

**AFRICA TO ASIA: TESTING
ADAPTATION OF FLOOD BASED
FARMING SYSTEMS (FBFS)
PROGRAMME**

*LEADERSHIP COURSE IN FLOOD-BASED
FARMING AND WATER HARVESTING*

World Agroforestry Centre
Nairobi- Kenya and Arusha Tanzania

by

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Outline of the presentation

- Construct of leadership
- Role of leadership in knowledge management
- Leadership and capacity building
- Leadership in networking and partnerships
- Leadership influence on policies
- Leadership and investments

Mode of delivery

- Interactive Lectures
- Group discussions
- Presentations
- Case studies

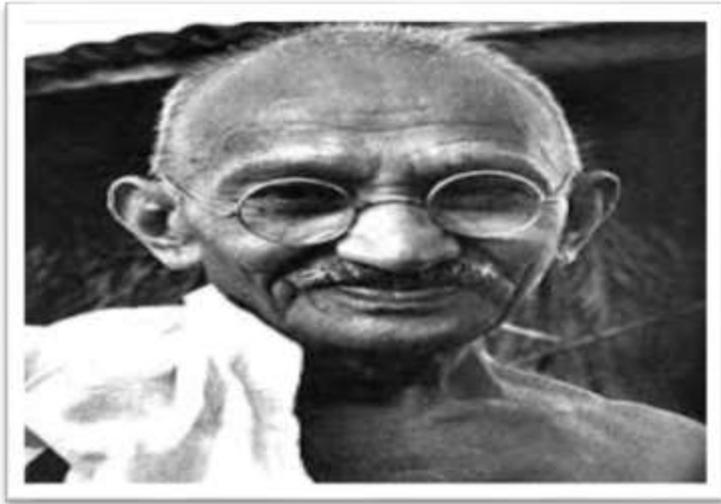
Introduction

- Why flood based farming systems (FBFS)?
- FBFS include spate irrigation, flood recession and inundation, flooding-spreading weirs) account for over 30million Ha across the world.
- FBFS represent unique option for mgt of scarce water resources in support of agricultural production and livelihoods of the ASAL communities most of the time are marginalized).
- Using flood water rather than perennial flows, FBFS are quintessential adaptation to climate variability (Haile *et al.*, 2013)

Cont'

- So what?
- However, FBFS is scantily documented, particularly the application of leadership principles with reference to the technology.
- The lack of adequate information hinders effective interventions on FBFS.
- The need to enhance livelihood necessitated the need to integrate leadership principles with FBFS and water shed management for sustainable development.
- Thus there is need of leadership in FBFS that involves inspiring followers to commit to a shared goal and vision for the organization.

Leadership

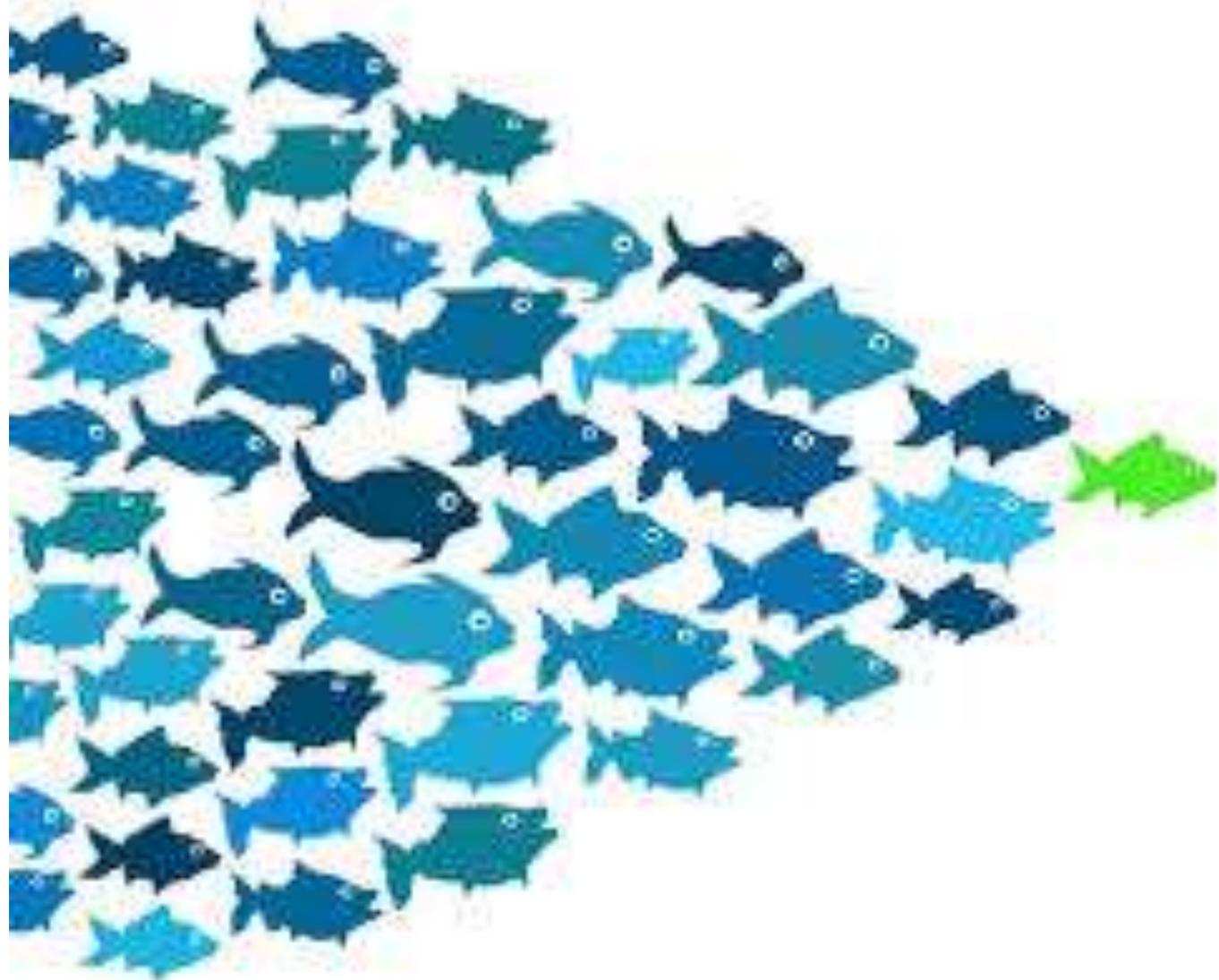


Topic 1: Construct of Leadership

- Leaders vs. Managers
- “lead” is derived from the Old English term “lithan” and the Old French “leden” meaning “to go”, or “to cause to go with oneself” and thus “to guide or show the way.”
- Leaders are people in motion
- In contrast, the term manage comes from the Old English “mano”, the Old French “manus” and present day “man”, which means, “hand.”
- To manage connotes a sense of firmly grasping a thing so that it can be efficiently controlled and properly handled to accomplish desired end.
- We manage time, tools, systems, processes and “things” in general.
- Leadership is a critical factor in the initiation and implementation of the transformations in organizations.

Leaders vs. managers

- Managing is about the judicious use of things to accomplish desired ends.
- Leadership is about enlisting other people to join in a risky but noble endeavour.
- Managing is about skilfully controlling things (time, money and processes) to make the best of the present situation.
- Leading is about creating a whole new situation.
- Management is about the known and predictable,
- Leadership is about the unknown and unpredictable.
- Leaders employ the means of passion, inspiration and moral courage to transform the present situation and create a new and better world.
- Managers employ the means of planning and quality control to make the best out of this one.



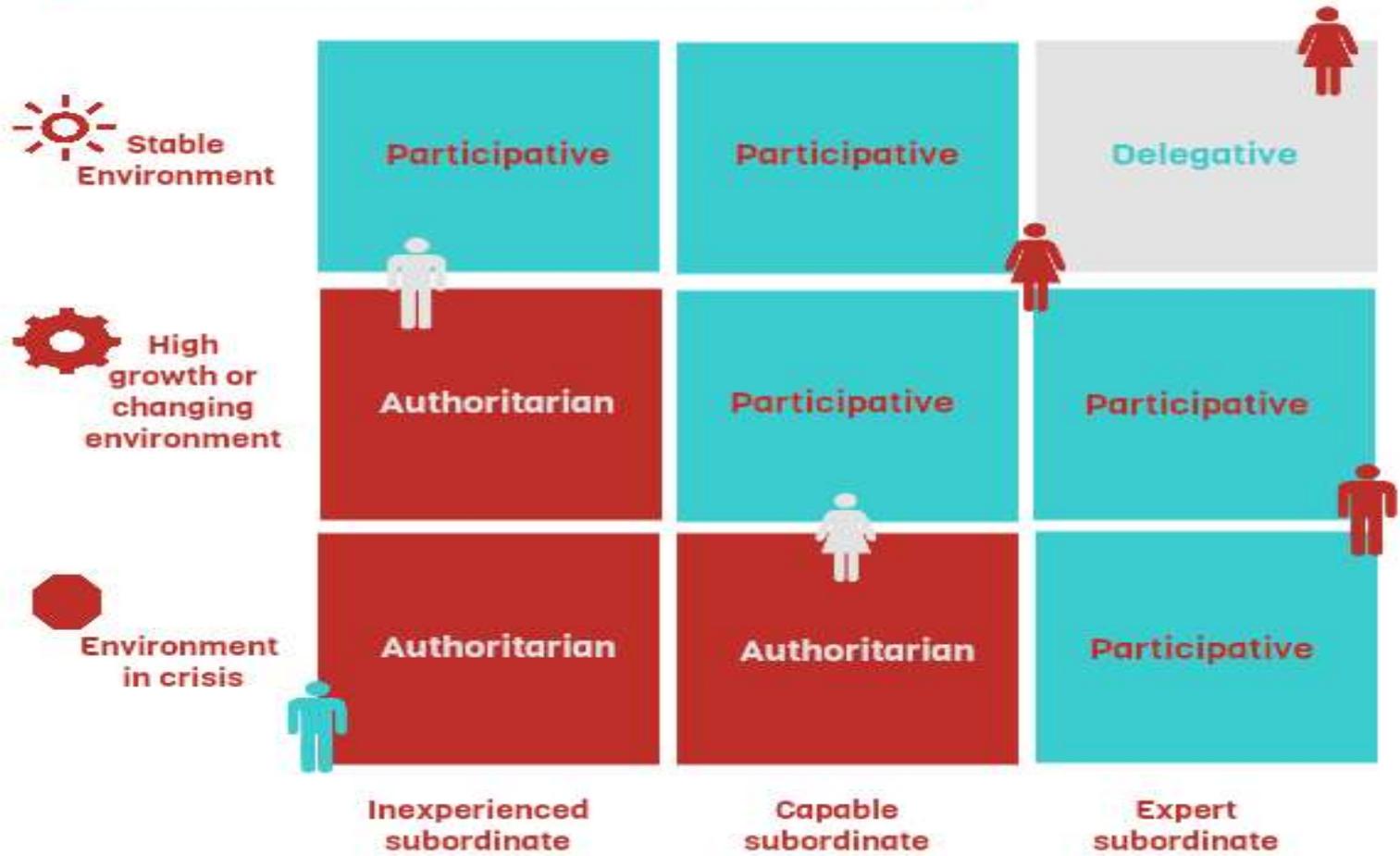
Leadership

- Leaders place value on the development of a clear vision and inspire followers to pursue the vision.
- In this way they provide a strong motivational force for change in followers. Having a clear vision or mission is most likely to foster innovation.
- Leaders who enhance followers' confidence and skills to devise innovative responses, to be creative, and to take risks, can also facilitate the changeover processes in organizations

leadership styles



There is no one right style of leadership



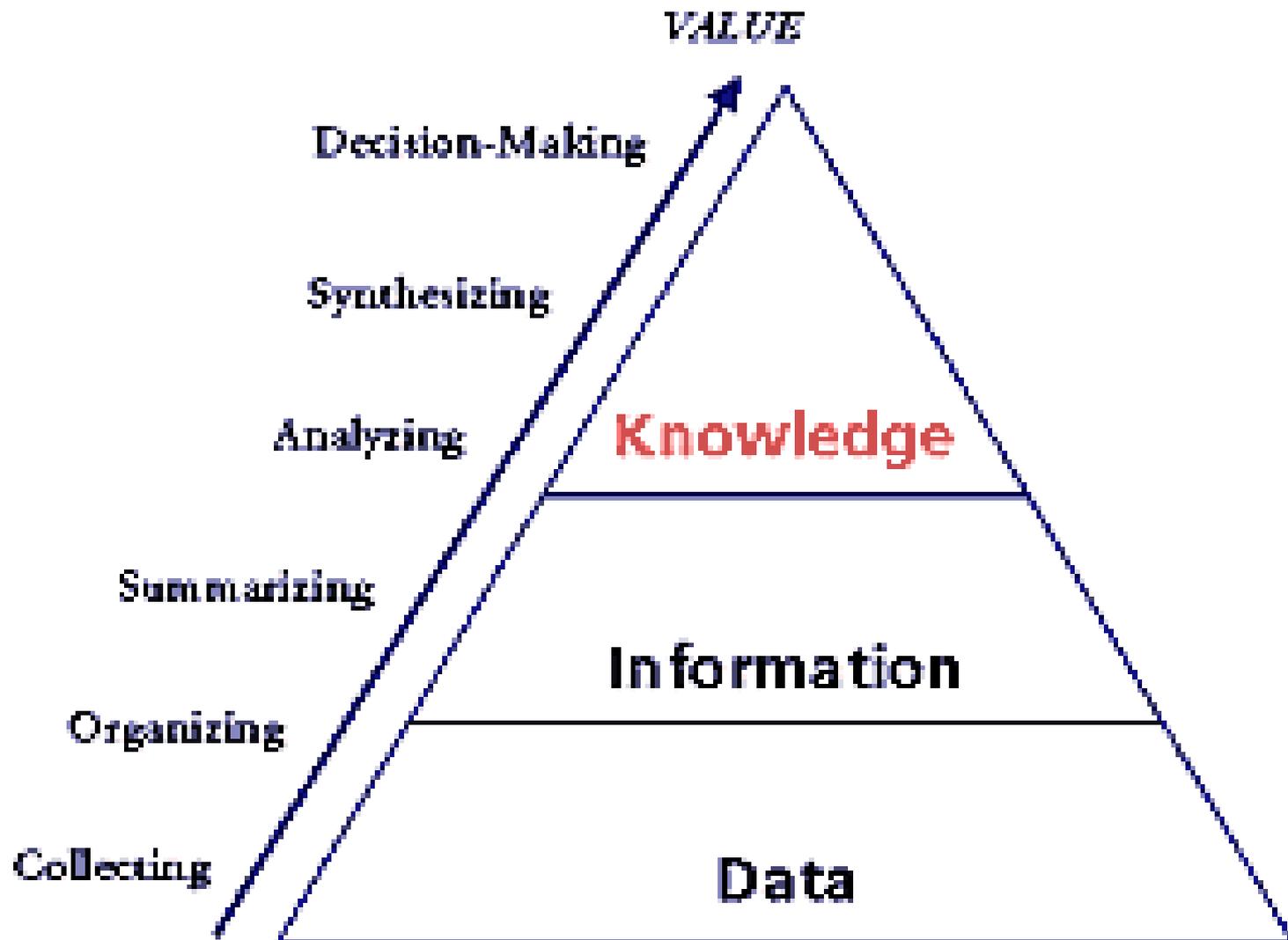
The leadership style that you use depends on the needs of the person you are leading and the needs of the environment.

Definition '

- Some key qualities of a good leader:
- Visionary
- Charismatic
- Inspirational motivation
- Stimulate thinking
- Keep open channels of communication
- Empowerment
- Thus leadership is the art and science of taking individuals and communities to a new and better place

Topic 2: Leadership and knowledge management

- *knowledge is basically an understanding of **information**, their associated patterns and the ability to manifest itself in action.*
- The value of knowledge is increased when it has a key purpose and focuses on mission, core values and strategic priorities
- Data is the building block for knowledge which in turn is used in the creation of wisdom in the organizational lives.



Why Knowledge Management

- Tacit vs. Explicit knowledge
- Knowledge management is jointly a goal and a process.
- Goal=KM is entirely focused on sharing information for the benefit of the organization
- KM process is not so much about control as it is about sharing, collaboration, and making the best possible use of a strategic resource, particularly tacit knowledge
- KM connect people to enable them to think together and to take time to articulate and share information and insights they know are useful to their organization

role of leadership in KM

- *Effective management of knowledge, change, and innovation are central or core competencies that must be mastered for organizations to succeed.*
- *The role of leadership in KM process include how knowledge is captured, evaluated, stored, provided, disseminated and used*
- *Consequently, skills are enhanced, behaviour modified to reflect new knowledge and insights.*
- Leaders in the KM process should facilitate knowledge sharing and establish continuous process within an organization.
- This means that leaders should learn and update their skills often and gain current information related to those of their organizations and partners.
- best practice is that the leader should collect information and ensure information and knowledge reaches the right people at the right time i.e. knowledge transfer.....facilitation linkages (Kruger)

Leadership and KM

- Recommendations to leaders knowledge management (Davenport and Prusak, 1998):
- Establishing a culture that respects knowledge, reinforces its sharing, retains its people, and builds loyalty to the organization,
- Ensuring that anyone in a supervisory position receive training, empowerment, and support to promote the desired culture,
- Establishing a knowledge infrastructure and support system that enhances and facilitates sharing and application of knowledge.
- Advocate the importance of learning and knowledge in an organization,
- Design, implement, and oversee an organization's learning infrastructure,
- Manage relationships with external knowledge providers,
- Provide ideas to improve the process of knowledge creation in the organization,
- Design and implement a knowledge codification approach.
- Measure and manage the value of knowledge,
- Manage the organization's professional knowledge managers,
- Lead the development of learning and knowledge strategies, focusing the organization's resources.

How to collect credible data

- Consider both qualitative and quantitative methods to bring out the problem
- The best practices in gathering information as young leaders include:
- **Knowledge/reality talks** -Knowing the facts is a stark way of determining the size of the gap between your vision of a community and the reality in which you live.
- This may involve gathering baseline data on water harvesting technologies which may be an excellent way to show the magnitude of the problem.
- **Credibility counts**- the leaders should demonstrate about the exact numbers of people affected by the issue e.g. water scarcity in the ASALs
- Writing down those facts/figures as part of a grant application or project summary for potential funders and evaluators says that you are a well-run group who can get the job done.
- **Awareness leads to change.** use the statistics you have found to raise community awareness of a number of things: how serious the problem is, how well (or how poorly) your community is doing in relation to other communities or to the nation as a whole, and how well your coalition is attacking the problem at hand.

Group Activity

- In groups the participants to share their own experiences and challenges in knowledge management in the context of FBFS and water harvesting

Topic 3: Leadership and Capacity development

- Leadership is an important factor in fostering connections and guiding change.
- In capacity development processes it can play a key role in governance, accountability and effectiveness of specific programmes.
- Leader should encourage innovation among followers.
- The leaders should provide platforms for nurturing and sharing innovative practical solutions to development challenges in FBFS.
- For instance current environmental concerns e.g. climate change, environmental destruction, and armed conflict are adding to the already high levels of poverty and global inequality, particularly in areas where FBFS are practiced.
- Thus innovation, new technologies e.g. adoption of high yielding drought tolerant animal and crop species and inventions may offer unprecedented opportunities to communities in FBFS areas.
- Therefore it is the role of the leader to encourage the adoption of innovative practices in FBFS areas, and to do it better and faster than ever before.

Leadership and capacity Devel'

- Building the capacity of three interdependent elements—individual leaders, organizations, and community as a whole
- To develop competitive and sustainable economies the leaders should help the communities plan for and take advantage of economic opportunities.
- Leaders should spearhead grants supports projects that build leadership development skills; foster broad citizen involvement/participation; support the development of strategic planning processes; and promote collaborations among business, government, non-profit, and philanthropic organizations.

Strategic planning

- Decide on your community's overall strategic planning process and get buy-in from key players.
- Prepare a community assessment and analysis of factors related to future change SWOT analysis; and a resource audit.
- Develop a shared, practical vision of community success—an image of success for the community in 10 years.
- Determine priority issues; develop long-term goals (strategic directions); and form task forces/working groups.
- Formulate achievable objectives and strategies and identify the actions that will be effective in achieving those goals.
- Prepare an implementation plan – who? When? What?
- Determine how to measure and evaluate progress made under the plan. Elements that should be addressed include how to continue public involvement, report annual progress to stakeholders, review and modify the plan, and evaluate the process and results.

An interactive question

- In the context of FBFS, what do they feel are priority areas for capacity development?

Topic 4: Networking and partnerships

- In some of the countries there may already be some informal network dealing with FBFS.
- aim of the FBFS programme is to ensure that these country networks are formalized and becomes more known within civil society and amongst policy makers
- Why do we need the networks?
- For example UNESCO-IHE institute maintains close working relationships with many regional and local networks that have helped set up. The networks are born as platforms to transfer scientific and technical expertise, to strengthen the capacity of water professionals and institutions and to share regional knowledge and solutions.

Cont'

- How would you provide leadership to establish a network?
- Consider the three forms of networking i.e. Operational, personal and strategic
- Example of these networks include WaterNet, the Nile Basin Capacity Building Network, the Collaborative Knowledge Network Indonesia, the Arab Integrated Water Resource Management Network, rain water harvesting network, international Spate Irrigation Network



Group activity

- Are there existing water networks in your country?
- Do the networks have similar/overlapping mandates?
- Is there a need to merge them?
- What would the leader do to forming a new network for FBFS or linking the network?
- How would you use the networks to enhance adoption of FBFS?

Topic 5: Role of leaders in influencing policies

- Group question: The participants are operating in different environment and have differ policies; where do you find opportunities to influence policy to support FBFS.
- Group question: What policies do you have that encourage FBFS/water harvesting that offer opportunities or hinder implementation for FBFS.

Topic 6: Role of leaders in investments

- In order to make it happen, leaders must avail information whereas the followers must have the ability to access information ;
- and make decisions that influence their lives and productivity of their communities' particularly in the ASALs.
- Thus the leaders must provide space/opportunities for the followers to become decision makers, actors and leaders as well.
- One way of doing this is through developing a wholly **holistic responsive research strategy**;
- Ensure that the economic, social and environmental demands of the community are met.
- This implies that any research to be undertaken and implemented shall involve a multi-disciplinary approach.
- And probably the multidisciplinary engagements of stakeholders will capture the attention of the donors in this case IFAD.

Cont'

- This thematic area will be more of a discussion among the participants i.e.;
- How the participants as leaders will influence government decisions/policies to invest in FBFS.
- How does it all come together; what leadership is required to convince the government to get loans from IFAD and invest in FBFS.
- How the leaders can influence government decisions making so that the government GETS TO IMPLEMENT FBFS.

Thank you