



GUIDE

READING AND UNDERSTANDING THE SUSTAINABLE PROTEIN IMPACT MAP

INTRODUCING THE MAP

The **Impact Map** (Figure 1) showcases the many elements and connections that collectively comprise Manitoba’s “sustainable protein system”. It provides a visual representation of a strategy and the tactics to achieve a long-term goal.

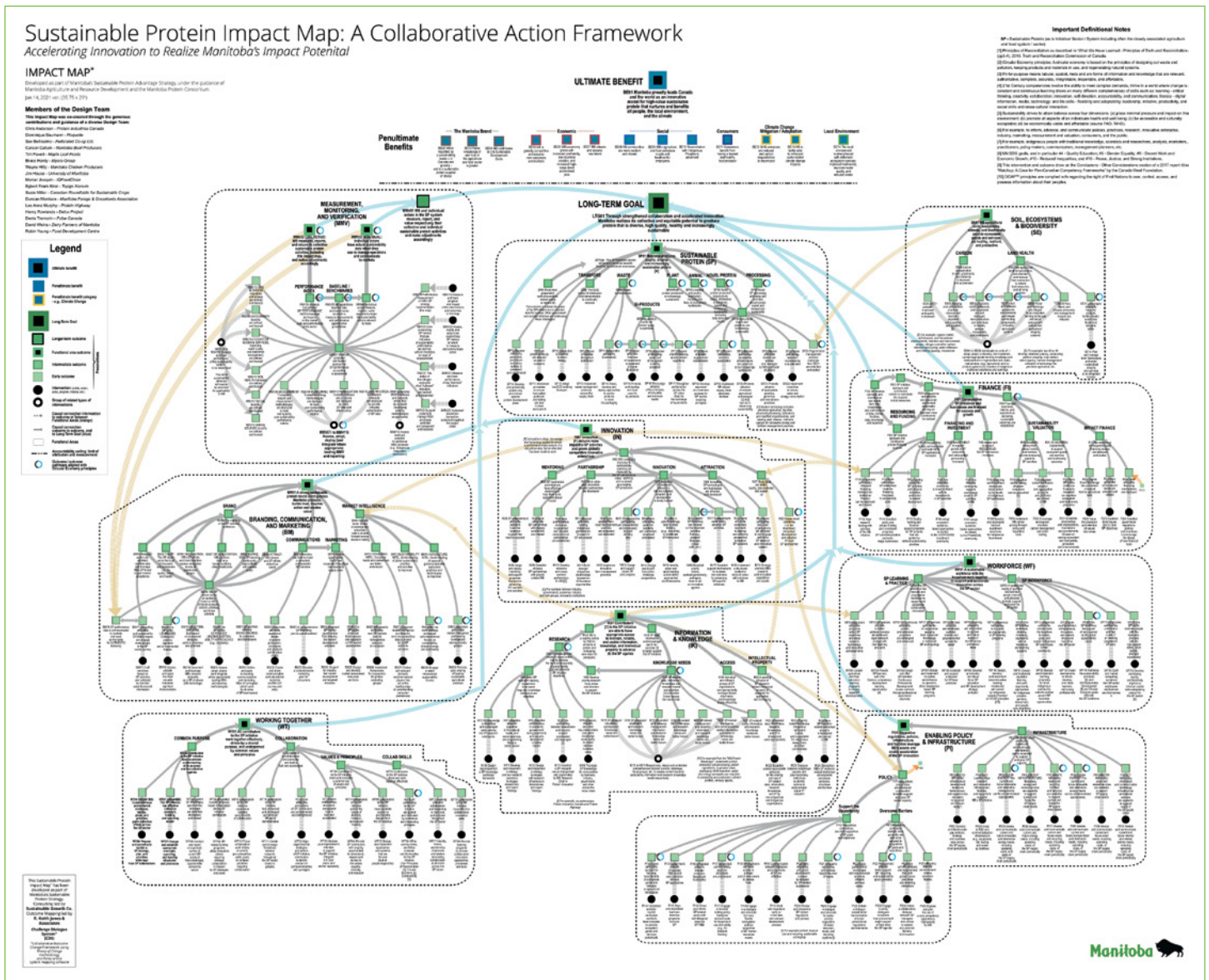


FIGURE 1: THE SUSTAINABLE PROTEIN IMPACT MAP



The **Impact Map** describes the actions that, taken together, will enable Manitoba to realize its potential to produce protein that is diverse, high quality, healthy and increasingly sustainable. To accomplish this goal, a considerable effort by many different contributors will be required and this map shows the collective actions to be undertaken, and what the many outcomes and benefits will be.

HOW TO READ THE IMPACT MAP

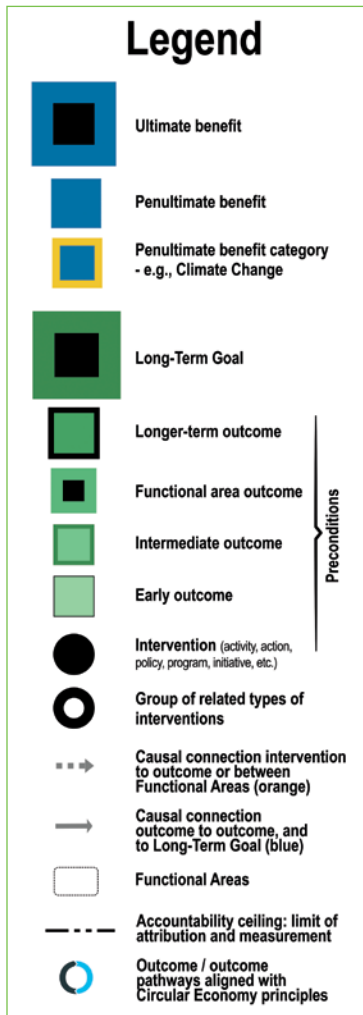
Elements are positioned in relation to one another in the Map with the **Long-Term Goal** as the central element. Below the **Long-Term Goal** are the specific **Interventions** and **Outcomes** that together will enable the **Long-Term Goal** to be achieved. Above the **Long-Term Goal** are the **Benefits** that will be realized as progress is made on the **Long-Term Goal**.

All elements in the Map are clearly defined and connected to form a coherent whole. They portray an incremental and additive progression toward the achievement of the **Long-Term Goal**:

- each **Intervention** results in an **Early Outcome**
- **Early Outcomes** flow together to cause an **Intermediate Outcome**
- **Intermediate Outcomes** flow together to cause a **Functional area outcome** to be realized
- all functional area **Outcomes** contribute to the achievement of the **Long-Term Goal**

To read the map, begin with an **Intervention** (black circle) and then follow the dashed grey arrow connecting it to the **Early Outcome** located above it. This first-level outcome is then connected by another arrow up to the next outcome – an **Intermediate Outcome**. From there, it goes to the **Functional Area Outcome** in the pathway. As more outcomes come together in the flow, the connection arrows become wider as they flow to the **Long-Term Goal**. Use the Legend to familiarize yourself with the different elements in the Map.

THE ELEMENTS OF THE MAP



Legend

The Legend explains the elements portrayed in the map.



Long-Term Goal – Black Square surrounded by dark green outline

The objective of the overall Sustainable Protein initiative is described in the Long-Term Goal. It is the central “hub” of the map and all Interventions and Outcomes flow into it and all the Benefits flow upwards out of it.

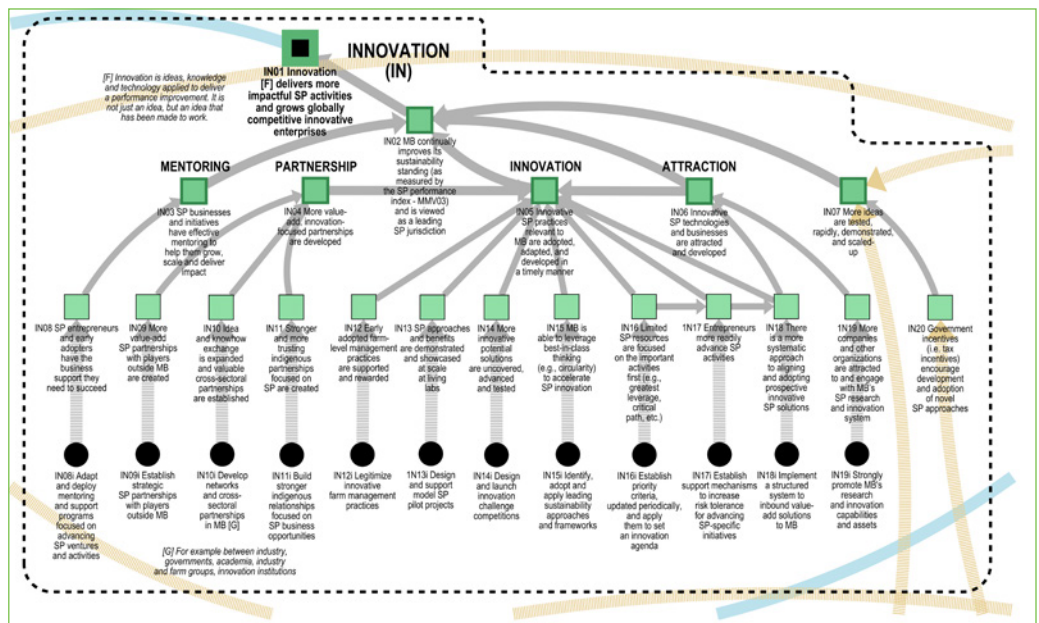


FIGURE 2: EXAMPLE OF FUNCTIONAL AREA

Functional Areas – encircled by a dotted line

Groups of associated Outcomes and Interventions form Functional Areas (e.g., policy, branding, innovation, etc.). Together these Functional Areas provide the full expression of the various functionalities required to achieve the Long-Term Goal. The Functional Areas emerged naturally from the mapping process and were not pre-defined. The name of each Functional Area is presented in bold type. For example, the Functional Area in Figure 2 is INNOVATION (IN).

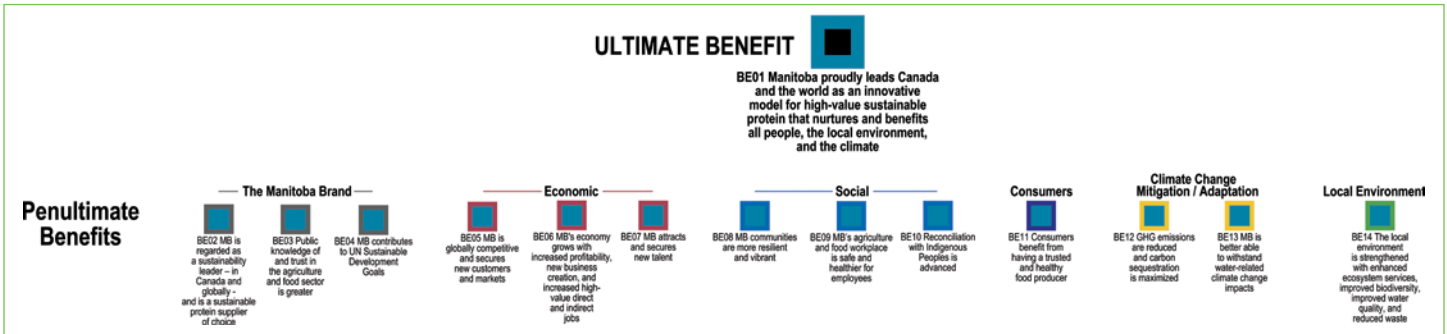


FIGURE 3: PENULTIMATE AND ULTIMATE BENEFIT IN THE IMPACT MAP

Benefits – Blue Squares

Blue squares represent **Penultimate** and **Ultimate Benefits**. They will be realized through the successful implementation of the overall **Impact Map**, and as progress is made on the **Long-Term Goal** (Figure 3). Some external factors beyond our control may also influence these benefits. In aggregate all the **Penultimate Benefits** lead to the realization of the **Ultimate Benefit**.

Outcomes – Green Squares

Shown in Figure 4, these are specific end results that together combine and contribute to the **Long-Term Goal**. Outcome statements describe a change in state. For example: “Waste is reduced” or “Barriers to collaboration are overcome and trust is built and accelerated”. Outcomes are divided into various levels – early, intermediate, and longer-term.

Interventions – Black Circles

Also shown in Figure 4, these are the specific actions that are required to realize each of the **Early Outcomes**. All interventions begin with a verb and describe an activity, project, policy, program, or initiative. Examples are: “Design a sustainable protein knowledge exchange framework” or “Review and streamline sustainable protein-related regulations and policies”.

Connections – Arrows

Arrows show the causal flow of the impacts within the map. They flow upwards from **Interventions** to **Early Outcomes** (dashed lines), to **Intermediate Outcomes**, to **Functional Area Outcomes**, to the **Long-Term Goal** and, finally, to the **Benefits**.

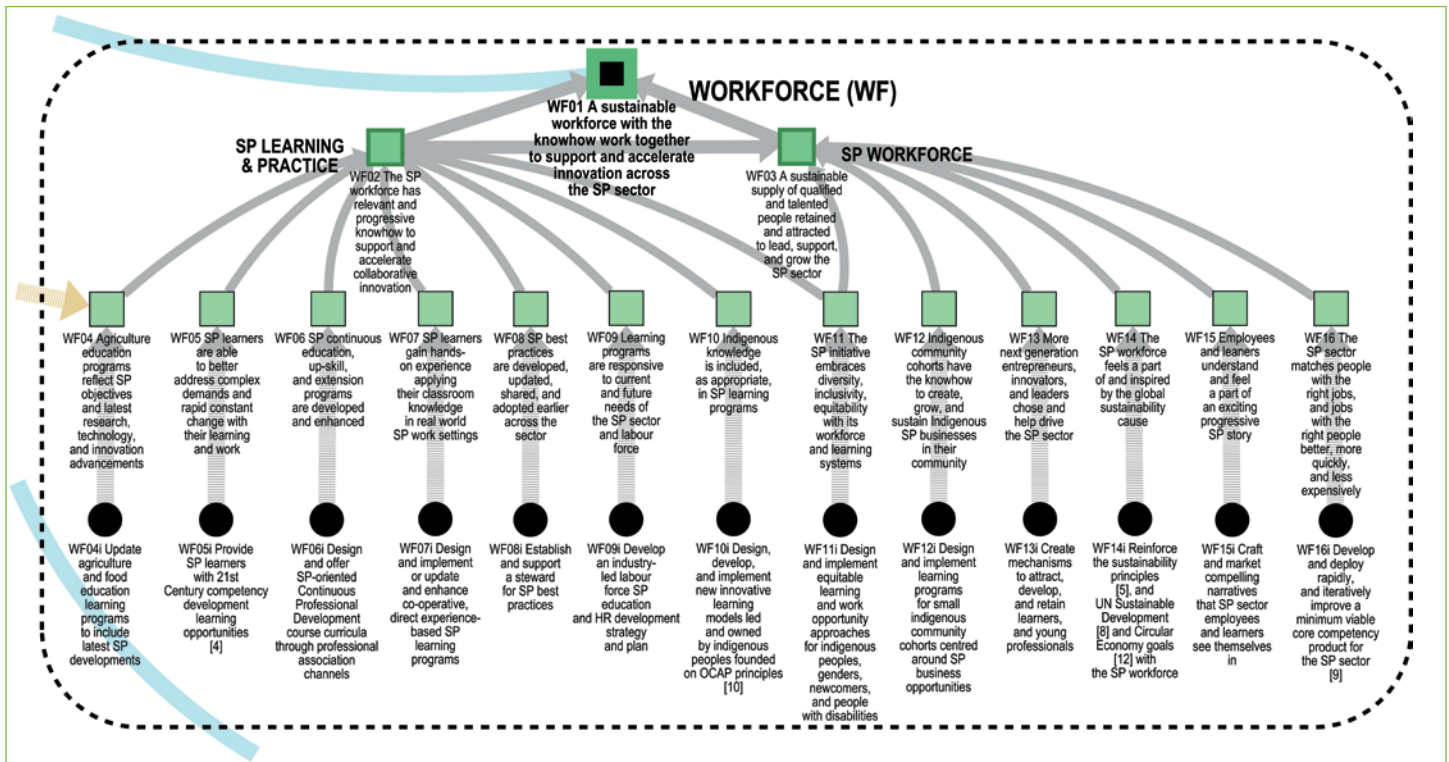


FIGURE 4: EXAMPLE OF OUTCOMES, INTERVENTIONS AND ARROWS

The **Impact Map** also shows a few important causal interconnections between different **Functional Areas**, represented by the orange arrows. For a high-level appreciation of the flow of the arrows, review Figures 1 and 4.

PUTTING THE IMPACT MAP TO USE

The **Impact Map** serves as a comprehensive and coherent strategic framework, tactical plan, and tool to support change and transformation. The interventions in the **Impact Map** provide an immediate means to implement the map. They show an explicit link between actions and results (**Outcomes**).

The **Impact Map** is most useful when it is printed in a large format (e.g., 36 x 30 inches) and stuck to an office wall or spread-out on a meeting room table and then annotated with notes and coloured post-it notes. It is a visual representation of the elements that need to come together to help Manitoba achieve its vision of becoming a global leader in sustainable protein. It should take you around 30 minutes to read through the map to obtain an initial understanding. In contrast, this is far less time than to wade through and comprehend strategic reports.



The value of the **Impact Map** is best realized when you “put it to work” on a regular basis. As the map is implemented, it serves as an indispensable management tool. For example, it helps to:

- tell the story – narrate the form and substance of this transformation
- set priorities
- align efforts across the sector and beyond
- design projects, programs, policies and initiatives to advance these intentions
- identify responsibilities and accountabilities, and align organizational structures
- measure and evaluate progress on advancing the sustainable protein agenda

HOW THE IMPACT MAP CAME TOGETHER

This **Impact Map** marks the conclusion of a comprehensive Challenge Dialogue process (Figure 5), conducted with diverse group of knowledgeable stakeholders - in Manitoba, elsewhere in Canada, and beyond - starting in March 2020.

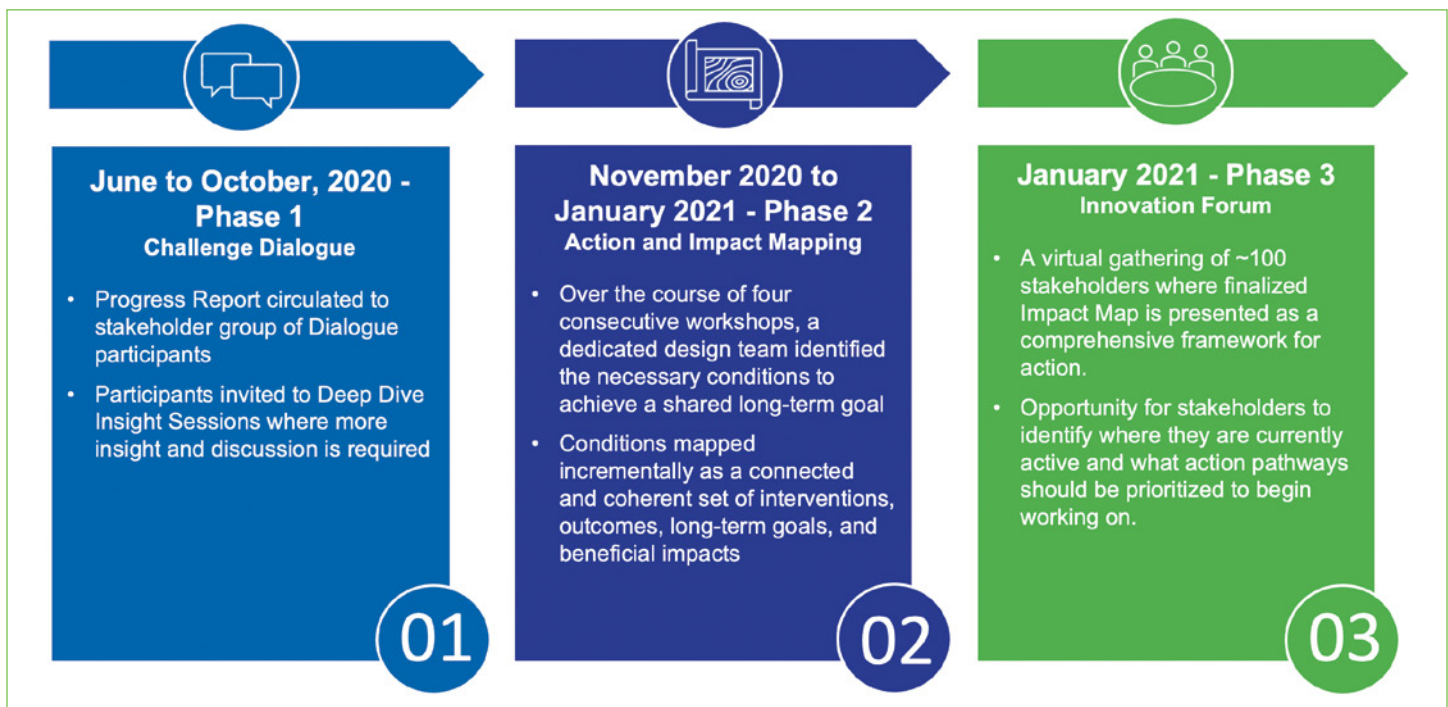


FIGURE 5: SUSTAINABLE PROTEIN CHALLENGE DIALOGUE ROADMAP



The Impact Map was created using a Collaborative Outcome Mapping¹ approach. It built on what was learned through the Sustainable Protein Challenge Dialogue, which engaged 85 participants from across the global protein supply chain. The Challenge Dialogue System® (CDS) methodology helped participants and stakeholders to collectively understand scope, key definitions, and broad level aspirations and intentions.

The process to create the **Impact Map** was collaborative. It involved the thoughtful co-creative knowhow and effort of 17 Design Team members from across the protein supply chain. The Design Team met (virtually) over 4 facilitated workshops between November 2020 and January 2021. The **Impact Map** evolved over the course of these sessions. The result is a clear articulation of a common goal along with a deeper understanding of the challenges and opportunities sustainable protein presents as conveyed by the many interventions, outcomes and benefits.

MORE INFORMATION

The engagement of stakeholders and creation of the Impact Map was facilitated by Sustainable Growth Company. All phases of work used the principles, processes, and tools of the Challenge Dialogue System® (CDS) and was executed by trained CDS practitioners.

For information on Manitoba's Sustainable Protein Advantage Strategy, please contact Sugantha Nathaniel | Government of Manitoba | sugantha.nathaniel@gov.mb.ca | +1.204.792.6795.

For Information on the Sustainable Protein Impact Map and accelerating innovation for impact, please contact Eric Beynon | Sustainable Growth Co. | www.sustainablegrowth.ca | ebeynon@sustainablegrowth.ca | +1.416.995.5843.

For information on the Challenge Dialogue System® and Collaborative Outcome Mapping please contact Keith Jones | Challenge Dialogue Network | <http://www.challengedialoguesystem.net/> | keith@rkeithjones.com | +1.250.818.2635.

¹ Collaborative Outcome Mapping (COM) is an application of the Challenge Dialogue System (CDS). COM is based on global Theory of Change best practices coupled with CDS principles, processes, and tools. Two qualified COM practitioners facilitated the creation of this Map.