institute (ILRI). This activity has also been co-funded by the CRP-PIM (Policies Institutions & Markets, Flagship 5), led by the International Food Policy Research Institute (IFPRI) and implemented by ICARDA in Tunisia. Authors would like to acknowledge the valuable support from ICARDA, IRA and all local and regional partners for their valuable collaboration.

This document summarizes the main objectives and results achieved during two workshops organized as part of the joint ICARDA-IRA activities supported by the CRPs Livestock and PIM. The first workshop was held in November 7th, 2018 in Tataouine on "Prospects for cooperation among local stakeholders for rangeland restoration under different land tenure systems". This first workshop is part of our joint ICARDA- IRA CRP Livestock deliverables (under FP 4). The second workshop was organized in June 21st, 2018 in Douz, Kébili, Tunisia and was entitled "Good Governance and Sustainable Rangelands Management". This second workshop was primarily organized as part of the CRP PIM activities, but some qualitative data & assessment collected from participants have been used to design and develop our activities under CRP Livestock. For this reason, we decided to present both workshop activities in this report.

Background

In the framework of the joint scientific cooperation between ICARDA and IRA, under both CRPs livestock and PIM, a set of research activities is being undertaken in relation to rangeland restoration and management. Under the CRP livestock, IRA and ICARDA are jointly working on the assessment of different rangeland restoration and rehabilitation techniques, as well as on the assessment of stakeholders' perceptions about these techniques. Under Flagship 5 of CRP PIM, both ICARDA and IRA are also jointly working on the assessment of different pathways for improving rangeland governance under different land tenure contexts. These activities are highly complementary since rangeland restoration in collective land tenure systems cannot succeed without having good local governance where all stakeholders are effectively contributing to the preservation of their resources.

In this multi-activity framework, the socio-economic team of IRA together with their counter part from ICARDA were collecting different types of data aiming at enhancing the analytical and empirical work being undertaken under both CRPs. Part of this data was quantitative, while another part was rather based on expert knowledge and multi-stakeholders focus groups and discussion.

CRP Livestock (FP 4) socio-economic activities benefited from qualitative data collected from two workshops (see table 1). While the first workshop was led by the PIM team, the second workshop on "prospects for cooperation among local stakeholders" was specifically designed and organized to collect complementary data to the field work conducted by the rangeland scientists of IRA and ICARDA under FP4 of CRP Livestock. Since our CRP Livestock activity also benefited from the PIM workshop, especially in relation to the different discussions on rangeland tenure systems, we then decided to also provide an overall report of this later workshop to demonstrate how both CRPs are working together and elucidate their respective investments in the study area.

Table 1. Workshops on "rangeland governance and tenure systems" organized by IRA Medenine in 2018 (in the framework of both PIM and Livestock CRPs).

Workshop title	Source of funding	Objective of the workshop	Output of the workshop.
<u>CRP Livestock workshop on:</u> "Prospects for cooperation among local stakeholders for rangeland restoration according to land tenure in Tataouine" (November 2018)	70% CRP Livestock 30% CRP PIM.	discussing and evaluating the existing relationships and interactions among actors in relation to rangeland restoration through the technique of "Gdel", under different land tenure status. It also aims to identify prospects for better stakeholders cooperation on rangeland restoration.	Listing of different stakeholders directly and indirectly involved in rangeland restoration. Identification of actors' perceptions and strategies for effective land restoration. Comparative assessment of actors strategies for land restoration under different rangeland tenure systems. Finetuned methodological approach for extensive primary data collection from the field.
<u>CRP PIM Workshop on:</u> "Good Governance and sustainable rangeland management" (June 2018)	100% CRP PIM	Consult stakeholders about best governance practices & assess the relationship (cooperation, conflicts, etc.) among local stakeholders for rangeland restoration under different land tenure status.	Identification of governance improvement pathways. Listing important factors influencing the success of good rangeland management/restoration. Discussing the relevance and importance of land tenure systems for

			successful management (restoration) of rangelands.
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1st multi stakeholders working workshop on "Prospects for cooperation among local stakeholders for rangeland restoration under different land tenure systems in Tataouine " (Tataouine, November 07th, 2018)

1) Framework

This workshop was organized as part of the joint scientific agreement between the International Center for Agricultural Research in the Dry Areas (ICARDA), and the Institute of Arid Zones of Medenine (IRA), carried out within the Consortium Research Program (CRP) on livestock – “Livestock & Environment” Flagship, led by the International Livestock Research Institute (ILRI). This activity was partly co-funded by CRP-PIM (Policies Institutions & Markets, Flagship 5), led by the International Food Policy Research Institute (IFPRI). Both CRPs co-funded the organization of this workshop as illustrated by figures in Table 1. In their annual workplan, both IRA and ICARDA agreed that this workshop will be part of IRA deliverables primarily for CRP Livestock.

2) Objectives

The objective of this workshop was to evaluate the existing relationships and interactions among actors in relation to rangeland restoration through the technique of "Gdel", under different land tenure status in the governorate of Tataouine. It also aims at identifying prospects for cooperation among these local stakeholders for more effective rangeland restoration.

3) Workshop participants

The workshop was attended by technicians and specialists from the Regional Commissariat for Agricultural Development (CRDA), the office d'élevage et des paturages of Tataouine (OEP), researchers from the Institute of Arid Zones of Medenine (IRA), representatives of agricultural professional organizations (agricultural development grouping (GDA), Land management councils (CG)), the Union of Farmers, breeders and representatives of the Ministry of land affairs in Tataouine (see list of participants in annex 6).



Plenary session



Working groups

4) Achievements and main results

4.1. Context analysis in a plenary session

A plenary and introductory session was dedicated to the context analysis via three activities:

- i. Presentation by Dr. Farah Ben Salem, local coordinator of the IRA-ICARDA agreement, to introduce the context and the objectives of the workshop and a brief of the main research results on the technical monitoring of vegetation in the restored pastoral areas of "Dhafer" and "Ouara" in Tataouine governorate. In this presentation, the objectives of the "Gdel" restoration technology and the impact of this technology on the productivity and exploitation of the rangelands were identified (mostly based on the remaining activities of FP4 of CRP Livestock in the same region).
- ii. Presentation by M. Mongi Sghaier of the general framework and objectives of the workshop. In this presentation the general program of work and the expected results were shared with the participants.
- iii. Brainstorming session and general discussion of major issues of rangeland restoration: these two first presentations were followed by a brainstorming session on the relevance and the main issues and challenges of rangeland restoration based on the local experience in the context of Tataouine governorate. The main issues reported are:
 - The problems of privatization of collective lands
 - The problems of public lands
 - The State's responsibility to enact laws to regulate pastures and protect the interests of GDAs and Land Management Councils (CG)
 - Implications and the difficulties of application of collective law of 2016 and subsequent problems to determine the nature of pastoral lands
 - The problem scaling up the "Gdel" technology and enhancing its adoption by the beneficiaries
 - The problem of water scarcity (low and irregular rainfall)
 - The increase of rangeland degradation as consequences of the overuse and increase of carrying capacity and the number of animals
 - The high cost and difficulties of maintenance of pastoral infrastructures
 - The problem of breeders' mentality
 - The lack of valorization of research results and monitoring of development projects
 - The increase of cultivated area at the expense of rangelands (extension of arboriculture mainly olive trees)
 - The lack of supervision/training of professional structure's members

4.2. Working groups for the evaluation of strategies and interactions of between actors in relation to the "Gdel" technique in private and collective rangelands

Participants were divided in two working groups according the land tenure status (**Annex 1**). The first working group focused on the case of collective rangelands while the second working group focused on the case of private and family rangelands.

The methodological approach followed to reach our objective is based on the analysis of actors' games and their performance. The analysis method is based on the application of the MACTOR method (Actors, Objectives, Force Reports method) and possibly the NETDRAW method. Analyzes will highlight the convergences and the divergences of the actors towards the objectives of restoration (specially the technique of "Gdel").

The adapted MACTOR framework¹ for data collection is structured into five consecutive steps:

1. Identification of stakeholders involved in the restoration of collective and private rangelands and their strategies (**Annex 2**);
2. A discussion of the most important issues, challenges and correspondence "Challenges / Objectives" regarding the adoption of the Gdel technique in collective and private rangelands (**Annex 3**);
3. Identification of relationships and mutual influences between actors in the process of restoration (**Annex 4**);
4. Evaluation of the importance of the objectives according to the positions and the strategies of the actors (**Annex 5**);
5. Recommendations and strategic directions for the pastoral systems sustainability (**see section 4.3.**).

All these steps have been successfully implemented during the workshop and several achievements were recorded. Results of this work will be valorized by analyzing the respective involvement of the identified actors in the process of restoration of collective and private rangelands.

4.3. Recommendations for sustainability of pastoral systems

Stakeholders recommendations for harmonizing strategies and interactions and enhance rangeland restoration are as follows:

- The need to deepen studies and researches related to the restoration technique "Gdel" in order to preserve and enhance the ecological richness and diversity in the region;
- Improve the level of adaptability of the pastoral system to climate, economic, social and geopolitical changes;
- Encourage the transition from individual to effective collective management of rangelands. Appropriate studies and measure for successful collective management should be undertaken to support policy making and local development investments..
- To expand pastoral areas covered by the "Gdel" technique in order to reduce the deficit of the forage balance, increase the productivity of rangelands and meet the herd needs;
- Improve the portfolio of GDA and CG;
- Ensure the sustainability of compensation, encouragement and support of pastoralists and improvement of grazing conditions (pastoral infrastructures);
- Organization of GDA and CG and training /coaching of their members;
- Creation of a legal and legislative framework that can properly govern the management of rangelands and ensure its economic, social and ecological sustainability.
- Privatization of collective lands localized near the city of Tataouine;

¹ MACTOR (Method of Actors, Objectives, strength Reports) is a method for modelling the interactions between the different actors of a project or an organization. It emerged from the work of Michel Godet in 1990 and aims to define a Matrix of Alliances, Conflicts, Tactics & Objectives between these different actors, as well as the recommendations that could result. It aims to evaluate the interactions between stakeholders (cooperation and conflicts) directly or indirectly concerned by the rangelands restoration. This work aims to highlight the weight and the importance of interactions between stakeholders (objectives and benefits from rangelands). The methodological approach highlights convergences and divergences on stakeholder objectives.

- Elaboration of cartography of rangelands (south Tunisia);
- Effective participation of all actors (participatory approach) in the elaboration of the pastoral code (organization of a workshop that brings together all concerned stakeholders).

5. Planning activities (2018-2019)

- Field surveys with beneficiaries of "Gdel" techniques (collective and private rangelands) (November 2018)
- Data analysis (November & December 2018)
- Preparation of scientific and technical reports (November – December - January 2018)
- Organization of a final workshop (January-February 2019) to present and discuss results to the different stakeholders including development agencies.

2ND multi stakeholders workshop on “Good Governance and sustainable rangeland management” (tunisia, Douz, June 21st 2018):

1) Framework

Another workshop on "Good Governance and Sustainable Rangelands Management" was organized on June 21st 2018 in Douz, Kébili, Tunisia. The workshop follows the work already carried out under the CRP-PIM since march 2017. The objective of the workshop is to study the governance of rangeland and to assess the relationship (cooperation, conflicts, etc.) among local stakeholders for rangeland restoration under different land tenure statuts.

2) Objectives

The main objective of this workshop was to capitalize on the available knowledge and experience in terms of practice of the participatory and multi-stakeholder approaches. These approaches have been attracting the attention of researchers to the need for setting up communication mechanisms with stakeholders including beneficiaries and end-users of results and outcomes generated by the participatory research processes. “Stakeholder consultation aims at building relationships based on mutual trust and benefits”². Moreover, from the start of the participatory process in our case, actors expressed their interest to consider a discussion and feedback on our main outputs at the end of the research process. This principle of sharing results is legitimate and beneficial for several reasons including the establishment of a climate of trust and partnership, increased involvement and contributions, better awareness and information of stakeholders, inclusion of results in decision-making processes for potential ownership (Fraser et al, 2006), and better ownership of process results by themselves. In fact, the implementation of a real feedback is beneficial to scientists too, in the sense that will enrich their understanding, deepen the results analysis, calibrate their own research and hypothesis and build a better communicative platform with stakeholders. Thus, “Obtaining this type of feedback is valuable because the stakeholders are the end-users of the findings that will emerge from future research projects” (Lichy et al, 2014).

In this perspective, we have planned from the beginning of the participatory research process, organizing a restitution workshop and results with stakeholders. We opted to invite to this workshop not only Tataouine stakeholders, but also actors from the 2 bordering governorates Kebili and Medenine. The objective is twofold, firstly to give the results back to the direct actors and secondly to inform and have feedback from other actors who share similar issues in order to prospect the up-scaling issues.

This workshop has the following major purposes:

- Deepen the understanding of governance concept and the methodological framework carried out,
- Present and discuss the results of governance assessment in the study sites, based on the results of the first (2017) workshop held in Tataouine and on collected field data (surveys).
- Present and discuss some scenarios in an interactive way with stakeholders.
- Investigate some recommendations to enhance and improve the common rangelands governance. This particularly relate to our work under the CRP Livestock.

3) Participants to the workshop

The workshop brought together 39 participants (see list of participants in annex 6) representing main stakeholders from the three governorates (Tataouine, Medenine, Kébili), directly or indirectly concerned by the good governance of the rangelands, namely representative of the administration (CRDA, OEP), the civil society and community based organisation, breeders, researchers (IRA, ICARDA).

² B2B International. The importance of communicating with your stakeholders. <https://www.b2binternationalusa.com/publications/consulting-with-stakeholders/>

4) Activities and outputs

The main activities carried out during this workshop are:

- Reminder of the main activities carried out during the previous steps of the participatory research process (1st workshop held during October, 2017 in Tataouine, field investigations and socio economic surveys). The results of the first step were also highlighted (common understanding of governance, identification of key and secondary factors affecting governance, field work with pastoralists, results analysis)
- The general framework and program of the workshop were also presented,
- The methodology and results of the BBN framework and evaluation of the level of governance in rangelands were presented. The results were divided into qualitative results (qualitative characterization of governance) and quantitative results (quantitative characterization of governance).
- Part of these results were providing information about how we can improve rangeland governance (and thus rehabilitation/restoration) under different land tenure systems. We were, among others, demonstrating to farmers what is needed to be improved in their socio-ecological systems to reach good governance under collective land tenure systems.

Participants were then asked to express their views on the participatory approach, the concept of governance and the most important problems of rangelands in southern Tunisia, as well as the results obtained after the preliminary analysis of the field data and the proposed scenarios. The most important interventions and proposals include the importance of working with a participatory approach for better understanding of good governance and sustainable rangeland management, from stakeholders perspectives. Stakeholders insisted on the need to assess the role of GDA (farmers' organizations) and assess their deficiency, weakness and strengths (financial resources, transport, human resources), which directly affected their performance and their role in the management and establishment of good governance. They focus on the need for effective professional structures to manage governance or to find a legislative approach or formula to support the professional structures. Furthermore, they emphasize the need for coordination between all parties, especially the relationship between the GDA and the management councils and the coordination between the state and the end-users. Some participants stressed the existence of good governance for long time ago based on understanding and customary governance, but after changing the lifestyle, increasing the number of breeders and livestock, emergence of capitalism, creation of GDA, there were a multiplicity of parties involved in the management of rangelands which resulted many problems (conflicts, violations, rangeland degradation, etc.).

Three scenarios were presented and analyzed. These concern different land tenure systems, different performances of GDA, and increasing level of farmers' income in the study area. The respective resulting effect of these scenarios on rangeland governance has been presented and discussed with the participants.

Results confirmed the importance of improving GDA effectiveness and performance on enhancing rangeland governance in the study area. Results also showed that farmers with lower income levels do have better perceptions about rangeland governance.



The most important recommendations from this workshop are:

- Invite each stakeholder to coordinate with the rest of the parties and participate in the success of this participatory and learning process;
- Involving pastoralists (rangeland owners and users) in decision making process about rangeland restoration.
- Conduct an accurate diagnosis of the level of governance between past and present and identify the most important driving forces;
- Improve the legal framework of GDAs to reduce volunteerism, develop and strengthen their financial resources and related assets, and give them more abilities to improve governance in their respective rangelands;
- Elaborate a map of rangelands to describe the limits and assess the natural resources potentialities;
- Encouragement of the authority to enhance the application of procedures and laws;
- Issuing a local administration for rangeland management and mobilize financial resources;
- creation of a specific associations (NGO) for pastoralists;
- The necessity of valuing rangelands and pastoral resources, such as introducing the tourism component and creating alternatives for herders and breeders in drought years;
- The establishment of irrigated areas to produce fodder crops (supplementary feeding);
- Improving the awareness and status of the land management councils and the GDA;
- improving partnership and reducing conflicts between stakeholders in the management of rangelands.

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ANNEX 1 : WORKING GROUPS COMPOSITION

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Group 1: Restoration (Gdel) of collective rangelands

Name	Organism or Institution
Mongi Sghaier	Institute of Arid Regions
Mohsen Snoun	Regional Commissariat for Agricultural Development (CRDA)
Abdallah Dhifallah	Management Councils (CG)
Salem Bou Nahhas	Agricultural development group (GDA)
Kamel Abdelwahed	Management Councils (CG)
Rafik Khmira	Direction régionale des affaires foncières
Ali Kraiem	Union of Farmers (UTAP)
Amor Zerdabi	Union of Farmers (UTAP)
Amor Jarray	Regional Commissariat for Agricultural Development (PRODESUD)

Group 2: Restoration (Gdel) of private rangelands

Name	Organism or Institution
1. Mondher Fetoui	Institute of Arid Regions
2. Hassen Hassen	Regional Commissariat for Agricultural Development (CRDA)
3. Sassi Mahdhi	Regional Commissariat for Agricultural Development (CRDA)
4. Mohamed Tarhouni	Institute of Arid Regions
5. Nabil Ayadi	Institute of Arid Regions
6. Mohamed El Ghouli	Agricultural development group (GDA)
7. Ahmed Zguir	Agricultural development group (GDA)
8. Amor Hathat	Agricultural development group (GDA)
9. Mohamed El Ouni	Agricultural development group (GDA)
10. Ezzeddine El Fkih	Livestock Bureau of Tataouine (OEP)
11. Mohamed Abdelkader	Livestock Bureau of Tataouine (OEP)

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ANNEX 2: LIST OF ACTORS INVOLVED IN RESTORATION PROGRAM OF COLLECTIVE AND PRIVATE RANGELANDS

List of actors involved in restoration of collective rangelands

1	Management Councils	CG	
2	Regional Commissariat for Agricultural Development	CRDA	Study, implementation, coordination, installation of plots (contracts), control, subsidies
3	PRODESUD	PRODESUD	Study, implementation, coordination, installation of plots (contracts), control, subsidies (fund manager)
4	Authorities	Authorities	
5	Agricultural development group	GDA	Collection of requests, coordination, evaluation of productivity, control
6	Institute of Arid Regions	IRA	Research, evaluation
7	Farmers Union	UTAP	

List of actors involved in restoration of private rangelands

1	Office d'élevage et de pâturage	OEP	Study, implementation, coordination, installation of plots (contracts), control, subsidies
2	Regional Commissariat for Agricultural Development	CRDA (PRODESUD)	Study, implementation, coordination, installation of plots (contracts), control, subsidies (fund manager)
3	Beneficiaries	BENEF	Proposal, property, markup, control, operation
4	Agricultural development group	GDA	Collection of requests, coordination, evaluation of productivity, control
5	Institute of Arid Regions	IRA	Research, evaluation

ANNEX 3 : CORRESPONDENCE TABLES " CHALLENGES / OBJECTIVES"

Correspondence table "Challenges / Objectives" (Technique of Gdel, collective rangelands)

Challenges	Objectives
1. Fight against degradation	1. improving vegetation cover, conservation of biodiversity, ecosystems balance (Deg)
2. Sustainability of pastoral resources	2. Improving the exploitation and the management of rangelands (Ges)
3. Improved rangelands productivity	3. Improvement of fodder balance (Four)
4. Conservation of pastoral systems face to climate change	4. Improving the adaptability of pastoral systems to climate change (Adap)

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Correspondence table " Challenges / Objectives" (Technique of Gdel, private rangelands)

Challenges	Objectives
1. Fight against degradation (env)	improving vegetation cover, conservation of biodiversity (Deg)
2. Rangelands development (socio-eco)	Preserve private pastoral spaces (Cons)
3. Improved rangelands productivity (eco)	Ensure food security (on-farm reserves) and reduce production costs (Auto)
4. Adoption, generalization, conviction (socio-cult)	Rationalize exploitation (sustainability) (Ratio)

ANNEX 4: MATRIX OF RELATIONSHIPS AND MUTUAL INFLUENCES BETWEEN ACTORS IN THE PROCESS OF RESTORATION OF COLLECTIVE AND PRIVATE RANGELANDS

Actor / Actor matrix: Group 1: Collective rangelands

	PRODESUD	CRDA	CG	GDA	UTAP	IRA	Authorities
PRODESUD		2	1	3	0	0	2
CRDA	3		0	3	0	0	2
CG	4	2		3	0	0	2
GDA	2	0	3		0	0	2
UTAP	3	2	1	2		2	2
IRA	2	2	1	1	2		2
Authorities	4	3	4	4	1	2	

Actor / Actor matrix: Group 2: Private rangelands

	OEP	CRDA (PRODESUD)	Bénéficiaires	GDA	IRA
OEP		2	4	1	0
CRDA (PRODESUD)	3		4	1	0
Bénéficiaires	2	2		4	2
GDA	2	2	3		0
IRA	2	2	0	0	

The sign indicates:

- 4: if the actor "i" can influence the actor "j" in his existence (or he is indispensable to his existence)
- 3: the actor "i" may affect the accomplishment of the missions of the actor "j" or he is indispensable to the accomplishment of his missions.
- 2: the actor "i" can affect the success of the projects of the actor "j" or it is essential to the success of the projects of the actor "j".
- 1: the actor "i" may challenge in a limited way in time and space the operational processes of management of the actor "j" or it is essential for its operative management process.
- 0: the actor "i" has little influence on the actor "j"

ANNEX 5: MATRIX OF OBJECTIVES ACCORDING TO THE POSITIONS AND STRATEGIES OF ACTORS RELATED TO THE TECHNIQUE OF "GDEL"

Actor / Objectives matrix: Group 1: Collective rangelands

	Deg	Ges	Four	Adap
PRODESUD	4	4	2	2
CRDA	4	2	3	1
GDA	3	3	3	1
UTAP	3	4	4	1
IRA	3	2	3	2
Authorities	1	1	2	1
CG	1	1	3	1

Actor / Objectives matrix: Group 2: Private rangelands

	Deg	Cons	Auto	Ratio
OEP	3	2	4	3
CRDA	2	2	3	4
Beneficiaries	2	0	4	1
GDA	3	2	4	1
IRA	3	4	2	3

The sign indicates whether the actor is in favor or opposed to the objective:

0: The objective is not consistent.

1: The objective affects the operational processes (management, etc.) of the actor (-1) / is essential to its operational processes (+1).

2: The objective affects the success of the projects of the actor (- 2) / is essential to his projects (+2).

3: The objective affects the accomplishment of the missions of the actor (-3) / is essential to its missions (+3).

4: The objective affects the actor in its existence (-4) / is essential to its existence (+4).