

Sustainable Animal Productivity

For Livelihoods, Nutrition and Gender Inclusion (SAPLING)

Workshop Report

Stakeholder Mapping, Social Network and Multi-Stakeholder Strategies Analysis in Mali's Small Ruminant Value Chain, Plus a Dive into Multi-Stakeholder Innovation Platforms as a Form & Driver of Inclusive SAPLING Innovation Packages

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About SAPLING

CGIAR's Sustainable Animal Productivity for Livelihoods, Nutrition and Gender inclusion (SAPLING) is working in seven countries focusing on livestock value chains to package and scale out tried-and-tested, as well as new, innovations in livestock health, genetics, feed, and market systems. SAPLING aims to demonstrate that improvements in livestock productivity can offer a triple win: generating improved livelihoods and nutritional outcomes; contributing to women's empowerment; and reducing impacts on climate and the environment. Its seven focus countries are Ethiopia, Kenya, Mali, Nepal, Tanzania, Uganda, and Vietnam

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Modibo is a livestock producer in Baroueli/Ségou, Mali – as for many of his peers, goat husbandry in his home village is a way of life (Photo: Zied Idoudi, ICARDA) – July 2023

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Compilation of Photos from the Series of Workshops Held in Mali (Bamako, Sikasso, Ségou)

Images included in this report have been authorized in writing or verbally by the data subject –
Photos Credit: Zied Idoudi, ICARDA – July 2023

Acronym

BCC: Behaviour Change Communication

IP: Innovation Package

MAO: Matrice Acteurs-Objectifs (in French)

MID: Matrices des Influences Directes (in French)

MSIP: Multi-Stakeholder Innovation Platform

SPLING: Sustainable Animal Productivity for Livelihoods, Nutrition, and Gender Inclusion

ToC: Theory of Change

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Workshop Purpose and Context

Within the framework of the [CGIAR 2030 Research and Innovation Strategy](#), CGIAR is actively engaged in a series of initiatives aimed at realizing a world with sustainable and resilient food, land, and water systems. These initiatives have the overarching goal of fostering more diverse, healthy, safe, sufficient, and affordable diets while ensuring improved livelihoods and greater social equality, all while operating within global and regional environmental boundaries. One of these significant initiatives is the CGIAR [SAPLING](#) (Sustainable Animal Productivity for Livelihoods, Nutrition, and Gender Inclusion) Initiative. Led by the International Livestock Research Institute (ILRI) the International Center for Agricultural Research in the Dry Areas (ICARDA) and the Alliance of Bioversity International & CIAT, SAPLING focuses on empowering small ruminant, dairy, and poultry producers, with an emphasis on women and young individuals—, by involving them in inclusive value chains and helping them achieve sustainable productivity gains of up to 30-50%, ultimately enhancing their livelihoods.

In Mali, SAPLING is committed to transforming the small ruminant value chain. This transformation is to be achieved through the development and widespread adoption of inclusive innovation packages that encompass aspects such as health, nutrition, reproduction, capacity building, and market access. The initiative offers a wide range of innovation packages, incorporating both technological and institutional innovations. To effectively implement and sustain these innovations, it is essential to identify key stakeholders who can contribute at various levels and scales to achieve the initiative's outcomes in Mali.

To address this need, three workshops were conducted in Mali, specifically in Bamako, Sikasso, and Ségou, on July 7, 10, and 13, 2023, respectively. These workshops were dedicated to activities such as stakeholder mapping, social network analysis, and multi-stakeholder strategy analysis within Mali's small ruminant value chain. Additionally, they delved into the concept of Multi-Stakeholder Innovation Platform (MSIP) as a means to drive inclusive SAPLING innovation packages in Mali.

MSIPs have been established in four communes of Sikasso by previous program namely the Feed the Future Mali Livestock Scaling Technology Program to foster the transformation of livestock value chains through the development of partnerships among key stakeholders. MSIPs are seen as a mechanism to harness collective action to address the constraints and opportunities pertaining to ruminant livestock value chains development. In this specific context, they have been established to empower livestock value chain stakeholders to scale up innovative solutions to sectoral challenges. Therefore, MSIPs are continued under SAPLING, with more focus on small ruminants' value chains to transforming food security and nutrition with more focus on women and youth in the project areas.

The primary objectives of these workshops were threefold:

1. Understanding the network of actors involved in Mali's small ruminant value chain, including the assessment of communication, collaboration, and relationships among them,
2. Analyzing the strategies, power dynamics, and potential alliances among these actors, shedding light on their roles and contributions,
3. Identifying the stakeholders who are most supportive, those who are less so, and those who are well-connected to each Innovation Package (IP), while also identifying the key players who can effectively contribute to the implementation of each IP at different scales, thereby ensuring sustainability. Moreover, it sought to

identify new actors who could be engaged to achieve the initiative's objectives and outcomes, especially through the establishment of MSIP in new target sites like Ségou, Mali.

Location, Modality, and Structure

The series of "Stakeholder Mapping, Social Network Analysis, and Multi-Stakeholder Strategies Analysis in Mali's Small Ruminant Value Chain" workshops along with an exploration of "Multi-Stakeholder Innovation Platforms as a form and driver of inclusive SAPLING innovation packages," were conducted in person in three locations: Bamako (the capital city), Sikasso, and Segou. These workshops took place at specific venues, including the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)-Bamako, the Sikasso Regional Department of Agriculture, and the Center Abbé Gabriel CISSE in Ségou.



Stakeholder Mapping Work Session, Ségou



Discussions & Debates on SAPLING Innovation Packages, Bamako

The initial two workshops held in Bamako and Sikasso were structured into two distinct parts. The first part encompassed keynote presentations and in-depth discussions, focusing on fundamental concepts related to the SAPLING initiative, its theory of change, and the primary objectives associated with mapping the stakeholders in Mali's small ruminant value chain. This aspect of the workshop was centered on exploring the core subject matter. The second part of these workshops involved a participatory exercise aimed at mapping the actors involved in the small ruminant value chain in the project areas. This exercise was facilitated through a dedicated tool designed for this purpose. It covered the three key elements of SAPLING's Theory of Change (ToC), namely, the Innovation Packages (IPs), expected immediate results, and end-of-initiative outcomes. During this session, participants had the opportunity to express their perspectives on these three critical components.

In addition to the components mentioned above, the workshop conducted in Ségou incorporated a deeper exploration of the concept of MSIPs. An entire session was dedicated to initiating discussions and gathering insights regarding the role of MSIPs in driving sustainable and inclusive SAPLING innovation packages in Mali. It is noteworthy that Ségou was identified as a new SAPLING target site, and the initiative's plans included the implementation of three MSIPs in this region.

Who Conducted the Workshop

A group of experts from CGIAR Centers and National Research Institutes in Mali, including Zied Idoudi, an expert in economics and participatory methods at ICARDA, Udo Rudiger, a specialist in innovation at ICARDA, Ahmadou Sow, a specialist in impact at scale from ILRI,

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and Idrissa Sacko, the head of the small ruminant program at IER¹-Mali—, led the three workshops.

Workshop Participants

The three workshops collectively assembled around 66 participants, with 23 attendees in Bamako, 20 in Sikasso, and 23 in Ségou. Of these participants, 9 were women. These attendees represented a diverse range of stakeholders closely associated with the small ruminant value chain in Mali. These stakeholders encompassed various groups and categories, including National Academic & Research institutions, Governmental authorities, Non-Governmental Organizations (NGOs), International Non-Governmental Organizations (INGOs), the private sector, Interprofessional Groups of Producers & Processors, and local entities. In addition to these organizations, the participants also included livestock producers, cooperatives, and more (refer to figure 1 for details).

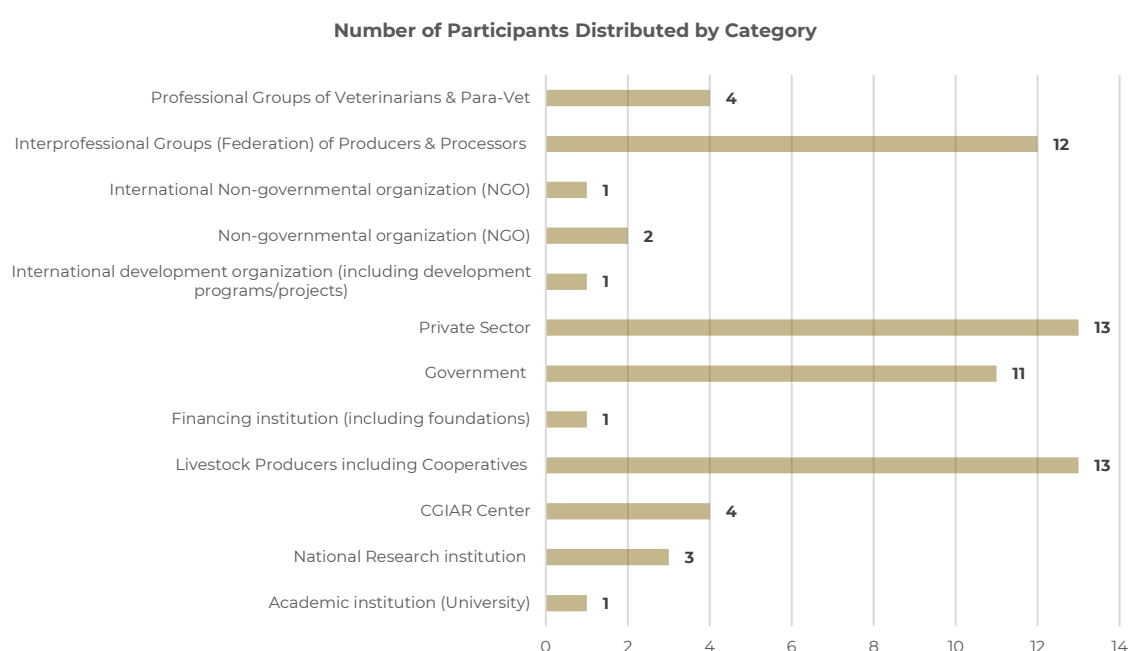


Figure 1. Number of Participants by Category

Outputs & Recommendations for Follow up

Stakeholder Mapping and Collaboration Opportunities

The series of these workshops were instrumental in mapping and understanding the landscape of stakeholders in Mali's small ruminant value chain, assessing their interconnections and dynamics, and identifying opportunities for further collaboration to advance the goals of the SAPLING initiative.

Participatory Consultation on SAPLING Theory of Change

Throughout these workshops, more than 60 stakeholders hailing from diverse governmental institutions and organizations actively engaged with the SAPLING Theory of

¹ In Mali, the Institute of Rural Economy (IER) acts as SAPLING's contracting implementing partner.

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Change and its different components (IPs, expected immediate results, end-of-initiative outcomes). These participants represented a wide spectrum of Mali's small ruminant value chain, including livestock producers, cooperatives, and private sector entities.

Provision of Knowledge and Capacity Lifting for Effective Implementation of MSIPs in Ségou

In Ségou, the workshop also provided updated knowledge and enhanced the capacity of 23 actors, specifically focusing on livestock producer cooperatives in this newly established site. This capacity-building initiative centered on MSIPs where various actors were motivated to collaborate and co-create – As a recommendation, during the implementation process of the three planned MSIPs in Ségou, it is imperative to co-design a specific, tailored capacity-building plan and training activities for the key actors involved, particularly the livestock cooperatives. SAPLING should allocate dedicated and substantial funds within its Mali “Behaviour Change Communication (BCC)” plan to enhance capacity in this area, ensuring effective implementation and long-term sustainability. Building on previous ILRI successful case studies, the MSIP in Farakala, Sikasso, can serve as a valuable reference for these capacity-building initiatives.

Annex

Agenda

The agenda for the three workshops was as follows:

Date & Location	Activity/Topic	Resource Person	Method	Resource
07/07/23 Bamako	- Exploring the SAPLING Initiative: Objectives, TOC, and Related Innovation Packages - Initiating the Stakeholder Mapping: Objectives, Methodology, and Tool - First part of actor mapping: - Relationships among key actors. - Analyzing influences between actors and assessing their power dynamics - MID Matrix.	Ahmadou Sow (ILRI) Zied Idoudi (ICARDA)	General overview, Q&A Discussion Sessions	PPT slides Tool for stakeholder Mapping
	- Identifying the Mali's ToC components and positioning each actor on each innovation packages, immediate results, and End-of-Initiative outcomes - the MAO Matrix. - Second part of actor mapping: - Connection information between actors in terms of communication, collaboration, and relationships. - Information on direct and indirect influences between the actors.	Zied Idoudi (ICARDA) Ahmadou Sow (ILRI) Idrissa Sacko (IER) Udo Rudiger (ICARDA)	Focus Groups Demonstration, Hands-on support, Explanation	Tool for Stakeholder Mapping
11/07/23 Sikasso				
13/07/23 Ségou	Multi-stakeholder Innovation Platform: Exploring Concepts, Illustrated with Examples, and Delving into Key Considerations and Debate Points*	Zied Idoudi (ICARDA) Ahmadou Sow (ILRI)	Q&A Discussion Sessions	PPT slides

* This activity only concerns the Ségou workshop.

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