

Asking Stakeholders How *They*
Would Spend Aid Money:
Facilitating a Gathering of the
Value Chain in Colombia's Project
Cacao for Peace

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Cacao for Peace: A Value Chain Analysis of the Colombian Cacao Sector

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Overview of Cacao for Peace

“The overall objective of the project is to improve the cacao value chain in Colombia by **strengthening key agricultural institutions** in the public and private sectors through *cooperative research, technical assistance, and extension education.*”





Methodology

- ✓ Reviewed more than 150 original documents
- ✓ Interviewed 110 key individuals across the cacao value chain
- ✓ Conducted focused field observations
- ✓ **Facilitated a participatory workshop with key stakeholders**
- ✓ Conducted a national survey of key individuals and producers across the cacao value chain

The decision to hold a stakeholder gathering...

Community Development principles of inclusion, stakeholder involvement

Significant financial interests jockeying

Key source of knowledge

Interviews showed need and interest in building relationships and trust



The “Workshop”

- 2 full days
- In Bogotá
- Funder assisted with travel
- 40 Participants
- 8+ International Partners
- 2 Facilitators



Participants:



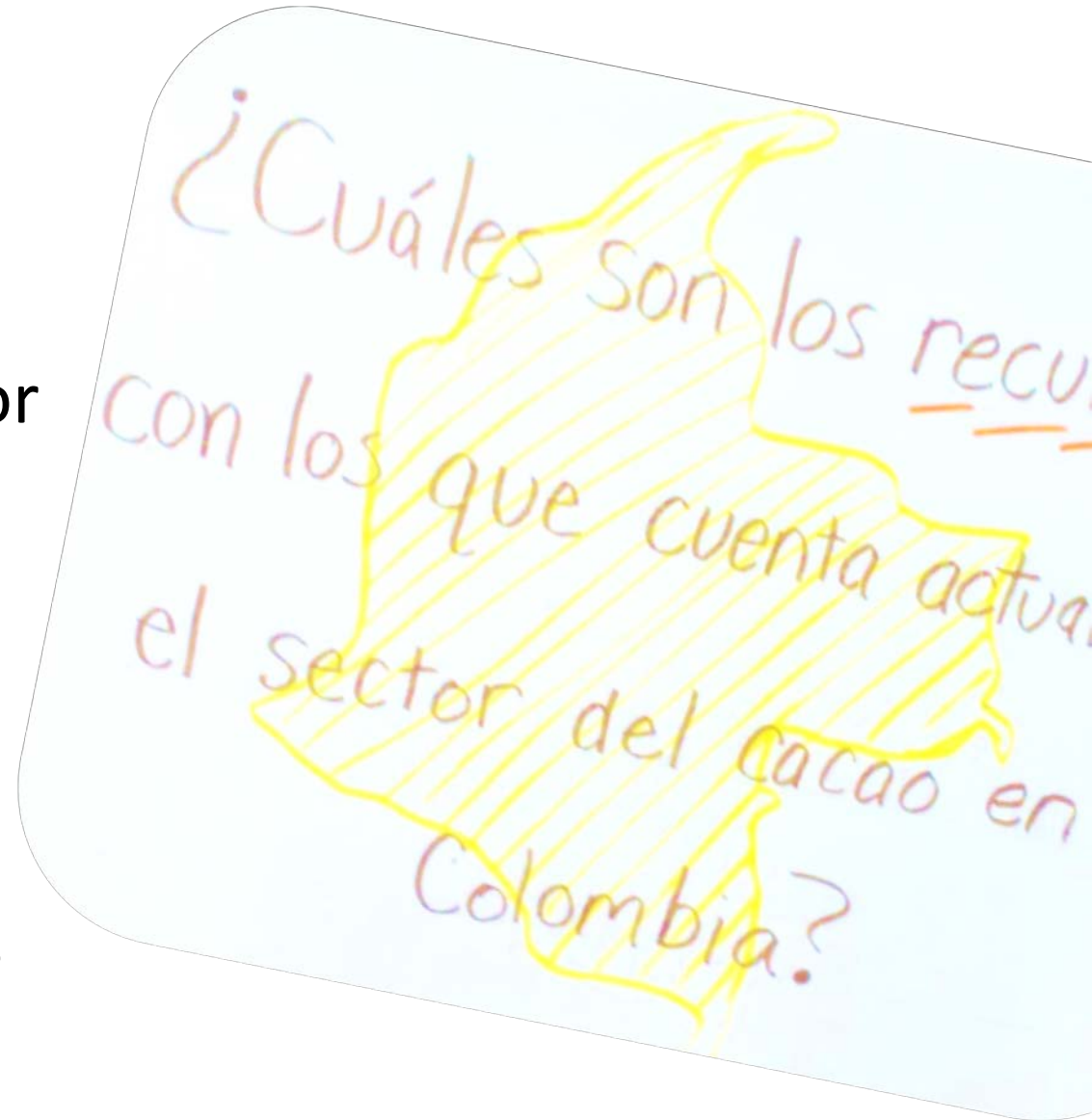
Colombian
Government
United States
Government
Producers
Association
Representatives
Marketers
Community Leaders
Financial Institutions
Universities
Sellers
Buyers
Large and small
cacao businesses

Facilitative Workshop Objectives

- ✦ Create a shared vision for a thriving cacao sector that will reduce poverty and promote peace
- ✦ Engage actors of the sector in building relationships and trust
- ✦ Collect and share information about issues, needs, and opportunities within the cacao sector
- ✦ Identifying key strategies and actions to begin to achieve the vision
- ✦ Increase buy-in for stakeholder-driven recommendations
- ✦ Inform potential international partners of recommendations

Key questions

- How can the chocolate sector build peace and prosperity in Colombia?
- What does an ideal chocolate sector look like?
- What assets are available?
- What is working well in the sector?
- What needs improvement?
- What does the data say?
- What strategies should we pursue?



Outcome of the Workshop

Strategies to improve cacao sector:

1. Increasing and improving production
2. Understanding, improving, and responding to market opportunities
3. Strengthening organizations within the sector
4. Institutionalization of the Cacao Sector





Effectiveness of the Workshop

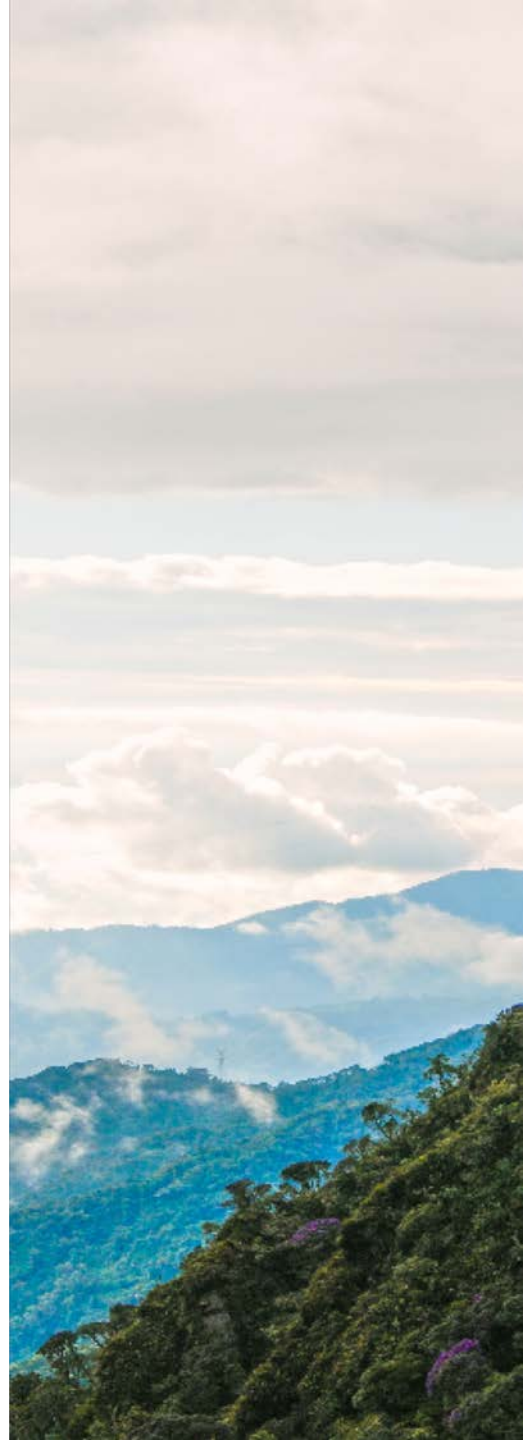
- ❖ Quality of the workshop 8.5/10
- ❖ Effectiveness of the facilitators 8.9/10
- ❖ Opportunities to connect with others in the cacao sector 9.2/10

“I think that very interesting debates have been opened which, if encouraged, can help to build this process.”

“The interaction with people from other entities and institutions of the cocoa sector, as well as sharing perspectives on how they see this sector.”

Conclusions/ Lessons Learned

- Face-to-face discussion and deliberation can help create buy-in when a group shares a common goal.
- Thoughtful planning and design of a facilitated meeting can help ensure inclusive participation, minimize uneven power dynamics, and manage conflict.
- Group process takes time. Our plans were ambitious for the timeframe.
- Facilitation tracks the pace of the group and adjusts as the process in conversation with the group.
- In complex situations, this can help the group to take ownership of the process as well as the outcomes of it.



Thank you!



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