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Driving Organizational Change: Taking the Value Chain Approach from Principles to Practice

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Mina Shahid is a Market Development Strategist with Engineers Without Borders (Canada). He has recently completed a contract based in Uganda working with the USAID LEAD project where he conducted a field officer assessment and organizational diagnostic to aid LEAD in improving implementation of the value chain approach. Before joining LEAD Shahid worked on improving the value chain approach of the AGRA Soil Health Project in Northern Ghana. Prior to working in agricultural market development, he consulted the Government of Ghana in evidence based development planning. Shahid holds a Mechanical Engineering degree from the University of Toronto.

About



Focused primarily on improving the facilitative approach - how to translate facilitation principles into practice to improve project results.

Focus on Organizational Capacity

Field Staff Capacity

Knowledge Management

Monitoring and Evaluation

Systems Thinking

Integrating Facilitation Principles in Project Strategy

Current/Previous Partnerships

USDA RAIN in Uganda

USAID LEAD in Uganda

USAID PROFIT in Zambia

USAID ADVANCE in Ghana

AGRA Soil Health Project in Ghana

AGRA Linking Farmers to Markets Project in Ghana

AGRA Malawi Agrodealer Strengthening Program

Concern Universal Food Security/Sustainable

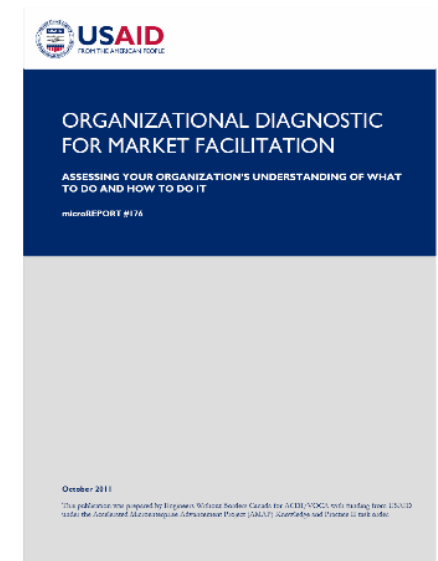
Livelihoods in Malawi

CARE ADAPT in Zambia

...

Publications

9 contributions to USAID Microlinks including:



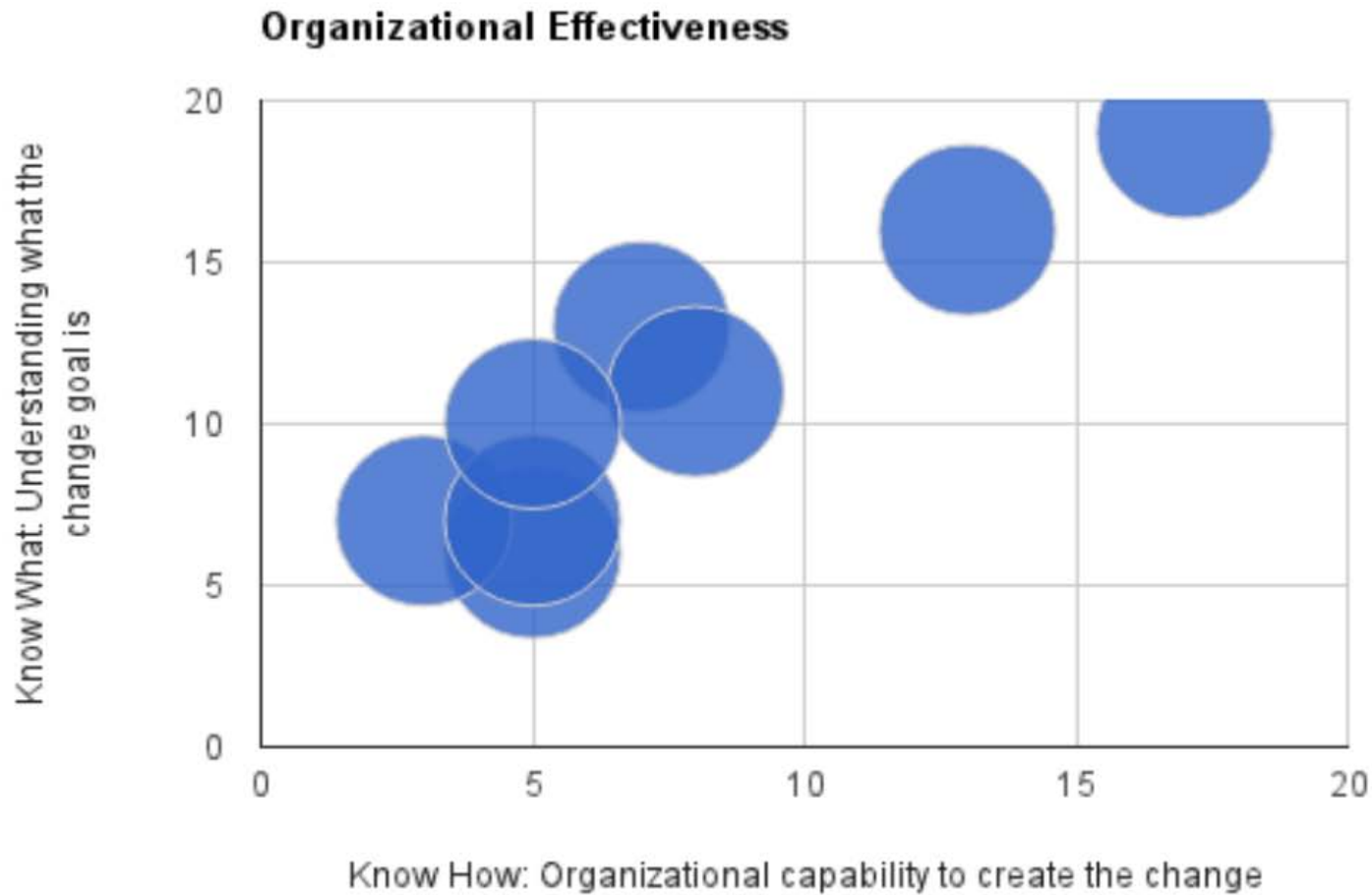
**"We're not field officers...we're
market facilitators" - Patrick Oruka,
MF for USAID LEAD**

Today's Talk:

Market Facilitation (MF)

- We'll talk about the necessary foundational elements, structures and processes for effective MF
- Also share some common archetypes that MF projects get stuck in that prevent effectiveness, and potential fixes

Project Effectiveness for MF



Working Definition for Today

Market facilitation projects

- are non-linear;
- exist to create win-win market systems change;
- depend on innovative activities which are a result of continuous organizational learning and adaptation

Substantial Facilitation

Foundational Requirements

- visionary project leader
- integrated continuous learning
- trusting donor relationship
- project design - good market analysis, effective intervention points, good value chains

Structures

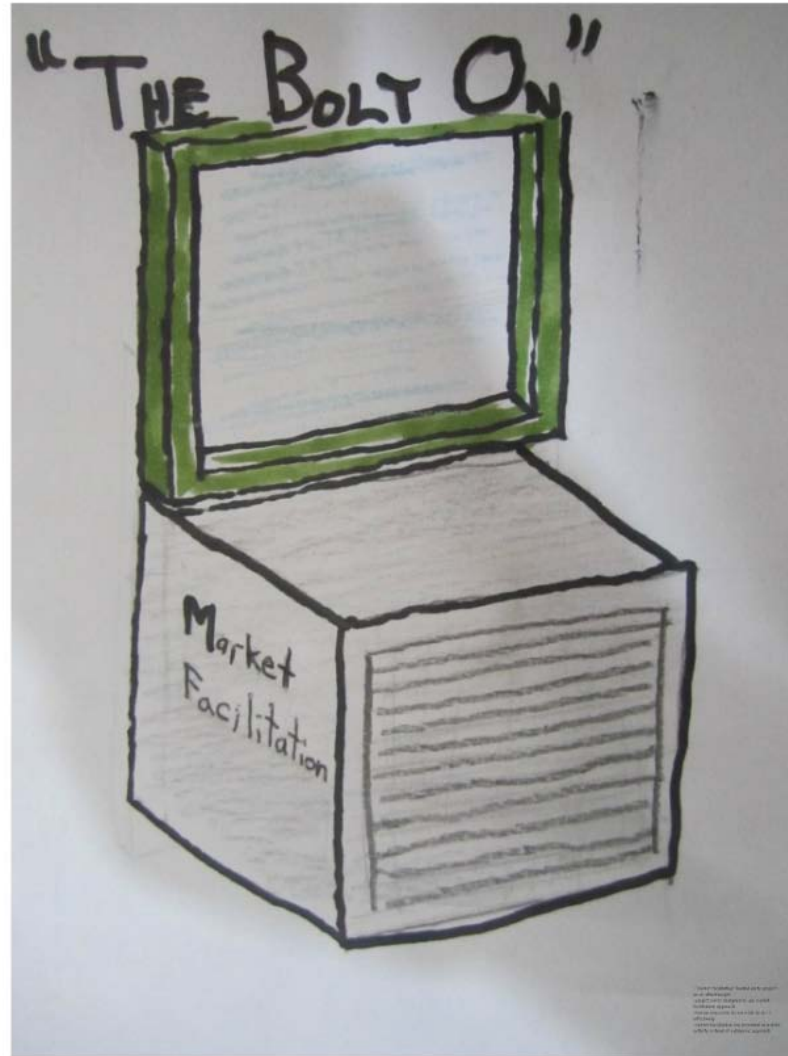
- staff coaching relationships
- little organizational hierarchy
- staff as systems thinkers
- tools for systemic thinking

Processes

- adaptive planning
- intentional positive reinforcement on well executed failures
- effective hiring and clear job descriptions

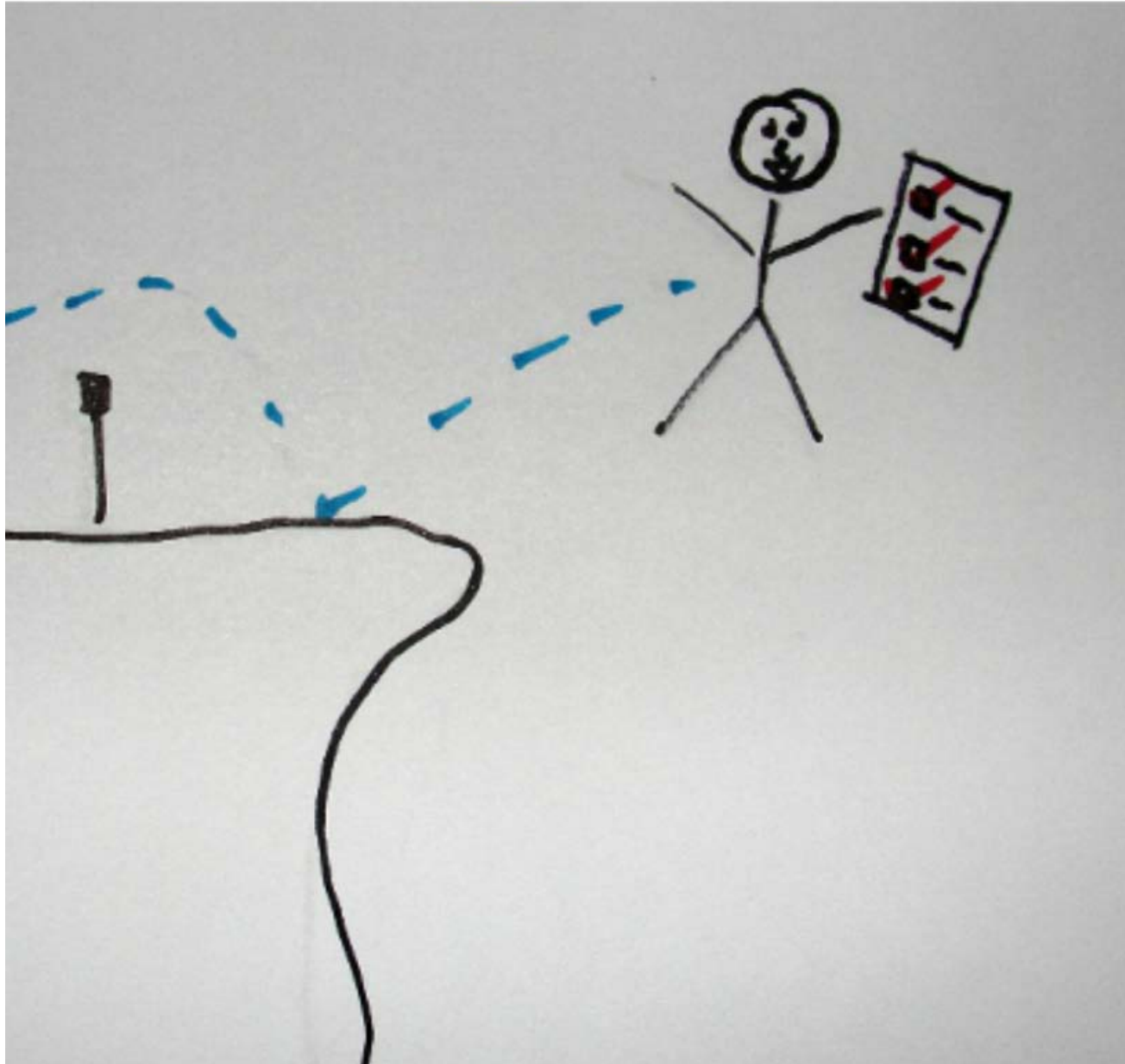
COMMON PROJECT ARCHETYPES

Bolt-On



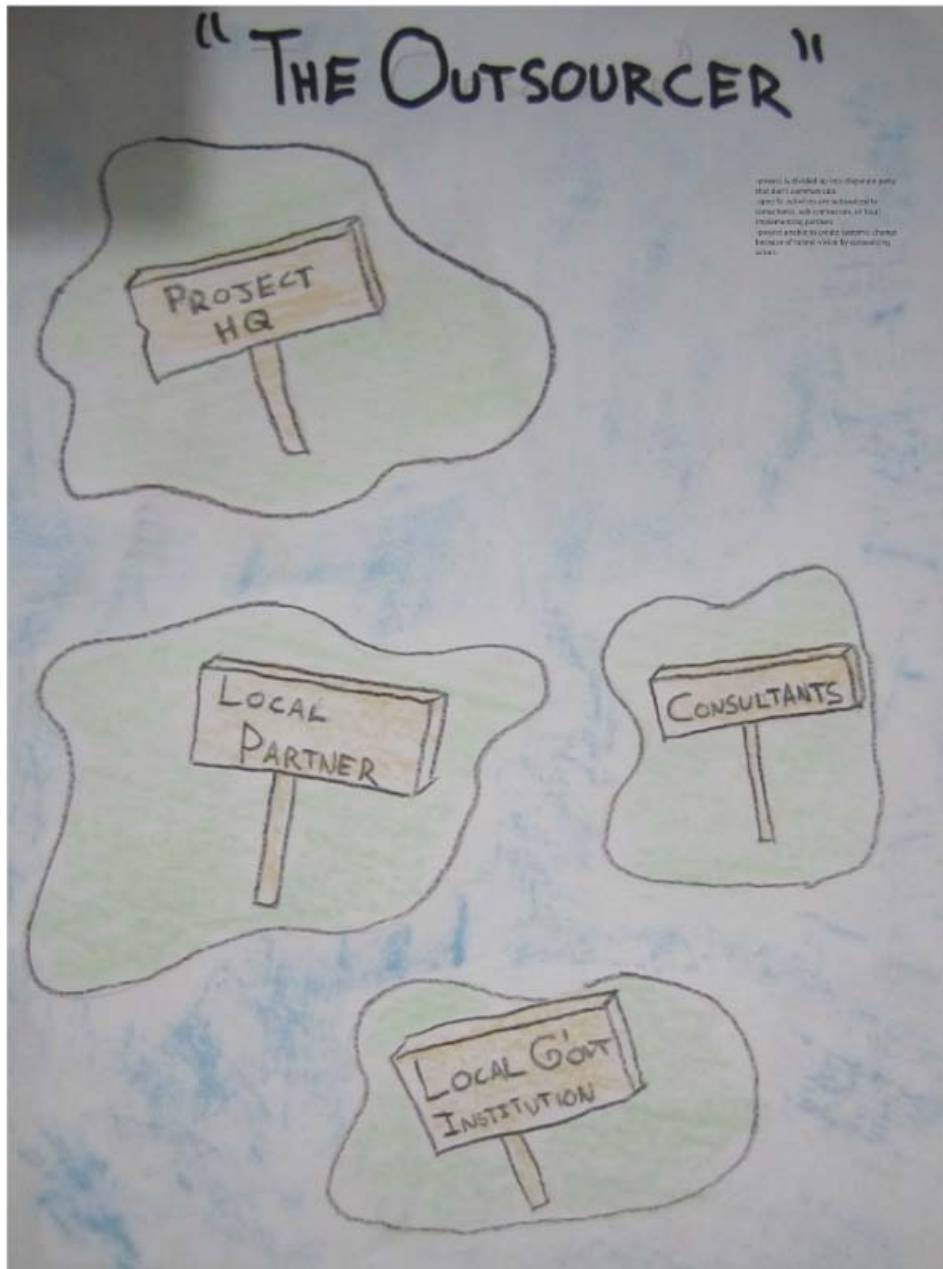
- "market facilitation" bolted-on to project as an afterthought
- project never designed to use market facilitation approach
- human resources do not exist to do it effectively
- market facilitation implemented as a static activity instead of a dynamic approach

Achieving Failure



- project tries to do market facilitation in a prescribed linear way
- project checks off the boxes on annual work plans to please donor
- project doesn't view market change as systemic change
- project doesn't encourage learning and adaptation because it's seen as hard to do

The Outsourcer



- project is divided up into disparate parts that don't communicate
- specific activities are outsourced to consultants, sub-contractors, or local implementing partners
- project unable to create systemic change because of tunnel vision by outsourcing actors

No Dirty Laundry



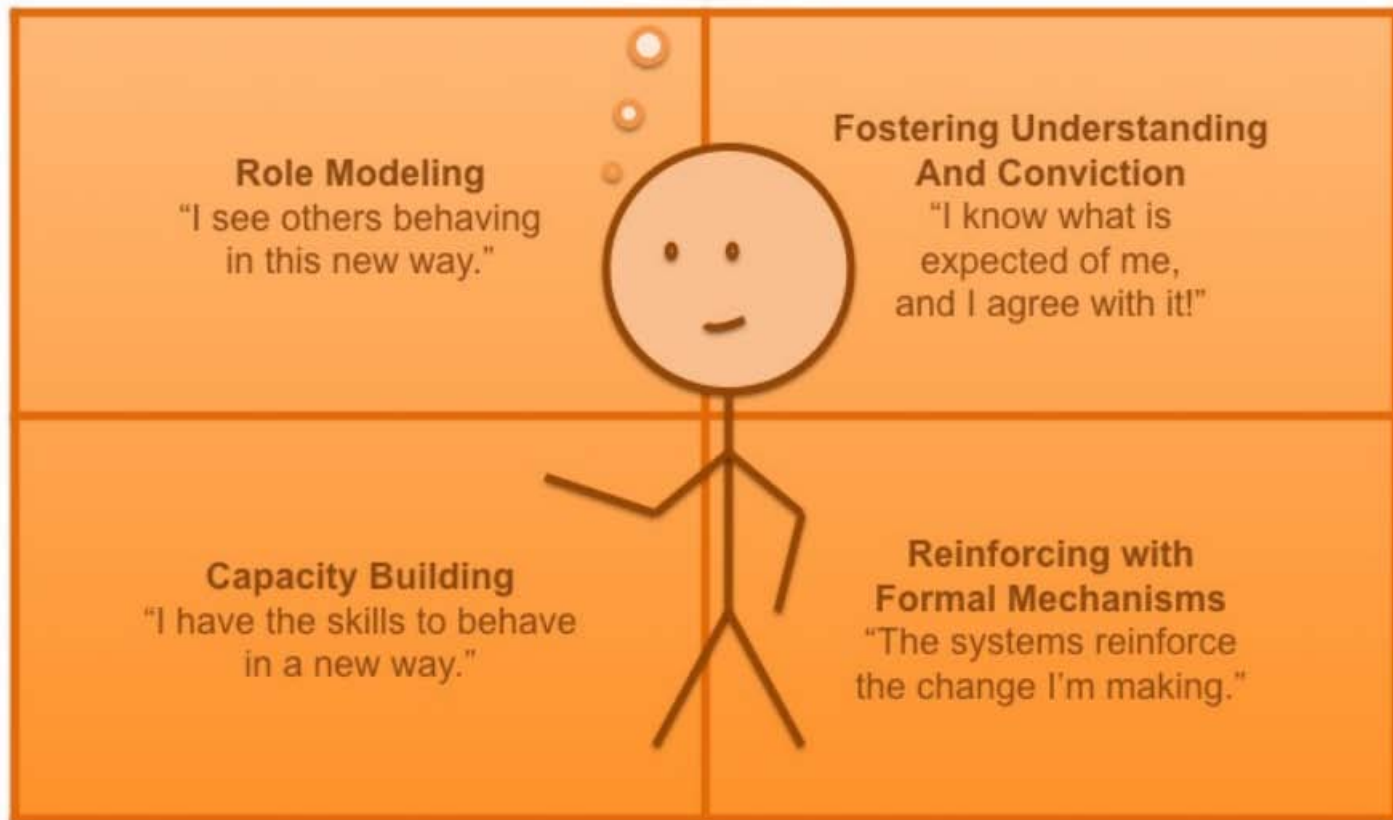
- no transparency about results
- not allowed to fail
- everything is considered a success
- no learning within the project and as a result
no adaptation of approach
- donor doesn't challenge results, or punishes
project for failures

Conclusion

- Identified some of the necessary foundational elements, structures, and processes of good market facilitation projects
- Also discussed some common project operating modes that prevent effective implementation of MF
- What tools/resources are practitioners using to fix these modes?

Analysing Firm Behavior Change

I will change my behavior if...



Ex. Inputs Target Firm

Conviction

- Value add of agent network not seen
- Business associates agent network with the project

Capacity Building

Firm has been trained on selecting and managing agents

Role-Models

Firm hasn't seen other businesses similar to his that have succeeded with agents

Reinforcing Mechanisms

From first year of running agent network, business doesn't believe return on investment was high enough



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Upcoming Events

Breakfast Seminars are taking a break in August and will resume in September.

Find upcoming events & past presentations:

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KDMD

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