

## **Step 8: Facilitating Change**

*‘Collaborative action and transformation in the market system’*

### **Summary**

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*Step 8: Facilitating Change* explains how to take a ‘learning-by-doing’ approach. You will find a set of recommendations covering processes of facilitation, monitoring, reflection, learning and planning.

The step also includes a table directing you to different parts of the Roadmap where you’ll find our lessons for facilitating key Participatory Market System Development activities.

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### **Contents and Action Points**

Section 1: Facilitate, reflect and plan	2
Section 2: Top recommendations for a facilitation team	4
Our tips for using participatory monitoring as a catalyst	7
<b>Action Point A – Leverage small achievements</b>	<b>15</b>
<b>Action Point B – Participatory monitoring</b>	<b>15</b>
<b>Action Point C – Create a space to reflect, review and learn</b>	<b>16</b>
<b>Action Point D – Plan adjustments to improve the facilitation</b>	<b>17</b>
Section 3: Facilitating strategic activities	18

## Section 1: Facilitate, reflect and plan

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*Participatory Market System Development (PMSD) is a ‘learning-by-doing’ approach. You should invest time and resources into monitoring and reflection as you go along. Use this learning to guide facilitation and maximise results.*

### Remain strategic and respond flexibly

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Successful PMSD tends to involve trying things out, monitoring their outcomes, building on successes as you go along, and learning from failures. This makes facilitation iterative, following the same iterative process that we have seen in other steps.<sup>1</sup>

*Figure 1* summarises a practical iterative approach that allows facilitators to build flexibility into the process, learn and respond as it goes along, and remain strategically focused on results.

**Facilitate:** Be as facilitative as possible in the way you implement activities, striving to create conditions for market actors to drive change.

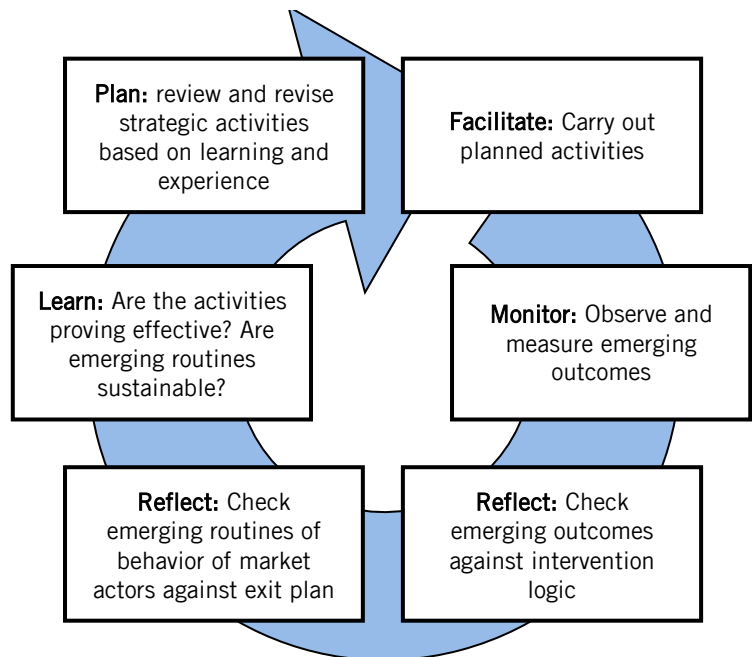
**Monitor:** Use formalised indicators to measure emerging outcomes. Also keep your eyes and ears open; informal observations can also be very insightful.

**Reflect:** Create frequent times and spaces where as a team, you discuss how the facilitation activities are going. Draw on monitoring information and informal insights from your experiences.

**Learn:** Use this reflection time to answer two key questions:

- How effective do the activities seem to be in delivering expected outcomes?
- How are market actors responding to the intervention and you as facilitators? Is your presence helping market actors to adopt sustainable new routines that will survive the end of the intervention?

Figure 1: Facilitating change is an iterative process



<sup>1</sup> An *iterative process* is a process where you repeat a particular procedure with the aim of approaching a desired goal. Each repetition of the procedure is called an ‘iteration’ and the results of one iteration are used as the starting point for the next iteration. The iterative process is important in many other steps of the PMSD Roadmap. See *Step 1: Market System Selection*, *Step 2: Preliminary Market Mapping and Analysis* and *Step 6: Participatory Market Mapping*.

**Plan:** Use the findings of the reflection and learning to guide on-going decisions about how to facilitate future activities. Make adjustments and changes to maximise the likely effectiveness of future work.

Look at the rest of this step for further recommendations on how to adopt this approach.

### Examples from the field – Dairy Chautari ‘meetings under the tree’ in Nepal

In the dairy market system in Nepal, extension information on animal health is a systemic blockage. Producers tend to have poor understanding of animal health and have a limited awareness of the need to seek on-going veterinary support. The limited demand for services hampers the growth of a local, private market for para-veterinary services. Poor animal health in turn leads to poor quality and low volumes of milk. As a result there is a regional under-supply of milk and large processors must make up for this logistically by demanding imports from India.

This is an issue that dairy sector actors agreed was a top priority in participatory market mapping workshops that Practical Action facilitated. Actors were quickly able to imagine a vision of the market system where this blockage was addressed and set about exploring options.

Practical Action’s team facilitated a new low-cost collaborative arrangement to address the issue of animal health: Dairy Chautari ‘meetings under the tree’ that followed existing local Nepali custom for meetings. Financed by dairy processors and bringing together processors, local producers and veterinary experts both from the government and from veterinary training institutes for animal health, Dairy Chautari meetings are learning events and de-worming and vaccination camps in areas where processors are interested in building up their supply chain.

At first, Practical Action and its partners financed the Dairy Chautari from a project budget. They ensured however that a wide range of market actors attended the first events to see their potential and become interested in the model. Feedback sessions were facilitated with the market actors straight after the Dairy Chautari. This allowed market actors to discuss opportunities to collaboratively take up the model as part of their business plans (in the case of companies), outreach activities (for government services) and field training programmes (for veterinary training institutes).

The Dairy Chautari are still evolving at the time of writing. An early emerging lesson is the importance of facilitating engagement and interaction activities around the events themselves from the beginning. This creates the conditions for the events to be taken up and driven by market actors in the future. It is critical that all parties involved – the project field staff and market actors – have the right attitude from the start. They must see Practical Action’s support as time-bound, and understand that it is their responsibility to take on the leadership and finance if the meetings are to be sustainable. This important lesson has since been applied by Practical Action and private-sector processors in replications.

## Section 2: Top recommendations for a facilitation team

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*Eight top recommendations are discussed on how to manage an effective team throughout the PMSD process.*

### **Top recommendations for managing an effective facilitation team**

#### **In facilitation:**

- Value small intangible and tangible outcomes as ways to build momentum for greater change.
- Use participatory monitoring as a catalyst for relationship change.

#### **In monitoring:**

- Be patient; outcomes take time to emerge.
- Keep your eyes and ears open for unsuspected signals.

#### **In reflection:**

- Frequently review the underlying intervention logic against experiences in practice.
- Always keep the long term sustainability after your exit in mind.

#### **In learning:**

- Support an environment where the team feels that they can discuss and learn from mistakes and failure. Don't condemn these.

#### **In planning:**

- Ask yourself what you can do differently next time to make the activities more effective.

Read on for more detail on each of these recommendations.

## Value small intangible and tangible outcomes as ways to build momentum for greater change

Facilitation is a process that takes time – often longer than stakeholders expect. Market actors must feel confident that they can manage risks before they will change their behaviour, and this depends on slowly changing attitudes, relationships and levels of trust. These characteristics are difficult to measure (intangible) but are often essential foundations for more concrete (tangible) and sustainable outcomes such as new business practices and arrangements to emerge.

Facilitators should focus on nurturing intangible outcomes – attitudes of market actors towards each other, levels of trust between them and their relationships – alongside the tangible outcomes.

**Examples from the field – Nuts about relationships in Bangladesh:** Groundnut traders and farmers in Bangladesh, whose relationship was previously hostile, established new transaction arrangements based on greater trust and longer-term views of their relationships with each other. As a result, production and trade increased by 75%, quality improved and this led to improved prices for the farmers. Communication and information sharing also increased dramatically, both amongst other farmers, and up and down the market chain; and oil processing costs fell as farmers took on some of the initial activities, from which they further increased their income.

At the same time facilitators can harness new business models and other tangible innovations to feed healthy relationships. Facilitators should help market actors to value and celebrate examples of the benefits that result from cooperating more and taking calculated risks. Even when the benefits are small these actions can build an appreciation amongst market actors and help to catalyse further changes that contribute towards the big vision.

**Examples from the field – Building buy-in at Sales and Service Centres in Bangladesh:** Sales and Service Centres, which were established by partnerships between smallholder producers and service providers in Bangladesh with Practical Action's support, faced a tough start. The model depends on bulk demand for inputs and services, and bulking of produce for sale to large buyers. Centres hoped to draw on local producers to meet the volumes required to attract suppliers and buyers. Initially however, the managers of the centres – all local producers and service providers themselves – struggled to overcome suspicion towards the initiative among other locals. Over time however the centres got going and successfully negotiated small bulk purchases and sales. Practical Action encouraged them to publicise these transactions and this led non-participating producers to take notice and join the initiative.

See *Action Point A: Leverage Small Achievements* below for a tool to help you do this.

## Participatory monitoring as a catalyst for relationship change

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We have found that engaging market actors in participatory monitoring of tangible and intangible changes in the market system can be a useful exercise around which to facilitate market actors' dialogue and collaboration with each other.

We have used two tools to carry out participatory monitoring:

- Relationship groups.
- Reviewing the Market Map or sections of it

### Relationship groups:

Relationship groups bring together small numbers of market actors who are working to address specific issues they face. At the group meetings the market actors assess the changes in their relationships and the tangible actions they are taking in coordination with each other. The **Relationship Matrix** is a tool initially developed by SDCAsia and adapted by Practical Action to track the changing relationships and actions against a baseline. The Relationship Matrix is a largely subjective and qualitative tool. We have found that when effectively facilitated, the process of reflection it encourages in the actors can catalyse changes in attitudes trust.

**Examples from the field – relationship groups:** At the local level in Bangladesh, Practical Action facilitates milk collectors, local producers and animal health workers to come together to discuss the progress of milking, bulking and collection practices to increase the quality of milk.

At the national level in Nepal, Practical Action brings together large scale processors, input suppliers and government extension services to track progress with sharing costs of vaccination and de-worming camps in Western Nepal.

For a full set of guidance notes on the Relationship Matrix as it has been explored by Practical Action in Bangladesh, refer to the *Supplementary Guidance Note: The Relationship Matrix*.

### Review and revise the Market Map:

As part of the participatory market mapping workshop you can facilitate market actors to review the Market Map that they produced, or some subsections of it. The existing Market Map acts as a baseline, and market actors discuss progress in the intervening period towards a future, envisaged market. This can help to refocus energy on a revised set of priorities.

This exercise can be useful both in reviewing periods of considerable progress as well as periods of inertia. If it has been a busy period, reviewing the Market Map and changes that have happened since the last meeting often encourages market actors and gives them a sense of achievement and a 'can-do' attitude. Facilitating reviews of periods when little has changed is much more difficult, but provides the opportunity to understand why this is the case in a participatory fashion, and can help to unlock the bottlenecks that caused the inertia.

## Our tips for using participatory monitoring as a catalyst

- **Frequency of use will be context-specific:** Typically we work with market actors to review and revise the Market Map once a year. More frequent reviews can be beneficial. Relationship groups meet on a monthly or 3-monthly basis.
- **Use these tools as a platform for facilitating attitudinal and relationship change, not as an output in themselves:** It is therefore important to use tools flexibly and as support to responsive facilitation, not as a substitute to it. This is especially important if you consider using these tools frequently.
- **Make sure market actors taking part in the exercise have had the process explained to them and that they are comfortable with it**
- **These tools are not a substitute for responsive facilitation:** As with all facilitation tools, the tool itself will not make up for bad facilitation.

### Be patient; outcomes take time to emerge

Because PMSD is a process that takes time, outcomes that you are looking for will not become visible immediately. This is because:

1. The outcomes of PMSD **lag** behind the activities. This means that there is a period of time between facilitating activities and outcomes emerging from these activities. Furthermore, tangible outcomes – concrete changes in market actors’ practices – will lag behind the more intangible outcomes – attitudes and relationships of the market actors.
2. Outcomes also often only appear after **tipping points** have been reached, following periods of on-going facilitation. This is because changes in attitudes and relationships of market actors – and in turn business practices – often only occur after an extended period of interaction with each other. During this period of facilitating interaction, facilitators may observe few concrete outcomes. When outcomes do emerge, however, they can do so quite suddenly and then accelerate quickly.

Figure 2 graphically represents these lags in outcomes and tipping points. You can see that after the attitudes of the market actors start to change, the intensiveness of the facilitation can begin to be reduced, heading towards the eventual exit of the intervention.

**These lags and tipping points mean that the facilitation team needs to be careful when reflecting on their activities that they don’t decide too soon that their approach is not working and make changes to the way they facilitate.**

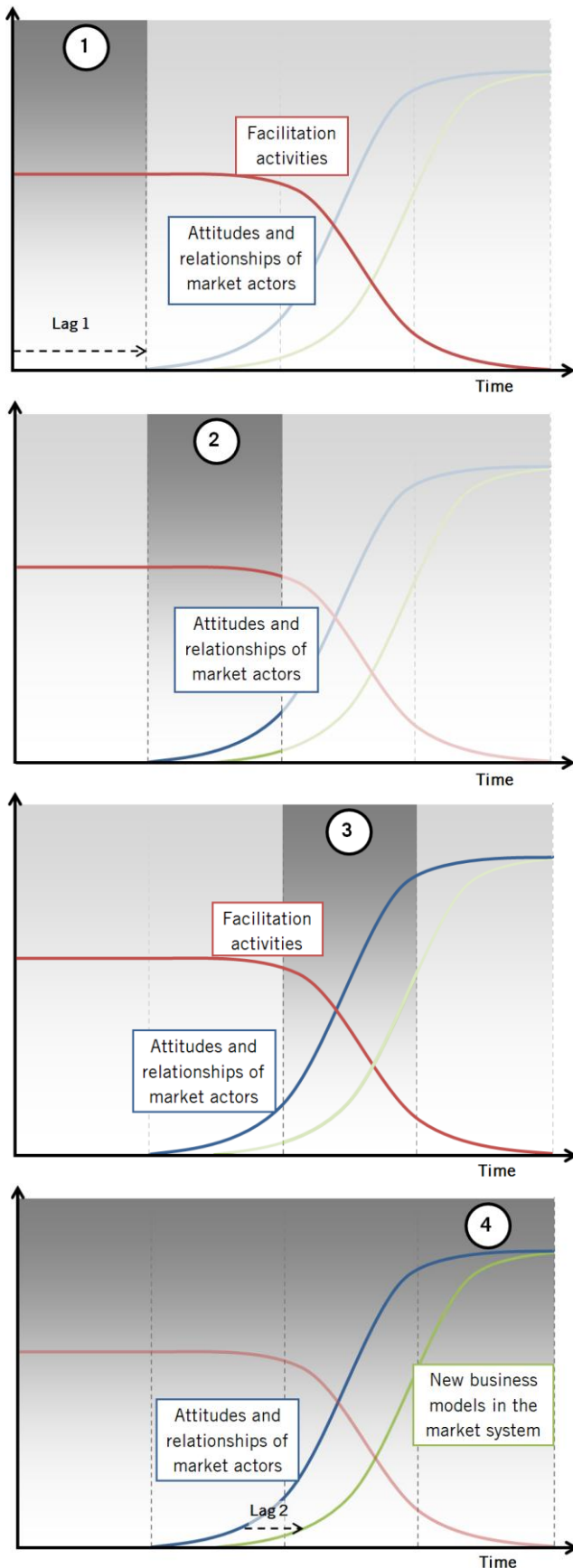


Figure 2: Lagging outcomes and tipping points in facilitation

### 1. Latency Phase:

At the start of the intervention, there may be a large amount of facilitator effort with no indication of changes in the system. Patience is vital here.

In this phase, the facilitator will be organising meetings, getting institutional buy-in and helping the stakeholders to see how the process can work for them.

### 2. Take-off Phase:

In this phase the facilitator starts to perceive small but important changes in attitudes – for example, a key actor agrees to participate in a workshop, a group of lead farmers decide to test a new technology, or the local chamber of commerce convenes their members to talk about the process.

If risk perceptions are high amongst market actors, the facilitator can use “smart” subsidies to help them pilot new business models, technologies or practices.

### 3. Tipping Phase

The tipping phase occurs when there is a sudden acceleration in the change in attitudes and investment patterns of market actors. The actors show more ownership of the process; they take on more responsibilities and risks and they start to innovate on their own. The need for catalytic subsidies is reduced significantly. The once marginalised market actors become more confident and accepted by the rest as strategic players.

However, the facilitator should be prepared in case the process stumbles, or there are conflicts between the market actors, and step in to help the market actors learn to deal with them.

### 4. Adaptation and scale up phase

In this phase, the market actors will:

- Start to use the experiences they have learned throughout the PMSD process to respond proactively to challenges and opportunities on their own, with minimum support from the facilitator;





- Be able to identify blockages that are hampering quality, productivity or efficiency on their own and collaborate to remove them (e.g. lobbying the national government to improve a piece of legislation, or raising the awareness of consumers about the products they produce);
- Invest more energy in copying, adapting and disseminating business models, practices and tools into areas where the facilitator has not directly intervened.

There is usually a time lag between changes in attitudes and relationships and the market actors actually leading concrete, sustainable changes themselves, such as the examples described above. However, it is important to note that the process can also take place the opposite way round. Piloting new business models, technologies or practices (normally using catalytic subsidies) creates an environment of collaboration or coordination that often in itself contributes to changes in attitudes.

## Keep your eyes and ears open for unsuspected signals

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The PMSD process depends on up-to-date information to understand how well the activities are going. Monitoring therefore plays an important part in the facilitation process, and you'll find more details about how to set up a monitoring system in *Step 9: Monitoring, Evaluation and Learning*.

Important insights about the incentives, attitudes, and relationships of market actors are inherently difficult and slow to capture through measurement. Teams can draw on the experiences and observations of field staff alongside formal monitoring to overcome some of these difficulties.

By keeping their eyes and ears open as they facilitate field activities, facilitators can pick up signals about how market actors are responding to each other and to the intervention. These signals are often difficult to anticipate, so it is not easy to plan for them in a concrete way. The best preparation that we've found is for the field facilitators to be well-informed about the logic of the intervention that they facilitate, so that they understand what outcomes their activities are intended to lead to, and can therefore be receptive to positive or negative signals.

To make good use of this experiential knowledge of facilitators, team managers should create informal spaces where facilitators' can frequently meet to share their reflections with each other, and emerging patterns experienced by a number of facilitators can be captured and used in decision-making.

### Examples from the field – The value of experiential knowledge of field facilitators in Nepal:

When Practical Action's team in Nepal were looking to understand why some of the local dairy cooperatives they had supported were not responding as expected, a combination of monitoring data and informal experiences of the field staff was helpful. The monitoring system tracked information about quality and volume of milk going through the cooperative, and membership rates of poor farmers in cooperatives. The system provided some useful feedback: it told the team that firstly, milk that was being collected in some cooperatives wasn't improving in quality. Secondly, despite producing increased volumes and quality of milk, and having newly connected access to cooperatives, many poor producers were still not selling to them.

The field staff were able to provide additional information about why this might be, based on the informal observations they made during their frequent visits to the cooperatives in question. Cooperative leaders often had strong interests to sell their own milk to the cooperatives, regardless of its quality. They also wanted to maintain their relationships in the community with farmers contributing poor-quality milk. The district storage centres had weaker demands on milk quality than expected. Furthermore rather than welcoming new smallholder farmers to join the local cooperatives, existing members preferred to protect their capture of cooperative profits by keeping the membership to the cooperative small. Non-member farmers are allowed to sell their milk to the cooperatives, but could not access the benefits that members enjoy. Reacting to this attitude, some farmers preferred not to sell to the cooperatives.

Drawing on both the monitoring data and the informal insights of the field staff, the team were able to build a plausible and evidence-based explanation for why some of the cooperatives were not responding to the PMSD process as expected. The team then set out to better understand how the cooperatives performing well had overcome these issues, hoping to draw some lessons they could apply to the problematic cooperatives.

When used to inform big decisions, this kind of experiential knowledge can add powerful detail and explanation to **objectively verifiable information** collected through formal monitoring. In isolation, experiential knowledge can be used to adjust the approach to facilitating activities.

**Caution:** This kind of information inherently involves the subjective interpretation of those who collect it. It is important to triangulate information offered by team members with perspectives of the rest of the team, and with the formal monitoring system.

### Frequently review the underlying intervention logic against experiences in practice

In *Step 3: Strategic Design and Planning*, a number of guiding questions were discussed to help you uncover the logic of the intervention. This helped you to identify a set of strategic activities to facilitate.

Once you start facilitating the activities identified, the intervention logic provides you with a helpful framework to reflect on those activities. You can use the intervention logic to check whether the activities are leading to the outcomes you were expecting. When the outcomes are occurring as expected, this means that your facilitation is on track to result in the impacts that you are hoping for. If you see that the activities are not having the outcomes you were expecting, it may be necessary to explore why this is and make changes to the activities you are facilitating.

We have found that it is useful to review the intervention logic as a team, so that experiences and practical insights of the field staff can feed into your understanding about the behaviour of market actors and how the market system is responding to the intervention.

### Examples from the field – reviewing the intervention logic for Dairy *Chautaris* in Nepal

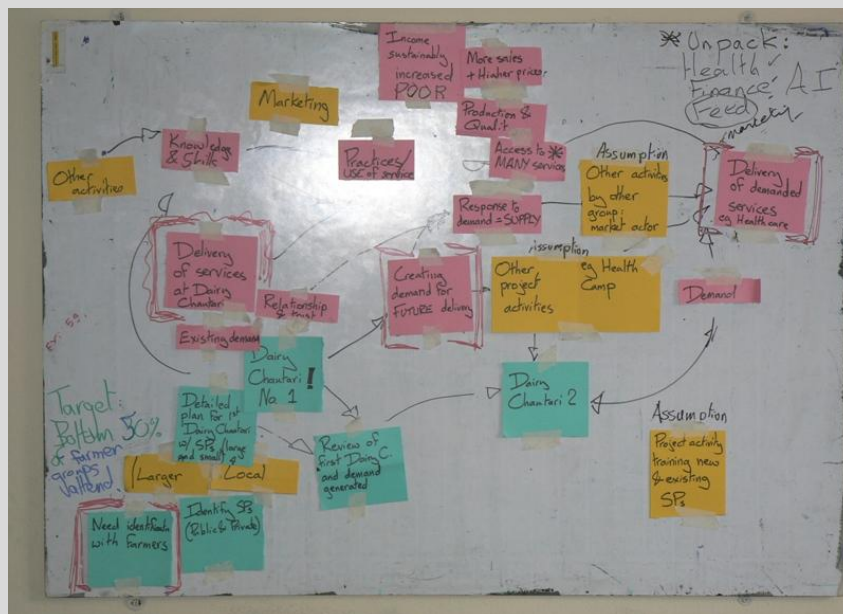
Figure 3 shows the intervention logic for the Dairy *Chautari* mapped up on a wall space. You can read more about these Dairy *Chautari* – animal health ‘meetings under the tree’ – in the box on page 3 of this step.

This intervention logic was mapped out as a results chain in a workshop that took place after the first round of Dairy *Chautari* had been facilitated. Taking part in the meeting was the project manager, an M&E officer, a couple of technical project officers and some field coordinators from the project’s implementing partners. (You can find more guidance on using results chains to visually capture intervention logics in *Step 9: Monitoring, Evaluation and Learning*).

The emphasis of the mapping was to keep it lively, and bounce implementation experiences of the field coordinators against the project manager and technical officers who had taken part in designing the project, and who continued to provide strategic and technical support. The M&E officer was also a valuable participant, being the person in the team with the best knowledge of the key messages that the project’s monitoring information was producing.

As a result of this workshop, the team confirmed that the Dairy *Chautari* model was already drawing considerable interest from market actors who were keen to lead and finance them in the future, and that greater efforts could be made by the project team to facilitate this hand-over. The workshop also revealed a gap in monitoring: the project was struggling to know whether the poorer segments of the project’s target populations were attending and benefitting from the *Chautari*. The field coordinators suspected from their observations that they might not. It was decided that an additional indicator and mechanism would be put in place to track this and the team resolved to increase its promotional activities if the new information confirmed this suspicion about participation of the poor.

Figure 3: Reviewing the intervention logic of Dairy *Chautari* in Nepal



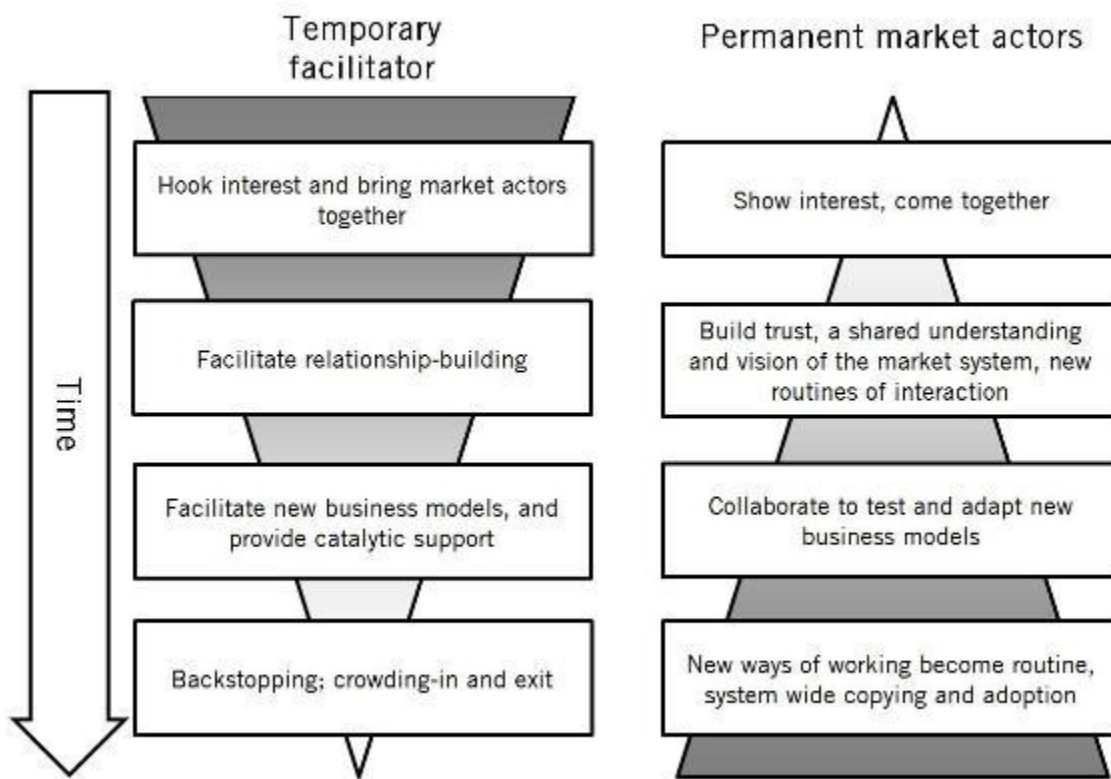
**Always keep long term sustainability after your exit in mind**

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In PMSD, sustainability is understood to mean the capacity for market actors to maintain and improve their market system as they continue to adapt to new challenges and opportunities in the evolving market conditions (see *Step 3: Strategic Design and Planning* for more details).

Figure 4 (also presented in Step 3) shows how the temporary role of the facilitator can catalyse changes in the market system that are sustainable in this sense.

Figure 4: Facilitation - Planning your exit before you enter (adapted from Bernet et al, 2005)



In summary:

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*At the beginning of the PMSD process, the temporary facilitators take a lead in attracting markets actors to come together. At every opportunity the facilitator builds the trust between the market actors towards greater collaboration and experimentation. As trust builds and new business models are tested and adopted, the process of change becomes increasingly led by the market actors themselves. The facilitator is therefore able to wind down the intensive support and focus on facilitating communication across the system to encourage copying and adoption more widely.*

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To help you do all you can to ensure this kind of sustainability, you may find it useful to reflect on how market actors are responding to the facilitation process and adjust your strategy to make it more

effective. You can do this by reviewing the table that you filled out in Step 3: *Action Point C – Plan your exit before you enter.*

### **Support an environment of constructive learning; don't condemn mistakes or failure**

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Given that market systems are complex and facilitating market actors is not straightforward, mistakes, false starts and even failure are inevitable parts of PMSD.

When things don't go the way you expect or want, this is always a disappointment. However these moments produce valuable lessons. Market facilitators often report that in the long-run, outcomes and impacts tend to be greater where failures occurred early in the process and strategies were honed as a result.

In order to take advantage of mistakes and avoid them in the future, it is important that facilitation teams are able to discuss and reflect upon them candidly. In this way, future decisions and actions can be made based on the lessons that come out of them.

Think about how you can nurture a working environment for the facilitation team that encourages honesty, candour and critical reflection.

### **What can we do differently to make our activities more effective?**

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You and your team should use the recommendations discussed above to effectively monitor, reflect and learn about your on-going activities and periodically ask yourselves: what can we do differently this time to make the activities more effective than what we've done so far?

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*Ultimately, the reason that you should use an iterative approach in PMSD is so that you can improve your effectiveness as you go along in order to get better results in the end.*

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In *Action Point D – Plan adjustments to improve the facilitation* (below), you'll find some steering questions to think about to help you make adjustments to your approach.

## Action Point A – Leverage small achievements

This action point helps you to periodically keep track of the recent achievements of the PMSD process. Where appropriate, you can then highlight these achievements when you meet market actors to energise them about the process.

Refer back to the section about *valuing small intangible and tangible outcomes to build momentum for greater change* for details about why it is important to do this.

In your team, allocate a little time on a monthly basis to fill out this table. It will help you to make the most of achievements in the PMSD process:

Achievements in the past 3 months	Details	Which market actors might like to hear about these achievements?	What opportunities do you have in the next month to share these achievements with these market actors?	Which other stakeholders should you share this information with?
<i>Use monitoring information and informal insights from the field staff to identify achievements</i>			<i>What facilitation activities are planned in the near future where you can share the achievements with market actors identified in the previous column?</i>	<i>e.g. donor, organisation's learning coordinators</i>

## Action Point B – Participatory monitoring

Refer to the *Supplementary Guidance Note: The Relationship Matrix* for a full set of notes about how to use relationship groups and the Relationship Matrix as part of the PMSD process.

## Action Point C – Create a space to reflect, review and learn

Allocate time and resources for your team to meet on a regular basis to review monitoring information, discuss their experiences and observations about how the PMSD process is going, learn from these observations and plan ahead.

Use the recommendations in the section above to make the time you spend together effective and strategic. In particular:

- **Use the meetings to share experiences and observations that you've made in the field; some of them may be important signals.**
- **Review the intervention logic against experiences in practice:** If you put up a graphical representation of the intervention logic – such as a results chain on the wall, it can help to focus the discussion of your team on whether their experiences in the field match what was envisaged when the intervention was designed.
- **Always keep the sustainability after your exit in mind:** Review the table you put together in Step 3, *Action Point C – Plan your exit before you enter* to check whether market actors are taking leadership over the PMSD process as planned.
- **Support an environment where the team feels that they can discuss and learn from mistakes and failure:** Don't condemn them
- **Ask yourself: “*what can we do differently to make our activities more effective?*”**

In our experience we have found that the PMSD process benefits from at least monthly meetings with the whole team. However, more frequent meetings that are kept informal have been found to be very useful also.



## Action Point D – Plan adjustments to improve the facilitation

As part of the team meetings described in *Action Point C*, use the findings of the reflection and learning to plan adjustments to the way you facilitate your next activities.

Here are some questions to help you plan adjustments:

- **Prevailing market conditions:**
  - Are there emerging issues in the market system that are creating new challenges and opportunities for the market actors?
  - Can the facilitation activities be adjusted or changed to make them more sensitive and appropriate to these conditions?
- **Relationship between facilitators and market actors:**
  - How are market actors reacting to the intervention?
  - What can we do to strengthen the understanding of market actors about our temporary facilitative role?
  - What can we do to strengthen the market actors' leadership and ownership over the changes that are happening in the market system?
- **Attitudes and relationships:**
  - How are the critical attitudes and relationships in the market system changing?
  - What can we do as facilitators to provide greater support to these relationships?
  - Do we need to change the activities we facilitate to build relationships, or change the way we facilitate them?
- **Business models:**
  - Are new business models emerging, being tested out and being adapted?
  - What can we do differently to provide greater support market actors to innovate?
- **Routines and system-wide transformations:**
  - Are new ways of working of market actors becoming a routine part of their business?
  - Are successes being copied and adopted more widely?
  - Can we do more to facilitate this scale up to happen?

## Section 3: Facilitating strategic activities

Step 3: Strategic Design and Planning *includes a table of examples of strategic activities that have been used in previous PMSD processes. Further guidance on facilitating these activities can be found throughout the PMSD Roadmap. Table 1 summarises where to find this guidance.*

### Further guidance on facilitating strategic activities

Table 1 follows the same order as the table of examples of facilitation activities presented in *Step 3: Strategic Design and Planning*.

Examples of facilitation activities		Where to find further guidance
1	Participatory Market Mapping workshops	<i>Step 6: Participatory Market Mapping</i> provides a detailed description of this process, the roles of the facilitator and templates to plan, prepare and review the process
2	Multi-actor interest forums and groups	<i>Step 7: Participatory Planning</i> synthesises our experiences of facilitating multi-actor forums. It presents a set of commonly important factors for facilitators to strategise around.
3	Market opportunity groups and other representation approaches	<i>Step 4: Empowering Marginalised Actors</i> and <i>Step 7: Participatory Planning</i> provides detailed guidance on approaches to facilitate the representation of marginalised actors.
4	Empowerment activities with marginalised actors	<i>Step 4: Empowering Marginalised Actors</i> provides detailed descriptions of activities that can be used to empower marginalised actors.
5	Exchange visits, field visits and market system tours	The PMSD Roadmap does not have specific guidance for this. However you will find the <i>Step 6 Templates</i> on Participatory Market Mapping Workshop Planning useful to ensure that the visits and tours are as strategic and effective as possible.
6	Local reporters and other media market engagement activities	<i>Step 10: Communicating for Uptake at Scale</i> focuses on how to encourage ‘crowding in’: system-wide copying, adoption and response. You’ll find more guidance on media market engagement as a possible strategy to achieve this in this step.
7	Subsidies and direct delivery of market functions	You’ll find a set of principles to guide the implementation of subsidies and direct delivery of market functions, together with a table outlining risk mitigation strategies in <i>Step 3: Strategic Design and Planning</i>