

This chapter introduces the methodology for mapping and influencing dynamic agrifood markets. It consists of an analytical framework linked to a set of participatory tools for use in a stakeholder workshop setting. The next chapter, Chapter Five, gives detailed guidance on each of the six specific activities within the methodology.

As introduced in Chapter One, the methodology is intended to be used within a participatory process that brings together different stakeholder groups: producer organisations, traders, retailers, policy-makers and development NGOs. Engaging these different groups allows a shared understanding of problems and opportunities along the entire value chain. Through shared understanding and building of trust among different actors in the chain, improvements that benefit all stakeholders can be made.

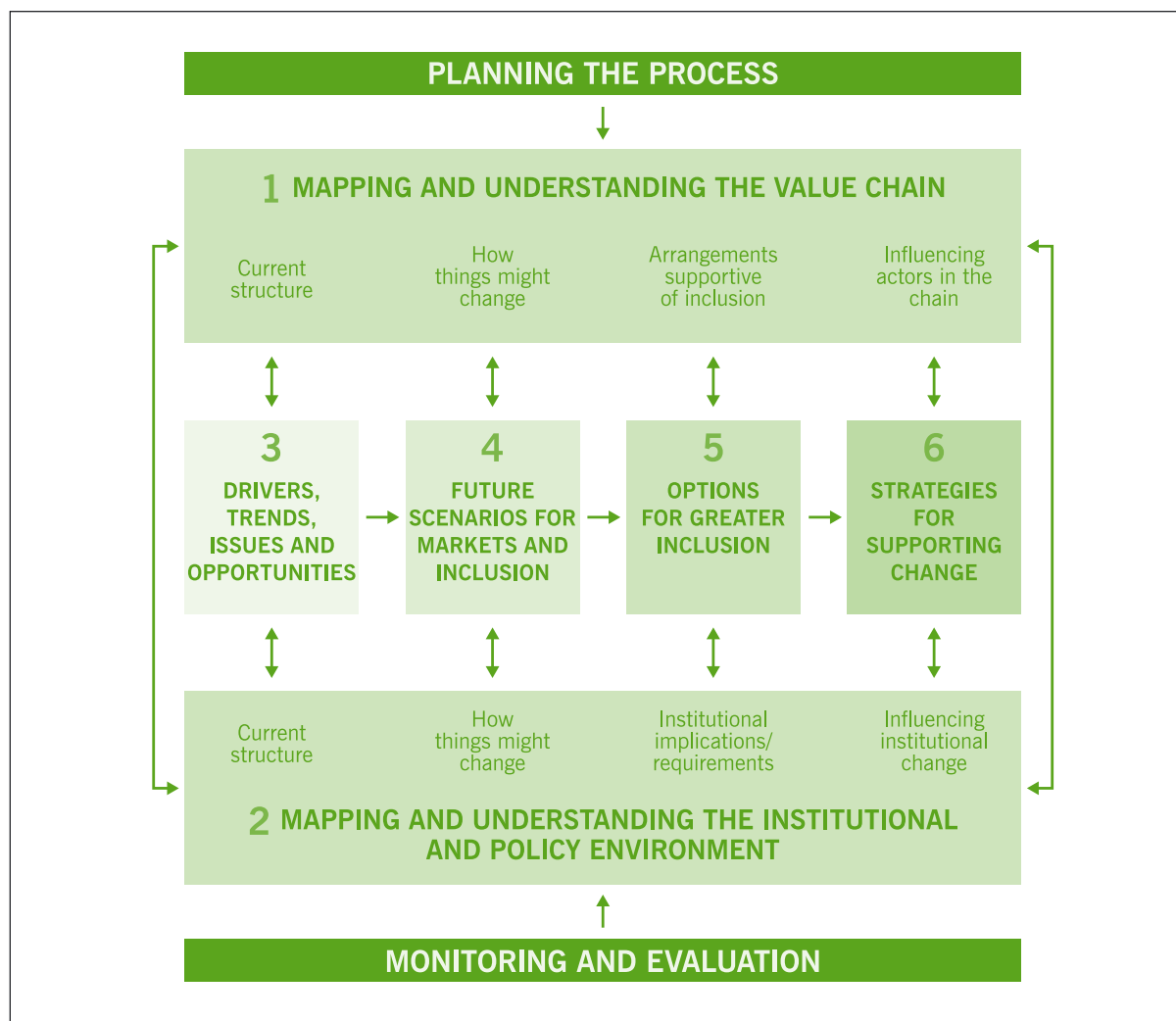
The methodology can be used in a variety of ways within a multi-stakeholder process. Different groups may be involved in different steps of the process. One approach would be for a convenor to explain the general approach to a wider group of stakeholders, who then task a technical group to do the detailed analysis. Another approach is to work through the whole methodology in a multi-day workshop. Alternatively, a single stakeholder group, such as a producers' co-operative, could use the methodology to understand their own position before engaging with others.

Ultimately, finding common ground among stakeholders is the objective of the entire process. If no common ground can be found, then the multi-stakeholder process will not lead to much change despite good intentions.

4.1 The analytical framework

The methodology is structured around an analytical framework (Figure 4.1). The diagram shows that the activities of the methodology are inter-linked rather than sequential. Three activities run all the way through the process: mapping the value chain; mapping the institutional and policy environment; and monitoring and evaluation. Activities 1 and 2 can be seen as the “wheels” of the process, relevant in different ways to each of the four central activities (as indicated by the narrow vertical two-way arrows on the diagram). Activities 3 to 6 are an iterative sequence, moving from understanding the market through to strategies for action. Chapter Five provides full guidance on how to carry out each of these activities.

Figure 4.1 Analytical framework for mapping and influencing policies and institutions in dynamic agrifood markets



4.2 Integrating the analysis into a multi-stakeholder process

The methodology is an analytical tool—its strength lies in the process in which it is used. Properly integrated into a multi-stakeholder process, it can help to bring the shared analysis and common understanding needed for joint action. Before using the methodology with a group or groups of stakeholders, considerable preparation and planning will be required. It will be necessary to think through how to engage with different groups, and which groups to engage in which steps of the methodology and to what degree of detail. This section considers the various possible purposes of the methodology, what is needed to initiate and drive the process of using the methodology, who to involve and what roles they play, sequencing of events and how to establish commitment and ownership of the process and outputs of the methodology. The final chapter of the guide (Chapter Six) gives further detail on how to design and facilitate a multi-stakeholder process.

Purpose

The methodology can be used for different purposes, which will affect the way it should be integrated into a multi-stakeholder process.

For example it could be used for:

- Government policy development, perhaps as part of a rural development strategy or Poverty Reduction Support Programme.
- Solving issues in a specific chain. A set of suppliers, transporters, wholesalers and retailers may find they are having problems in co-ordination and decide to use the methodology to help solve these problems.
- Developing specific business strategies and partnerships. Retailers could decide to use the process and methodology because of an explicit policy of trying to work with local or small-scale producers, or to explore ways of improving existing relationships with small-scale suppliers.
- Contributing to a research project, such as the action research of the Regoverning Markets Programme.

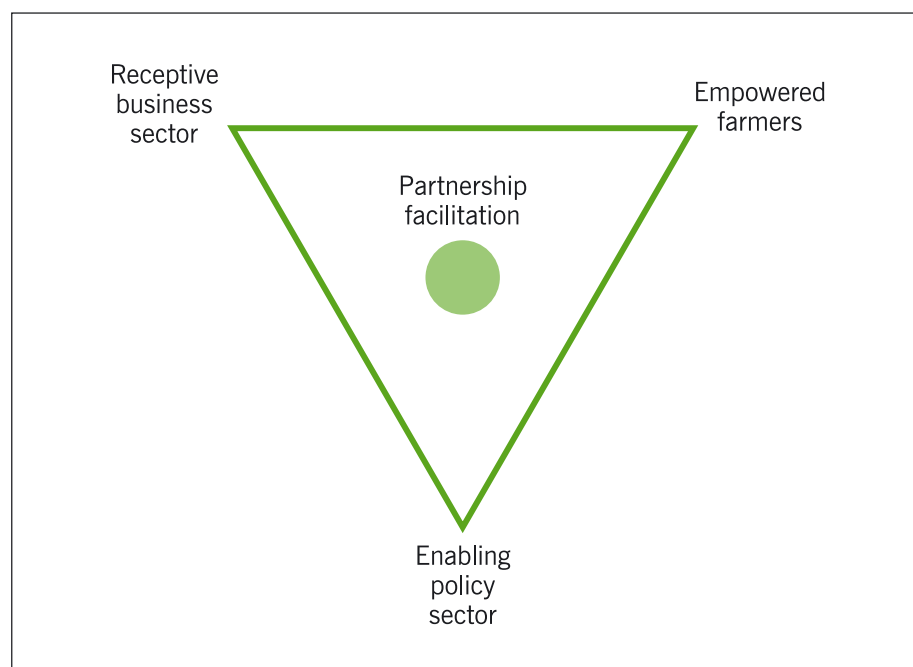
One important consideration in deciding on the purpose is whether the multi-stakeholder process will involve all stakeholders or a selected group with similar objectives. For example, a set of NGOs and producer organisations may set up a multi-stakeholder process amongst themselves to work out a common approach to improving market access. Engaging immediately with government, wholesalers and retailers may not suit their purpose. Of course it may well be that once they have got themselves organised they would then initiate a wider multi-stakeholder process.

Initiating and driving the process

A multi-stakeholder process for using the methodology can be initiated by any interested party. However, generally there is likely to be more support for such a process if a number of different key stakeholders takes joint responsibility for initiation. For example, if a small-scale producers' co-operative is wishing to bring about change, they may find they get more support by inviting government and businesses on board right at the start.

The methodology needs a person or team to take overall responsibility for keeping momentum going and fulfilling the expectations that the process raises among different stakeholders. The overall analytical framework and each activity assume leadership by a convenor. This person or organisation is the linchpin of the process, bringing together different sectors and stakeholders who are willing and able to participate in a shared process (Figure 4.2). In the ideal scenario the facilitator, who may be independent or from any one of the stakeholder groups, is well informed about the value chain and about the concerns of different stakeholders. The person or team must be able to maintain neutrality.

Figure 4.2 The central role of a facilitation in bringing together multiple stakeholders



Source: www.regoverningmarkets.org

On the one hand this methodology is an analytical tool that can help decision-makers understand and influence institutions in dynamic modern markets. On the other hand, it is also tightly linked with the stakeholder process. It is up to the facilitation team to find the optimum balance between outputs and process, between research needs on the one hand, and opportunities for stimulating stakeholder interactions on the other. The quality of both process and outputs will depend very much on the dynamic of the group. The convenors and facilitators of the process will need to invest in maintaining the energy and trust among stakeholders as the process unfolds.

The facilitator or facilitating team also has a critical role to play in enabling stakeholders to find common ground, by showing links in the system that for reasons of perspective, language or culture may not be clear to the participants. Finding points of common understanding will provide a basis for widely shared support and action.

Who to involve and their roles

It is of course not possible to involve all stakeholders in all parts of a multi-stakeholder process. However, having the right people involved and communicating well with those not directly involved will be critical to success. The reason for using the methodology (see above) will determine exactly who to involve.

Those initiating a multi-stakeholder process will need to do a stakeholder analysis to identify the key stakeholders with whom it will be important to engage. They should be very conscious and critical about who

they involve at what stage and for what reasons. In general the earlier a stakeholder group is involved the more likely they are to feel ownership of the process. One effective strategy is to institute a steering committee which ideally comprises good balance of people including respected leaders. If stakeholders feel that the process is being driven and biased by a particular group with a preconceived agenda it will be very difficult to make progress.

In most multi-stakeholder processes it will be necessary to work with representatives of different stakeholder groups. Care is needed here. These representatives will not always be very good at representing their group or they may end up presenting more of their own views rather than those of their constituencies. A few tips for ensuring accountability include:

- Conduct a stakeholder process (workshops) with individual stakeholder groups before the multi-stakeholder process so that what is presented is based on a wider cross-section of stakeholders from that group.
- Don't place full responsibility for representing a group in the hands of just one person.
- Ensure feedback to stakeholder groups so that they can hold their representative accountable.

Alongside the direct stakeholders, other support functions (for which you will need to involve the right people) are:

- Chairing the process.
- Facilitating the process.
- Providing background information, technical advice and research support.
- Note-taking, documentation and communication.
- If appropriate, providing media coverage (in many cases this may be best left for later stages in the multi-stakeholder process).
- Providing logistical and organisational support.

When setting up multi-stakeholder processes it is very important not to be blind to different levels of economic and political power, differing interests and conflict and the varied capacities of different stakeholders. Bringing people together will not resolve all conflicts and differences. But a shared analysis of issues, using a unifying analytical framework, gives a greater chance of finding common ground and making the process a real vehicle for change.

Sequence of events

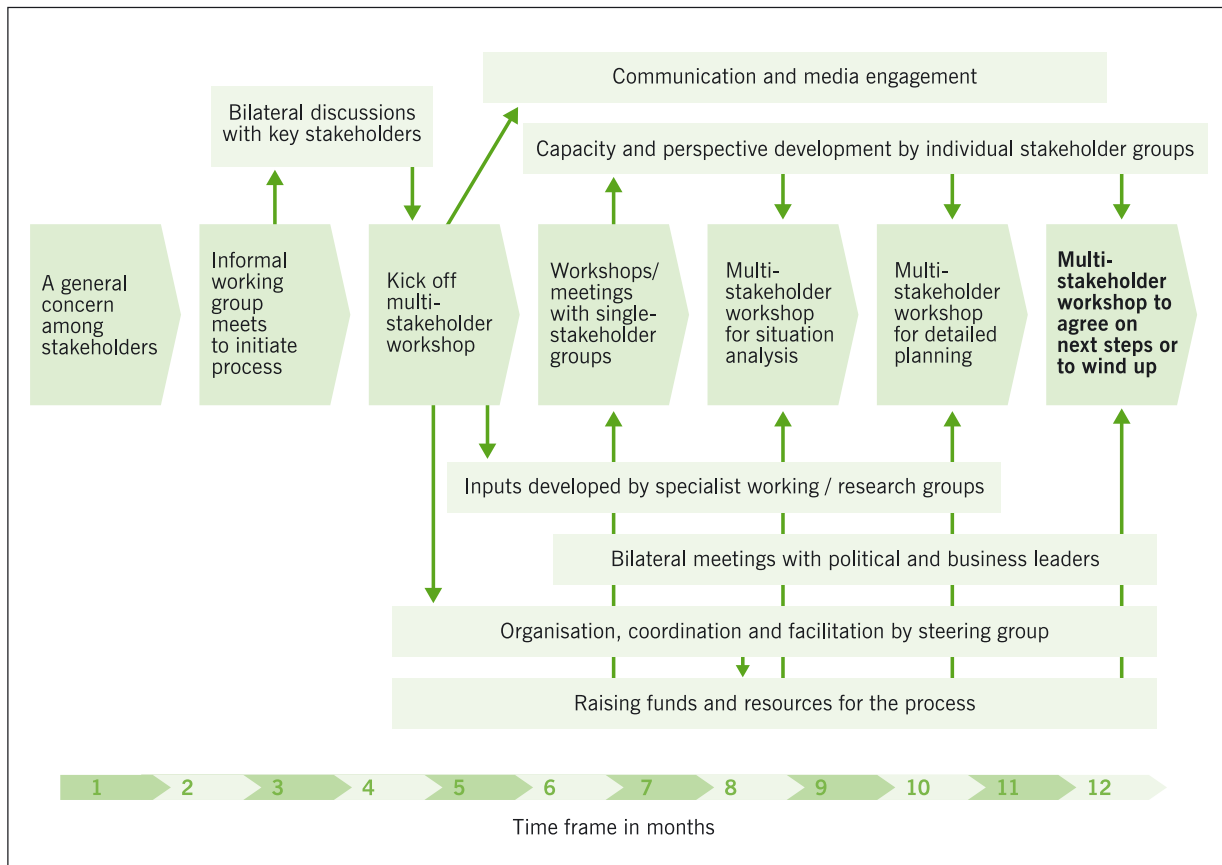
The methodology is flexible in terms of how the activities are combined and sequenced. A full process which includes all the activities can be conducted within a single workshop or spread out over multiple sessions. It is possible, for instance, to use different activities at consecutive meetings with multi-stakeholder groups over periods of many months. Similarly, the various activities in the methodology can be combined, adapted and used in a variety of ways to provide a structure for stakeholder analysis and discussion. It is not necessary to include every stakeholder group in every activity, or to do the various activities of the methodology in strict sequence.

Implementing the methodology within a multi-stakeholder process will involve some combination of the following activities and events:

- Preparation and planning meetings involving those who are initiating, organising or facilitating the process.
- Individual or small group meetings with key people whose support and influence are critical to the process.
- Meetings of a steering or advisory group established to help guide and support the overall process.
- Multi-stakeholder workshops involving various combinations of relevant stakeholders.
- Single-stakeholder workshops that enable a single group or sector to prepare for engaging in the overall process.
- Working groups which undertake specific organisational, research or communication activities to support the process.
- Field visits and study tours.
- Seminars or conferences that engage a wider audience.
- Media events.

The skill in designing an effective multi-stakeholder process is to combine these various events in a way that builds trust and understanding, enables rigorous analysis and discussion and establishes a basis for concrete action. Figure 4.3 illustrates a possible multi-stakeholder process over one year.

Figure 4.3 A hypothetical multi-stakeholder process over the course of a year



Establishing commitment and ownership

Commitment from stakeholders and ownership of the process are essential for success. A few key factors to consider are:

- Involve stakeholders at the earliest opportunity to enable them to influence the objectives and activities of the process.
- Keep expectations realistic.
- Communicate clearly with all involved about progress and successes.
- Ensure that everyone feels there is space for their ideas and concerns to be heard and taken on board.
- Ensure well facilitated processes that achieve results within an agreed timeframe.
- Reimburse people appropriately for time and costs incurred.
- Review the process with stakeholders regularly and make changes to overcome emerging problems.
- Focus on tangible results and early “wins”.
- Ensure commitment to shared responsibilities for implementing and funding agreed follow-up activities.

Those initiating and organising multi-stakeholder processes need to realise that this is just one of many other things people are involved in and to which they are committed. Sometimes it may be necessary to go ahead with less than ideal levels of participation.

4.3 Monitoring and evaluation

Assessment is an integral part of the whole process of mapping and influencing policies and institutions. Facilitators and participants will want to track changes in: (a) market inclusion of small-scale producers and the opportunities and threats that they face; (b) policies and institutions affecting this inclusion; and (c) stakeholders' actions to make progress on policies and institutions to support small-scale producers.

Monitoring and evaluation are major processes in their own right; detailed discussion is beyond the scope of this guide (but recommended guidance is given below). Monitoring and evaluation should be included throughout the multi-stakeholder process, involving all participants in reflecting on progress, analysing this progress against their own aims and milestones, drawing lessons, and applying these lessons in further policies and practice. In other words, monitoring and evaluation should be integrated into the full learning cycle, which is explained further in Chapter Five.

Further guidance on monitoring and evaluation

Earl, S., **Outcome Mapping – Building Learning and Reflection into Development Programs**, IDRC, 2001, (www.idrc.ca/en/ev-26586-201-1-DO_TOPIC.html).

Provides a full framework for building learning and reflection into programmes of work in the fields of development and policy influence, including a number of specific tools (note that these tools focus on behavioural outcomes rather than the impacts of those outcomes)

IFPRI, **Impact evaluation: Assessing the Impact of Policy-oriented Social Science Research**, Washington D.C., 2002, (www.ifpri.org/pubs/ib/ib5.pdf).

Specific advice on measurement of the impact of research on policy

IFAD (Guijt, I. and Woodhill, J.), **Managing for Impact in Rural Development – A Guide for Project M&E**, Rome, 2002, (www.ifad.org/evaluation/guide/).

Guidance on how to incorporate monitoring and evaluation into projects that involve different stakeholder groups, to enable review of activities and accountability

Wageningen International, **Participatory Planning, Monitoring and Evaluation**, Wageningen, (<http://portals.wi.wur.nl/ppme/>).

Portal on Participatory Planning, Monitoring and Evaluation hosted by Wageningen International