

**Module 3**

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| **Question Grid for Drawing Lessons and Integrating Learnings into Action** |

Once you have identified a project’s **transitional outcomes**, this grid can help you learn from them. You can use all of the questions as a whole or choose specific ones according to your needs. This grid can also be used in future workshops.

* Table 1 contains questions aimed at getting an overview of your chain of **transitional outcomes**.
* Table 2 focuses on lessons learned and courses of action specific to each **transitional outcome**. You can use the table as a whole or target certain transitional outcomes that require special attention.

| **Table 1: Overview of the chain of transitional outcomes** | | |
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| **At this point in our project** | | **Answers** |
| **Could we have avoided some transitional results of setbacks** | Which **transitional outcomes** were the easiest to achieve? |  |
| Were some **transitional outcomes** more difficult to achieve? Were several actions needed to achieve certain **transitional outcomes**? Why? |  |
| Were there any repetitions or overinvestments in certain **transitional outcomes**? Why? |  |
| Were certain **transitional outcomes** absent from the chain that could have been useful during our project? To what extent was it challenging to achieve **transitional outcomes**? Briefly explain. |  |
| List the **transitional outcomes** that best reflect the strengths in our actor network? |  |
| Could we have avoided some setback transitional outcomes? |  |
| **To what extent were there missed** opportunities or insurmountable obstacles during implementation, within our context? Briefly explain. |  |
| What key learnings emerge from our project’s chain of transitional outcomes? |  |

| **Table 1: Overview of the chain of transitional results** | | |
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| **At this point in our project** | | **Response** |
| **Integrating Learnings**  **into Action** | Are there any **transitional outcomes** critical to achieving the project's desired effects in the living environment? What other transitional outcomes would be required to bring about these desired effects? |  |
| To what extent could greater engagement of certain actors influence **transitional outcomes**? Identify which actors and the associated potential influences of what could be achieved. |  |
| List the skills you think the network needs to further develop, in order to achieve/strengthen **transitional outcomes**. |  |
| How can the inventory of the 12 **transitional outcomes** be useful in action planning? |  |

| **Table 2: Drawing lessons and courses of action specific to each Transitional Outcome** | | | |
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| **TO** | **At this point in our project** | | **Answers** |
| **Drawing Lessons** | **Reinvesting in Action** |
| **Network Construction** | When looking at the desired effects:   * Does the mobilized network have the necessary actors? * What made it possible to engage them in the process?   To what extent are those populations directly concerned by the issue engaged in the actor network? What has been helping to engage them, and support their ongoing engagement? | When looking at the desired effects, should other actors be mobilized? Why?  Are other nonhuman entities required (e.g., expertise, funding, etc.)?  How do we best sustain the engagement of those already mobilized? |  |
| **Adoption of Network**  **Governance Structures**  **and Rules** | To what extent are the rules of governance accepted and adhered to by the network?  What aspects of these structures and rules have been challenging? | How can we collectively make the time to clarify these rules, as appropriate? |  |
| **Handling**  **Of Controversies** | What type of controversies did the project raise within the network?   * Were they handled? In what way? What project modifications happened? * Did controversies prevent, or do they continue to prevent, the project from evolving in the desired direction? | How do we understand and plan for potential controversies in the evolution of our project?  How could controversies be understood and leveraged to help us achieve our goals? |  |
| **Production**  **of Intermediaries** | Has our network produced intermediaries (environmental scan, plans, tables, summary, maps) so as to develop a shared definition of the problem situation and potential solutions?  To what extent are these intermediaries presented in a form that is accessible and easy to use by their target audience? | Does our network need to produce other intermediaries in order to move action forward?  What kinds of intermediaries need to be produced? |  |
| **Placement**  **of Intermediaries** | Did the strategic actors or networks receive the intermediaries we produced? If not, why?  Would it have been more effective to place the intermediaries with other strategic actors or networks? If so, why? | What existing or new intermediaries should be placed with which networks or strategic actors? In order to achieve what outcomes? |  |
| **Activation of Intermediaries** | Have the actors and target audiences used our intermediaries? In what ways?  To what extent was our intended activation of intermediaries achieved? | In order to move our project forward towards its goals, which new actors will be likely to use our intermediaries? |  |
| **Representation**  **by Spokespersons** | Which representations (actions/statements) made by our network’s spokespersons had the most impact? Briefly explain why. | What actions/statements made by our network’s representation (via spokespersons) should be considered in the future actions to communicate the positions and goals of our network to actors of interest? |  |
| **Strengthening**  **of Spokespersons**  **and Intermediaries** | What actions made it possible to ensure or increase the credibility and legitimacy of:   * our network? * its spokespersons? * its intermediaries? | Do other actions need to be taken in order to ensure or increase the credibility and legitimacy of our network, its spokespersons, and its intermediaries?  When should we take such strengthening actions? |  |
| **Alignment / Misalignment**  **of Interests**  **Movements of Actors** | Has there been alignment or misalignment of interests among actors during the course of the project?  What event made this happen?  Did this move forward the project? | Are further alignments/movements required to achieve our project's goals?  What actions could foster such future alignments/movements? |  |
| **Acquisition /**  **Loss or Failure**  **to Obtain Resources** | To what extent were the resources acquired by the network (funding, expertise, technical resource, etc.) sufficient (quantity, duration) and adequate (qualifications) to support the project?  What has been the effect of setbacks in capturing resources? | What resources are we aiming to obtain in order to move the project forward? |  |
| **Expansion and Strengthening**  **/ Weakening and Reduction**  **of Networks and their Projects** | To what extent have the events that strengthened or expanded our network also resulted in the solidification or strengthening of our project?  Are there actions that our network could have taken to reduce the impact of events that weakened us? | What actions, actors, or resources are required to further strengthen our network or project?  Should we diversify our project's actors and resources so that their loss does not weaken us? |  |
| **Commitment**  **Non/Disengagement**  **of Decision-Makers**  **in Achieving Change** | Which decision-makers engaged in the work of achieving change?  Where has there been a lack of commitment from some decision-makers?  Briefly explore the reasons.  Are these reasons modifiable by actions that our network can perform? | Which decision-makers must remain or be newly engage? For which of our objectives?  Which decision-makers will be a determining factor in engaging other necessary decision-makers? |  |