



Food and Agriculture
Organization of the
United Nations

A photograph showing a group of people, mostly women, gathered around a table in a meeting. They are looking at documents and talking. The woman on the left is wearing glasses and a black jacket. The woman next to her is wearing a purple top. The woman in the center is wearing a patterned green and white top. The woman on the right is wearing a dark blue shirt. They are all wearing blue lanyards. The background shows a window with orange curtains.

ORGANISING A MARKETPLACE

A practical guide



Publications in this series

CDAIS manuals and guidelines

- *Capacity Needs Assessments – A trainers’ manual (2nd edition)*
- *Innovation Niche Partnerships – A guide to the coaching process*
- *Organisational Strengthening – A guide to the coaching process*
- *Organising a Marketplace – A practical guide*
- *Organising a Policy Dialogue – A practical guide*
- *Monitoring, Evaluation and Learning – Concepts, principles and tools*

CDAIS stories and conversations

- *Building Competence and Confidence in Agricultural Innovation – Stories of Change*
- *Catalysing Innovation in Agriculture – Conversations of Change*

The manuals are intended as working documents. The project supported the development of the Common Framework on Capacity Development for Agricultural Innovation Systems of the Tropical Agriculture Platform, and tested it in eight pilot countries. One key finding was that the framework requires adaptation in each country situation, and as such the manuals are intended as general guides only.

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ORGANISING A MARKETPLACE

A practical guide

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INTRODUCTION

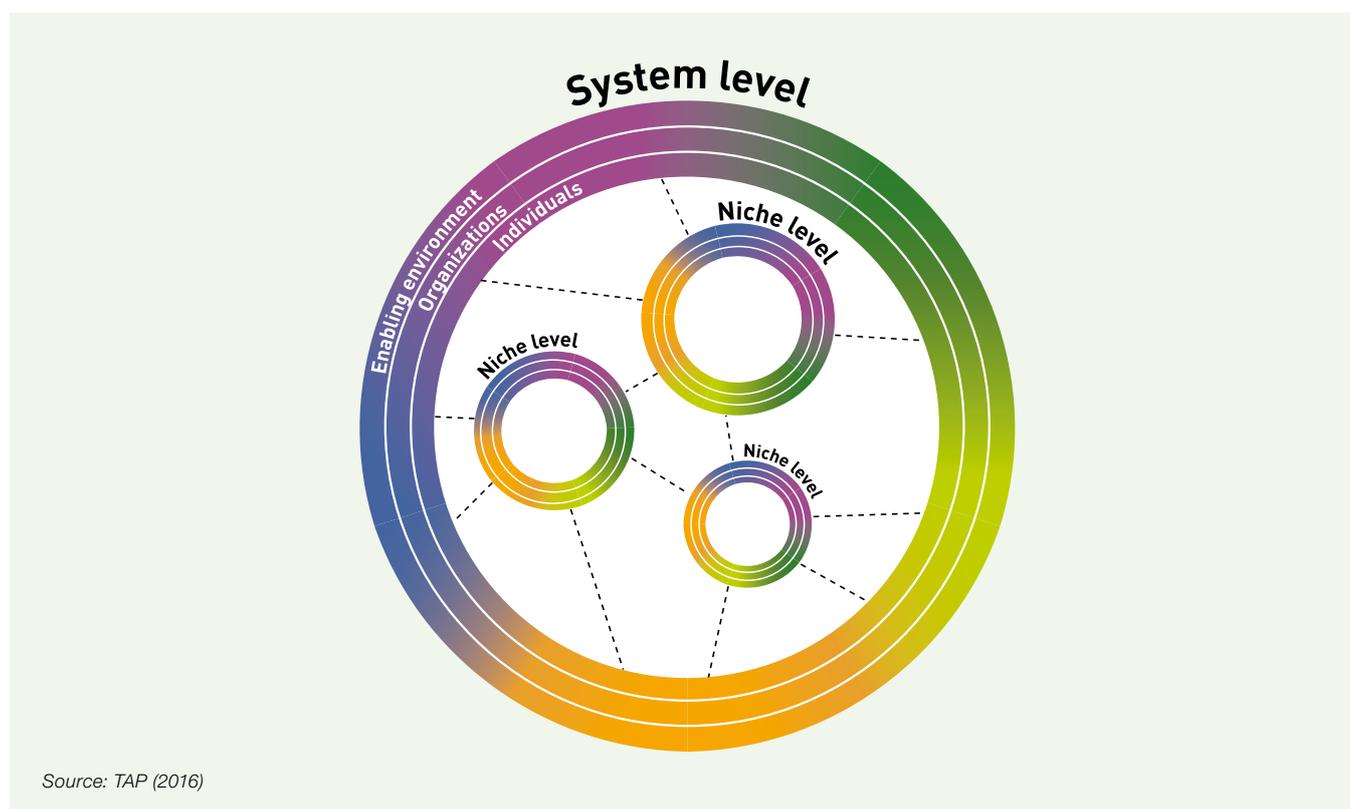
Agricultural innovation is central to sustainable development, poverty reduction, and food and nutrition security in tropical regions. However, many countries need to strengthen their individual and organisational capacities for innovation and foster an enabling environment that stimulates and supports innovation. To address this capacity gap, the Tropical Agriculture Platform (TAP), a coalition of 45 international, regional and national partners, was established in 2012 by the Food and Agriculture Organization of the United Nations (FAO) at the request of the G20. To consolidate the different existing approaches to agricultural innovation, TAP developed a Common Framework on Capacity Development for Agricultural Innovation Systems (TAP, 2016) and pilot tested it in eight countries during 2015–2019. The efforts were generously supported by the European Union (EU) through the project ‘Capacity Development for Agricultural Innovation Systems’ (CDAIS), coordinated by FAO and Agrinatura (a consortium of European universities and research institutes), in partnership with national partners. The lessons learnt are being used to fine-tune the TAP

approach and to update and expand the accompanying set of tools and guides for using the TAP Common Framework. Organising a Marketplace – A practical guide, presented here, is one of these products.

Background and concept

Developing capacity for agricultural innovation systems using the common framework involves a range of activities at both local and national levels. Local innovation niche partnerships are at the centre. These partnerships collaborate to achieve a shared vision such as for developing a commodity value chain for a geographic area, or for achieving a strategic thematic objective. The innovation niche partnerships operate within, and interact with, a wider system that influences their capacities, performance and opportunities for agricultural innovation (Figure 1). In this context, a ‘marketplace’ (or ‘innovation fair’) is a national (or regional or local) event to form new collaborations on capacity development for innovation, connecting the innovation niche

Figure 1. The dual pathway approach for developing capacity for innovation



INTRODUCTION

partnership with organisations that might have a shared interest in its objectives. The marketplace builds on the following assumptions.

- Local innovation partnerships collaborate towards a shared vision and have good understanding of the capacities they need to achieve their objectives.
- Capacity constraints and needs have been identified through a capacity needs assessment (see Capacity Needs Assessments – A trainers’ manual) facilitated by trained ‘innovation facilitators’ who work closely with the partnership. The analysis has been further refined at a national validation workshop. The partnership’s specific needs for functional and technical capacities is well documented and captured in an action plan.
- A range of organisations at the national level – providers of agricultural support services – share an interest in technical and non-technical agricultural innovation as a means for achieving development and business goals. These organisations may provide a range of support services (financial, technical advice, training, coaching, linkages to other relevant partners, etc.) for capacity development for innovation, and constitute the supply side of such services.

A marketplace can act as a broker between innovation niche partnerships in need of capacity development and national actors – agricultural service providers and development organisations – with a shared interest in innovation. A marketplace is a structured methodology for this matching of demand and supply. At the same time, it promotes learning, and sharing and exchange of information, knowledge and practical experience on specific topics.

Depending on the needs of the innovation niche partnership, the marketplace may address any of the three dimensions of capacity development – individuals, organisations and enabling environment. This practical guide describes how to prepare, implement and follow up a marketplace event, drawing on experiences from the eight pilot countries of the CDAIS project. The central methodology at a marketplace event is a ‘World Café’, a simple and flexible way of organising a dialogue in a large group. Familiarity with this approach is hence necessary; a brief introduction is provided in Box 1.

Box 1. The World Café method

The World Café can be modified to meet a wide variety of needs. Specifics of context, number of participants, purpose, location and other circumstances are factored into each event’s unique invitation, design and question choice, but the following five components comprise the basic model.

Setting: Create a ‘special’ environment, most often modelled after a café, i.e. small round tables, a vase of flowers, etc. Flipchart paper and coloured pens should be available at each table. Ideally, there should be no more than five chairs at the table.

Welcome and introduction: The host begins with a warm welcome and an introduction to the World Café process, setting the context, sharing the café etiquette, and putting participants at ease.

Small group rounds: The process begins with the first of three or more 20-minute rounds of conversation for the small group seated around a table. At the end

of the 20 minutes, each member of the group moves to a different new table. One person (or more) remains as the ‘table host’ for the next round, welcomes the next group and briefly fills them in on what happened in the previous round.

Questions: Each round is prefaced with a question specially crafted for the specific context and desired purpose of the World Café. The same questions can be used for more than one round, or they can be built upon each other to focus the conversation or guide its direction.

Harvest: After the small groups (and/or in between rounds, as needed), individuals are invited to share insights or other results from their conversations with the rest of the large group. These results are reflected visually in a variety of ways, most often at the front of the room.

Source

Adapted from: www.theworldcafe.com/key-concepts-resources/world-cafe-method/.

INTRODUCTION

Objectives

The general objective of a marketplace is to identify and initiate new collaborations and partnerships that support agricultural innovation in a given local and national context. The marketplace creates opportunities for the actors of the national agricultural innovation system to have a focused dialogue on areas of joint interest, to achieve the following specific objectives.

- To map agricultural innovation support services in the country.
- To give visibility to the innovation niche partnership of an agricultural project or intervention.
- To meet the capacity-development needs of innovation niche partnerships through matching with providers of agricultural support services, and with funders.

Expected results and outputs

The expected result of the marketplace is that new collaborations and partnerships are formed, which jointly

implement actions to strengthen capacities to innovate and learn. The marketplace will also produce specific outputs.

- Poster presentations on the innovation niche partnerships' capacity needs.
- Inventory of providers of agricultural innovation support services.
- Agreements on collaboration on capacity development for agricultural innovation, to be followed up after the event.
- Reports and communication products.

The eight marketplace events held under the CDAIS project between 2016 and 2018 were well received by participants. In Ethiopia, for example, the workshop report noted that "it was an important event to help partners learn from each other. It also had an impact on popularising the project in the country because important actors who never heard about CDAIS before did attend the meeting, and media coverage of the function was also fairly good". In Burkina Faso, the marketplace was selected as a 'story of change' and included in a CDAIS book launched in 2018. This gave visibility to the six partnerships of the project and told how this methodology helped them forge new collaboration (Figure 2).

Figure 2. Innovation partnership World Café, Burkina Faso, 6 July 2017



Organising a marketplace event

ORGANISING A MARKETPLACE EVENT

The three phases



National marketplaces are one-day events to link local innovation niche partnerships with other relevant organisations and stakeholders in the country, with a view to collaboration on capacity development for agricultural innovation. A marketplace can also be organised at a decentralised level, depending on context. The methodology described in this guide is a flexible framework, which is tailored to the national context in each particular case.



*Marketplace event in Dhaka, Bangladesh, September 2017.
Photo: M. Bucciarelli/FAO*

The national project team (e.g. National Project Coordinator, Country Project Manager) will lead the activity and develop a concept for the marketplace, a draft agenda and list of participants for the event, taking the national context into account. The national steering committee, if the project has one, may play a critical role in reviewing the plans and advising on the process. The marketplace is a process in three continuous steps.

1. Preparation phase

Thorough, detailed and early planning is critical to the success of the marketplace process. Participation of key organisations is essential, as it is vital to identify relevant participants and motivating them to attend. The mapping

and identification of partners should be carried out early. Participants will need to be well informed and prepared, so that the marketplace achieves high-quality results. Last-minute organisation of a one-day workshop is not an option.

2. The marketplace event

For the one-day event to run smoothly and deliver the expected results, both logistic and technical aspects need attention. A facilitator familiar with the World Café methodology will be necessary; remember that the method might be new to many participants. The event is also an opportunity to give the project visibility in the media. Evaluation of the event contributes to lessons learnt.

3. Follow-up after the event

The marketplace is one of a suite of activities at local, organisational and national levels for developing capacity for agricultural innovation. These activities inform and reinforce each another. The follow-up of the marketplace event refines and reports the results, and facilitates or catalyses proposed capacity-development alliances and actions, which may require formalising agreements. Subsequent activities, such as coaching plans and policy dialogue, may carry forward some results of the marketplace.



*Marketplace event in Ouagadougou, Burkina Faso, July 2017.
Photo: FAO/CDAIS*

ORGANISING A MARKETPLACE EVENT

Phase 1. Preparation phase

The marketplace follows the capacity needs assessment (see Capacity Needs Assessments – A trainers' manual) and national validation workshops of the project cycle. This means that the critical functional capacities needed to achieve the innovation niche partnership's objectives have been identified, and that the partnerships and their innovation facilitators are enabled to present these needs to other stakeholders.

Information gathered from the scoping studies (which, among other things, identify and select innovation niche partnerships early in the project) and inception workshop will also be useful, for example in identifying potential organisations to involve in the marketplace, or mapping opportunities for linking with existing programmes and platforms.

Refining the concept note for the marketplace

A concept note for the country's marketplace, primarily for internal use, will be helpful for guiding the detailed planning and implementation, and ensure that the process is well adjusted to the specific country situation. A shorter version of the concept note will accompany invitations and inform external stakeholders about the activity. Used flexibly, this practical guide is a starting point for the concept notes, which should be developed early and in consultation with key individuals, e.g. the project steering committee.

Identification of participants, including donors and service providers

The selection of participants is critical for success. Since the marketplace will involve people and organisations that may have had no previous interaction with the project, it is advisable to put emphasis on identifying the relevant participants and motivating them to attend. These may include organisations with expertise in the specific technical area or value chain, those with experience in offering capacity-development services, and others, depending on the objectives of the event and the project as a whole. The national project team will prioritise and select the most relevant actors to be involved. Information on potential organisations to invite may come from a range of sources, including earlier project events and, for example, the project steering committee. The coordinating organisation (e.g. the Ministry of Agriculture) will also guide the selection.

In addition to 'internal' participants – the innovation niche partnership teams and the national project team (including innovation facilitators) – the following should be considered.

- Participants would typically include, amongst others, government and non-governmental organisations, donors, development agencies, research and higher education institutions, agricultural service providers, representatives of value chain actors, and the private sector. Think creatively about who might be involved and could be a potential partner in supporting capacity development for agricultural innovation.
- TAP partners represented at country level should be included in the invitee list, as should FAO, EU delegations and other donors. These organisations, many of which are already familiar with the common framework, can be most valuable in the dialogue.
- Gender representation of participants should be taken into account in the selection process, to the extent possible.

Preparation of an agenda

A draft agenda for the marketplace event will be prepared and included in the concept note. A generic agenda is provided in Annex 1 – to be adjusted according to the needs of the particular country and project.

Identifying and preparing the facilitation team

A team to manage and facilitate the marketplace event should be formed early.

- A facilitator knowledgeable about the World Café methodology and experienced in facilitating multi-stakeholder dialogues is critical. This person may already work in or with the project; alternatively, an external facilitator needs to be identified and contracted.
- The project's innovation facilitators may need to be briefed and trained on the marketplace approach. They can facilitate group processes during the marketplace event to ensure that objectives are met through clear thinking, good participation and buy-in from all participants.

Invitations

The letter of invitation to the event should include summary information (or briefing) on each innovation niche partnership. This should raise interest to attend and help participating organisations identify common areas of interest prior to the event.

Preparation of innovation niche partnership posters and presentations

Prior to the marketplace event, the national project team will work with the innovation niche partnerships to prepare posters to be presented at the workshop, summarising the results of the capacity needs assessment for each partnership. This activity will also boost partnership teams' confidence in expressing their capacity-development needs.

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One good option is to invite the partnerships early and organise a pre-workshop for this purpose the day before the marketplace event.

Logistics

In addition to the standard logistics of organising a national one-day event, the marketplace may require particular attention to the following aspects.

- The venue needs to be suitable for the World Café method (see Box 1). Space is crucial to the success of the meeting. The tables should be set up café-style, and there must be ample space for posters and for documenting (harvesting) results.
- Sufficient facilitation and presentation materials should be available (flipcharts, markers of different colours, paper, post-its, adhesive tape, etc.). It is surprisingly common that this aspect is not sufficiently prepared!
- Welcome kits should include the marketplace concept note and programme, but also project flyer, summary information or a brief on each innovation niche partnership, and relevant project reports (e.g. results of capacity needs assessment), as many participants may be new to the project.
- As mentioned, a poster of the capacity-development needs for each innovation niche partnership will be prepared in advance. If possible, prepare a template for posters (see example in Annex 2).
- Service providers/guests may present their offers of agricultural support services on posters or through short presentations.
- For a good and comprehensive report, the documentation of the event needs to be well organised. Arrange for one or more people to take notes and document/collect all outputs. Photos of all posters and other outputs are useful. Consider recording plenary sessions. If translation is used it is important not to lose original content.
- The dynamic and interactive World Café provides good photo opportunities, for publicity and reports. Consider engaging a professional photographer; the facilitation team will be busy doing other things.
- A press release can help raise media interest and give visibility to the event and the project.

Phase 2. The marketplace event

The marketplace event uses a combination of plenary and group sessions, as indicated in the draft agenda (Annex 1). This section provides an orientation on how to practically organise and facilitate the different sessions for a good result.

Introduction and welcome Plenary session

 Duration: 70 minutes

Objective

To 'set the scene' and create an atmosphere that will encourage open, constructive dialogue on collaboration for agricultural innovation.

Approach

The opening session will be organised according to local protocol. However, long keynote addresses are best avoided, to allow sufficient time for the interactive sessions and to encourage an informal setting. The session will introduce capacity development for agricultural innovation systems, which may not be a familiar concept to all participating organisations. Introduction of participants using interactive tools helps create an open, informal atmosphere. Objectives and the marketplace approach are introduced to the participants.

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Group session 1: Presentation of capacity needs of innovation niche partnerships

🕒 Duration: 90 minutes

Objective

To present the capacity-development needs of local innovation niche partnerships to organisations that may provide relevant support services or funding.

Approach

World Café (see Box 1). Representatives of innovation niche partnerships act as table hosts (one partnership per table), while actors of the supply side rotate from table to table. Table hosts present the assessed capacity needs using a poster containing a profile of the innovation niche partnership, including its capacity-development needs. The service providers can indicate their interest or make proposals for how these needs could be met. A facilitator at each table takes notes of key points made, using flipcharts. After 20 minutes per round the suppliers of agricultural support services move to the next table, where the process is repeated, with the difference that results of the previous consultation(s) will be considered. The procedure is then repeated again until the cycle is completed (i.e. the service providers have visited each table), hence increasing the number of connections made in each round. A short plenary for questions and answers wraps up the session.

Group session 2: Presentation of innovation support service providers

🕒 Duration: 90 minutes

Objectives

To share information about organisations providing agricultural support services or funding, and to explore synergies between the suppliers of these services and the innovation niche partnerships.

Approach

As in the morning, a World Café is set up, but with inverted roles: the tables are hosted by groups of organisations, organised thematically, while the innovation niche partnership teams rotate. Again, in rounds of 20 minutes each, the table hosts present their offers of agricultural support services. After the full cycle, the innovation niche partnerships will have good insights into who is providing what services. Like before, the session ends with a short plenary for questions and answers.



Participants at the marketplace in Vientiane, Lao PDR assessing the post-it notes that indicate potential linkages between service providers and the innovation niche partnerships. Photo: FAO/CDAIS.

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Matchmaking session Group work and plenary

🕒 Duration: 90 minutes

Objective

To identify potential collaborations between innovation niche partnerships and service providers, as well as with development partners.

Approach

The innovation niche partnerships express a preference for the service providers to address each of their capacity-development needs. The service providers pitch to address specific needs in specific partnerships, and the development partners state which partnerships or needs fit with their priorities and activities (with no commitment of funding). This matching up among the three groups could be a card exercise, using different colours for each.

- a. Using cards, the innovation niche partnership writes the name of a service provider or development partner that they have identified for each of their capacity-development needs (functional or technical capacities) (one card per need).
- b. Agricultural support service providers write on a card the type of capacity-development intervention they could offer (one card per intervention type), and to which innovation niche partnership they think they could offer it.
- c. Development partners write a card for each capacity-development need or partnership that matches their strategic priorities and/or has synergies with their current activities (each group uses cards of different colours).
- d. The exercise could finish with actors from each innovation niche partnership at a 'station' with their cards stuck on the wall (their 'wish list'). Service providers and development partners then move around and stick their cards where they think they could contribute or be linked to.

In some countries (Bangladesh and Burkina Faso), an 'expression of interest form' (Annex 3) was used to capture interest for collaboration by service providers and innovation niche partnerships (Box 2).

Closing session Plenary

🕒 Duration: 90 minutes

Objective

To wrap up the main findings of the marketplace and agree on a process towards developing new collaborations and partnerships.

Approach

The facilitator should summarise in plenary the findings for each innovation niche partnership and note additional comments. It is important to take photos of the matchmaking card clusters produced for each innovation niche partnership, as a basis for the follow-up and reporting. A general discussion will agree on the process for follow-up. The closing session will also include an evaluation of the marketplace through a questionnaire distributed to the participants (Annex 4). The feedback contributes to learning for future events and provides information for the project's monitoring, evaluation and learning system.



Marketplace event in Tegucigalpa, Honduras: the bean innovation partnership, March 2017. Photo: FAO/CDAIS

Box 2. Experiences from the Bangladesh marketplace event

Matchmaking session using 'expression of interest' forms

During the first World Café, after each innovation niche partnership presentation, the representatives of the organisations/service providers were given an 'expression of interest' form each on which they were asked to specify the type of capacity-development or other support they could provide, or the type of collaboration they could foresee (Annex 3). Since one poster was related to tools and methodologies for capacity development, external partners had the opportunity to also indicate whether they were interested in applying these tools and methodologies and, if so, to specify what tools and/or methods they thought were most useful for their work.

Similarly, the representatives of the innovation niche partnerships, while listening to the presentations by external partners during the second World Café, also filled a form (expression of interest form N2; Annex 3) on which they indicated whether they could see potential linkages between their work and any programme/activity of the partner organisation. The form also included space to indicate the type of capacity-development or other

support they wanted. For example: (a) facilitate access to markets; (b) access to financial institutions/investors; (c) support to business development (value chain, profit analysis); (d) training on entrepreneurial and negotiation skills (for input prices and quality inputs); (e) support on group formation, leadership and team-building training; (f) assistance to group purchasing; (g) assistance with loan application; (h) access to new technologies (good agricultural practices; post-harvest management); and (i) training in using new technologies.

During the event, the FAO headquarters (HQ) team, with the help of the facilitators, entered data from approximately 20% of the forms and showed key preliminary results during the closing session. After the event, a more in-depth analysis was conducted and included in the marketplace report. This exercise produced a rich database of opportunities. After the event, the Country Project Manager extracted information on what type of support was requested by each partnership and what the interests from the service provider were; this facilitated the matching of demand and supply for capacity development.

The expression of interest form was particularly useful when the local language was used in the group work, as it left a written record of the outputs.

Phase 3. Follow-up after the event

Immediately after the event, it is important that organisers of a marketplace ensure an effective and timely follow-up of the results, that may include the following.

- Hold a post-event meeting with key persons, such as the national project team, national implementing partner, innovation facilitators, external facilitator (if used), and members of the project steering committee. The purpose is to review the marketplace outputs while they are all fresh in the minds of participants and 'to strike while the iron is hot'.
- Facilitate, catalyse and help to formalise possible collaborations identified at the marketplace. This 'nudging' could greatly improve the delivery of results. Results from the analysis of the expression of interest forms could be of great help at this stage. Personal contacts with key partners will help keep the momentum.
- Prepare an attractive marketplace report and share it with registered participants. It is particularly important that the results of the matchmaking are clearly presented.

- Communicate results and give visibility to the initiative through, e.g., news stories on the web, social media.
- Ensure that recommendations and results are fed into other relevant project activities, such as coaching plans and policy dialogue.

Examples of results

At the marketplace event, organisations get to know each other and begin developing relationships around areas of common interest. The matchmaking session organises these links visually, using card clusters for each innovation niche partnership or expression of interest forms. In all countries in the CDAIS project, a surprisingly long list of potential collaborations emerged for each innovation niche partnership. Of course, the road from a joint expression of interest to an active and fruitful collaboration may be both long and winding.

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The following present a few examples of the links between providers of agricultural services and innovation niche partnerships that emerged at different CDAIS marketplace events. These will need to be followed up in various ways, and could be tracked by the project monitoring, evaluation and learning team.

In Guatemala, the identified matches for each partnership were illustrated in a network map indicating logos of agricultural support service providers, and the area of common interest (Figure 3).

In Angola, at least eight organisations expressed interest in working with the seed cooperative partnership. Areas identified for collaboration were business plan development and management skills, marketing, training farmers on production, certification and analysis of seed quality, and community organisation. One organisation wished to collaborate on fund raising.

In Bangladesh, between 66% and 82% of the service providers expressed interest in collaborating with the five innovation niche partnerships, of which the fish, mango and tomato partnerships attracted the highest interest. There was also a great level of interest in collaboration on tools and methodologies under the common framework, and several organisations registered on TAPipedia, the knowledge-sharing platform of the Tropical Agriculture Platform. External partners most frequently expressed interest in collaboration on business development (especially for the fish and mango partnerships), access to new technologies (mango partnership), entrepreneurial skills training (pineapple and poultry partnerships), and access to markets (tomato partnership).

Finally, the eight marketplace events organised under the CDAIS project in 2016–2018 not only matched the supply of and demand for capacity development for agricultural innovation, but also helped refine the methodology itself. Some of the lessons learnt are highlighted in Box 3.

Figure 3. Relationship map for the bean innovation niche partnership, Guatemala, prepared at the marketplace event on 23 March 2017



Box 3. Lessons learnt from using the marketplace methodology

- The format of the World Café approach, where the innovation niche partnership presents to all visitors, worked well and led to much fruitful discussion (Rwanda).
- Results of the capacity needs assessment were presented to representatives of other projects working on capacity development. In Lao PDR, participants from other projects walked from poster to poster, engaged with innovation niche partnership representatives and left sticky notes on the posters they were interested in, for further follow-up.
- It was a successful event and a capacity-development intervention in itself for partnerships and their facilitators, who showed team spirit and enthusiasm. In Bangladesh, this was a unique occasion and many partners said that it was the first time they could interact with so many organisations working in the same areas and with complementary activities.
- The facilitation was not always smooth: it is key to have an experienced facilitator. World Cafés and working groups need to be well managed, and reporting back to plenary requires great facilitation skills.

Organisational dimensions

- The workshop venue should be large enough and have good wall space for presenting each partnership. The space required should not be underestimated.
- A one-day planning session is required to develop the

'script' for the presentation of the innovation niche partnership at the marketplace.

- The success of the marketplace depends on the attendance of relevant organisations with a genuine and strategic interest in supporting the innovation niche partnerships. Securing their attendance is an important success factor. Mapping and identification of relevant partners (private, public, development agencies and donors, etc.) should be completed at least 2–3 weeks before the event, with written invitations at least two weeks before, to be followed up by the organisers (phone calls, personal visits).
- Sufficient time and resources to be allocated to translate posters and presentations from local languages into English, and – where presenters or participants in working groups speak local languages – also plan for interpretation.
- It is also crucial to 'prepare' the participants by sharing summaries or concept notes highlighting the key facts of the partnerships, their potential, and their capacity needs. Invitation letters should include, e.g., a 1–2 page summary of each innovation niche partnership. This gives participants the opportunity to position themselves and engage in fruitful discussion.

Follow-up

- A post-event follow-up with key organisations that showed willingness to collaborate should be scheduled. After the event, immediately contact all partners who expressed interest, to further discuss collaboration opportunities to support the innovation partnerships.

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Draft agenda for a marketplace event

Agenda item		Responsible
Introduction and welcome plenary session		
08:30	Registration of participants	
09:00	Welcome address	Lead organisation
09:05–09:15	Introduction of the project on capacity development for agricultural innovation systems	Project country team
09:15–09:40	Introduction of participants	Facilitator
09:40–10:00	Objectives, process of capacity needs assessment and lessons learnt	Project country team
10:00–10:10	Programme, objectives and operational modalities of the marketplace	Facilitators
10:10–10:30	Coffee/tea	
Group session 1. Presentation of capacity needs of innovation niche partnerships		
10:30	Innovation niche partnerships present capacity needs – World Café (15–20 min each)	Facilitators
12:00	Lunch	
Group session 2. Presentation of agricultural innovation projects and initiatives		
13:00–14:30	Development organisations and service providers present lessons learnt from their projects or initiatives – World Café	Facilitators
14:30–14:40	Coffee/tea	
Matchmaking session – group work and plenary		
14:40–16:10	Identification of potential collaboration between each innovation niche partnership, potential service providers and development partners	Facilitators
Closing session – plenary		
16:10–16:40	Wrap-up and agree on process for follow-up	Facilitators
16:40–16:50	Evaluation	
16:50	Closing	

Example innovation niche partnership poster for a marketplace event



Capacity Development for Agricultural Innovation Systems

Sustainable Marketing and Export of Safe Fish



Description of the Innovation Niche Partnership
Location: Trishal Upazila, Mymensingh
Population/Production: Some 83,000 tonnes of farmed fish are produced in Trishal, which is 22% of total fish production in Mymensingh and is much greater than local demand. The 40 hatcheries in Trishal can produce 280 million tilapia fingerlings.
Existing Group: Three groups – the Tilapia Foundation, the Hatcheries Owners’ Association and the Fish Feed Dealers’ Association in Trishal- are interested in finding ways to work together to profitably produce and market their fish, including in export markets.



CNA participants

Functional capacity profile and the number of respondents (24 respondents including 5 women)



Capacity to manage community	Capacity to enhance innovation	Capacity to access resources	Capacity to manage and monitor processes
3.1 Access to and mobilization of resources	2.1 Cooperation among actors in the group	3.1 Access to and mobilization of financial resources by partnership	3.1 Under-stand of knowledge flows
3.2 Access to and mobilization of skills to lead collective work	2.2 Representation of stakeholders in group/contribution	3.2 Access to and mobilization of financial resources by partnership	3.2 Documentation and monitoring processes
3.3 Access to and mobilization of financial resources by partnership	2.3 Incentives for networking and partnering	3.3 Access to and mobilization of financial resources by partnership	4.1 Role and responsibilities of leader
3.4 Sharing of information within the group	2.4 Joint learning and experimentation	3.4 Access to and mobilization of financial resources by partnership	4.2a Awareness of agricultural development issues
3.5 Extent of decision-making based on past experiences in the partnership	2.5 Training covering multi stakeholder innovation processes	3.5 Access to and mobilization of financial resources by partnership	4.2b Awareness of innovation priorities and innovation support mechanisms at the national level
3.6 Development and identification of a collective strategy to achieve the innovation	3.2 Joint learning and experimentation	3.6 Access to and mobilization of financial resources by partnership	4.3 Awareness of opportunities for policy change
3.7 Development and identification of a collective strategy to achieve the innovation	3.3 Training covering multi stakeholder innovation processes	3.7 Access to and mobilization of financial resources by partnership	4.4 Influence on decision-making processes
3.8 Cooperation among actors in the group	3.3 Under-stand of knowledge flows	3.8 Access to and mobilization of financial resources by partnership	4.5 Effectiveness of communication channels
3.9 Representation of stakeholders in group/contribution	3.4 Documentation and monitoring processes	3.9 Access to and mobilization of financial resources by partnership	5.1 Technical skills

Challenges in harnessing the potential of the innovation

Marketing: Training is available on production but not on marketing and contract farming

Prices of inputs: High prices of inputs and access to credit and other services

Demand for food safety: Costs involved in implementing Good Aquaculture Practice are not reflected in higher prices

Public regulation: Lack of clarity on fisheries regulations





Capacity development needs

- ☞ Trainings to understand and develop relationships and interactions among partnerships within the value chain
- ☞ Training on mobilization of financial resources by partnerships
- ☞ Support to knowledge development by information sharing

Objectives of the innovation niche partnership

To make the pond fish value chain work more effectively, particularly for marginal farmers, through greater cooperation in input supply and marketing.

Capacity development objectives	Key actions
Primary objective (PO)1: Business Development	• Support for value chain and profit analysis
PO2: Organisational Development	• Support for negotiation skill, monitoring and entrepreneurial skills development • Leadership and team building training
PO3: Group skills development	• Problem solving, competitiveness, motivation and stress management training • Support for establish linkages with relevant support organizations, e.g., EPB, banks & microfinance; BAPA
Other capacity development objectives	
Technical skills	• Facilitate linkages with service providers/programmes for training on Good Aquaculture Practice (GAP) and HACCP; sustainable pond management and use of ICT in fish farming. • Facilitate linkages with research institutes/services for development of easy detection of in-breeding of Pangus and Tilapia and identification of feed adulteration.

Possible supporters

BFRI, KGF, DoF, DAM, local traders, NGO's, BAPA, transport authority, and export promotion authority.

Actors of change

Small and medium-scale fish farmers, fish traders, agro-input dealers, hatchery owners, processors, fish traders, wholesalers, retailers, consumers, community representatives and service providers – BFRI, Department of Fisheries, NGOs and the Department of Agricultural Marketing (DAM).

Contacts

National Innovation Facilitator: Md. Moshir Rahman
Bangladesh Fisheries Research Institute (BFRI)

Innovation Niche Partnership Representatives:
Kudrat-E-Alahi (Hatcheries Association, Trishal, Mymensingh)
Jahirul Islam (Feed Dealers Association, Trishal, Tilapia Foundation)

Upazila Fisheries Officer: Md. Shafiq Uddin







Food and Agriculture Organization of the United Nations

Expression of interest forms – example from Bangladesh

Expression of interest N1 – (for partners and service providers)

This form should be filled in by the representative of the organisation/service provider during the first World Café after each presentation by the innovation niche partnership representative/facilitator.

1. Select the concerned innovation niche partnership/topic:

- Tomato, Bagherpara, Jessore
- Pineapple, Bandarban Sadar, Bandarban
- Mangoes, Shibganj, Chapai Nawabganj
- Poultry, Kapasia, Gazipur
- Pangas and tilapia production, Trishal, Mymensingh
- Applying CDAIS approach/process/tools

2. Name of the partner organisation:

3. Name of the respondent:

4. Type of organisation:

- Government department (national or local)
 - Research
 - Education (higher education/vocational training)
 - Financial institution
 - Association or NGO
 - Donor/Development agency/International organisation (including projects)
 - Company/Foundation/Private sector/Private services provider
 - Other (specify)
-

5. Do you see potential linkages between the innovation niche partnership and your programme/activities?

- Yes No

6. If Yes, specify the type of capacity-development or other support your organisation/project could provide to the innovation niche partnership or the type of collaboration you foresee:

- Access to technologies
- Training in using new technologies
- Access to market, value chain analysis
- Access to financial resources
- Support on business planning, risk management, accounting
- Entrepreneurial skills development
- Support on group formation, leadership and team-building training
- Training on negotiation skills for group purchasing, loan application
- Facilitate access to investors
- Interest in applying CDAIS methodology

Expression of interest N2 (for innovation niche partnership representatives)

This form should be filled in by the representative(s) of innovation niche partnership during the second World Café after the poster presentations by the representative of the partner/service provider organisation.
(In the case of Bangladesh, the form was translated into the local language)

1. Name of respondent:

2. Select the innovation niche partnership you represent:

- Tomato, Bagherpara, Jessore
- Pineapple, Bandarban Sadar, Bandarban
- Mangoes, Shibganj, Chapai Nawabganj
- Poultry, Kapasia, Gazipur
- Pangas and tilapia production, Trishal, Mymensingh

3. Do you see potential linkages between your innovation niche partnership and any of the partner organisations' programme/activities?

- Yes No

4. If Yes, select up to three partner organisations/service providers you would like to link up with:

-
-
-

5. Specify the type of capacity-development or other support you would like to get.

Insert the relevant provider per type of support. Leave blank if no support needed.

Type of support	Provider(s)
Access to technologies	
Training in using new technologies	
Access to market, value chain analysis	
Access to financial resources	
Support on business planning, risk management, accounting	
Entrepreneurial skills development	
Support on group formation, leadership and team-building training	
Training on negotiation skills for group purchasing, loan application	
Facilitate access to investors	
Other support (specify):	

Comments:

.....

.....

Marketplace event evaluation

1. What is your overall assessment of the event? (1 = unsatisfactory – 5 = excellent)

1	2	3	4	5
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2. Which session(s) did you like best and why?

.....

.....

3. Which part could have been done better and how?

.....

.....

4. Do you think the marketplace event achieved its expected objectives?

Yes No Partially

5. What is the most important thing that you learnt? What information/connection will be the most useful to you?

.....

.....

6. How would you rate the following components?

	Unsatisfactory	Poor	Average	Good	Excellent
Content/Agenda					
World Café on innovation niche partnerships					
World Café on partners' initiatives					
Facilitators/Resource persons					
Length of event					
Logistical arrangements					
Venue					

Other comments:

.....

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COLOPHON

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