

Facilitating a multi-actor stakeholder process using forcefield analysis

Problem

The dairy and feed production system in the Netherlands is not sustainable. The collective and individual actions of many different stakeholders is required to change this system. Besides farmers, advisors and contractors, also public actors and NGO's influence the feed production system. All actors have their own perspective and interests, which influence what action they do or do not take in a complex forcefield of drivers and bottlenecks for change.

Solution

Creating shared ownership of the problems and guidance and a safe space to form partnerships and define collective and individual actions. This was done by interviewing each individual stakeholder and making sure to integrate their perspectives and positions into the analysis of the forcefield. This ensured that all stakeholders were heard, thus creating a safe basis for the workshop to discuss the challenges together and identify solutions and options for collective action.

Benefits

A common understanding of different perspectives and ownership of problems is a good basis for collective action planning towards desired changes.

Practical recommendation

- Interviewing the individual stakeholders helps in understanding their positions, values, perspectives on the situation and their ideas about possible solutions and strategies for improvement.
- A forcefield analysis gives insight in perceived bottlenecks and drivers as a basis to identify solutions (Picture 1). The RESET model helps to organise positive and negative forces into the categories: Regulations, Education, Social, Economy and Technique (Figure 1)
- The analysis should be shared and discussed with all the interviewed stakeholders to check that they recognise their input and can commit to the overview. The analysis gives perspective and inspires the identification of actions to tackle problems.

Applicability box

Theme

Collective action, Value chain, Barriers and drivers

Conditions

Stakeholders with some interest to work on the sustainability challenge at hand makes the work easier

Application time

In initial phases of an innovation project or change process

Required time

Depends very much on the challenge and the number of relevant stakeholders. As rough indication: 4 hours for initial problem and stakeholder analysis, 2 hours per stakeholder interview and half a day for force field analysis and workshop preparation. 3 hours for the collective workshop.

Period of impact

Force field analysis pays off in the long term, since it causes stakeholders to take more ownership in implementing collective actions to solve problems.

Best in

Complex challenges where many different stakeholders with (possibly) different perspectives are involved in a multi-faceted forcefield.



Picture 1: Defining ways forward using forcefield analysis (Jorieke Potters/WUR)

- Space is then created for stakeholders to discuss common actions and share to which actions they are personally committing and how each of them will contribute to desired changes.

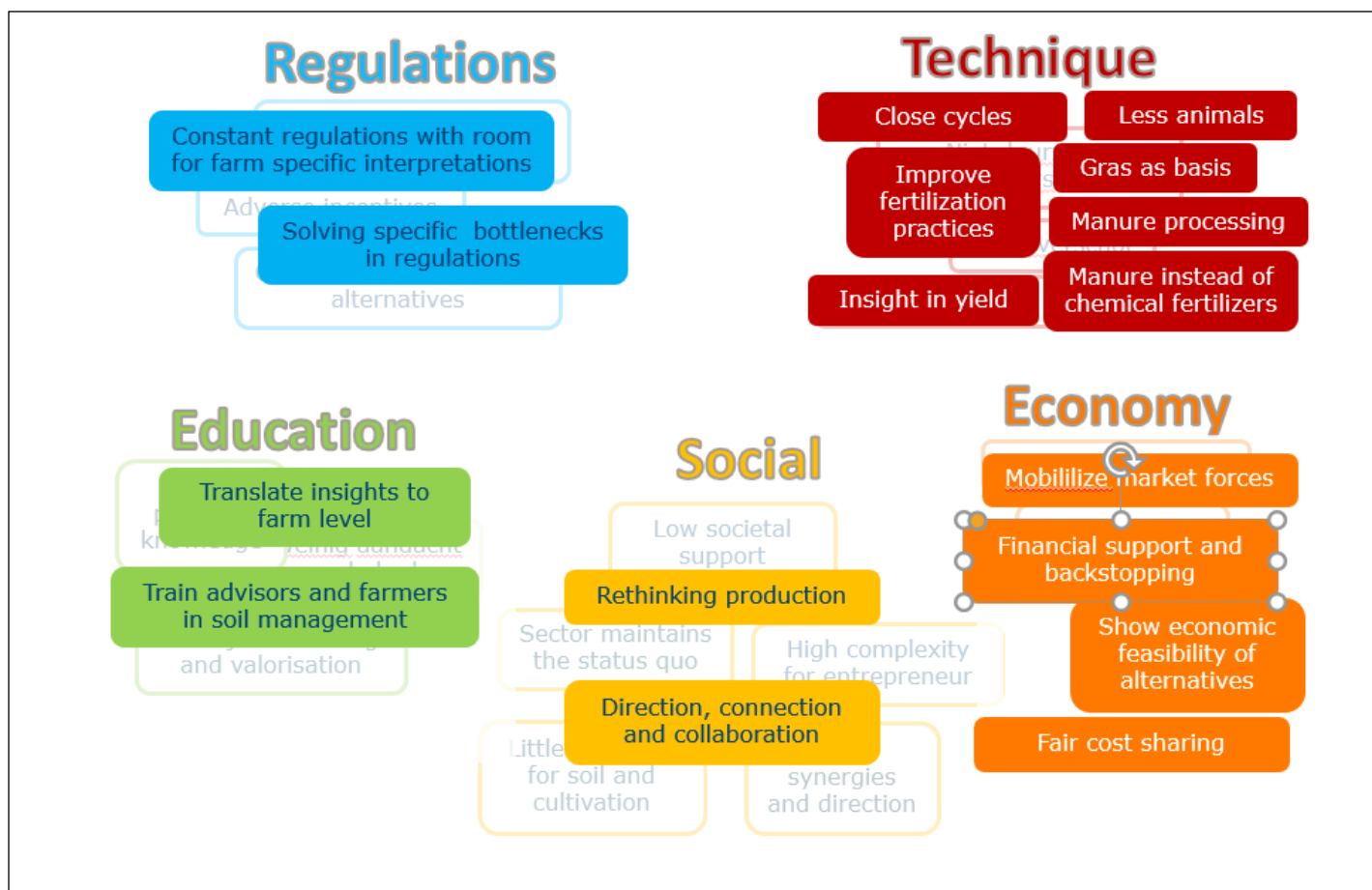


Figure 1: Solutions formulated in the RESET model, applied to the Dutch feed production system. Bottlenecks are still partly visible in gray.

Further information

Further readings

- [The RESET Mindset Model applied on decreasing antibiotic usage in dairy cattle in the Netherlands](#) T. J. G. M. Lam, J. Jansen, R. J. Wessels
- Influence without power: Stakeholder management in practice. <https://edepot.wur.nl/545717>

About this practice abstract and DiverIMPACTS

Publisher:

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Authors: Marie Wesselink and Jorieke Potters

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Intercropping, Multiple Cropping, Promoted with Actors and value-Chains towards Sustainability - is to achieve the full potential of diversification of cropping systems for improved productivity, delivery of ecosystem services and resource-efficient and sustainable value chains.

Project website: www.diverimpacts.net

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