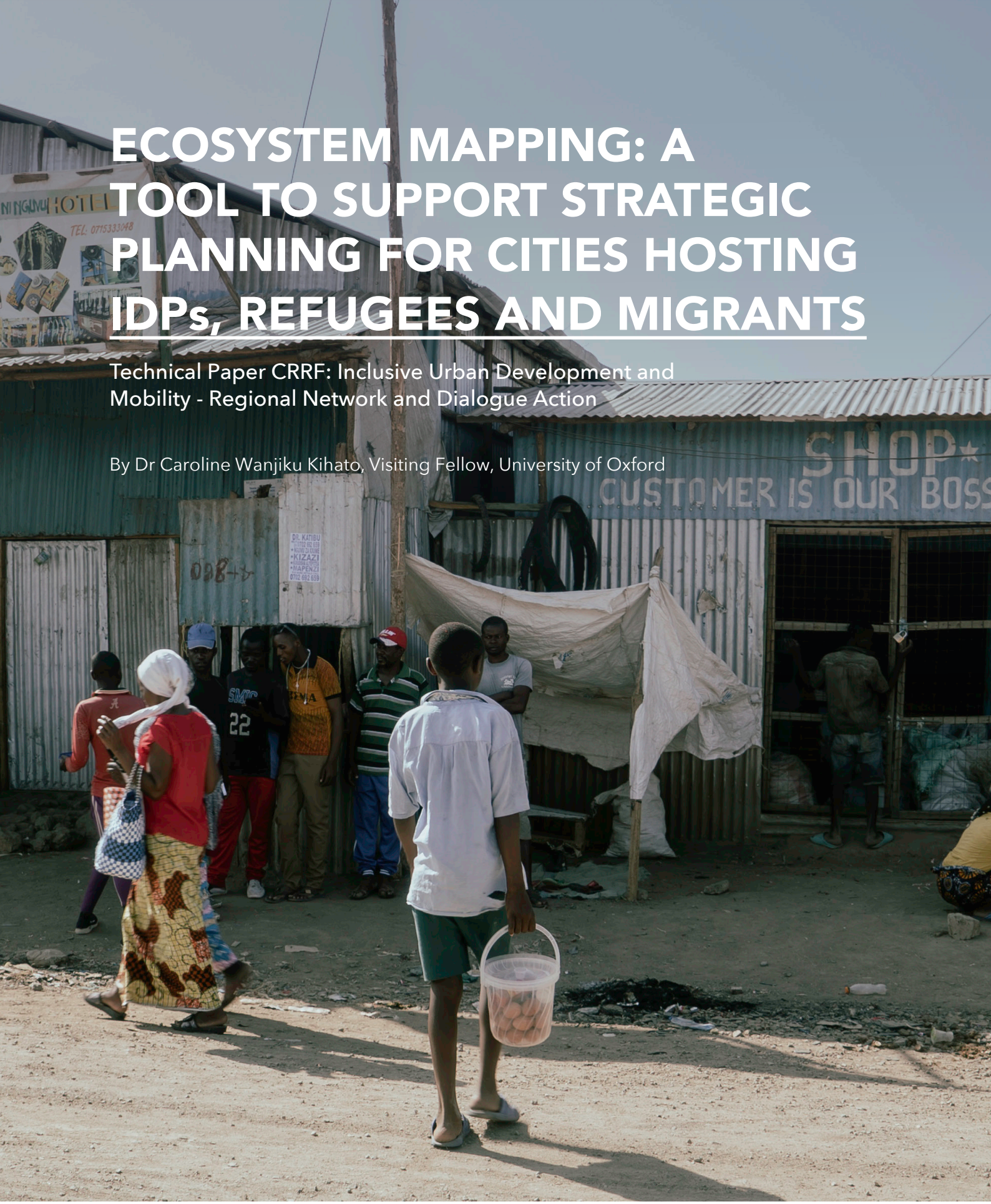

ECOSYSTEM MAPPING: A TOOL TO SUPPORT STRATEGIC PLANNING FOR CITIES HOSTING IDPs, REFUGEES AND MIGRANTS

Technical Paper CRRF: Inclusive Urban Development and Mobility - Regional Network and Dialogue Action

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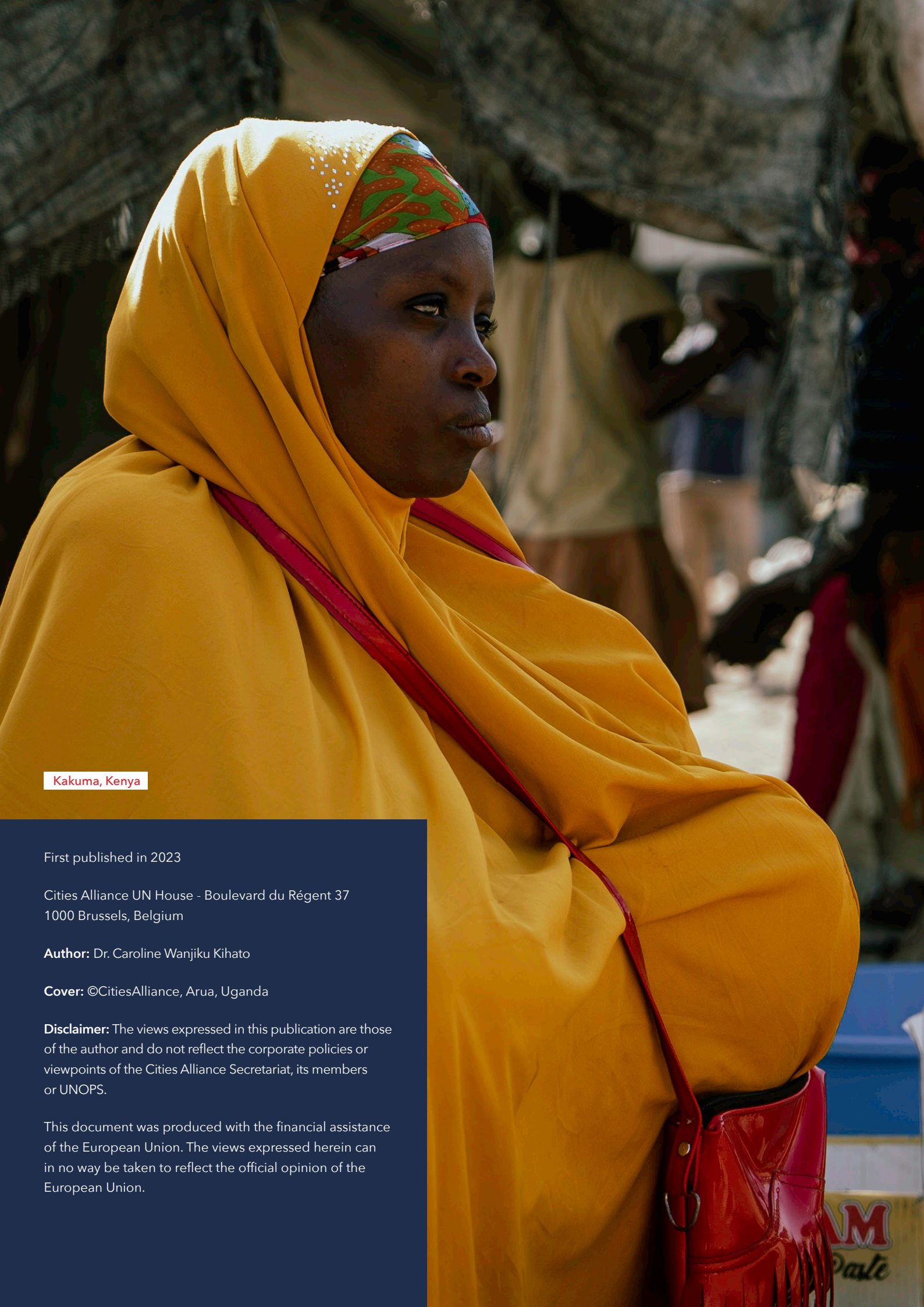

Kakuma, Kenya

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OVERVIEW

This report is based on the fourth peer-learning event in a series of five dedicated to exchanging experiences with representatives of partner cities and community stakeholders to strengthen policy development for greater social cohesion.

The meeting was held in Lodwar, Kenya from 31 January to 3 February 2023.

It included partner organisations from Kakuma and Kalobeyei (Kenya), Gabiley and Borama (Somalia), Arua and Koboko (Uganda), Jigjiga and Assosa (Ethiopia), and other regional and community stakeholders.

The CRRF: Inclusive Urban Development and Mobility - Regional Network and Dialogue Action aims to support secondary cities through regional networking and dialogue so that best practices and lessons learned can be exchanged to identify solutions for improving service provision.

These exchanges are intended to improve the living conditions and opportunities for refugees and their hosts as the risks of rivalry and conflict are reduced, resulting in greater well-being and safety.

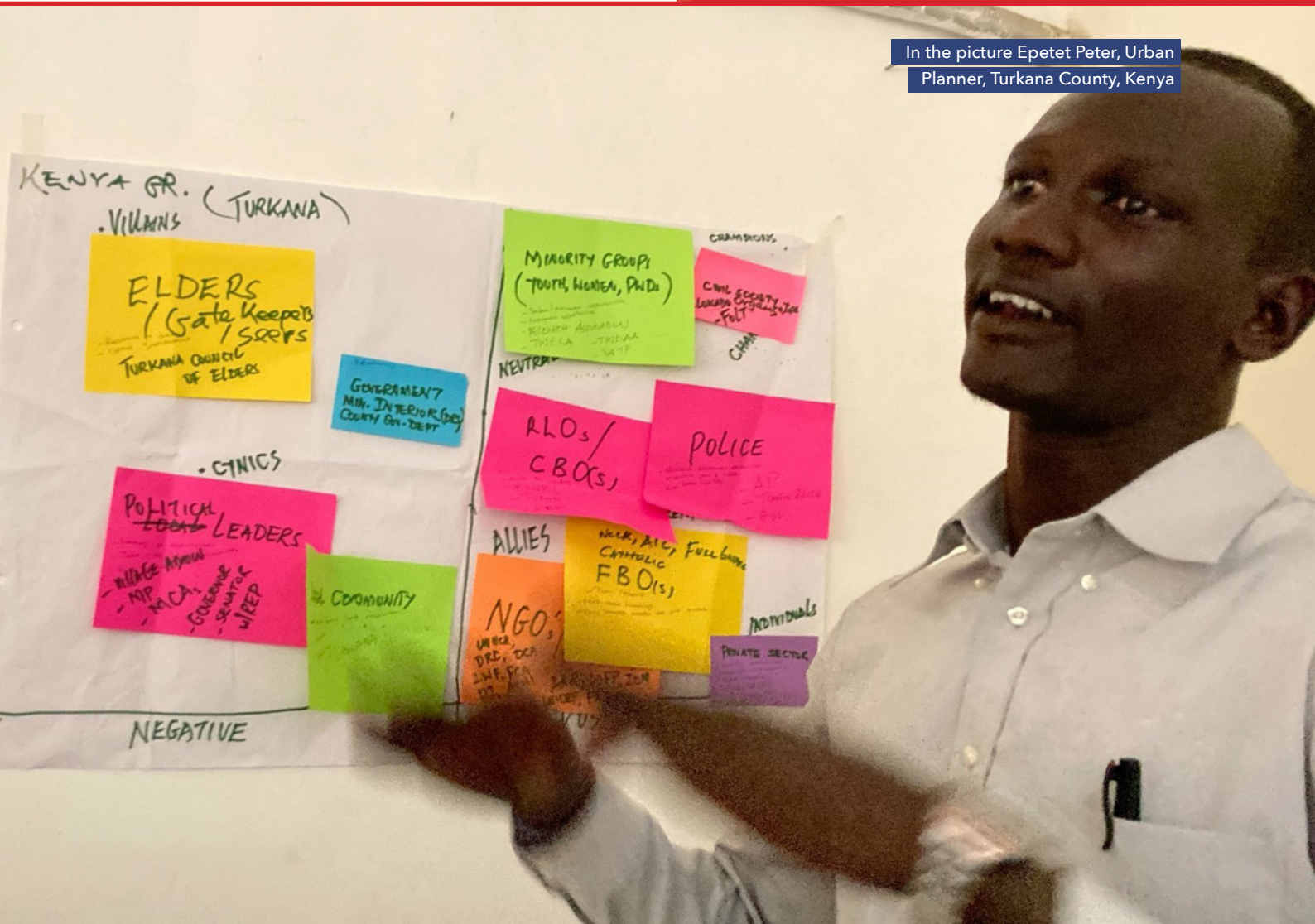
OBJECTIVES

The session provided participants with a tool that they can use in their strategic planning processes to:

- **Strengthen** inclusion and participation of displaced persons in economic and social life;
- **Improve** livelihoods and greater access to quality basic services for refugees and vulnerable host populations in secondary cities in the Horn of Africa; and
- **Design** and integrate the tool into strategic planning processes.

"I am so happy to inform you that I am already using the ecosystem mapping tool in my everyday work of building a team for my lobby and advocacy. It was a new method of building a team I learnt in the Lodwar peer-to-peer learning event I have taken home. "

– Sanya Kirk Fixer Wilson
Mayor, Koboko Municipality



In the picture Epetet Peter, Urban Planner, Turkana County, Kenya

WHAT IS ECOSYSTEM MAPPING?

Organisational ecosystem mapping provides a powerful way of understanding the complex systems that shape the environment, relationships, and futures of secondary cities.

First coined by James F. Moore, the idea of business ecosystems draws from anthropology, biology, and social systems. Moore argued that organisations exist in dynamic and interconnected ecosystems which impact their survival.[1] And like natural organisms, they co-evolve in an endless reciprocal cycle and collapse when external conditions change too radically.[2]

Moore's contribution allows organisations to think beyond their immediate core business (partners, constituencies, clients, suppliers, funders, etc.). It offers a template for understanding how those outside of an organisation's immediate purview – such as regulatory bodies, unions, trade associations, and investors – impact its current and future possibilities.

Rather than see the organisations as hierarchical, geographical, or independent of other sectors and political contexts, ecosystem mapping allows us to view actors relationally and identify visible and invisible relationships that impact populations of concern.

The technical session on organisational ecosystem mapping allowed partner organisations to step back and think beyond their immediate contexts to understand how other sectoral, regulatory, political, business, and global actors impact the current and future possibilities of realising more inclusive and resilient cities and populations.

In the context of the CRRF Action, it offers ways of identifying visible and invisible relationships that shape the outcomes of refugees and vulnerable populations in partner cities and provides potential levers for action.

Overall, the maps are useful analytical tools that identify general trends and activities in the migrant ecosystem and offer opportunities to see where gaps and potential lie. Because maps in the same sector will have a slightly different range of actors and dynamics depending on the local context, the strategies for strengthening migrant outcomes are also likely to differ.

While this dynamism may lack a singular approach, the value of the method lies in its flexibility and sensitivity to local contexts and its ability to provide a snapshot in time of a complex and dynamic institutional field.

"Organisations exist in dynamic and interconnected ecosystems which impact how they function. Like natural organisms, organisations co-evolve in an enabling ecosystem or collapse when conditions are unfavourable, and not well understood."

– Research scholar of business, innovation, and human development ecosystems
James F. Moore

1 Moore, JF. 2016. The Death of Competition: Leadership and Strategy in the Age of Business Ecosystems. New York, NY: HarperCollins.

2 Ibid. pp 75-76.

USING ECOSYSTEM MAPPING TO CREATE SOCIAL COHESION AND SUSTAINABLE LIVELIHOODS

In a complex and dynamic organisational context, maps help stakeholders step back and see the big picture.

They provide insights into the **visible and invisible** actors that impact the ecosystem.

Maps allow stakeholders to **understand** the general trends and activities in the ecosystem.

Maps help identify the strengths and weaknesses in the **system as a whole**.

Maps support stakeholders in **identifying the levers and actions** needed to strengthen their impact.

The maps are **adaptable** to multiple scales and can help decision-makers and other stakeholders tackle multiple issues.

The Jigjiga (Ethiopia) Gabiley (Somalia) team discussing their ecosystem.

STEPS IN ECOSYSTEM MAPPING

DEFINE the goal

Priority or problem you wish to tackle, e.g., social cohesion, refugee integration, etc.

LANDSCAPE scan

Identify key actors whose actions or inactions impact social cohesion.

CATEGORIZE roles

Classify actors into roles - regulators, donors, civil society, researches, think tanks, and private sector.

IDENTIFY actors attitudes

Identify stakeholders as villiains cynics, neutrals and indifferents, or allies and champios.

MAP actor impact

Map actor influence and power in shaping the city's social cohesion

STEPS IN THE MIGRANT ECOSYSTEM MAPPING

1. **Goal definition:** Define the priority or problem you wish to tackle, e.g., social cohesion, refugee integration, etc.

2. **Landscape scan:** Involves identifying key actors whose actions or inactions impact the realisation of your goal.

3. **Categorising roles:** Classify identified actors into the roles they play in the ecosystem. These could include regulators, donors, development partners, civil society organisations, researchers, think tanks, and the private sector. These categories could change depending on the problem and context.

4. **Drawing the stakeholder map with two axes:** Involvement (Y Axis) measures how important your goal is to the core mandate, mission, or activities of a stakeholder. Attitude (X Axis) measures stakeholder attitudes – positive or negative – towards your goal.

5. **Identifying actor attitudes towards the issue, community, or problem you wish to solve:** At the intersection of attitudes (y axis) and levels of involvement (x-axis) are clusters of organisations that shape the realisation of your goal in different ways.

   - Villains are highly involved and visibly hostile, either through their rhetoric or actions.
   - Cynics' behaviour – actions or inactions, policies, or attitudes – work against the realisation of your goal, although it may not be a central focus of their work.
   - Neutrals and indifferents are generally neutral in their attitudes but differentiated by their level of involvement. Neutrals are more involved with your population of concern, while indifferents are less so.
   - Allies focus on shared issues that affect your population of concern.
   - Champions are actors whose strategies, mission, and programmes focus directly on pursuing your goal and serving your population of concern.

6. **Mapping impact:** Symbolised by the size of the dot, this variable measures power or influence. The larger the dot, the more influence the actor has over decision-makers. This is not a measure of political power; a CSO providing direct services to large numbers of beneficiaries might have more sway over a local politician.

THE ANATOMY OF AN ECOSYSTEM

Using social cohesion and the integration of migrants and refugees as a focus:

● Impact: symbolised by the size of the dot, this variable measures power or influence: the larger the dot, the more influence tha actor has over decision-makers.

Highly involved with and visibly hostile towards migrants either through their rhetoric or actions.

Villains

Their behavior - actions or inactions, policies or attitudes - work against migrant interests, although migrants are not a central focus their work.

Cynics

Involvement (y Axis) measures how important migrants are to the core mandate mission, or activities of a stakeholder.

Champions

Actors whose strategies , mission and programs focus on migrants, refugees, or asylum seekers, specifically as part of their mandate.

Neutrals

Generally neutral in their attitudes towards migrants, but differentiated by their level of involvement. Neutrals are more involved with migrants, while indifferents are less so.

Allies

Actors that focus on shared issues that affect host communities and migrants (e.g. shelter, education, health, gender-based violence, etc.). No allies are refugee or migrant led organisations, but may work with migrants.

Indifferents

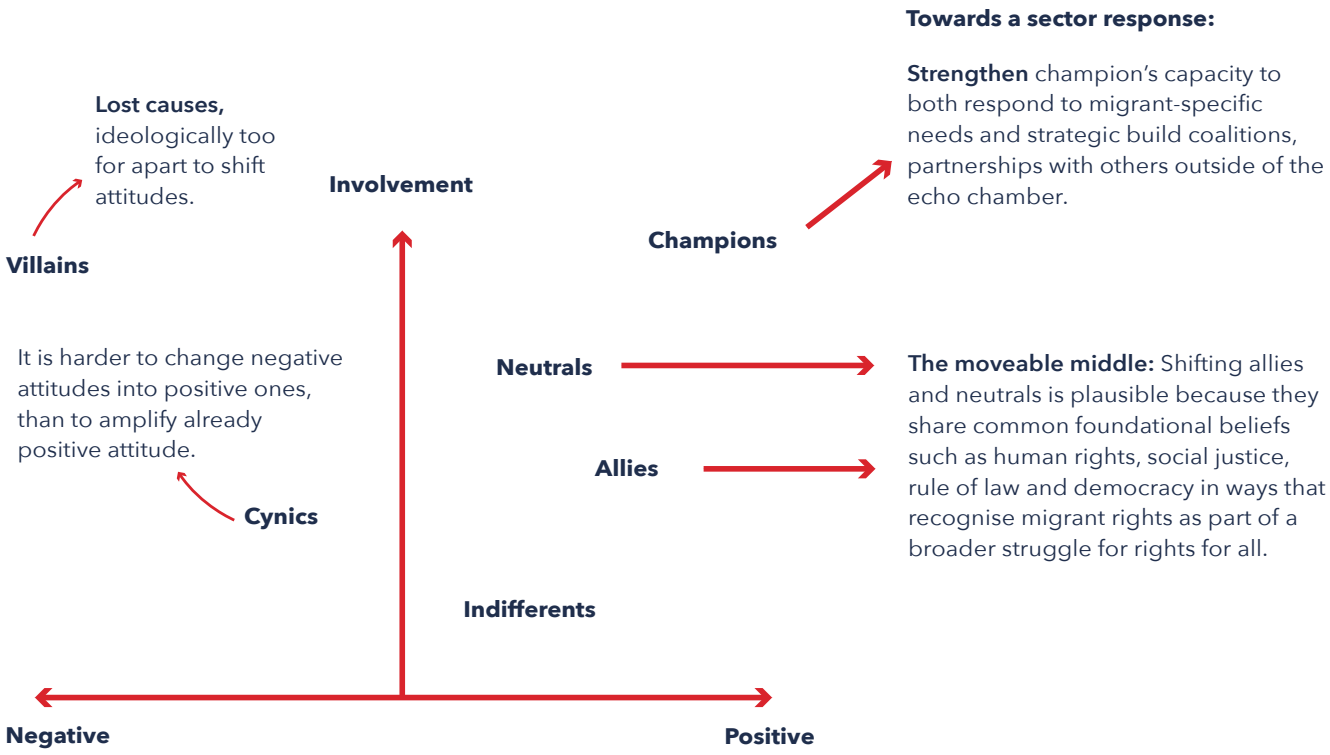
Negative **Positive**

Attitude (x Axis) measures stakeholder attitudes - positive or negative - towards migrants, including their commitment to migrant rights over.

Kakuma, Kenya

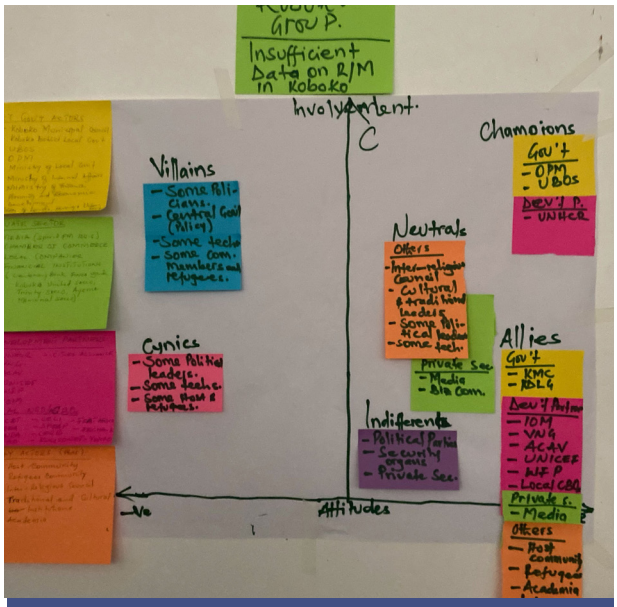
DESIGNING A SOCIAL COHESION STRATEGY

An example of a broad strategy co-created with migrant advocates in South Africa:



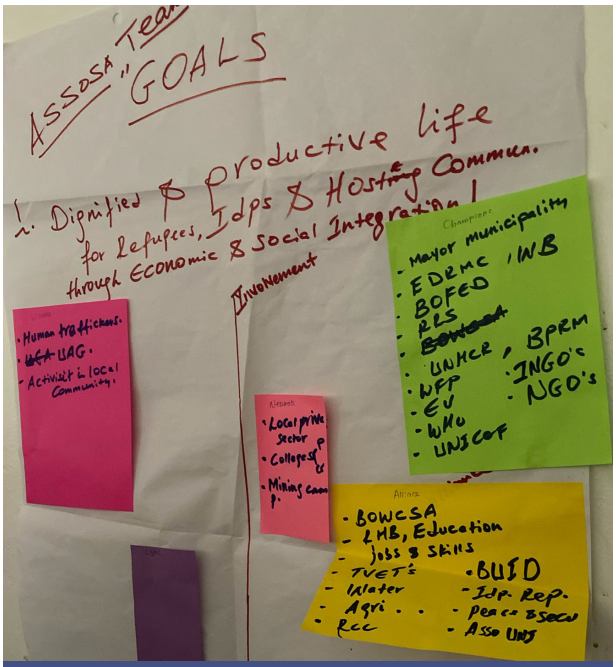
Kakuma, Kenya

CREATING AN ECOSYSTEM



At the end of the technical session, participants created an organisational ecosystem for their municipalities, identifying key stakeholders they can engage to address inclusion in their communities.

Koboko, Uganda municipality's ecosystem mapping.



Assosa's ecosystem map identified actors that both support and impede the realisation of dignified lives for host and refugee populations:

Assosa, Ethiopia municipality's ecosystem mapping.

"As a person dealing with the national framework, this model is very important. It helped me see the champions and allies that we have, we need to keep hold of before they cross to the villains."

– Solomon Osakan
Senior Settlement Officer, Office of the Prime Minister
Uganda

RESOURCES

1. Stroh, DP. 2015. *Systems Thinking for Social Change: A Practical Guide to Solving Complex Problems, Avoiding Unintended Consequences, and Achieving Lasting Results*. White River Junction, VT: Chelsea Green Publishing.
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4. Crutchfield, LR. 2018. *How Change Happens: Why Some Social Movements Succeed While Others Don't*. Hoboken, NJ: Wiley.

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