

# Challenges when using PMCA

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*“Good preparation means half the job is done.”*

**Content of this chapter** This chapter presents the main challenges you might face when planning and conducting PMCA in the context of your own work. Some of the information provided here is also considered in the PMCA chapter, but with a different focus. Given the importance of this information, we consider that such repetition helps to fully explore these issues.

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## Introduction

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**The risk of not seeing other options** At first glance you might be convinced that PMCA is the right method to use: it is logical, straightforward, and promises practical results while enabling market chain actors and the leading R&D organization to gain important insights and develop new contacts. Moreover, beyond the concrete results achieved through the innovation process, PMCA can also bring R&D organizations “closer to the market”, helping them to respond better to the demand from market chain actors and the private sector.

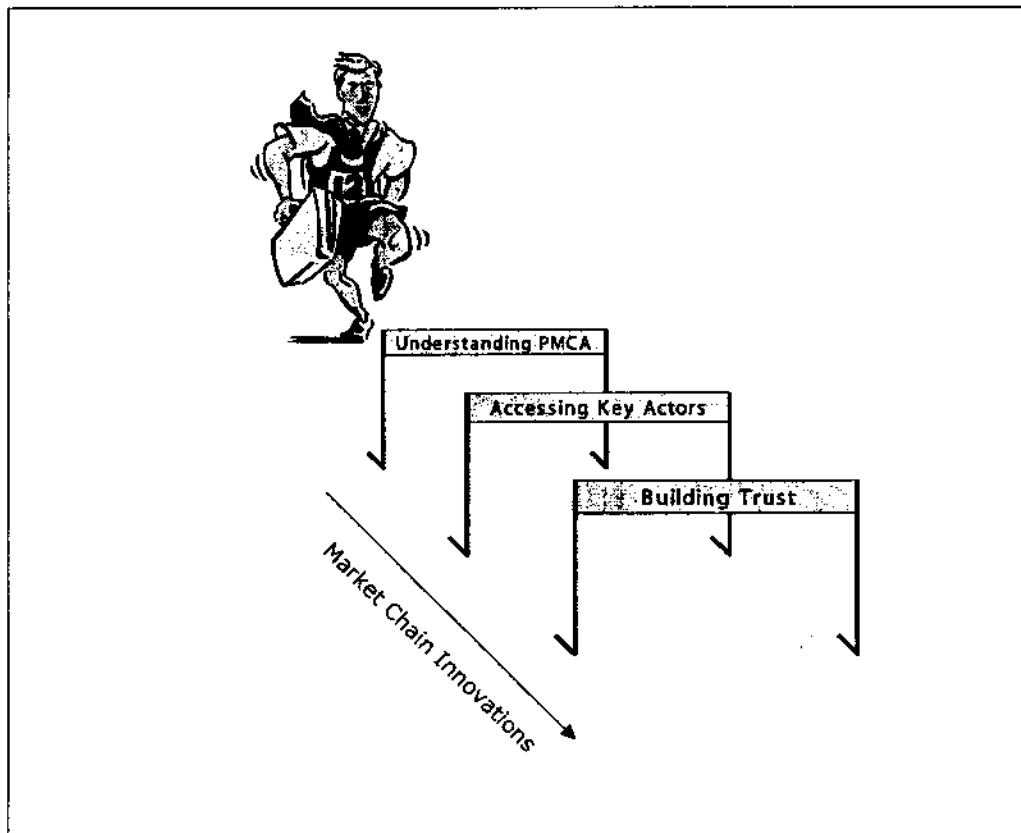
This said, however, PMCA is not the best method in all circumstances. For instance, no appropriate organization may be available to facilitate the process, or the market chain in question might not be suited to its application.

**Facing the challenges systematically** A PMCA application is a major endeavour which has important implications for the R&D organization leading the process. It not only requires the allocation of staff and financial resources, but also exposes the R&D organization to a truly commercial environment’,



implying a willingness to respond to the demands expressed by market chain actors.

Bearing this in mind, it is wise for potential PMCA facilitators to systematically evaluate the internal and external challenges they face. By the same token, it must also be realized that certain critical factors must be tackled as they appear during the application of PMCA. Even with excellent preparation, not all obstacles can be foreseen at the outset. On the contrary, PMCA will always be a hurdle race (see **Figure 9**). Facilitators must therefore know where the hurdles are and be as well prepared as possible to overcome them successfully once they appear. This chapter should help you to overcome these hurdles.



**Figure 9** PMCA is a hurdle race

## Having the right context of application

### Defining “common ground”

PMCA’s flexibility to adjust to different contexts should not be stretched too far. All stakeholders involved in PMCA’s participatory process should have something in common, to allow their interaction to center on an issue of shared interest. Such an issue could be a commodity, for which specific market opportunities might arise, or a production- or market-related issue, with which participating actors have close ties, based on commercial or social interests (such as organic production or fair trade labeling, for instance).

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- ▶ Whatever the case, a PMCA application should be able to attract a critical mass of interested stakeholders. If the focus of the PMCA application is fairly broad at the beginning (i.e. relating to an entire sector), it will be necessary to narrow things down and focus on concrete market opportunities by the end of PMCA’s **Phase 1**, to allow people to work in smaller, better-focused (thematic) groups.

### Is there room for innovation?

Before applying PMCA to a specific market chain, it is advisable to make certain that the chain in question is not completely dominated by one very strong actor, or only a few such actors, as this might stop other market chain actors from innovating because they fear retaliation.

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- ▶ If a market chain appears to be rigid, and actors have little room to negotiate changes, PMCA’s initial assessment of the market chain (see **Step 1 of Phase 1**) should reveal whether there is actually scope for innovation. If there is no room for innovation, the survey will at least provide valuable information to explain why this is so, and may suggest interventions for policy makers to change this situation!

**Triggering the desired type of impact**

Since every R&D organization has a specific mission, it will be essential to ensure that PMCA is likely to generate the "right" type of impact (e.g. poverty alleviation, sustainable natural resource management, empowerment, gender equity or export promotion).

- ▶ It will therefore be important for the R&D organization using PMCA to focus the process primarily on innovations that tend to produce the desired impact. This might not be an easy task, since participants might suggest market opportunities that would link up with strong actors (not the poor ones), who are better placed in the market chain in terms of supply and quality! The Impact Filter (see Tool 1) can be helpful when evaluating and choosing the most promising options from a development perspective.

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Farmers with native potatoes in Bolivia: How can they benefit from PMCA?

## Having the necessary internal support

### Making sure that management backs you up

In R&D organizations with a production-oriented focus, the PMCA might come across as an abstract concept. Not all staff will find it easy to perceive the practical value of the method, particularly when they discover that several of the tools used are not new to them! To ensure internal commitment to this demand-driven approach – and mobilize the necessary resources, in terms of staff and funds – PMCA’s usefulness must be clearly communicated and understood at higher levels of the organization. This can be achieved by:

1. Demonstrating that current approaches do not tackle the main problem, which relates to market chain deficiencies.
  2. Revealing PMCA’s logic and structure and explaining the implications of its three-phase process for the R&D organization and the market chain actors involved (see **Figure 7**).
  3. Explaining that in the context of the organization’s work, PMCA could have an impact similar to that described for the cases outlined in this user guide (see **First PMCA Applications**).
  4. Showing how PMCA could be adapted and used in this new case and what specific outcomes might be expected.
- ▶ If management staff and colleagues have difficulties understanding the principles of PMCA and its potential value for a given situation, it may make sense to sell PMCA “in parts”. Thus, as a first step, only a market chain survey might be conducted in conjunction with an event at which the results are presented and discussed (= **PMCA Phase 1**). This event would then provide those unsure of the process with the insight required for them to agree that the work should continue into Phases 2 and 3.

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**Making PMCA fit with the administration**

Most R&D organizations draw up yearly work plans to plan and budget for activities. Since PMCA involves a high degree of uncertainty in terms of what specific activities will be conducted – these are defined within the PMCA process, by participants, based on needs and opportunities – the organization's administration might not like this new working style; not only are the activities to be undertaken unclear, but also the amount of funds that will be needed and when they will be spent is not fixed.

- ▶ It will be important to negotiate internally more flexible budgeting. Optimally, a work plan should be produced that covers all three phases of PMCA, where each phase is be assigned a "rough" budget, based on generic process-related activities (including, for instance, the market chain survey, the final events, money for hiring consultants, etc.). This flexibility will need to be maintained when the budget is actually spent. If a flexible donor agency is willing to finance particular PMCA applications, this internal negotiation process might become much easier.



High-level decision makers invited to the closing PMCA event in Peru

## Having the required leadership skills

### Forming a team of facilitators

A team of three to six capable and willing persons trained in the method should be on hand to apply PMCA. The person who knows PMCA best should take the lead in bringing the method across to his or her team mates. Within the team, two or three of the members should have good facilitation skills to lead thematic groups; a lack of technical knowledge concerning a specific market chain is less relevant at this stage, as it can be gained during PMCA's Phase 1, when the market chain survey is undertaken.

- ▶ If an R&D organization lacks the skilled staff needed to implement PMCA, specialized consultants can be hired for facilitation. Alternatively, partnerships with other R&D organizations can be formed to access complementary skills and contacts. From an institutional point of view, such partnerships could be interesting, as they potentially add value to future R&D projects.

### Focusing on value creation

How successful PMCA is judged to be, will depend upon whether or not real benefits are generated, for both consumers (users of innovations) and the market chain actors (producers of innovations). To ensure that innovations generate such benefits, PMCA facilitators must encourage the kind of creative thinking that leads to the production of "high value–low cost" solutions in the form of specific products. Since the starting point for this is a coherent understanding of consumers' problems and interests, the facilitators should center the group discussions around the following guiding questions:

1. What do consumers perceive to be valuable in certain products?
2. How can value be created at a low cost?
3. How can collaboration along the market chain add value to products and lower production costs?

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- ▶ Such a demand-driven focus in group discussions will ensure that the consumer-near market chain actors get actively involved and maintaining their participation. The “marketing thinking” of these actors will also be important to raise issues of social responsibility (see **box C11**) as a way of defining strategies that help capitalize on social aspects linked to production (collaboration with poor producers, production without pesticides and fertilizers, etc.).

### **Creating continuous “participation value”**

Since attendance at PMCA’s thematic group meetings is voluntary, each actor will legitimately ask: is it worth participating? They will expect the cost of participation to be compensated with tangible benefits. It is the role of facilitators to provide the necessary leadership during the PMCA process to ensure that the participants are benefitted at every stage of the participatory process. Initially, gains may have the form of valuable lessons learned, relevant contacts made or simply personal satisfaction from working as part of an interesting team. Later on, economic benefits derived from innovations and partnerships will pay it for the continuing participation.

- ▶ Most crucial to the generation of such tangible benefits during the PMCA process is the facilitators’ attitude. Being the only ones paid to participate in the thematic group meetings, facilitators must be clear in their own minds that they work for the participants – and not vice versa! Thus, meetings must be planned and held with a high degree of dedication and enthusiasm. In addition, efforts must be made to enhance values that promote mutual respect and trust, even more so if discrepancies in views and interests exist among the participating stakeholders.





Cargo haulers demonstrating the advantages of the new 50-kg bag

### **Wise management of decision-making**

Since active participation in PMCA is driven by stakeholder interest, facilitators must be very sensitive to how decisions are taken, especially when they relate to what activities are undertaken, how they are undertaken, and by whom! Certain decisions might need to be taken by the R&D organization, such as focusing only on business options that favor the R&D organization's mission. However, most other decisions should be taken democratically together with the participants. Put bluntly, participants must feel that their participation is real, and that they have both a voice and a vote.

- ▶ Throughout the PMCA process, facilitators must view decisions as "bricks" in a construction process to build concrete joint innovations. On the foundation of common interests, they must be well-placed in a logical order and time sequence. Where these "bricks" are not placed well, or some "bricks" are missing, the outcome of PMCA is at risk.

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## Having the means to attract the relevant actors

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### **Targeting actors with potential**

Those actors who are interviewed in PMCA's market chain survey and who are then invited to participate in thematic group meetings should meet some basic criteria: they must be willing to share information, be interested in collaborating and have a certain degree of influence, or power to "convince" other actors.

- ▶ Importantly, the R&D organization should try to ensure that all the actors that join the process have a good reputation, possibly by following the recommendations of "good people" that have a good reputation. A collaborative spirit is even more important in the case of those actors who join the process at a later stage! Quarrelsome and egocentric actors must be avoided.

### **Bringing the main beneficiaries on board**

PMCA tries to give room to those actors who are in the best position to identify real market opportunities and give shape to innovations which will be beneficial both to consumers and to the participating market chain. The involvement of rural producers should be carefully managed, since difficulties of access and communication might hamper their active attendance. Initial group discussions need to focus on issues such as market demand and processing options where small-scale farmers often have little knowledge to contribute.

However, if PMCA is used, for instance, to empower small-scale farmers by providing them with improved market access, the R&D organization must find ways to ensure that these actors remain sufficiently "close" to the PMCA activities, to make them feel that they are part of the process and have a stake in the business that results from PMCA.

- ▶ Whatever the case, the leading R&D organization must define mechanisms to ensure the appropriate involvement of its main beneficiaries (e.g. small-

scale producers). Most importantly, these actors must be invited to the final events of each phase, where they will be provided with an update on the progress achieved and have the chance to interact with other market chain actors. Linked to these events, special visits to the facilities of certain actors (e.g. processing plants and supermarkets) might be set up to provide further occasions for interaction and trust building. If producers live in distant locations, special trips to the field could also be organized for the market-near actors in the thematic groups, so that they are able to meet producers on their farms.

### **Assessing enterprises before involving them**

PMCA is likely to attract small and medium-sized enterprises (SMEs), as the method offers them considerable opportunities, such as access to relevant information, new contacts and potential funding that could be used to develop business opportunities. However, the lack of commercial strength and professionalism of some of these enterprises might jeopardize PMCA's outcome.

- ▶ The leading R&D organization must try to assess the quality and reputation of enterprises before trusting them completely and passing on to them commercial responsibility for jointly developed products. If their reputation is good, PMCA can help strengthen such small or medium-sized enterprises. But, if the assessment reveals weaknesses, the facilitators should try to bring other, more promising enterprises into the process.



Informal interaction between an entrepreneur and potato growers at one of the large final events

## Having clear how to plan and monitor the PMCA process

### Defining a general PMCA supervisor

The facilitators involved in the daily business of PMCA are in great danger of losing their ability to see the “big picture”. This risk is even higher when researchers lead the thematic groups, as they tend to “get lost” in technical details!

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- ▶ For the R&D organization using the PMCA, it is therefore prudent to have one person supervising the whole PMCA process, helping the facilitators to plan each phase and ensure that their activities remain true to the principles underlying PMCA (see **Figure 7**). Such a supervisor should ensure a participatory working style, and involve the different PMCA facilitators when planning and assessing the general activities of each phase and the work within the thematic groups. Key moments to hold such meetings with facilitators might be: (1) when a new phase is planned, and (2) when a final event is to be organized. The **Annex** of this guide provides a useful overview for this planning and evaluation task.

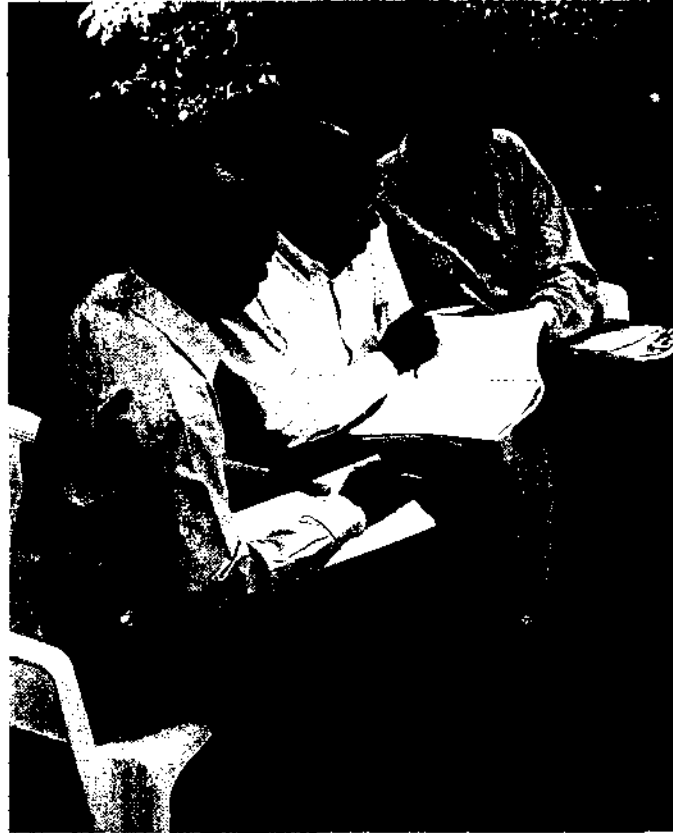
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### Monitoring the process in thematic groups

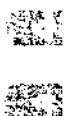
How successful PMCA is will mainly depend on the quality of the work conducted in the individual thematic groups. Good progress requires well-planned meetings. Thus, facilitators should invite their group participants to the meetings with an established agenda, clarifying the objective of each meeting and defining the issues that need to be discussed. At the end of each meeting, a summary should be prepared so that it can be shared with the whole group later.

- ▶ Summaries of all the thematic group meetings should be compiled and regularly evaluated by the facilitator, to provide him or her with an overview and ensure that the group is kept on track. At the end of Phases 2 and 3, these summaries could go

into a "Phase Report", to facilitate later assessment of the whole PMCA process. At the level of each thematic group, the process can be monitored with fairly simple "soft indicators" such as the degree of participation, key learning, building of trust and induced collaboration, etc.



Planning session of the sweetpotato commodity group in Uganda



Challenges

## Glossary

### Actor

An individual person or organization from the public or private sector involved directly or indirectly in the PMCA or other participatory process.

### Added value

The increase in value of a product or service, from the perspective of users, at any point along the market chain. Such growth in perceived value can result from product transformation or improved communication.

### Approach

A broad methodological framework that uses general principles to guide the work towards a specific goal.

### Brand

A specific, legally registered and protected name which generates a specific image for a particular product or group of products in the market. A good brand creates commercial value in its own right, and needs to be carefully maintained to avoid the brand image being damaged. The rights to use a brand are owned and can be transferred, totally or partially (franchising).

### Collaboration

A situation which involves two or more actors working together to achieve a common goal.

### Competitiveness

The degree to which a person, an enterprise, a market chain, geographical area or a product is able to outperform its competitors. In the short term, "competitiveness" refers to having a more favorable cost-benefit ratio than its competitors. In the long term, competitiveness refers to the ability to add value to processes and products based on a good understanding of consumers' needs. This implies strategic thinking and the capacity to access, combine and use the necessary production factors, while maintaining the flexibility required for change.

### Effectiveness

The relevance of an activity in relation to a concrete goal. Effectiveness can relate to efforts made by individual or collective actors, and to some extent gauges the positive impact they generate, through either direct interventions or policy measures.



**Efficiency**

The relationship between input and output. Efficiency can relate to processes, products and actors, and is used to assess yield in relation to the use of production factors, such as money, time, energy, raw materials, land, water, etc.

**Empowerment**

The process of strengthening people's capacity and their ability to access resources that will enable them to manage those variables that most affect their lives. Empowerment usually implies strategic action to improve the socio-economic environment of the poor and disadvantaged, including better integration into market chains.

**Facilitation**

The active creation of conditions that enable actors to interact, learn from each other and take joint action. In participatory R&D processes and other type of interactions, a "facilitator" is needed: a person who structures and unobtrusively manages group discussions with the aim of establishing an environment which fosters affinity and trust among actors.

**Gender**

A person's sex is biological, but their gender is defined by society. Gender is what society makes of sex: it is the accumulation of social norms dictating what men and women "should" be and do. Ideas about gender shape personal relationships and institutions, and have an impact at all scales from the household to governmental agencies. Gender roles and perceptions are subject to constant change.

**Gender analysis**

The study of the social, cultural and economic relationships between women and men in different arenas. Gender analysis is not just about women – men are also part of the picture. Gender analysis requires one to examine fundamental issues such as: the ways in which notions of masculinity and femininity are defined and enacted in everyday life; the social roles, needs and power distribution associated with women and men; and the gender dimensions within institutions and organizations.

**Human capital**

The set of capacities possessed by individual actors that can be used for production processes. Human capital can be created through investment in learning, and is enhanced through training or work opportunities that provide new experiences. Human capital is also critical in enhancing social capital among actors.

**Innovation**

A new idea or product which is introduced to society or to the market and which changes the way things are done. In contrast to inventions, innovations always add value to, and enhance the competitiveness of, their users.

**Innovation system**

The group of organizations and individuals involved in and around an innovation process, together with the institutions (norms and rules) that govern the interactions that occur between them.

**Institution**

Unlike the term "organization" (which refers to a group of people with a shared goal) the term "institution" refers to the norms and rules that influence the possibility of collaboration between actors. Thus, families and firms, for instance, are organizations, while marriage and contract law are institutions.

**Invention**

A new idea or product. When an invention has a commercial value, it turns into an innovation with a high degree of novelty.

**Key actors**

Actors who play an important role in positively influencing the outcome of a participatory effort. In participatory R&D processes, key actors might need special attention to make optimal use of their knowledge and influence.

**Leadership**

The provision of strategic and operational guidance to enable a group of people to achieve their shared goal or goals.

**Market chain**

All the actors, and the entirety of their productive activities, involved in the process of adding value to a specific crop or product. A market chain involves different interlinked activities: production, transformation, distribution, and consumption. It involves a flow of a product, from production towards consumption, and a flow of money back towards production.

**Market chain actor**

A person involved individually, or as part of an organization in a market chain and whose income derives directly from the value generated in the chain.





**Market segment / niche**

Part of a consumer market with specific characteristics. A market segment can either result from differentiating factors related to (1) consumers (e.g. geographic location of consumers, their power of purchase and consumption habits) or related to (2) the market (e.g. product quality, price range and type of application, etc.). These differentiating factors provide the basis for marketing concept development and product positioning. If a market segment is small, it is usually referred to as a "niche".

**Marketing concept**

First, a marketing concept is a theoretical construct consisting of a set of prioritized or weighted positive product attributes linked to specific market segments. Second, the term also refers to the visual "implementation" of this theoretical construct of positive attributes in the form of a product package, which helps targeted consumers perceive the product's benefits.

**Marketing strategy**

A structured proposal for how and where to sell a specific product. A marketing strategy implies a clear understanding of the market segment which a specific product should target, bearing in mind both the product's particular characteristics and the needs of potential consumers. A marketing strategy implies the explicit definition of the four "P's": product, price, place and promotion.

**Methodology**

A set of procedures and guidelines that systematically help to achieve certain objectives. In R&D work, methodologies may relate to broader approaches and may refer to the use of specific tools which should be used in specific situations.

**Non-governmental organization (NGO)**

An organization characterized by its not-for-profit status. NGOs are commonly financed through external funding and may provide important services to those undertaking different activities within market chains. In some cases, commercial services are provided by an NGO to cover its R&D budget.

**Organization**

A group of people who collaborate to achieve a common goal and who see themselves – and who are seen by others – as a unit. Hence, organizations can be formal (with a legal institutional framework) or informal. Families, churches and private companies are all organizations. Organizations are shaped by a set of norms (institutions) that govern the behaviour of their members and their interactions.

**Participatory Market Chain Approach (PMCA)**

A generic R&D process that seeks to generate innovations together with market chain actors.

**Public sector**

That part of a country's economic and administrative life that deals with the delivery of goods and services by and to the government, aiming to enhance social welfare. Public sector goods are provided at different levels: national, regional and local.

**Purchase factors**

Product attributes which underlie the consumers decisions to purchase a specific product. To become effective they must clearly be communicated through sound package design and promotion material.

**Private sector**

That part of a nation's economy that is not managed by the government. In the context of development, the term "private sector" refers mainly to private companies that engage in R&D work as a result of their commercial interests. Thus, by definition, farmers are a part of the private sector, although usually the term is used to refer to private companies.

**Product positioning**

The strategic commercialization of a product within specific market segments, using a sound marketing concept that relates to well-defined target consumers.

**Rapid Appraisal of Agricultural Knowledge Systems (RAAKS)**

An R&D method that aims to generate a creative environment in which stakeholders can interact, learn and solve shared problems.

**Social capital**

The development potential that results from the organizations, networks and institutions that facilitate cooperative action between different actors.

**Stakeholder**

Anyone who has an interest in, or is affected by, the outcome of a specific (R&D) process or product. The influences of such processes or products can be positive or negative, and a stakeholder can be passive or active.

**Stakeholder platform**

A “space” within which stakeholders of different types come together to learn, negotiate, define roles and collaborate to achieve a common goal that none can achieve independently. Such a multi-stakeholder environment enables service providers and service users to build trust and enhance market chain competitiveness.

**Target consumer**

A potential user of the product who represents a specific market segment. The characteristics of target consumers can be very general or very specific, depending on the characteristics of the product being sold.

**Target population**

The main beneficiaries of a specific intervention. As a target population might be affected directly or indirectly by an intervention, those who make up the target population might not always be directly involved in an R&D process or consulted when interventions are planned.

**Tool**

An instrument that is used in a particular way to produce a defined result, outcome or impact. In R&D work, the term “tool” implies clear methodological guidelines consisting of steps that ensure correct application.

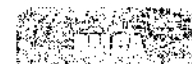
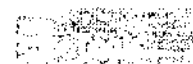
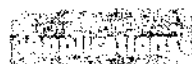
**Trust**

The glue that holds human relations together and makes collaboration possible. Trust allows people to share information and resources with a partner in order to achieve together a desired outcome. Trust is built upon prior interaction and needs investment to be strengthened. It can be lost very rapidly as a result of inappropriate behaviour.

## Annex 1: Overview to plan and monitor PMCA applications

This Annex presents an overview of the issues and steps to be considered when planning and monitoring PMCA applications. Detailed information can be found in the different sections of this manual, as indicated in the “Reference” column.

<b>Preparation: Facing all the challenges to use PMCA</b>		<b>Reference (page)</b>
<b>Issue 1:</b> Having the right context of application?	Does common ground between actors exist which will allow PMCA to be applied? Is there room for market chain innovations? Can the right type of impact be triggered with PMCA?	Challenge Chapter (p. 145)
<b>Issue 2:</b> Having the necessary internal support?	Does management understand the practical potential of PMCA? Will the administrative processes of your organization be able to manage the flexible implementation needed for PMCA?	Challenge Chapter (p. 147)
<b>Issue 3:</b> Having the required leadership skills?	Is a team of at least 3 capable facilitators available? Are the facilitators capable to focus discussion on value generation? Do the facilitators have the skill and attitude to fully serve their group? Are facilitators sensitive to democratic decision-making?	Challenge Chapter (p. 149)
<b>Issue 4:</b> Having the means to attract the relevant actors?	Are the most relevant actors involved in the market chain known? Are the mechanisms clear how to involve the main beneficiaries of PMCA? Are there mechanisms available to assess most relevant entrepreneurs?	Challenge Chapter (p. 152)
<b>Issue 5:</b> Having clear how to plan and monitor the PMCA process?	Is someone in charge to monitor the whole PMCA process? Are mechanisms in place to monitor progress in thematic groups? What documentation will show progress in each phase?	Challenge Chapter (p. 154)



**PMCA Phase 1: Getting to know and understand the market chain actors**

**Reference (page)**

**Step 1:**  
Rapid assessment of the  
market chain

Are all segments of the market chain considered for the interviews?  
Are the most relevant supporting organizations included?  
Is the sample large enough both to obtain the necessary information and  
draw in sufficient key actors?

PMCA Chapter / Section  
Phase 1 (p. 23)

**Step 2:**  
Definition of thematic groups

Do the 2 to 3 thematic groups reflect the expressed interests by actors?  
Is the topic of each thematic group sufficiently different the others?  
Will all invited stakeholders for Phase 1's event be able to join a group?

PMCA Chapter / Section  
Phase 1 (p. 28)  
Tool 1: Impact Filter

**Step 3:**  
Holding the final event

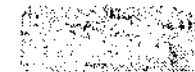
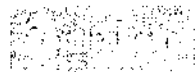
Is adequate infrastructure available to hold this event?  
Are all the materials available to work in parallel in 2 to 3 thematic groups?  
Are capable facilitators available to lead the thematic groups?

PMCA Chapter / Section  
Phase 1 (p. 29)  
Tool 2: Market Chain  
Sketch

**PMCA Phase 2: Analysing potential business opportunities**

**Reference (page)**

<p><b>Step 1:</b> Providing relevant information</p>	<p>Is the information identified that should be shared at this stage? Are the experts available and willing to present the information required?</p>	<p>PMCA Chapter / Section Phase 2 (p. 34)</p>
<p><b>Step 2:</b> Evaluating potential innovations</p>	<p>Are the discussion centered around participants' main interest? Are the adequate tools used to analyse the potential innovations? Are new actors drawn to cover the need for additional, lacking knowledge?</p>	<p>PMCA Chapter / Section Phase 2 (p. 35) C8: SWOT-Analysis Tool 3: Rapid Market Appraisal Tool 4: Quantitative Market Study Tool 5: Focus Groups</p>
<p><b>Step 3:</b> Outlining the opportunities analyzed</p>	<p>Are business opportunities chosen that seem most promising? Are all the issues discussed related to the potential joint innovations? Has the person in charge of summarizing the group's ideas on paper been designated?</p>	<p>PMCA Chapter / Section Phase 2 (p. 39) Tool 7: Business Plan</p>
<p><b>Step 4:</b> Formulating a work plan</p>	<p>Are all the steps identified to put in practice the joint innovations? Is it clear who will be responsible for what and when? Do all the group participants agree on the work plan?</p>	<p>PMCA Chapter / Section Phase 2 (p. 40)</p>
<p><b>Step 5:</b> Holding the final event of Phase 2</p>	<p>Is adequate infrastructure available to hold this event? Have new stakeholders been invited with potential to strengthen the groups' work? Is internal key staff invited to become aware of this participatory work?</p>	<p>PMCA Chapter / Section Phase 2 (p. 41)</p>



**PMCA Phase 3: Implementing joint market chain innovations**

		<b>Reference (page)</b>
<b>Step 1:</b> Getting thematic groups organized	Are mechanisms in place to do implementation work in parallel? Is it clear who takes on the responsibility for the different activities?	PMCA Chapter / Section Phase 3 (p. 46)
<b>Step 2:</b> Getting innovations designed	Are the tools used that help in this design process? Do the working groups have access to expert help with design? Is made sure that the group is adequately involved in this design process?	PMCA Chapter / Section Phase 3 (p. 47) Tool 7: Focus Groups Tool 8: Marketing Concept Tool 9: Business Plan
<b>Step 3:</b> Holding PMCA's final event	Is adequate infrastructure available to hold this big event? Are 1 to 2 VIP persons invited that attract the media? Has material been prepared for the media?	PMCA Chapter / Section Phase 3 (p. 51)

**PMCA Follow-up: Consolidation of innovations**

		<b>Reference (page)</b>
<b>Issue 1:</b> Defining a new role for the R&D organization	Are the commercial innovations in the hands of the private sector? What main role should the organisation play to provide backstopping?	PMCA Chapter / Follow-up Section (p. 56)
<b>Issue 2:</b> Providing different types of support	What different activities would help partners to improve their work? What activities are justified from a public point of view (i.e., subsidies)?	PMCA Chapter / Follow-up Section (p. 56)
<b>Issue 3:</b> Capitalizing on new contacts	What contacts could be important to improve the work in other areas? Have new contacts been made who could become strategically important partners in future work??	PMCA Chapter / Follow-up Section (p. 59)

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The International Potato Center (CIP) hosted the projects where PMCA was developed. Moreover, its Training Department provided important technical backstopping in the PMCA training workshops and design of this document.



As a regional initiative, Papa Andina played a key role in validating PMCA and promoted its wider use, especially in Bolivia and Uganda.



CIP's INCOPA project provided the "incubation center" for PMCA, as the method grew out of its activities in the Peruvian potato sector.



The INNOVA project applied PMCA in Bolivia and actively promoted it among national partner organizations and government agencies.



The PROINPA Foundation was the key organization driving PMCA's uptake in Bolivia. It also provided first training workshops to make the method available to other R&D organization in the country.



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*"PMCA is not just concerned with improving agricultural research but with stimulating innovation throughout the market chain. It introduces concepts that are likely to be new to many readers. It provides useful tools and tips for applying the concepts, and examples of how the approach has been used in the Andes of South America, where the approach was developed. Presented in an attractive, easy-to-use instructional package, this user guide is bound to be a valued resource for participatory researchers and development workers who seek to contribute to poverty reduction in rural areas through market development."*

**Doug Horton**

Specialist in project evaluation and capacity building

*"Development means directing energy towards human projects. The principal challenge of development agents is to help channel energies effectively. This user guide supports agents in doing so without falling into the trap of raising expectations without being able to fulfil them. The methodological guidelines presented here provide effective support to multi-stakeholder efforts and to produce visible progress and tangible outcomes in the field of local economic development."*

**Paul Engel**

Innovation for Development Specialist