

## Facilitator guide

# MODULE 6: PARTICIPATORY MARKET MAPPING

**Purpose:** Participants are able to use participatory market mapping workshops to increase the understanding of market actors about how their market system works, and to facilitate a dialogue between them to build the conditions on which coordination and collaboration are based.

### Learning objectives:

On completing this module participants should be able to:

- Feel confident to run a participatory market mapping workshop
- Be familiar with a range of exercises which can be used to move participants through the 4 milestones of the participatory market mapping and action planning process
- Understand what does and doesn't work well when facilitating a participatory market mapping workshop

### Materials:

- ❖ Flipchart and markers
- ❖ Paper and pens
- ❖ Different colours of post-its
- ❖ [6.1 Participatory Market Mapping - Slides](#)
- ❖ [6.2 Supplementary Guidance Note: Ideas For Exercises](#)

Session title	Time
Planning a Participatory Market Mapping Workshop	60 mins
Running the Participatory Market Mapping Workshops	2 ½ hrs
<b>Total</b>	<b>3 ½ hours</b>

Session title: Planning Participatory Market Mapping Workshops
<p><b>Time:</b> 60 mins</p>
<p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>❖ <a href="#">6.2 Supplementary Guidance Note: Ideas For Exercises</a> x 6 minimum (you may wish to print one for each participant)</li> <li>❖ <a href="#">Slides</a></li> </ul>
<p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>➤ Participants are able to effectively plan a Participatory Market Mapping Workshop including specific details about what will happen when and allocation of roles</li> </ul>
<p><b>Context:</b></p> <ul style="list-style-type: none"> <li>• Participatory Market Mapping Workshops use the same market map you became familiar with in module 2. The difference is that now the map is created by the market actors themselves.</li> <li>• It is a <i>truly</i> participatory process in which market actors come to better understand their own market, build relationships, and <i>decide for themselves</i>, which interventions they would like to take forward.</li> <li>• It is important <i>not</i> to think of it as a way to validate your own map and proposed interventions</li> <li>• As well as being an effective way to prepare for the action planning phase, the Participatory Market Mapping Worksop is <i>an intervention in itself</i>, because you are increasing access to information and understanding of the market, as well as improving relationships and cooperation between market actors.</li> </ul>
<p><b>Process:</b></p> <p>We are going to have an opportunity to role-play a short workshop. In practice, what we plan to cover in this short time is likely to be covered over a series of workshops, which may be held back-to-back, a week apart or a month apart.</p> <ul style="list-style-type: none"> <li>• <i>[Slide 2]</i> These are the key milestones of the process we want market actors to go through. As with many aspects of PMSD, the process is iterative – actors will not go through each milestone just once, they will come round to them again and again with increased understanding. For example forging a shared vision will also shed light on which of the blockages and opportunities are the most important to tackle in order to achieve the vision.</li> </ul> <p><i>Activity:</i></p> <p><b>Part 1 – 10 mins</b></p> <ul style="list-style-type: none"> <li>• <i>[Get participants into 3 groups and hand out copies of the 6.2 supplementary guidance note]</i></li> <li>• This guidance gives you a range of exercises to use or adapt in participatory</li> </ul>

market mapping workshops. They have all been tried and tested and found to be useful in different situations. You will not necessarily use them all and you are likely to adapt them to your needs or create your own. However, they act as a good starting point.

- In 3 groups you will have 45 minutes to prepare a 40-minute session of a participatory market mapping workshop, which you will run with the rest of the group role-playing the different market actors. Listen carefully when I explain the purpose of each milestone, as that will help you to define your session:
  - **Group 1** – Milestone 1 – *40 mins [go through slide 3 – see slide notes]*
  - **Group 2** – Milestone 2 – *40 mins [go through slide 4 – see slide notes]*
  - **Group 3** – Milestone 3 – *40 mins [go through slide 5 – see slide notes]*
- Milestone 4, where market actors plan and undertake coordinated action, will be covered in the Module 7 training, and so won't be focussed on now.
- As we have limited time for the role-play, we will be working with much shorter time frames than you would consider in a real situation.

**Part 2 – 45 mins**

- Start by having a look through all the exercises so you get a sense of the flow of the process
- Then focus on your milestone and have a think about which of the exercises you would like to try out. You might decide to use one or two. You may also want to adapt the exercises or create your own.
- You will plan your session as a group but we recommend the facilitation of the exercise be done by only one or two of you.
- Decide now who will be your nominated facilitators. The rest of you will act as market actors in the role play.
- Ensure that you have carefully thought through the exercises you want to use and how they will be facilitated, the timings and how you will transition from one activity to another.
- You will also need to think carefully about how you can ensure the participation of all actors, in particular those who may be marginalised.

**Notes:**

- Encourage groups to think through exactly how they would like the exercises to run. Everyone should be involved in this, not just the nominated facilitator.

**Slide notes:**

Slide 3:

**Milestone 1 – Market actors understand the system:** Initially most market actors are unlikely to think of the market as a 'system' of many interconnected parts. Most will have a narrow perspective of the particular roles and activities that they undertake from which they derive value. The first significant milestone comes when diverse market actors have mapped out the system, and have largely agreed

about how it works and how different market actors interact with each other. Figure 2 summarises the fundamental change of attitude of market actors leading to this milestone. The use of the Market Map framework to create a participatory visualisation of the market system is a fundamental exercise to achieve this first milestone.

*Slide 4:*

**Milestone 2 – Market actors frame each other’s problems in terms of systemic blockages:** Market actors understand their own problems better than anyone else. While they typically also see these problems with reference to other actors, they tend to blame others for their struggles. The second significant milestone occurs when market actors understand not just their own problems but also other actors’ problems, and see these different problems as interconnected parts of systemic blockages – blockages that affect the system as a whole. As this shift happens, market actors typically also stop blaming each other and framing problems in terms of culprits and victims. Actors begin to think of blockages in terms of conflicting but often valid needs and interests of different market actors. At this stage market actors not directly involved in a blockage realise how they might nonetheless be affected by it.

*Slide 5:*

**Milestone 3 – Market actors forge common interests and converge on a shared vision:** People rarely discuss problems without also considering possible solutions. It is therefore common that as market actors begin discussing blockages in the system, ideas about how to solve them start to be suggested. Another important milestone comes when market actors begin to ‘crowd’ around key issues of common interest, realise that they cannot address them individually and discuss cooperatively about how to solve them together. As specific solutions form so does the sense of a shared vision about how the market system could be different and work better for diverse actors. This milestone coincides with a noticeable increase in transparency among market actors as they see their different perspectives and knowledge contributing towards the common efforts to address issues. Figure 4 summarises the fundamental change of attitude of market actors leading to this milestone.

Session title: Running the Participatory Market Mapping Workshops
<p><b>Time:</b> 2.5 hours</p>
<p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>❖ Pre-prepared market actor cards for a relevant local market system that participants will have some knowledge of (you can use the roles provided for the market game in annex 1 of the supplementary guidance note, or you can create your own set)</li> </ul>
<p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>➤ Participants practice running a market mapping workshop and consider some of the key elements to ensuring they are successful</li> </ul>
<p><b>Context:</b></p> <p>This is an opportunity for you to test out the workshop sessions you have prepared as well as to experience a Participatory Market Mapping Workshop. Although this is an artificial situation, there is much to learn that can be applied in a real PMMW.</p>
<p><b>Process:</b></p> <p><b>Part 1</b></p> <ul style="list-style-type: none"> <li>• <i>[Give each person a market actor card. This is who they will be role playing]</i></li> <li>• Spend 10 minutes considering the role you will be playing, in particular:             <ul style="list-style-type: none"> <li>– your positions, interests and needs <i>[see notes]</i></li> <li>– how that actor might behave in this sort of situation. Try to behave in as realistic a way as possible – do not be overly cooperative or difficult, try to represent the range of behaviours you would be likely to see. Be aware of whether the person in your role is likely to have more or less power and take that into account.</li> </ul> </li> <li>• <i>[While the market actors are preparing, take the nominated facilitators to one side to give them a short briefing - see notes]</i></li> </ul> <p><b>Part 2</b></p> <ul style="list-style-type: none"> <li>• The workshop is about to start. Your nominated facilitators will lead the sessions you have designed in your groups and everyone else will participate in the workshop.</li> <li>• Remember that each group will have 40 minutes to deliver their session. Each group should also nominate a timekeeper who will help the facilitator to stay on track.</li> </ul> <p><i>Activity:</i></p> <ul style="list-style-type: none"> <li>• Participants run the workshop!</li> <li>• <i>[When facilitators have run their session and handed over to the next group, encourage them to join the rest of the participants role playing market actors]</i></li> </ul>

*Debrief:*

- What happened in that workshop?
- What did you enjoy? What did you not enjoy?
- What did and didn't work well? Why? *[add your own feedback at this point]*

Back in your groups:

- What would you do differently next time?
- Based on your experience, what would be your top tips for facilitating Participatory Market Mapping Workshops? *[write these on flipchart]*

**Notes:**

- **Definitions of positions, interests and needs** *[from International Alerts AMAP paper on conflict-sensitive approaches to value chain development]:*
  - **Position** – initial attitude on entrance at the PMMW
  - **Needs** – non-negotiable required outcomes/requirements for wellbeing
  - **Interests** – What they would like to see in the future
- **Briefing for facilitators:**
  - This is an important chance to practice their skills and get feedback – they should treat it as a learning experience
  - Remember that it is their job to be neutral, and guide the *process* not the outcome
  - Ensure that everyone's voices are heard – if people do not feel heard, they will not be bought into the process
  - Don't worry about it being perfect at this stage, just try to get the information up there
  - Don't take one person's view to be more reliable than another's, keep checking it out with the whole group
- It is important to stand back and allow the participants to take full responsibility during this session. After giving the initial instructions, make a big show of the fact that you are removing your 'facilitator hat' and handing it over, and don't be tempted to interfere!
- **Take notes during the workshop** so you can give detailed and specific feedback
- The experience should both build participants' confidence to run these workshops and demonstrate that high levels of facilitation skills are required – ensure that the feedback provides a **good balance of encouragement and challenge**

**Top  
Facilitation  
Tip!**

## Every challenge is a learning opportunity:

It can be easy when facilitating a training workshop to feel that a challenge to the material you are presenting is an attack on you. How many times have you seen a speaker, trainer or facilitator become defensive and get into arguments with a participant? Likewise, when the ideas you are presenting are challenging participants' usual way of thinking or doing things you may find that they become defensive.

### So how do you ensure you enter a productive dialogue rather than an argument?

- **Remain calm** – listen, smile, and pause before responding
- **Thank the participant** for their stimulating question – remember, it is evidence that they are really engaging with the material
- **Really listen** – don't just react to what they have said but try to get to the bottom of their real concern or question. This may require further probing by asking questions and reflecting back your understanding
- **Identify the learning opportunity** – these discussions often provide an opportunity you may not otherwise have had, e.g. to explore nuances of an idea, present another side or reinforce learning
- **Trust in the group** – try throwing the question back to them. You may be surprised and delighted by their insights, and the 'challenger' may find it easier to hear from them
- **Respect their right to take what they want from the sessions** – you may not reach agreement, however it is not your job to 'make them understand', but to facilitate their learning process
- **Summarise the key learning message** and move on – don't get stuck in a repetitive argument!
- **If you are concerned that continuous 'unproductive' challenges are damaging the group experience** try using the Situation, Behaviour, Impact model (see [Step 7 Guidelines pg 15](#)) to give feedback to the participant outside of the group sessions
- Finally, once the session is over, **review subsequent sessions** – decide if you need to spend more time reviewing a particular concept, tool or principle and think about additional resources, people or activities which may be able to help

This is one of the trickiest aspects of facilitation, but when approached well it can unlock some of the richest group learning. Don't be hard on yourself if you don't respond as well as you would like; it takes experience and practice to really get this right.