

# Step 5 Participatory planning and facilitating change

This step explains how to further support the market actors to take forward their new momentum, and shared vision of the interventions required to develop their energy system, through collaboration and coordinated actions. It contains principles, recommendations and action points to help harness and leverage the motivation, interests and resources of the market actors so that they become the masters of their own strategies, through a 'learning-by-doing' approach.

---

## Contents

<b>Introduction</b>	<b>2</b>
<b>Step 5.1 Planning and prioritisation</b>	<b>4</b>
Step 5.1.1 - Participatory planning events	4
Step 5.1.2 - Can the intervention work?	4
Step 5.1.3 - Prioritisation and implementation of interventions	5
Step 5.1.4 - Facilitating participatory planning	6
<b>Step 5.2 Driving change through interest forums, MOGs and lead firms</b>	<b>10</b>
Step 5.2.1 - Interest forums	10
Step 5.2.2 - Market opportunity groups (MOGs)	14
Step 5.2.3 - Lead Firms	15
<b>Step 5.3 Facilitating policy change</b>	<b>17</b>
<b>Step 5.4 Facilitating systemic change</b>	<b>19</b>
Step 5.4.1 - Valuing small outcomes	19
Step 5.4.2 - Keeping track of interest groups	20
Step 5.4.3 - Be patient	20
Step 5.4.4 - Monitor unexpected signals	22
Step 5.4.5 - Reviewing the intervention logic	23
Step 5.4.6 - Supporting constructive learning	24
Step 5.4.7 - Making actions more effective	24
<b>Annex 1 - Template for assessing and ranking interventions</b>	<b>26</b>
<b>Annex 2 - Template for technical assessment of actions</b>	<b>27</b>
<b>Annex 3 - Template for intervention implementation strategy</b>	<b>28</b>
<b>Annex 4 - Template for keeping track of animation shifts</b>	<b>29</b>
<b>Annex 5 - Template for giving effective feedback</b>	<b>30</b>
<b>Annex 6 - Template for assessing interest forums</b>	<b>31</b>
<b>Annex 7 - Template for leveraging small achievements</b>	<b>32</b>
<b>Annex 8 - Template for assessing and adjusting facilitation</b>	<b>33</b>

# ‘From consensus to coordinated and collaborative action to transform the energy system’

## Introduction

Step 5 of the energy markets roadmap aims to further facilitate the market actors from the set of common interests and shared vision of their energy market system developing during Step 4, into practical collaboration and coordinated actions that make this vision a reality.

**Facilitators role:** The facilitator’s role is to continue to provide direction and guidance to the market actors to change their energy system in ways that are beneficial to all actors, in particular the marginalised, and women. This is until a point where they can continue on their own, and the facilitator can gradually withdraw from the selected energy system. Facilitators need to focus on the positive momentum developed between the market actors during the participatory events to create change, including the conditions for turning their vision and plans into coordinated action leading to concrete changes in the selected energy market system<sup>1</sup>.

**Participatory planning:** this consists of a set of principles, recommendations and action points to help the facilitator harness and leverage the interests and resources of the energy market actors already engaged in Step 4, and support them to become the main drivers of their own strategies and action plans. Facilitators need to support the market actors to adopt a ‘learning-by-doing’ approach, through carrying out effective facilitation, as well as monitoring, reflection, learning and planning of the process. Facilitators need to further empower the market actors, in particular the marginalised ones, to meet in new spaces to plan the delivery of their agreed actions. This includes helping them reach consensus between competing ideas, and prioritising them according to their capabilities, resources and needs.

**Prioritisation:** A critical success factor in getting the market actors to own and drive their plans is effective prioritisation. This involves supporting the actors to develop the skills and knowledge to decide which barriers and opportunities in the selected energy market system to focus their limited resources on, and in which order.

**Marginalised actor focus:** The facilitators need to continue to focus on the most important incentives for the market actors to meet and work together, particularly the marginalised, to build their relationships with other organisations and institutions. This will contribute to their ability to continue adapting to future challenges and opportunities after the end of the roadmap process. As the

---

<sup>1</sup> This step focuses on taking the market actors from milestone 3 and 4 of Figure 1 in Step 4.

facilitation process moves into its final steps, groups of market actors need to start finding areas of synergy where their incentives overlap. These are the points the facilitators need to focus their energies on, to ensure sustained future participation and investments of the market actors in their energy system. If supported these overlapping incentives will lead to collaboration, trust and optimal solutions for the actors, including the marginalised and gender equal, resulting in sustained development of the selected energy system.

## Step 5.1 Planning and prioritisation

### Step 5.1.1 - Participatory planning events

A considerable number of potential solutions and strategies for supporting the selected energy market system will have been discussed and agreed upon by the market actors in Step 4 in each of the 3 levels of the energy market map. To understand whether these proposed actions can lead to sustained improvement in the selected energy system, there are a number of factors that need to be considered as follows:

- If they are technically feasibility
- If they have the required level of interest and passion from the required market actors to make them happen
- If they support the marginalised actors including addressing gender equality

Assessing these activity plans can best be achieved through run one or more participatory planning events focused on helping market actors agree upon, prioritise and sequence their plans. The number and type of events will depend on the interest of the market actors and the time and resources available to the facilitator. They should ideally include larger follow up workshops with all the market actors in attendance, as well as smaller groups of market actors with common interests.

The market facilitators can use the template in **Annex 1** to list all the planned interventions developed during the market mapping workshop to overcome the identified market barriers, and then facilitate the market actors to identify the factors that will affect their delivery, in particular their difficult, risk and cost, and to then vote on which they think are most important.

**Note:** It is very important for the facilitator to make sure the market actors are given the opportunity to decide on interventions that they personally want to focus their attention on. However, once this initial prioritisation has been carried out, it is then important to filter out actions and strategies that are not technically feasible and to find alternative solutions where possible.

### Step 5.1.2 - Can the intervention work?

Once each intervention has been agreed upon in principle and initially prioritised, it is then important to carry out a technical feasibility to assess its potential to be successfully implemented with the resources available to the involved market actors. This technical feasibility includes assessing the level of difficulty, risks, and costs of carrying out each activity, to get a better understanding of the potential issues that will have to be overcome by the market actors leading its

implementation. The facilitation team can use the template in **Annex 2** to support the market actors to assess each planned intervention.

Although each intervention will have unique characteristics, there are a number of common factors that are useful to consider, as summarised in the template. However, it is also important to note that they are not comprehensive, and the template is intended to stimulate further thinking on the technical feasibility of each solution and alternative methods of achieving them.

The preliminary market mapping and research carried out by the facilitators and market actors during the design of the interventions are important sources of knowledge about the technical feasibility of each intervention, but it is important to also respond to external issues such as government policies, political or social stability, and levels of trust and responsiveness between the market actors themselves.

**Note:** Although the passion of market actors to overcome a perceived injustice, such as the negative treatment of marginalised entrepreneurs by more powerful actors, can be powerful, such passions can also lead market actors to behave in extreme and irrational ways. For them to be used constructively, the facilitator needs to help the market actors identify the root causes of these injustices to ensure coherent and reasoned plans for overcoming them are developed rather than impulsive decisions.

Even if the agreed actions are technically feasible, they also need to align with the market interests to ensure their delivery can take place in practice.

### **Step 5.1.3 - Prioritisation and implementation of interventions**

Once a technical feasibility of the shortlisted interventions has been carried out, the facilitator needs to support the market actors to prioritise the remaining actions. It is useful to start by identifying the interventions which are the easiest to implement – the “low hanging fruits” – as if they relatively easily deliver an action that has visible and rapid positive impacts, this will inspire the market actors to try and tackle other more challenging actions. Where two actions have similar levels of difficulty, risk and cost, the facilitators should encourage the actors to prioritise the one that will make future actions easier, less risky or cheaper to implement.

**Note:** This prioritisation may not always be the same as that of an external actor, but as these are the actions the market actors themselves have agreed on, they are more likely to be carried out and to lead to sustainable impacts.

Once the interventions have been assessed and prioritised, the market actors need to be supported to come up with their own strategies and action plans for delivering each of them. This typically entails developing a step-by-step approach that takes the actors from their current situation to their future vision. The facilitation team can use the template in **Annex 3** to develop an implementation

plan for each intervention, as follows:

- Start by defining the desired outcome
- Develop a set of actions that will help move towards this in a number of clear and tangible steps
- It is important to ensure there is some personal accountability for the actors who have agreed to carry out each activity, including timelines and communication channels so each market actor can hold each other to account
- It is important for the facilitator to encourage the market actors to come up with plans that are sustainable in terms of which actors will be responsible for carrying out each action, and which actors will fund them.
- As far as possible, it is important for the facilitator to avoid taking on any roles themselves as this will undermine their role as a facilitator, and reduce its sustainability.
- It is also important to help the actors identify how each action will impact on other market actors, in both positive and negative ways, and strategies to minimise any negative impacts, in particular the marginalised and gender equality. The market actors need to be supported to prepare for the unexpected and sometimes negative effects of change, learning to adapt to them rather than be put off, and using any failures as opportunities for learning.

#### **Step 5.1.4 - Facilitating participatory planning**

When facilitating the participatory planning events one of the fundamental roles of the facilitator is to channel the animation in the room, and an important part of this is to be aware of moments when the attention of the market actors changes, and in particular then there are tensions between actors. It is important to capture information about both positive and negative changes, and how they can be harnessed to help the actors move towards real change.

The facilitation team can use the template in **Annex 4** to document each change in animation, including who was involved and what recommendations were made so that this can be followed up on. Experience has shown that there are 4 broad types of behaviour, which are sustained opposition or support and bursts opposition or support. Each type of behavior is caused by different reasons that the facilitators need to be aware of, and be sensitive to, so that they can help make sure appropriate action is taken. The following sections outline the usual form of these behaviours as well as strategies for best dealing with them, and things for the facilitators to take note of.

**Note:** Although this sub-step provides key advice and suggestions on how to best facilitate the behaviour of the market actors in the most positive ways, it is

also important for the facilitators to learn from their own experiences and knowledge of the context and culture of the market actors. The facilitators need to be sensitive and intuitive, so that the most appropriate recommendations and solutions are used.

#### **Step 5.1.4.1 - Dealing with sustained opposition**

**Form:** certain market actors giving excuses to avoid participating in a participatory event, frequent ranting, complaints or destructive criticism of the process, strategically trying to block ideas or capture the process for their own benefit. It is normally because the market actor comes to the events with preconceived ideas linked to deep-seated beliefs and attitudes, which they use to filter out or criticise strategies or actions proposed by others.

**Strategy:** If the disruptive market actor is important and influential the facilitator needs to try and overcome their sustained opposition. Arrange one or more one-to-one meetings with the actor to explain the principle of connectivity that underpins a healthy market system and find out how they are finding the process and which areas of their business activities are affected by others in the market. Try to identify their negative perceptions that are leading to their opposition and, if possible, present them with evidence to counter them. This can be done explicitly through showing them written evidence or inviting one or more experts to meet with them to share the evidence and discuss it openly, or implicitly by presenting this evidence to them and others in an open event that does not target them specifically. The implicit strategy is more cost-effective as it promotes collective learning, but will only work if the actor is open to discussing their positions, values and opinions in public, and peer pressure. If you detect that the antagonistic actor is not likely to change their values or opinions, you may need to re-assess the feasibility of the particular action being proposed, and try and instead focus on actions that the actor is supportive of. Once levels of trust have been built it may be possible to return to the problematic action.

**Note:** If one or more actors are proactively trying to block certain actions to maintain their dominant position in the market, you may need to invite other actors with similar positions in the market system that are willing to engage. This creates a healthy competition and allows the rest of the actors to realise that certain actions that were being previously blocked are still possible if they work together.

#### **Step 5.1.4.2 - Dealing with sustained support**

**Form:** desire from certain market actors to help others overcome certain deep-seated views, sharing of innovative initiatives that require sustained discussion, and repeated conversations and networking during breaks or after the workshops.

In this scenario the majority of the influential and relevant actors will tend to support the strategies and actions being proposed contributing with new ideas, resources and connections.

**Strategy:** Although this scenario seems ideal it can be dangerous if it leads to reckless behaviour and bad planning of the market actors. The facilitator needs to make sure they remain as a voice of reason by questioning, challenging and bringing missing information into the planning process, either directly or through inviting experts. This helps the market actors filter out excessively ambitious or unfeasible initiatives and better prioritise amongst the shortlisted interventions.

**Note:** It is still useful to start with the “low hanging fruits” to allow the actors to start building trust and learning how to coordinate and collaborate, particularly important as the actions become increasingly complex and challenging.

#### **Step 5.1.4.3 - Dealing with bursts of opposition**

**Form:** violent or aggressive reaction from a market actor to the idea or proposal of another, laughter as a product of dismissal or ridicule, actors leaving the room in anger, or high voice volume or shouting. It is important for the facilitator to keep in mind that such bursts are often instinctive, without being filtered by rational analysis, and that any reaction may be better than no reaction at all as it means the actors care about what is going on.

**Strategy:** Bursts of opposition can signal instinctive concern about imagined negative impacts of interventions on the lives or businesses of certain actors, and need to be addressed. The most dangerous aspect of these bursts is that they can damage relationships within the group of market actors, sometimes beyond repair. However, they can often be overcome by facilitating the group to agree on a set of behaviour rules on how to give feedback in a positive and constructive way, as summarised in **Annex 5**.

**Note:** If a burst of opposition creates an environment of aggression that threatens the participatory planning event, propose a short break. In some extreme cases it may even be better to end the session altogether. If this happens it is important to first summarise the positive things that have been achieved in the workshop, and then try to find out the reason behind the outburst, such as the use of an offensive term, or disregard by one actor to the needs of another, and try to help find a solution to resolve it.

#### **Step 5.1.4.4 - Dealing with bursts of support**

**Form:** actors laughing as a product of empathy or excitement, bodies suddenly leans forward when someone speaks, or participants making signals to another to connect, such as waving their phone, or suggesting an exchange of business cards

or a one to one conversation during the next break.

**Strategy:** As in the previous scenario, keep in mind that these reactions tend to be instinctive, but use them to get the market actors to talk in more detail about a given strategy or action. These bursts can be used to break the ice or to get participants who seem antagonistic or bored to become excited about certain actions, such as through jokes or eliciting responses from certain actors. It is also important to question their support just to ensure that they also reflect on the potential challenges so they achieve a balanced view without killing their enthusiasm.

**Note:** It is also important to try and understand what has produced these bursts of support, such as how the ideas have been presented (e.g. a charismatic presenter or high-quality video), or their content, or an actor imagining the benefits that could be realised by an intervention. It can be useful to speak to them during a break or afterwards to get a better understanding, as this information can be very helpful in improving how the proposed actions are communicated in future.

## Step 5.2 Driving change through interest forums, MOGs and lead firms

Once the potential interventions have been technically assessed and prioritised, and implementation strategies developed, this next sub-step explores how facilitators can support certain groups of market actors to help deliver them effectively. These include interest forums, market opportunity groups (MOGs) and lead firms, who together can support the delivery of the interventions to achieve deep, structural changes in the selected energy system, increasing energy access for a large number of people.

### Step 5.2.1 - Interest forums

Interest forums are typically made up of representatives of the whole market system brought together to address certain barriers and opportunities in their selected energy system. They might focus on a single, or multiple issues, within the market chain, the supporting input, services and finance or the enabling environment, or combinations of each. Interest forums can include existing and well-established organisations, institutions and networks, such as large companies, chambers of commerce or government agencies, as well as newly created multi-stakeholder platforms, as well as working groups, market opportunity groups and lead firms. These interest forums need to come together regularly to share their progress and build synergies between them.

Sometimes latent or hidden interest forums exist that facilitators need to pay attention to such as grassroots organisations, political parties, the police, religious groups, local radio stations, primary schools or groups of teachers. All interest forums can be potentially powerful mechanisms for influencing and driving change within the selected energy market system, so it is important for the facilitation team to assess a wide range of interest forums, from the more formal to informal.

The facilitation team can start by identifying the value of each interest forum in terms of their influence and relevance to the group of market actors carrying out each planned intervention. This is in terms of making change easier, faster, more sustainable, more appropriate or less expensive, making sure they keep an open mind and never underestimating or writing off market actors too soon.

**Action:** It is important for facilitators to assess a range of issues relating to each interest forum, using the template in **Annex 6**, including the level of commitment of its members, and their willingness to give time and resources to lead, coordinate and finance an intervention. The assessment of interest forums can be carried out during the participatory planning events to establish whether they are suitable to be leveraged or revitalised.

**Note:** As a rough guide, if an interest forum scores less than 35 out of a possible 65, it may be worth facilitating the creation of a new interest forum,

rather than trying to bring it on-board. However, this exercise is intended to promote reflection, and the facilitation team needs to use its intuition and experience regarding whether a poorly performing forum can be supported.

Once interest forums have been assessed they can be used to support the recently designed, as well as continuing to build trust and relationship between the market actors. This can lead to side meetings, networking and the development of new business arrangements between individual actors. Interest forums can also support the widespread adoption of new business models through the networking of their members, and by communicating successful innovations.

The following section outlines the 5 main ways to support interest forums.

**Note:** Although facilitating interest forums to support the implementation of interventions is often a complex and messy process, it can lead to sustainable impacts in a quick and low cost way.

#### **Step 5.2.1.1 - Build their foundations**

Whether it is better to support the revitalisation of an existing platform or to establish a new platform depends on the context. The first can achieve concrete results quicker, as they're able to draw on existing capacity and track record instead of starting from scratch. However, either way, it is important for effective interest forums to have strong foundations, and experience has shown that the following are important in building them:

- Nominate a dynamic and committed leader to represent them
- Choose a location carefully so that most actors are able, and are attracted, to attend
- Effective coordination from dedicated core forum members
- Transparency in the way core members are selected and the forum is managed, leading to trust and a fair representation of marginalised actors and gender equality
- Promotion of forums as having a 'pro-poor' focus, but also being inclusive and effective with the engagement of all levels of members, not just the marginalised

#### **Step 5.2.1.2 - Interaction of members**

Experience shows that the nurturing of greater interaction between forum members is a virtuous cycle. As forum members interact with each other, they build their relationships through networking, collaboration, support and learning increasing their capacity to implement the intervention activities, leading to further engagement and interaction. Although no interest forum is free from occasional conflicts and tensions, as its members start to directly benefit from its

activities they will continue to invest in and nurture it.

It is important that facilitators help identify and communicate any successes of a forum from early on, and help manage any conflicts before they cause damage. Experience has shown the following factors are particularly important in nurturing this interaction:

- **Focus on critical issues:** Facilitators can help the forum members identify these 'golden opportunities' most important to its members, thereby maximising its member's participation.
- **Foster a helpful environment:** Facilitators can encourage members to help each other with individual needs, which will start to build moral and a supportive environment. Small team achievements, even on low priority issues, can help strengthen the commitment of members towards each other, building trust.
- **Shared responsibility:** From the beginning, it is important that members feel a sense of responsibility towards the forum, including sharing its costs even if they don't contribute equally. Facilitators can help encourage a shared sense of commitment and investment from all members.
- **Organisational buy-In:** Facilitators should encourage forum members to identify themselves as part of an organisation rather than just as individuals, to foster a sense of ownership and commitment. This will lead to greater sustainability of the forum. Facilitators can support this through internal mobilisation and communication strategies.

### **Step 5.2.1.3 - Management and capacity**

Interest forum needs to be managed soundly, so its members have confidence in its management structure. Facilitators can support in the following areas:

- **Participation and transparency in decision-making:** Encourage wide participation of members in key decisions, including those involving the way the forum is managed. Where participation is not possible, ensure transparency with frequent communication and accessible minutes of meetings.
- **Let participants take responsibility:** The daily operation of the forum (e.g. arranging meetings, members follow up, producing minutes, etc.) should be undertaken by the members themselves; however, facilitators often need to provide direct support early on, but making clear that the members need to take over as the forum gains momentum and credibility.
- **Help forum seek market-based support:** If the forum needs technical support, such as financial management or other management aspects, facilitators should aim to seek professional, market-based services rather

- than delivering it themselves wherever feasible, to ensure its sustainability.
- **Ensure formalisation:** As the forum grows it may need to seek legal or formal registration, although this depends on the local context.
  - **Action commitment mechanisms:** Being able to capture commitments made by members 'on paper' is a powerful mechanism to encouraging them to keep to their words, and communicate with other members if they can't.

#### **Step 5.2.1.4 - Effective communication**

How the forum communicates with different audiences has a big impact on its effectiveness, and facilitators can help the forum build their capabilities in the following types of communication:

- **Member-to-member:** Building opportunities for members to network within the forum increases trust, coordination and collaboration increasing the members' confidence in the forum.
- **Internal communication:** communication between the forum's secretariat and its members is one of the most challenging types of communication, but is critical to its success. It can also help the forum tap into the resources and expertise of its members, and to scale up its initiatives. The facilitator needs to monitor how this communication is happening and provide support to improve it.
- **Communication with other market actors:** A forum often needs to forge relationships with key market actors who are not members, for example government decision-makers, large companies and other development programmes relevant to the forum. These networks and contacts can prove critical for forums to meet their objectives, but their strategic benefit can vary greatly, from collaborative alliances to entry-points for lobbying and advocacy, so they need to be carefully communicated with as required.
- **Communication with potential new members:** When forums first get off the ground some strategic market actors are not involved, so the forum needs to carefully communicate with potential new members to attract them to join, ideally using evidence of its progress to date (e.g. agreed action plans, implementation of activities, investments made by actors).

#### **Step 5.2.1.5 - Self-determination**

Not all forums need to exist indefinitely. Some come together around a specific issue with its members choosing to close it when the issue has been addressed. Other forums continue to develop and evolve to tackle new opportunities as they

arise. In either case this decision needs to be consciously made by the forum members.

As with all facilitation activities, facilitators should keep in mind how the forums will sustain themselves after the roadmap process. If members want the forum to continue to exist, it is very important that the forum is able to manage and determine itself by the time the facilitators end their support. The following factors are particularly important:

- **Organisational buy-in:** Facilitators should encourage members to commit themselves to the forum as an organisation rather than as individuals. This is often challenging but it will contribute to greater sustainability in the event of staff turnover.
- **Strategic thinking and participatory planning:** Each forum needs to be able to respond and adapt to new challenges and opportunities as they arise. They must be able to strategise and manage change. Facilitators can support forums by helping them create their visions, goals and objectives, as well as supporting peer-learning to increase the participatory nature of the forums, leading to commitment and buy-in of its members and their sustainability.
- **Defining a forum's unique value:** Forums are often more effective when they have a unique role to play in a market system, which others become aware of and respect, increasing their chances of attracting interest and support. Forum leaders need to clearly identify their unique value and ensure they stick to it, or evolve as required.
- **Management, capacity and communication:** Each forum needs to be able to manage itself soundly including its communications, as well as seeking market-based support when required.

### **Step 5.2.2 - Market opportunity groups (MOGs)**

As well as engaging with existing interest forums, facilitators also need to specifically support the marginalised market actors. They can often be effectively engaged through the continued support to the market opportunity groups (MOGs) previously discussed in Step 3 of the roadmap. Facilitators can mobilise marginalised actors within an existing MOG, or through the establishment of a new MOG if required, to tackle the major tensions and attentions identified by the marginalised actors in the participatory market mapping or planning events, in the following ways:

- Make sure representatives from the MOGs are invited to the mapping and planning events, as well as the interest forums.
- Support the MOG's to effectively communicate the opportunities and challenges they face and their ideas or solutions on the interventions, to the

rest of the market actors.

- If time and resources permit, support the MOGs to carry out their own preliminary and participatory market mapping events with their own members, using all the relevant information gathered during the roadmap steps. This will allow the MOG to carry out participatory planning with their marginalised constituents including the identification and prioritisation of agreed intervention actions that they can start to mobilise their members around.

**Note:** The MOG's also need to effectively communicate these plans and ideas to the marginalised actors they represent to convey their issues and knowledge into the interest forum, to try and ensure that the marginalised actors are equitably included in the planned interventions, and on an equal footing. The MOGs also need to disseminate the knowledge and plans made within the interest forums back to their members to gain their support and mobilise action around the agreed intervention decisions.

### Step 5.2.3 - Lead Firms

Lead firms are strategic market actors who are well connected, have a significant influence over other market actors, and are able to lead or mobilise processes of structural change within the selected energy system through their networks. They can become important enablers of energy systems through leveraging changes in the market system through the implemented actions, as well as testing and scaling up new business models in a more cost effective and sustainable way.

If facilitated in the right way lead firms are often willing to commit finance, personnel or time towards creating positive change within the market system. A lead firm's influence can come from not just their size (often they are not even large organisations), but also their distribution networks, political contacts, consumer and supplier loyalty, as well as their innovative nature.

**Note:** Although lead firms are typically individual companies, when marginalised actors organise themselves into an effective MOG, coordinating their efforts and build economies of scale, they can become a lead firm in their own right.

When engaging a lead firm within the participatory planning process, experience has shown that it's important for the facilitators to carry out the following:

- Provide lead firms with evidence of the benefits to their business from the potential changes in the market system if they engage
- Gather this evidence first and present it to them using appropriate business-focused language
- Provide evidence of how the current situation of inefficiency, marginalisation of producers and consumers, and low productivity has a negative impact of all market actors including the lead actors

- Highlight how participating in the planning process will give the lead firms a competitive advantage over their competitors. This is through allowing them to build relations with other market actors, and creating opportunities to significantly increase the productivity, quality or efficiency of the system as a whole, providing a win-win for all market actors
- If they commit, lead firms will often want to know what will be expected of them in return, including their time and any resources, so it is important for facilitators to present this as well

**Note:** Some lead firms may have some issues on confidentiality of their participation in the process, particularly if overcoming market barriers will help their competitors as well. However, these can normally be overcome by focusing on the positives of their involvement and relationships, including the trust and loyalty they'll be building with a range of other market actors.

There is some risk that lead firms will end up monopolising one area of the energy system, but this is likely to only be in the short term until their competitors catch up. However, it is important to remember that a stronger market system benefits all market actors, often increasing competition rather than decreasing it.

## Step 5.3 Facilitating policy change

Experience has shown that many of the most common interventions proposed by market actors involve changes in legislation, regulations or standards, falling within the Level 3: Enabling Environment of the market map. Facilitators need to ensure they build the capacity of the market actors - including through their interest forums, MOGs and lead firms - to mobilise their members to advocate for, and help implement and enforce policy changes themselves.

For certain energy market systems to develop, particularly those involving marginalised and low income households, market actors often need to get involved in the process of policy change themselves. This includes supporting the policy makers to identify the major market system barriers, and develop the political conditions to successfully support new energy technologies or innovations to overcome them.

Sometimes facilitators may need to take a lead in the short term on advocacy or influencing in certain less developed energy market systems to convince policy makers and, or, supportive government agencies of the importance of policy changes required to support a range of market actors. In other more developed energy market systems the coordinated and persistent advocacy of a wide range of market actors can persuade the policy makers to take the required action.

It is important for facilitators to engage relevant policy makers in the roadmap process from as early as possible, being aware of the following:

- In practice policy change is often messy, rarely following models that suggest a linear and neat process
- Policy change processes often get complicated particularly if they require a power shift as authorities are rarely willing to give up positions of power. Facilitators need to help identify the actors who might lose power from a policy change, and involve them in the process to address their loss
- Although every perceived negative impact can be turned into an opportunity, certain actors may have to lose out for a market system to become more inclusive and efficient, such as corrupt intermediaries or selfish community leaders
- As politics concerns votes and public opinion it can be useful to engage local and national media to highlight either negative or positive actions of policy makers
- Any policy change needs to involve the market actors that will be impacted. Facilitators can support, but the market actors themselves need to be engaged and passionate about changing a particular policy
- Policy change is often about timing, so if progress is slow going, the market actors may need to take a break and re-engage when conditions are more favourable

- It is important to find allies in other regions or subsectors who are also working to get policies changed, and for the market actors to collaborate with them
- Some policies are easier to change than others, so facilitators should support the market actors to prioritise ones that are more likely to succeed, to build their confidence and capacity to address more challenging policies.

## Step 5.4 Facilitating systemic change

Facilitators need to be continually aware that successful facilitation requires a 'learning-by-doing' approach, and need to actively invest time and resources into monitoring and reflection as they go. This involves trying things out, monitoring their outcomes, using formal indicators as well as informal observations, and then building on the successes and learning from failures.

Facilitators need to actively monitor how effective the intervention activities are at delivering the expected outcomes, which is dealt with in detail in Step 6. They also need to check how the market actors are responding to the interventions and if there are signs that the market actors will continue implementing change after the facilitation has ended. Experience has shown that the following recommendations are effective in facilitating systemic change within an energy market system.

### Step 5.4.1 - Valuing small outcomes

**Time:** Facilitating the development of any market system is a process that takes time – often longer than stakeholders expect or desire! Market actors need to feel confident they can manage the potential risks of changing their behavior when they work with other actors as they implement the planned activities. This typically only takes place when the attitudes, relationships and levels of trust between the market actors improve, which again takes time. Although these characteristics can be difficult to measure and keep track of they're essential if more tangible and sustainable outcomes are to be reached, such as the new and more efficient business practices of small energy businesses.

**Trust:** As the facilitation process progresses facilitators need to nurture these more intangible attitudes of market actors towards each other, including building the levels of trust and strengthening the relationships between the actors. Facilitators can keep trying to promote the more tangible innovations, including new business models or marketing strategies, but these are often contingent on healthy relationships between the actors. The facilitators also need to help the actor's value and celebrate any benefits arising from their increased cooperation and calculated risk taking even when the benefits may seem small. Experience has shown that building an appreciation amongst the actors of even small outcomes can help catalyse trust, leading to bigger and more tangible outcomes.

**Action:** As facilitators continue to support the market actors during the planning and implementation stage they can use the template in **Annex 7**, ideally updating it on a monthly basis. This can help them keep track of all the achievements of the roadmap process, even the seemingly small ones. These can then be regularly communicated back to the market actors to energise them about the success of the process.

### **Step 5.4.2 - Keeping track of interest groups**

Interest groups often bring together small numbers of market actors to work together to address specific market barriers that impact them, through undertaking tangible activities in a coordinated approach. Facilitators can use a Relationship Matrix<sup>2</sup> to track the changing relationships and actions of these interest groups against a baseline to measure how they're evolving. Experience has shown that when used effectively by a facilitator, this matrix can help encourage and catalyse positive changes in the attitudes and trust between the market actors.

Facilitators can start by reviewing the market map and intervention action plans, which can act as a baseline, to allow the market actors to discuss their progress and make any further changes and amendments that are required, refocusing their set of priorities.

**Note:** This exercise can be useful when reviewing periods of rapid progress as well as periods of inertia. During busy period, such a review helps encourages market actors through their sense of achievement.

Reviews during periods of little change is much more difficult, but can provide an opportunity to try and understand why this has been the case, and to make adjustments to the activities if required, hopefully motivating the market actors to keep going.

**Frequency:** It is important to try and review and revise the intervention actions plans with the market actors at least once a year. More frequent reviews can be beneficial, with interest groups meeting on a monthly or 3-monthly basis if required.

**Flexibility:** However, it is also important to remember that these tools are only support tools for facilitating attitudinal and relationship change. They are not an output in themselves and should not be followed blindly, particularly if the market actors don't understand or appreciate them. The facilitators need to focus on providing responsive facilitation to support the market actors to implement the intervention activities they've developed themselves, or adapt them as required to overcome the market system barriers they face.

### **Step 5.4.3 - Be patient**

**Patience:** Facilitators also need to support the market actors to be patient as tangible outcomes of the roadmap often lag behind the facilitated activities. They sometimes only appear after tipping points have been reached, following long

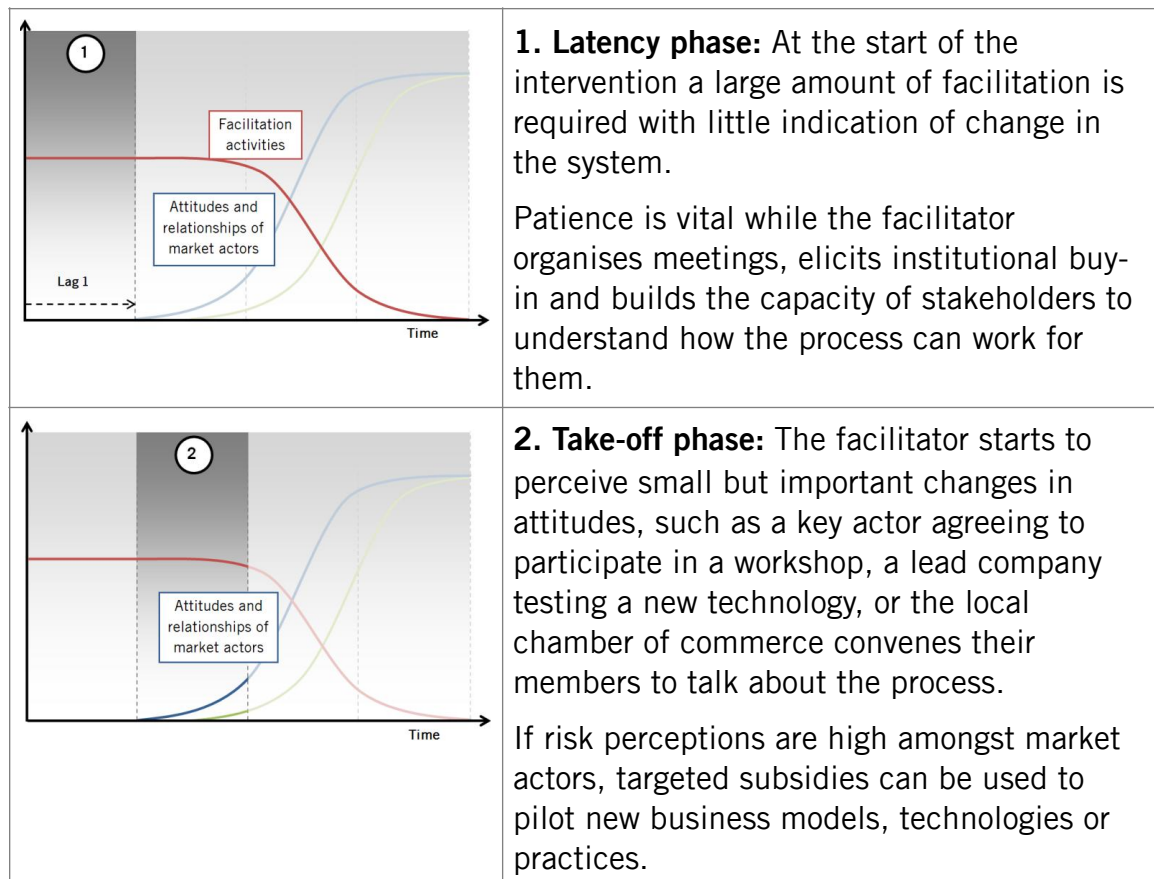
---

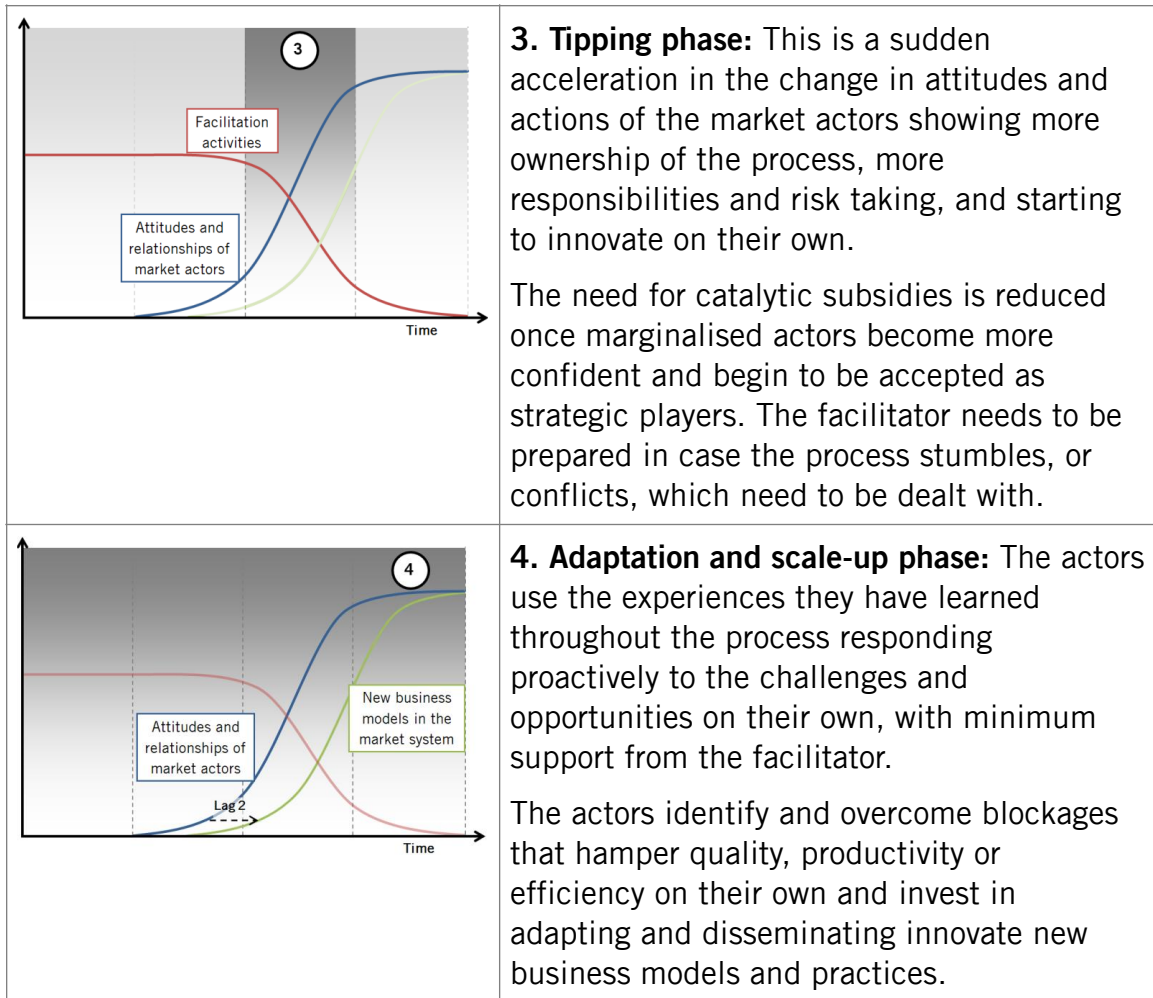
<sup>2</sup> A tool initially developed by SDCAsia and adapted by Practical Action

periods of successful facilitation. Changes in attitudes and relationships of market actors – and in turn business practices – often only occur after extended periods of interaction with each other, but when they do, they can progress suddenly and accelerate quickly.

**Tipping points:** It is important for facilitators to be aware of these lags and tipping points so they can support market actors to be patient when progress is slow and not give up. They also need to be aware when the attitudes between the market actors are improving so they can reduce the intensiveness of their facilitation as they start planning their eventual exit from the system, as summarised in Figure 1.

**Figure 1:** Lagging outcomes and facilitation tipping points





### Step 5.4.4 - Monitor unexpected signals

The roadmap process depends on using up-to-date information on how the market actors are behaving and interventions are progressing, which requires regular and accurate monitoring. However, important insights about the incentives, attitudes, and relationships of market actors are inherently difficult to capture through formal measurement. It is therefore important to draw on the experiences and observations of the facilitators on how well the market actors are responding to each other and the implemented activities.

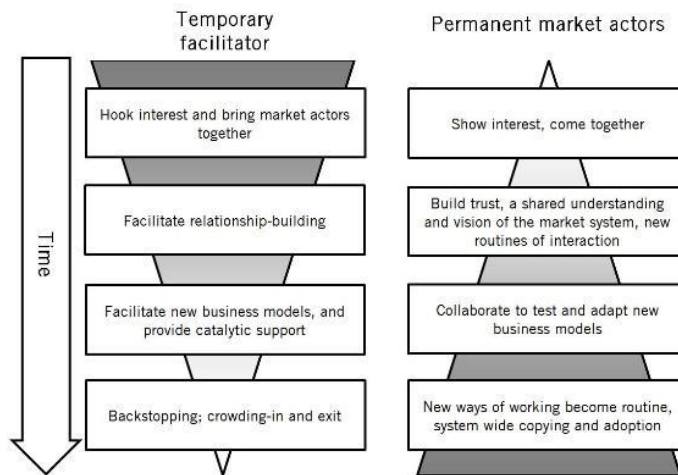
As these signals are often difficult to anticipate field facilitators need to be well-informed about the logic of the intervention they're facilitating so they can be receptive to positive or negative signals as they emerge. It is important for facilitators to regularly meet together, ideally informally, so they can share their reflections, including identifying emerging patterns of behavior of the market actors that can be used for decision-making during future facilitation and intervention design.

**Note:** Although such informal information is very useful, it is often subjective, and should ideally be checked with information from formal monitoring, particularly when important decisions are being made.

### Step 5.4.5 - Reviewing the intervention logic

The intervention logic developed during the strategic planning in Step 2 of the roadmap can provide a helpful framework for monitoring the intervention action plans. It should be used to check whether the facilitated activities have led to the expected outcomes, and if not why not. This can help make changes to the facilitation approach with the facilitation team, including field staff. Figure 2 highlights the inherent temporary role of the facilitator within the roadmap process - to try and catalyse changes in the market system through supporting the market actors to act themselves.

**Figure 2** Facilitation - Planning your exit before you enter<sup>3</sup>



At the beginning of the roadmap process, the facilitators need to take a lead in attracting markets actors to come together. At every opportunity the facilitator needs to focus on building the trust between the market actors towards greater collaboration and experimentation. As trust builds and new business models are tested and adopted, the process of change needs to be increasingly led by the market actors themselves. The facilitator needs to gradually wind down the intensiveness of their support, gradually focusing more on facilitating effective communication through the selected energy system, encouraging the actors to copy and adopt new more inclusive approaches, in particular the marginalised and gender equality.

<sup>3</sup> Adapted from Bernet et al, 2005

### **Step 5.4.6 - Supporting constructive learning**

**Failure:** As energy systems are complex, and facilitating the actors to develop their market themselves is not straightforward, mistakes, false starts and even failure are inevitable parts of the roadmap process. Often things don't go the way the facilitators expect or want, but however disappointing, these failures offer valuable lessons. Market facilitators often report that in the long-run, outcomes and impacts tend to be greater where failures occurred early in the process and their strategies were improved as a result.

**Honesty:** It is therefore important that facilitation teams are able to discuss and reflect upon the success or failure of their activities openly and honestly from the very start. In this way, future decisions and actions can be made based on the lessons that come out of them. Facilitators need to think about how they can nurture a working environment for their team that encourages honest and open critical reflection.

### **Step 5.4.7 - Making actions more effective**

The roadmap uses a learning approach that needs to continually assess its effectiveness so it can actively adjust and improve its facilitated intervention activities. Time and resources need to be allocated for the facilitation team to regular meet to review monitoring information, discuss their experiences and observations about how the process is going, learn from these observations and plan ahead. The facilitation team can use the template in **Annex 8** to assess the various important aspects of their facilitation, which can then be adjusted accordingly. The following recommendations can be very useful for facilitators as part of this process:

- Experience has shown that regular meetings are important to continually monitor the facilitation process and make regular changes based on evidence, either formal or informal
- These meetings should be used to share experiences and observations that have been made in the field as some may be important signals
- Meetings can be used to review the intervention logic against experiences in practice. Placing a graphical representation of the intervention logic or results chain on the wall can help the team focus their discussions on whether their experiences in the field match what was envisaged when the intervention was designed
- Facilitators always need to keep sustainability, and their eventual exit from the selected energy system in mind, constantly checking whether the market actors are taking leadership over the roadmap processes as planned
- The facilitation team needs to promote an environment of discussing and

learning from mistakes and failure.

## Annex 1 - Template for assessing and ranking interventions

Identified market barrier	Potential intervention	Factors affecting their delivery	Initial ranking
<b>LEVEL 1: Market chain</b>			
<b>LEVEL 2: Inputs, services and finance</b>			
<b>LEVEL 3: Enabling environment</b>			

## Annex 2 - Template for technical assessment of actions

Technical assessment criteria	Response
<b>Difficulty</b>	
Is the required technology available?	
Is the required technical knowledge available within the group?	
If not, can this knowledge be easily obtained from elsewhere?	
Is there support for the solution from all the actors who will need to be involved in implementing it?	
Does the solution require long-term support or involvement from the market actors?	
Are there any government policies or institutions that could block the solution?	
Does it go against social and cultural norms?	
Is there any animosity between actors that needs to be overcome before the solution can be carried out?	
<b>Risks</b>	
Is there a danger of any actor losing out as a result of the solution, for example with regards to financial security, social status, vulnerability or health?	
Can you foresee any negative, unintended consequences that could result from implementing the solution?	
Are there any contextual risks such as corruption, violent conflict or exposure to natural disaster?	
<b>Costs</b>	
How expensive will the solution be to implement and maintain?	
Who will pay for the solution? Do they have sufficient funds and motivation to do so?	
If not, is there anyone else available who might be willing to fund the solution?	
Do finance mechanisms exist (e.g. loans or grants) to cover the costs of the solution?	
Are more affordable solutions available?	
Can any actor provide in-kind benefits to reduce costs?	

### Annex 3 - Template for intervention implementation strategy

Intervention	Desired outcome of intervention	Required activities	Lead market actors	Timeline and communication avenue
Intervention 1:				
Intervention 2:				
Intervention 3:				

## Annex 4 - Template for keeping track of animation shifts

Date	Animation change	Actors involved	Nature and duration of change	Positive or negative change	Ideas to use these changes
	E.g. Argument over prices	E.g. Technology importer and wholesaler.  NB: Recommend you identify actors by name whenever possible.	E.g. Argument ensured following long-running issue on price increases	E.g. Negative	E.g. Facilitate the setting up of a working group to tackle this issue?  NB: This column can be used after the workshop.

## Annex 5 - Template for giving effective feedback

The Situation + Behaviour + Impact (SBI) model:	
Situation:	On Monday, during the workshop
Behaviour:	You interrupted me several times
Impact:	I felt rejected (this is focused on how the receiver felt)
<p>This method does not convey assumptions, just the impact that a particular behaviour has on you as an individual. It avoids accusations such as “you were rude”. Instead it focuses on how people felt (these are facts).</p>	
<p><b>When giving feedback:</b></p> <ul style="list-style-type: none"><li>- Be specific</li><li>- Focus on what is changeable</li><li>- Don't make judgements (positive or negative): don't say “you were a fantastic facilitator”; the behaviour was “you organised the agenda very well and provided clear introductions and instructions”.</li></ul> <p>Feedback should provide something to chew on.</p> <ul style="list-style-type: none"><li>- Speak for yourself</li><li>- Speak directly to the person</li><li>- Provide balanced feedback</li><li>- Don't explain away [for example, to apologise or minimise the importance of the comment]</li><li>- Be honest – be kind</li><li>- Avoid prescriptions (for example, you should, you must)</li><li>- Practice the SBI model</li><li>- Use words and language that are clear and cannot be misinterpreted. Check that the feedback was well understood.</li></ul>	
<p><b>When Receiving Feedback:</b></p> <ul style="list-style-type: none"><li>- Listen and look at the person who is giving you feedback</li><li>- Treat the feedback as a gift</li><li>- It is ok to ask questions for clarification only (i.e. about the meaning of the feedback, not about the motivations behind it).</li><li>- Understanding is not the same as agreeing with something – people are sharing their perceptions</li><li>- Be alert for the themes and patterns</li><li>- Do not defend, justify or “explain away”</li><li>- Say “thank you”</li><li>- Give yourself time to reflect and process</li></ul> <p>© 2006 Center for Creative Leadership. All Rights Reserved. See <a href="http://www.ccl.org/leadership/pdf/publications/readers/reader405ccl.pdf">http://www.ccl.org/leadership/pdf/publications/readers/reader405ccl.pdf</a></p>	

## Annex 6 - Template for assessing interest forums

Steering question	Rating (1 very poor, 5 very good)				
	1	2	3	4	5
What is the overall purpose of the forum?					
What are the specific functions of the forum?					
Who are the members of the forum? Who in the market system is excluded from the forum? (Focus especially on marginalised actors and disadvantaged social groups such as women)					
Who leads the forum? Does the forum have a strategic vision? How are key decisions made, and by whom?					
How is the forum coordinated and managed? Are the processes formalised or are they informal and fluid?					
How sound is the financial management of the forum?					
Where do the members meet? How often? How long does it take members to reach the meeting place?					
What are the members' perceptions of the effectiveness of the forum? What are the perceptions of other non-member stakeholders? How does the general public perceive the forum?					
What is the forum's history and track record? What are the forum's biggest success stories and past difficulties?					
Current challenges and opportunities: What are the forum's current challenges and opportunities?					



## Annex 8 - Template for assessing and adjusting facilitation

Prevailing market conditions	
Are there emerging issues in the energy system that creates new challenges and opportunities for the market actors?	
Can the facilitation activities be adjusted or changed to make them more sensitive and appropriate to these conditions?	
Relationship between facilitators and market actors	
How are the market actors reacting to the facilitated activities?	
What can we do to strengthen the understanding of market actors about our temporary facilitative role?	
What can we do to strengthen the market actors' leadership and ownership over the changes that are happening in the market system?	
Attitudes and relationships	
How have the critical attitudes and relationships in the energy system been changing?	
What can we do as facilitators to provide greater support to build these relationships?	
Do we need to change the activities we facilitate to build relationships, or change the way we facilitate them?	
Business models	
Are new business models emerging, being tested out and being adapted?	
What can we do to provide greater support market actors to innovate?	
Routines and system-wide transformations	
Are new ways of working of market actors becoming a routine part of their business?	
Are successes being copied and adopted more widely?	
Can we do more to facilitate this scale up to happen?	

