

Towards strategies for change and transformation

Group Work Instructions I: Goal formulation and mapping of strategies

I. Definitions

A **strategy** comprises a set of decisions regarding the use of available resources (**management**). It also includes the establishment of appropriate socio-institutional conditions (**governance**) that enable effective **action to achieve** desirable goals and objectives. In general, it is about **how we will do things**.

Goals are observable and measurable end result with one or more aims to be achieved within a more or less fixed long-term time frame.

II. Instructions

1. Frame the topic

Each group should define their topic and agree together on which target system(s) will focus. Have a look at related underlying factors and stresses to take into account the context. It is ok if some open questions remind and are answered later in the process of brainstorming strategies.

It is recommended to select as **scope** of your intervention a **geographical area**, it could be a continent, region, country, transboundary area, etc. This will be helpful for the strategy assessment later. However, the scope could also be thematic and therefore more general.

2. Draft Goals

Draft some goals related to your defined topic. Use as a framework the session on Tuesday, 18.03 about leverage points with Luzmila Rosales and the session on Wednesday, 19.03 about SDGs, IDGs and flourishing goals, with Martin Welp. You can choose some SDGs or IDGs as a reference to connect them to your goals.

The draft goals don't need to be very specific in this stage. They will be revised and improved later by doing the Theory of Change.

Guiding question: What do you want to change/transform? What you want to achieve in the long term?

3. Mapping strategies

Groups can be inspired by existing strategies that were mentioned or could be inference from the sessions along the module. Groups can also have a look at recommended literature and/or self-research sources.

In the brainstorming process, different types of strategies should be included, such as those for enabling conditions, behavioral change & threat reduction, and target restoration & stress reduction. You can use the MARISCO classification, the EbA approach, the Ecosystem stewardship framework or another approach. See session of March, 20.03 about elements and types of strategies.

The following steps are recommended:

1. Brainstorm ideas of actions based on lecturers' inputs and on your own ideas (using yellow cards)
2. Lump and split. Improve wording if it is necessary. Be sure that there is one idea per card.
3. Document your strategies in the Google Spreadsheet¹ or in a similar document.
4. Look for complementary strategies.
5. Preselect some strategies and prepare a long formulation for them.

Guiding questions to formulate strategies:

- **Who to influence? and with whom to work with?:** Stakeholders and partners
- **Where to intervene – where not?:** at which level to start?; bottom-up, top-down?
- **How and what to do it?:** method, approach, general activities

Hints for formulating strategies

Start with a verb

Certification

VS.

Change forest
code to permit
certification

If useful, you may specify who

WCS
will change forest
code to permit
certification

Clearly describing the strategy may require a longer name.
Document this description (*in the Google Spreadsheet*)

Complete legal analysis
and work with Forest
Department to change
forest code to permit certification.
The process will be facilitated by WCS

Groups can focus on having a good long formulation of the strategies after a set of them have been assessed and selected.

Find more details of the MARISCO method: Phase 5. Strategies in the methodology guide (Schick et al., 2022) pages 57-69.

Consultation

Please in case you have any questions, send an email to: Luzmila.Rosales@hnee.de

¹ This [table in Google Drive](#) can help you to organize all the strategies and capture the main aspects in order to build effective and robust strategies.