Step 3 Empowering marginalised and engaging key actors

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Building the skills of marginalised market actors to make the roadmap process work for them. Compelling key actors to join.

Introduction

The underlying focus of this roadmap is to support the actors of a selected energy market to make their system more inclusive, benefiting themselves as well as poor actors. As not all actors are equally capable of making their energy system work better for themselves this step focuses on supporting the marginalised actors, including gender equality. In addition, it also motivates the key actors, who are more savvy and well connected, to work together with the other actors to transform their energy market system effectively by themselves.

This roadmap step provides guidance on how to empower the marginalised energy market actors, including building gender equality across the system. These actors include micro-entrepreneurs, small-scale manufacturers, labourers, raw material suppliers, as well as service providers and intermediaries, who need to be empowered to become more capable and willing to interact on a more even footing with the more powerful actors. This empowerment goes hand in hand with the processes of assessing the roles and value they will play in improving their energy system as a whole.

This step also provides guidance on how to develop and implement a strategy of engagement to convince the key market actors, who have pre-existing prejudices and expectations about external interference in their market system, which may affect their willingness to take part in the activities of the next roadmap steps, to join the process. This step helps the market facilitators better understand the motivations and incentives of these key actors, including devising 'hooks' to attract them, and finding ways to keep them interested even when things are not going to plan.

1.1 - Marginalisation

Marginalisation within a system refers to any group of market actors, from both the supply and demand side, who face disadvantages due to a lack of bargaining power, knowledge, political influence and, or, their socio-economic status, including a gender imbalance. This typically includes entrepreneurs who manufacture, distribute and retail the energy products and services, paid labourers, local service providers, including financial services, some small-scale market chain intermediaries and the end use consumers. However, there are often other marginalised actors in the system, and analysis needs to be carried out to identify who they are and what type of support they require, in particular to ensure the greater involvement of women in the process.

Poverty, vulnerability and marginalisation happen for many reasons. This includes limited opportunities and ability of people to meet their basic food and living requirements, and those of their dependents, in addition to debt repayments, through reliable and attainable income streams. This is often exacerbated by ill health, physical or psychological trauma, and lower social ranking, particularly for women. Marginalised people often find themselves falling behind in a fast-changing world, or being pulled out of it by various factors that can take generations to be broken, including the following:

- Economic (e.g. low wages, lack of access to financial services)
- Social (e.g. caste)
- Political affiliations
- Cultural (e.g. preconceptions about tribal backgrounds)
- Religious
- Technological (e.g. lack of access to affordable equipment)
- Informational (e.g. low literacy levels, lack of access to market prices)
- Psychological (e.g. self-marginalisation by social stigmas or fear)

Building the knowledge and skills of marginalised actors can improve the way they interact, so they can work together to unlock the vicious circles or marginalisation, poverty and environmental degradation that negatively impact them. This is illustrated in Figure 1, which outlines the typical recurring elements of the pathway out of poverty for the very poor - although it is important to note that in reality, this process is rarely as linear as suggested!

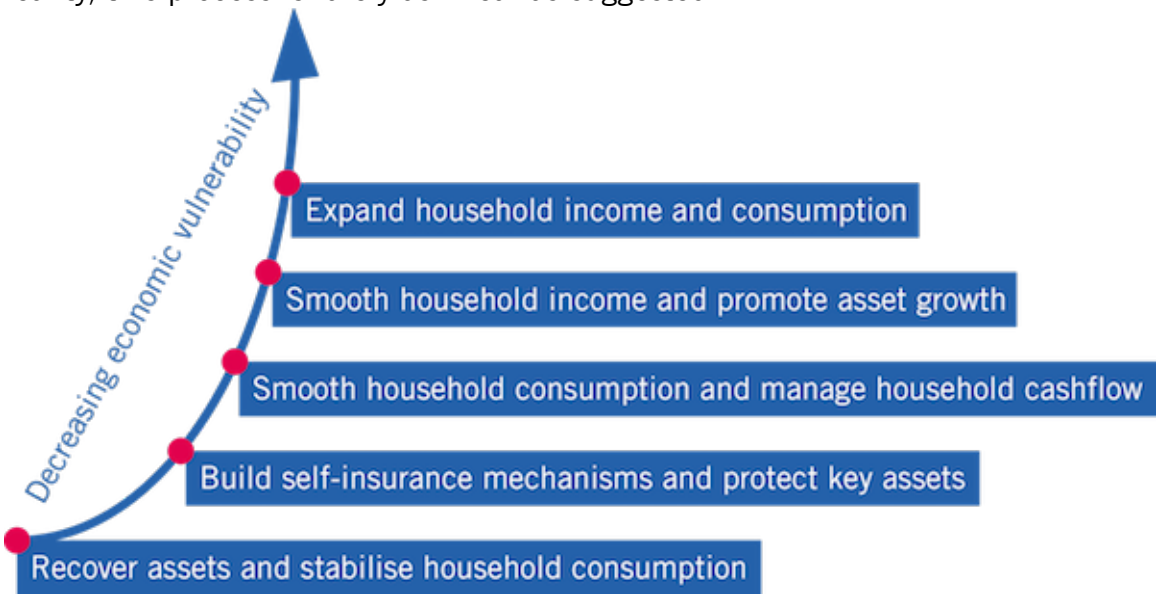

Figure 1 Recurring elements of 'pathways out of poverty' of the very poor (USAID Microlinks)

Experience has shown that even small increases in the participation of marginalised actors can lead to rapid and significant improvements in market systems, such as access to improved quality of energy technologies, improved bargaining power of market actors or increased access to low-risk finance. Empowering marginalised actors can kick-start and catalyse their greater involvement in the market system. It is important to note that this support is often only required in the short-term as once the empowerment process starts to take place the market system takes over, continuing to build their skills and attitudes to stay productive, efficient, competitive and adaptable.

Even basic market engagement activities such as allowing the female head of the household to participate in a community meeting about household cooking, or improving the rules of participation in a cooperative meeting about a community mini-grid, can lead to empowerment in itself!

At the start of the roadmap process market actors often don't know what they need to do to achieve positive change, or what skills and attitudes they require to more effectively engage with other market actors. Some market actors don't like to admit weaknesses, whilst others believe they're weaker than they actually are. Empowerment is usually quite time and resource intensive but if done well can lead to significant levels of sustainable and long-term impacts, resulting in "pro-poor" market development.

However, it is also important to note that the engagement of marginalised actors is very context specific so common sense and an extremely flexible approach are required. It is essential to try and understand the most immediate priorities and needs of these marginalised actors and support them accordingly. Experience has shown that building their following core skills can be particularly effective:

Being proactive: supporting marginalised actors to start identifying potential business and market opportunities themselves, rather than waiting for other market actors to tell them what to do.

Being creative: adapting their knowledge or combining it with that of other actors to create new appropriate and innovative market opportunities.

Being effective: helping them implement new business deals and building relationships that add value to themselves and other actors.

Note: As well as supporting the marginalised actors directly it is also important to empower other more powerful and market savvy market actors – in particular the importance and benefits to them of engaging with marginalised actors - otherwise they will tend toward "Business as Usual".

Step 3.1 - Marginalised actor assessment

As the marginalised actors in an energy system are typically very diverse, it is important for the market facilitators to start by carrying out a systematic assessment of the selected energy system to identify which market actors require empowerment and what type. Although this can be time consuming, it is key to reducing time and costs within the later steps of the roadmap.

Facilitators can use the list of market actors developed in Step 2, and the template in **Annex 1**, to develop a set of indicators of marginalisation, such as economic, social, political and informational, gender inequality, cultural or religious factors, to identify the most marginalised market actors.

They can then complete the following activities, making time to discuss within their project team and some of the market actors themselves, to systematically reflect on which aspects of marginalisation they wish to focus on and why:

- Once you've identified the most important marginalisation indicators, carry out an assessment of each market actor, rating each against these indicators, such as income per day, level of access to basic services and level of interaction with other market actors.
- Identify the processes that have led to this indicator rating and how the marginalised actor can be supported to overcome it in the future.
- Identify any current clashes, tensions or contradictions between the marginalised market actors and others, as well as the skills or attitudes the marginalised actors need to engage with these other market actors.
- Assess the power and networks that negatively impact each marginalised actor, including identifying the market system barriers and gaps that are nurturing any vicious cycles of marginalisation.
- Identify any opportunities to promote the self-interest of marginalised market actors. Relationships initially driven by purely selfish profit-making motives, can often still lead to the building of friendship, trust, collaboration and innovation.

Note: This assessment helps a market facilitator to increase their understanding of the marginalised actors within their target energy market system. It can also be used by the marginalised actors themselves to help them better understand their strengths and weaknesses, the forces that are causing their marginalisation, and the opportunities the market system offers to help them reduce their poverty. It is important to share the results with the marginalised actors, and make any adjustments, if possible.

Step 3.2 - Marginalised actors' risk analysis

Engaging in new and more efficient ways of working within their current energy markets or starting work in new energy markets entirely often requires actors to take risks. This is typically significantly more difficult for marginalised actors as they often have access to only very limited resources, and either cannot, or will not, risk investing. This effectively excluded them from new income opportunities, which could help lift them out of their marginalised status. The following are some of the most important risks that marginalised actors typically face in a range of energy market chains:

- Not being able to produce the quality and quantity of energy products or services required by other market actors or their potential customers on a sustainable basis.
- Not having access to sufficient assets (land, property, financial resources, etc.) to sustain production sustainably.
- Falling into a debt trap where they're unable to meet the repayments on the debt they need to take on to develop their business.

As the facilitation processes outlined in each step of the roadmap takes place, including participation, engagement, collaboration, strategic planning and coordinated action, the perceived and real risks for the market actor's change.

To try and help each marginalised actor overcome their inherent aversion to risk the market facilitator can carry out a risk analysis. This also helps the facilitators provide support as required, including designing targeted subsidies to help marginalised actors take on increasing levels of risks in a controlled way. The market facilitators can use the template in **Annex 2** to carry out a risk analysis, to identify the following issues:

- How the marginalised actors specifically perceive their poverty themselves. Although they may identify a lack of jobs or low-income levels as the issues impacting them, they may not understand the reasons behind this, such as a lack of skills or technologies, or the exclusion from economic, social and political processes, particularly important for women market actors.
- How poverty manifests itself in the lives of each marginalised actor, such as a "lack of jobs" being manifested in people having to migrate leaving their families for long periods of time, often more difficult for women.
- The impacts, including vicious cycles, of poverty on their lives, such as actors having to leave their families for work, contributing to their children regularly missing school decreasing their chances of finding good jobs in the future.
- What they think are the main driving forces of their poverty and how they could be overcome including through their own actions.

As well as systematically identifying each of the main risks impacting each marginalised actor, it is also useful to assess the level of each risk, from low, medium to high. In addition, it is important to identify any activities for mitigating each risk – these can then start to be addressed by the marginalised actors themselves, or can be start to be overcome through the rest of the facilitation process.

Step 3.3 - Building basic competencies of marginalised Actors

Once the market facilitators have carried out an initial assessment of the main marginalised actors operating in the selected energy system, including assessing their risks, the next step is to start to build their skills to allow them to better engage with the other market actors. Although each energy system is different, experience has shown that the following 3 competencies are the most important for supporting marginalised market actors to overcome their marginalisation. The facilitators can use the Template in **Annex 3** to provide the required support to build these competencies of each marginalised actor.

Step 3.3.1 - Representation and mobilisation

Within any energy market system there are typically numerous marginalised actors, and impact at scale can only be achieved by involving a significant proportion of them. However, it also isn't practical to try and support all of them through the roadmap process. Effective representation is therefore essential, with leaders being nominated or elected, to represent the interest of their wider group of marginalised actors, in particular gender equality. These representatives then need to report back to their constituencies, and, if required, mobilise them to take action towards any agreed actions and targets.

Although it is important not to impose leaders on any group of marginalised actors, it is important that they exhibit certain qualities that allow them to perform effectively, with experience showing that effective representation requires a combination of the following 3 behavior types[1]:

Translators: they are able to translate ideas between different groups of market actors in ways that they can all understand, from the poor households and new entrepreneurs, to equipment importers and policy-makers. They are very good communicators.

Connectors: they are able to connect different types of market actors. They are very good at building relationships and sharing their knowledge.

Opinion-makers: they are able to influence the way their peers act and think in positive ways. They're typically charismatic and influential.

Market facilitators can try to ensure the leaders of the marginalised actors display the above behaviour types by carrying out the following activities:

- Explain the importance of these three characteristics to the market actors before they select their leaders.
- Gather information from formal and informal leaders of the community

[1] Developed in the 1990s by E. M. Rogers in his seminal book "Diffusion of Innovations" and almost a decade later popularised by M. Gladwell in his book "The Tipping Point".

about potential candidates who display these attributes, and identify and promote suitable candidates when necessary to ensure a suitable representation.

Step 3.3.2 - Market literacy

Market literacy allows market actors to understand the factors, in particular the economic ones, which shape the energy system in which they participate, as well as the importance of the relationships and interactions between themselves and other market actors in making their market system more inclusive, productive and efficient. Building market literacy covers a large area, including:

- Understanding household financial management
- Operations of cooperative and marketing groups
- Awareness of where important inputs, services and market intelligence can be obtained
- Awareness of what types are required depending on the local context of the selected energy market system

Market facilitators can use the preliminary market map and plans to identify the areas of market literacy that the targeted marginalised market actors seem to require most. The facilitators can then discuss these with the actors before developing a final list of required market literacy skills. During the discussion it is useful to take note of the following factors:

- Education levels and gender equality of the marginalised actors.
- Whether marginalised actors will be required to enter entirely new areas of their market chains or new energy market subsectors.
- Level of social cohesion between the marginalised actors.

Step 3.3.3 - Dialogue and negotiation

Dialogue and negotiation skills are important to enable marginalised actors to have the confidence, knowledge and organisational skills to effectively interact with the more powerful actors in the market system during the later roadmap steps. It's particularly important that they're able to get across their points of concern across so they're addressed in future initiatives. Market facilitators can support the marginalised actors to persuasively communicate their points, using the following skills:

Focus: marginalised market actors need to maintain focus, during any facilitated discussions with other market actors, on tangible business opportunities and measurable reference points (e.g. the rate of importation taxes or lack of effective distribution routes), rather than personal and subjective judgments based on preconceptions (e.g. "big companies are greedy" or "government regulations are based on corruption").

Targeted: marginalised actors need to identify and focus on business opportunities that have the potential to benefit all or most of them. This includes identifying and carrying out rapid and on-going interactions with a range of other market actors as well as input, service and finance providers, and policy and public institutions to build long-term business relationships based on trust, quality and timeliness of delivery.

Note: Effective Dialogue and Negotiation skills are required not just by the most marginalised, but by all market actors, even the highly educated and influential actors who sometimes struggle to find common ground with others. It is also important to note these skills are synergic, and supporting one set will also help build the other two.

Further Resources: The Partnering Initiative/International Business Leaders' Forum: Developing interest based negotiation skills. Center for Creative Leadership: Giving effective feedback: The Situation + Behaviour + Impact (SBI) model.

Step 3.4 - Utilising Market Opportunity Groups (MOGs)

As it is impossible for large numbers of marginalised actors to participate in all the roadmap steps, including the events and workshops, market facilitators need to support working groups or networks referred to as Market Opportunity Groups (MOGs). These typically small (5-10 people) representatives of marginalised actors should ideally be selected democratically or through consensus from larger numbers of peers. If they function effectively they can play a critical role in developing an inclusive and scalable market system. MOGs should typically carry out the following functions:

- Explore market opportunities, challenges and solutions with other market actors on behalf of themselves and their peers of other marginalised producers.
- Take these opportunities, challenges and solutions back to their peers and help adapt them as required.
- Develop and bring counter-proposals or new ideas from the marginalised actors to other market actors within the interest forum.
- Mobilise their peers around any plans agreed upon by other market actors within the interest forums

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If groups of marginalised market actors already exist, and are representative and functioning effectively, they should be supported. If not, or the existing MOG is dysfunctional, the development of a new group may need to be supported. The facilitation team can complete the template in **Annex 4** to assess each MOG, in particular the following main areas:

1. Main Purpose and Functions of MOG
2. Membership of MOG, including the balance between translators, connectors and opinion-makers and gender equality
3. Leadership and Strategic Vision of MOG
4. Coordination, Meetings and Financing of MOG
5. Perceptions of MOG Stakeholders
6. Track record and Current Challenges and Opportunities of MOG

Once MOGs have been formed to represent the marginalised actors, it is important for the facilitation team to start regularly communicating with their representatives to make sure they are carrying out their functions as required. This includes that they are aware of the outcome of the other activities of the roadmap steps, including those of other market actors, and that they are invited to, and attend, key meetings. It is important for the facilitation team to regularly meet with the MOGs, in particular before each facilitated event. This is to help them prepare them for what will be discussed and to ensure that they obtain the

required input from their peers so they can represent them as required, including effectively communicating the opportunities and challenges they, as marginalised actors face, and their ideas or solutions.

Market facilitators also need to carry out regular systematic reflection of the selected energy market system with the MOGs. This is because they often change over time along with the energy markets they operate within, and it may be necessary to adjust the market facilitation incentives, strategies or activities as required.

Step 3.5 - Engaging key actors

In addition to marginalised actors, energy systems also contain key market actors who are highly important to the functioning of a market system, often having a high degree of power or influence to bring about change. This step provides guidance to the market facilitators on how to ensure the key actors identified in Step 2, who have significant leverage and influence over the energy market system, are compelled to join the process through identifying the incentives and motivations that most positively affect them.

Market facilitators can use the template in **Annex 5** to list the key market actors already identified in the energy system, and then identifying the systemic issues that affect them or that they are involved with as follows:

- What are the systemic **blockages** that affect or involve them?
- What are the systemic **opportunities** that affect or involve them?
- What are the systemic **risks** that affect or involve them?

Once the template has been completed as best as possible with the information available to the facilitators, including what know themselves and what they've learnt from other stakeholders, they need to start gradually building a relationship with each key actor. This includes more fully understanding the objectives of the key actors, as well as explaining the objectives of the facilitators, so they can start to get to know the facilitators. In time, this will hopefully lead to trust and respect so the key actors become actively engaged throughout the rest of the roadmap process.

As the facilitation team will be working closely with these key actors throughout the rest of the roadmap it is important for the facilitators to spend time developing an engagement strategy for each key actor. This needs to include designing effective hooks and invitations the facilitators think will attract them, as well as details such as who will deliver the message and who will host the meeting, which can be critically important.

Note: It is also important for the facilitators to share with the key actors how poverty and marginalisation in their energy market system often hampers their success, and it is in their interests to help create a more developed, inclusive energy market system for all market actors.

Step 3.6 - Assessing key actors' incentives

In order to effectively engage with the key market actors it is essential to fully understand the incentives that are driving their behavior. This then helps you clearly communicate to them how their participation in the roadmap process will benefit them, helping them achieve their business goals, and helping you strategically tailor your messages and communications with them.

As the incentives of market actors are intangible, identifying them often requires detective work and reflection. Experience has shown that there are 4 main types of incentives for key market actors. The facilitation team can use the Template in **Annex 6** to carry out a detailed assessment of these main types of incentives for each of the most important key market actors they wish to target over the rest of the roadmap steps. This includes first hand information, to hunches about them, identifying them as such, so they can be verified later.

Step 3.6.1 - Assessing interests

Interests are what market actors want or need to improve their business and livelihoods, from expanding their market share, to improving their processes or technologies. Successful market actors make clear decisions based on their interests and take action to meet them. These interests can be expressed formally, such as in a mission statement, or informally, can have varying time-frames (some being more immediate, whilst others are medium to long term goals), and levels of importance.

When the specific interests of the key market actors have been identified, the facilitator needs to explain to them how the roadmap process can help them achieve their interests, particularly the medium to long-term ones. As this may be at the expense of their immediate interests, if they're required to allocate a lot of time and effort, this needs to be communicated carefully so they're not put off engaging.

Step 3.6.2 - Assessing motivations

Motivations affect whether a market actor chooses to follow a particular strategy to achieve their interests. They can be informal or implicit, if they are positive they lead the actor to engaging, and if negative detract the actor from engaging. It is important to try and understand the motivations of the key actors when trying to engage them within the roadmap process. If they've had a negative experience of market facilitation they will have a low motivation to engage, so great care needs to be taken to try and motivate them.

Step 3.6.3 - Assessing influences

Certain market actors have influence over other market actors, with other market

actors engaging when these influential market actors attend, convene, chair or facilitate various processes. It is important to understand and use this influence when engaging key actors. It is equally important to tone down references to market actors who negatively influence other market actors.

Step 3.6.4 - Assessing drivers

Drivers are individual people, often innovation leaders, forward thinkers and decision-makers, within each organisation and company who are eager to join the process and drive change, and who should be assessed and targeted if possible.

When assessing the incentives of the key market actors it may help to get information from some of the following sources:

- Organisational and company websites
- Published reports and assessments, including third party research reports
- Speaking directly to company or organisational representatives
- Speaking to well-connected sector experts
- Speak to coordination bodies, professional representatives and communities of practice

In addition to the facilitation team collecting existing data, if resources permit, it can be very useful to commission new desk-based research on these key actors.

Step 3.7 - Developing an engagement strategy

Once the facilitation team has a detailed understanding of the incentives driving each key actor, they can start devising a strategy for engaging them within the roadmap, including the initial communication messages - "hooks" - to attract them. These are critical as if you cannot attract them at the beginning it may be increasingly difficult to attract them as the process goes on.

Step 3.7.1 - Initial communication and hooks

Hooks are more than the content of your message, and include how your message is communicated and by whom. Each hook needs to relate to issues of real importance and urgency for each key actor, although even then they may need to be communicated several times before the key actor takes them on-board. If time and resources are scarce concentrate on identifying the most common and urgent hooks.

Every element of your communications with each key actors can attract or detract them, so it is important to be well prepared, have a clear approach and be aware of the main success factors, including the following:

- What content is likely to attract each key actor?
- What opportunities are most suitable for communicating the hooks to them (e.g. workshops, out-of-work social occasions?
- Who is the best person to communicate the hook to the key actor (including a third party if applicable)?
- Who within the key actor organisation or company should be targeted, and how will you plan to follow up?

The facilitation team can use the Template in **Annex 7** to plan the communication strategy and hooks they want to use to attract each key market actor. The following are some useful ways to initially try and engage the key actors:

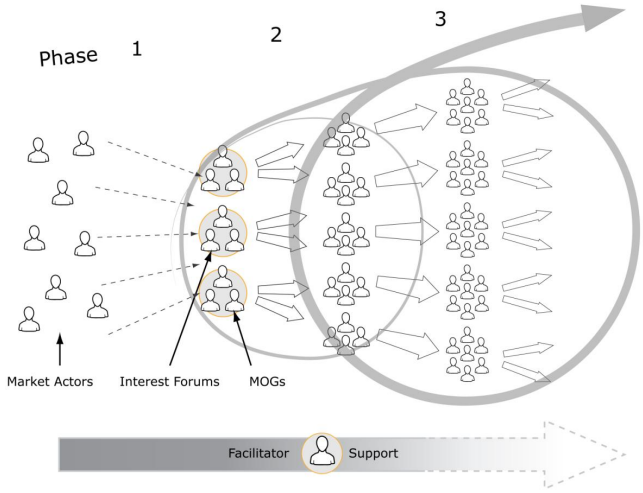
- Ask them for their expertise in strengthening the preliminary market map and analysis.
- Invite them to be part of the project design process - although be careful their expectations are managed.
- Take advantage of relevant workshops, conferences and round-tables organised by third parties, where you can network, or obtain a list of registered participants, but be aware that different actors go to different types of events.

Focus your efforts on identifying individuals who you, or others, perceive as highly influential or open to new ways of thinking, but be aware of invisible or non-hierarchical relationships between colleagues.

Step 3.7.2 - Future engagement strategy

As relationships often take time to develop it may not be possible to 'hook' a key actor with a single interaction, so it is important for the facilitation team to keep building relationships with the key actors. This can include keeping in contact, following up as much as possible to supply them with useful information, although taking care to become a nuisance. Building relationship with key market actors is often a circular process, as summarised in Figure 1, with the number of actors being engaged increasing, at the same time as the level of required facilitation decreasing as the engagement progresses continues.

Figure 1 Circular Nature of Engaging Key Actors



Engaging key actors often entails 3 distinct phases as follows:

Phase 1: Engagement of the key actors: During this phase the facilitator needs to have a strong and direct contact with a wide range of actors, who belong to different types of formal and informal organisations or networks, to "hook" them to engage with the roadmap process, initially directly through their own organisations or networks, and then through new groups such as interest forums, market opportunity groups, working subgroups and task forces.

Phase 2: Engagement of additional actors using evidence of change: In this phase, facilitators rely on the outcomes and successes derived from their engagements with key actors, to provide evidence to actors who have not yet engaged. This phase is especially useful for hooking actors who have been reluctant or unsure about the value of the process. Good hooks and communication are also important in this phase, but it should be easier to hook new actors as a result of the credibility already established.

Phase 3: Engaged market actors convince others to engage: In this final phase,

facilitators shift to providing guidance and support to the engaged market actors, both to raise awareness about the benefits of the roadmap process and to hook an even wider audience. The facilitator can continue to provide guidance and support to market actors including through phone calls and meetings, and providing technical backstopping or background about the process to try and engage actors who have not yet engaged. The facilitator should begin to play an assistance role as the engaged market actors take over.

Annex 1 Template for identification and analysis of marginalised actors

Marginalised market actor			
	Indicator 1	**Indicator 2**	**Indicator 3**
What is the indicator?			
Reasons for choosing it?			

Analysis issue	**Indicator 1**	**Indicator 2**	**Indicator 3**
How does the market actor rate on each indicator?			
What processes have led to this rating?			
How can the actor be supported to overcome it?			
What current clashes, tensions or contradictions exist between the marginalised actors and others?			
What skills or attitudes are required by the marginalised actor to engage with these other actors?			
What power structures, market barriers and gaps are negatively impacting the marginalised actor?			
What opportunities exist for promoting the self-interest of the marginalised market actor?			

Annex 2 Risk analysis for marginalised actors

Risk factor	Details of risk	Level of risk	Actions to mitigate risk
In what ways do you feel a lack of access to resources and opportunities impacts your life?			
Which are the most important factors and why?			
What are the knock-on effects of these impacts?			
How could these negative impacts be overcome?			
How could you help overcome these negative impacts yourself?			
What is stopping you taking these steps to overcome these negative impacts?			

Annex 3 Template for assessing Market Opportunity Groups (MOGs)

Assessment question	Response and action required
What is the overall purpose and functions of the market opportunity group (MOG), and how often do they meet and where?	
Does the MOG have a good balance between translators, connectors and opinion-makers, and how have the attitudes of the members changed?	
Does the MOG have a fair gender balance? If not, how can this be addressed?	
Who leads the MOG and makes key decisions and does it have a strategic vision?	
How is the MOG coordinated, managed and financed, and it this formal or informal?	
What are the perceptions of the effectiveness of the MOG from members and non-members?	
What is the MOG's history, track record and biggest successes and difficulties?	
What are the MOG's current challenges and opportunities?	

Annex 4 Template for building capacity of marginalised actors

Question	Response
Representation and mobilisation	
Which other market actors are most important for you and your peers to engage with and why?	
What opportunities do you and your peers have to speak with, and engage, with these market actors?	
How and when will you report back to your peers on this roadmap process?	
How can you and your peers align your activities and investment plans with other market actors?	
Market literacy	
What is the information that is most important to you and your peers?	
When negotiating with other market actors what are the most important market attributes (e.g. price, quality, quantity etc.)?	
How do you and your peers get the information you need and require about other market actors and your customers?	
How can you and your peers build trust and transparency with other market actors and your customers?	
Dialogue and negotiation	
Which other market actors are most important for you and your peers?	
How can you and your peers better engage with these market actors to build trust, collaboration and coordination?	
When engaging with these other market actors how should you engage and behave with them?	
As dialogue and negotiation takes time, how can you engage with these market actors in the long term?	

Annex 5 Template for key actors and systemic issues

Key actors	What are the systemic **blockages** that affect them or that involve them?	What are the systemic **opportunities** that affect them or that involve them?	What are the systemic **risks** that affect them or that involve them?
Key actor 1			
Key actor 2			
Key actor 3			
Key actor 4			
Key actor 5			

Annex 6 Template for understanding key actors

Main issues		Relevant information
Address		
Background		
Systemic issues		
Key individuals	Forward thinking / visionary	
	Influence or relevance	
Needs and interests	Shorter term	
	Medium term	
	Longer term	
Motivations	Reasons to engage	
	Reasons not to engage	
Influential actors	Positive influences	
	Negative influences	

Annex 7 Template for identifying hooks for key actors

Hook issues	Relevant information	Reasoning
Hook content		
Opportunities to communicate hook		
Other contact methods		
Hook communicator		
Hook recipient		
Other pressure points		

Annex 8 References

UNIDO - Pro-Poor Value Chain Development includes a tool to investigate how the value chain affects poor people in the value chain (pg 35-37), and also discusses the impact of gender-based constraints (pg 39)

The Pathways Out Of Poverty toolkit provides a more robust tool for bringing the poorest actors to a point of empowerment, from page 5 onwards.

Grameen Shakti's DRAFT Value Chain Identification for the poorest Toolkit provides further guidance on selecting value chains that have the maximum potential to engage and positively impact very poor populations.