

Step 6: Participatory Market Mapping

‘The market actors understand their system together’

Summary

Step 6: Participatory Market Mapping describes the process that is at the heart of the Participatory Market System Development (PMSD) process: a series of flexible workshops bringing diverse groups of market actors together.

The objectives of participatory market mapping are to increase the understanding of market actors about how their market system works, and to facilitate a dialogue between them to build the conditions of trust on which coordination and collaboration are based.

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Section 1: Overview of the participatory process

Participatory market mapping brings market actors together to learn more about their market system, and facilitates the development of trust, coordination and collaboration between them.

Objectives of participatory market mapping

The first objective of participatory market mapping is to provide a space for market actors to understand how their market system really works. The purpose of this is to facilitate market actors to better understand their interdependency and the economic opportunities that exist from greater cooperation.

No single market actor understands the market system in its entirety. Instead market actors have different perspectives on the market system, shaped by their particular place and roles in it. That's why we use participatory market mapping workshops. The workshops bring together as many key actors as possible to contribute their perspectives and piece together a Market Map from the different bits of knowledge. This Market Map forms the basis of a shared understanding among the actors about how the market system really works.

We have found that through this process of participatory market mapping, market actors build their trust in each other and strengthen their relationships. In addition to building the understanding of market actors by facilitating the sharing of knowledge, another objective of the workshops is therefore to create the conditions of trust that enable collaboration.

In summary the objectives of participatory market mapping are to:

1. Provide a space for market actors to better understand how their market system really works, in particular its systemic, interconnected characteristics;
2. Facilitate interactions between market actors to build the conditions of trust on which coordination and collaboration are based.

Facilitators continue learning

In addition to the objectives focusing on the market actors described above, participatory market mapping serves a further use. **Participatory market mapping provides further information for facilitators to continue learning about the system.** This helps facilitators improve their ability to be context-specific and responsive to the unique conditions that they face.

The importance of on-going learning is described in [*Step 2: Preliminary Market Mapping and Analysis*](#).

A series of workshops

Building trust between market actors requires frequent and well-facilitated interactions. It often takes time and requires patience before the process results in visible changes in the way market actors do business with each other. **The process is therefore best facilitated as a series of workshops, each building on the outcomes of the last.**

Basic budgeting for the series of workshops can be planned out during the strategic design phase before the participatory process begins (see [Step 3: Strategic Design and Planning](#)): resources can be allocated for quarterly participatory workshops for a period of time that covers the entire PMSD process.

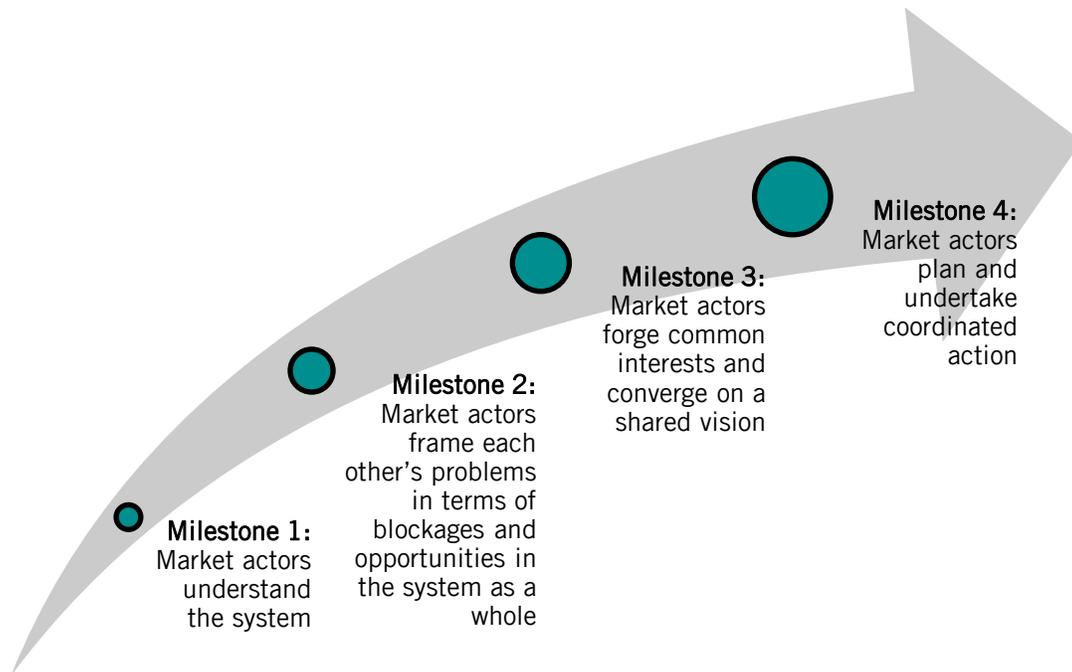
However, the participatory workshops are most effective when they are planned flexibly as the process goes along. In particular, objectives for the workshops, the list of participants, possible delivery partners and detailed logistics should be planned for each workshop based on the response of market actors towards past workshops, other activities of the PMSD process and prevailing market conditions. You'll find more information about this in *Section 3: Planning, preparation and review* of this document.

Making progress

Participatory market mapping is a journey that takes diverse market actors from individualist business behaviour and potential antagonism between them to new cooperative patterns of behaviour and new collaborative ways of doing business with each other.

Our experience points to a recurrent set of four milestones along this journey that is useful for the purposes of planning, preparation and facilitation of the workshops. This is summarised in Figure 1:

Figure 1: Recurrent milestones in participatory market mapping



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, 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. You’ll find an overview of the Market Map framework in the [Core Guidance Note: The Market Map](#).

Figure 2: Fundamental change of attitudes of market actors (Milestone1)



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 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. Figure 3 summarises the fundamental change of attitude of market actors leading to this milestone.

Figure 3: Fundamental change of attitudes of market actors (Milestone 2)



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.

Figure 4: Fundamental change of attitudes of market actors (Milestone 3)



Milestone 4 – Market actors plan and undertake coordinated action: The final milestone in the participatory market mapping journey occurs when market actors prioritise and commit themselves to specific actions on their part, often in coordination with actions from other actors. In [Step 7: Participatory Planning](#) we discuss how to use written plans to strengthen market actors’ commitments to action and accountability towards each other. Figure 5 summarises the fundamental change of attitude of market actors leading to this milestone.

Figure 5: Fundamental change of attitudes of market actors (Milestone 4)



Examples from the field – From workshops to new business arrangements, the groundnuts market in Bangladesh

In Bangladesh, Practical Action used a series of participatory workshops to change the way market actors handled issues of quality control, pricing, and value addition. During a large participatory market mapping workshop attended by around 30 market actors, the team noticed a lot of energy and interest among a small group of traders, producers, a processing firm and the local government extension office. This focused group of actors were all interested in the quality of ground nuts from different perspectives. Practical Action's team encouraged the group of actors to meet again. Early on in the subsequent meetings the market actors decided to use the meetings as a space to share pricing information from four nearby markets. This was valuable information to share in its own right, but the transparency it encouraged in the way price was set against quality played a very important relationship-building function and also uncovered opportunities for the market actors to reduce transaction costs, and coordinate value addition.

With a better understanding of the pricing system, farmers actively sought out technical training to increase the quality of their ground nuts, and traders offered above market prices to producers to encourage long-term trading arrangements. Value addition activities such as grading, cleaning and preservation were shared more efficiently than they had been previously, and traders and producers worked together to forge better linkages with government extensionists, the Bangladesh Agricultural Development Corporation and the Bangladesh Agricultural Research Institutes.

Section 2: The roles of the facilitator

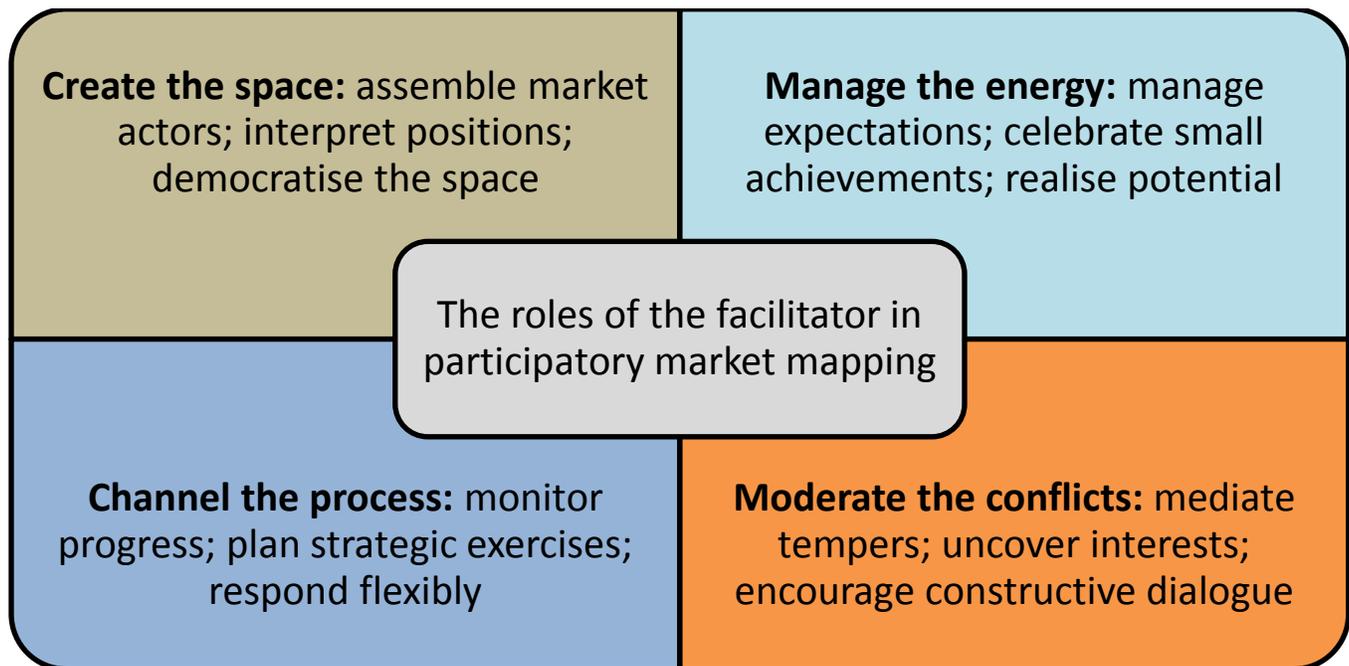
The roles of the facilitators in participatory market mapping are critical to the success of the process. They involve creating a space for interaction between market actors, managing the energy of participants and any conflicts that arise between them, and strategically channelling the process towards its objectives.

What does the facilitator do in participatory market mapping?

The success of the participatory market mapping process depends enormously on the skills of the facilitators and their ability to help market actors along the process.

Figure 6 makes sense of the common roles that we've seen our facilitators play in past participatory market mapping processes. We have found that the relative importance of specific roles varies from context to context. These are discussed in more detail below.

Figure 6: The roles of the facilitator in participatory market mapping



The facilitator creates the space

The first role of the facilitators is to bring the market actors together and create a space where they can effectively interact and discuss their market system. As part of this role facilitators typically:

- **Convene market actors:** Facilitators need to bring together the market actors in the first place and encourage them to continue attending subsequent workshops. The interest and demand among market actors for later workshops will depend a lot on how valuable they felt previous workshops were to them. [Step 5: Engaging Key Actors](#) provides detailed guidance on how to promote the first workshop with ‘hooks’ and effective ways to communicate with market actors about subsequent workshops.
- **Interpret positions:** At the first workshops it is common for market actors to be quite reserved in the way that they talk to other actors. They might not reveal their real needs and interests and instead make statements that are designed to protect their existing positions. It’s important for facilitators to help market actors feel that the workshop is a space where they can be more revealing and candid towards each other and interpret positions with steering questions for the benefit of others.
- **Democratise the space:** Market actors have different levels of confidence and enjoy different positions of power within the market system. A critical part of the role of creating a participatory space for market actors to interact is to ensure that all market actors are afforded similar opportunities to have their voices heard and have their concerns and interests discussed in the workshops. Careful use of appropriate communication techniques that are sensitive to the levels of education, cultural background and possible disabilities is an essential consideration. Take a look at the recommendations below for details.

Our recommendations for appropriate communication techniques

Know the participants: Carry out quick background investigation to know what languages the participants are most comfortable working in, their level of education (literacy and numeracy skills) and if any of them have disabilities (physical, mental, psychological). Prepare the communication methods of the workshop to cater for the participants’ needs.

Avoid jargon: In the PMSD Roadmap we use some technical terms that (we hope) are appropriate for its readers. When you facilitate participatory workshops you must use language that is appropriate to the participants. This will often involve avoiding some of the terms used in these guidelines, such as ‘PMSD’.

Think outside the box: Speaking and writing are just two forms of communication. Consider using other media, such as pictures, photos and role play to facilitate communication.

The Market Map: the Market Map framework is a powerful visual tool for communication. It works best if participants map their market system on a big empty wall, using coloured card, sticky tape and sticking tak, and thick marker pens. Allow market actors to move elements of the map around and deliberate with each other visually.

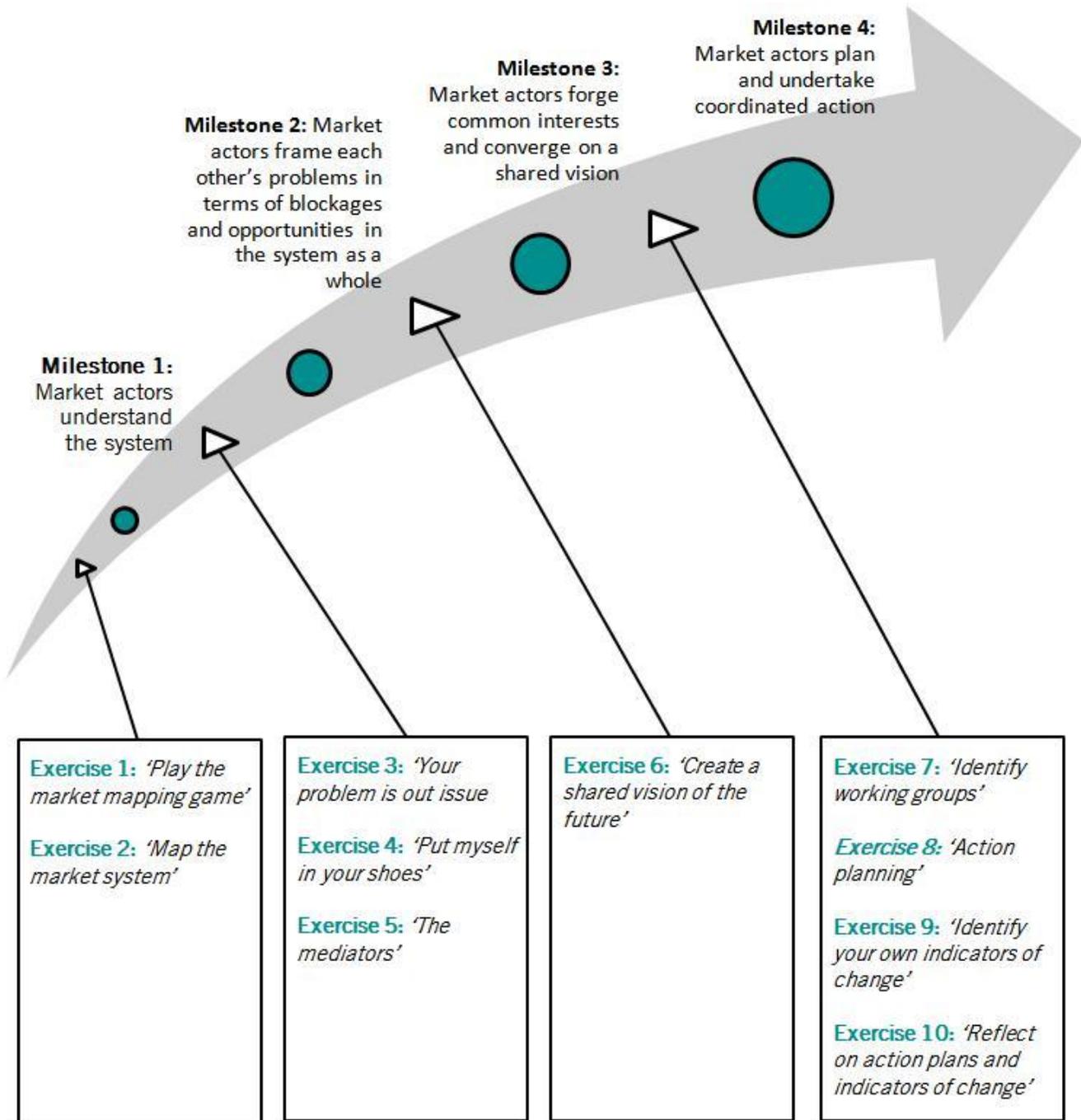
Examples from the field – Unexpected behaviour in the first dairy sector workshop in Nepal: When the Nepal team brought together market actors for the first time under the ‘hook’ of “Strengthening quality dairy supply linkages”, the facilitators found the market actors responding to the process in unexpected ways. In past workshops in other sectors the team had found that shy smallholder farmers tended to be shut out of conversations between more powerful actors. This time however smallholder farmers were very vocal and risked alienating the bigger, government actors and companies. The smallholders were well-represented and confident and took charge of plotting the Market Map on the wall. Government representatives lost interest quickly, possibly because they felt that a smallholder-led process had little consequence on the sector as a whole. Company representatives showed considerable curiosity towards the process (smallholders are potential input customers and milk suppliers after all), but remained largely silent. It’s possible that this was because they felt that in an NGO-led process smallholders should be given priority to express themselves. The facilitators managed to make the process more participatory by encouraging the companies to map out their perspectives of the market and engage in discussion with the smallholders. As this interaction picked up momentum, government officials found themselves either side-lined, or – as was sometimes the case – the common object of blame of smallholders and companies, therefore forcing them to engage with the process.

The facilitator manages the energy

A second role of the facilitators is to carefully exploit the energy of market actors to encourage positive, pro-active mentality and a tangible commitment to take action. As part of this role, facilitators typically:

- **Manage expectations:** Especially at the beginning of the process, market actors may have unrealistic expectations about what it will involve. They may believe that the PMSD process will bring them benefits without having to engage pro-actively. They may expect hand-outs, as other NGO-led process sometimes involve. Even when they recognise the facilitative nature of PMSD, they may have unrealistic expectations about how long the process may take to bring benefits. Part of the facilitators’ role of managing the energy of market actors is to manage expectations. Look at the References and further reading section for links to further guidance on how to manage expectations.¹
- **Celebrate small achievements:** When progress feels slow and energy and interest among market actors is low, the facilitators should acknowledge and celebrate small achievements to build their belief that the PMSD process really can lead to significant and lasting benefits for them.
- **Realise potential:** When interactions between market actors are going well and levels of trust are clearly increasing, it is important that the facilitators help the market actors to convert this energy and positivity into concrete commitments and action plans. This is achieved with a careful choice of exercises in the workshops. Figure 7 summarises examples of exercises that you can use to facilitate market actors to reach each milestone. You’ll find full descriptions of these exercises in the [*Supplementary Guidance Note: Exercises for participatory market mapping workshops*](#).

Figure 7: Using carefully chosen exercises to reach each milestone



The facilitator moderates the conflicts

A third role of the facilitators is to moderate conflict and where possible diffuse existing tensions between market actors. As part of this role facilitators typically:

- **Mediate tempers:** Some of the market actors that the participatory market mapping process brings together might have conflictive relationships with each other. Even when this is not overtly the case, it is common for the process to bring out underlying feelings of resentment and blame. The purpose of participatory market mapping is to move beyond these feelings and identify win-win opportunities for market actors to work together. It is rare however for these positive outcomes to be achieved without difficult conversations occurring at some point between market actors. The facilitators must be able to mediate conflicts and draw out constructive points of information that market actors can use to improve their understanding of systemic blockages that affect multiple parties. It is this understanding of systemic blockages that lays the ground for positive interactions between actors.
- **Uncover interests:** In conflicts and arguments market actors tend to stand by rigid positions. In nearly all situations, underlying these positions are fundamental needs and core interests, but also ambiguous areas that can be deliberated and negotiated. It is often part of the role of the facilitators to help market actors uncover each other's underlying interests so that they might deliberate and negotiate more productively.
- **Encourage constructive dialogue:** In situations where there is a lot of conflict, there is often no single right way to proceed. Facilitators need to react on their feet and be sensitive to the unique circumstances that they face. It is part of the role of the facilitators to stabilise high tension situations, and encourage market actors to engage in constructive dialogue to find some ground on which to build on.

Example – Managing conflict in the dairy market system in Nepal: Conflicts arose quickly in this meeting as problems were discussed from the point of view of a single market actor. Farmers for example complained about the prices they received from buyers. Processors complained that they could not source milk from small farmers because it was always watered down. It was natural for market actors to blame other market actors for their problems and put it down to vested interests. Tempers flared up. The facilitators allowed each market actor to make their point, and allowed other actors to explain their own situations and side of the argument in response to these. This process took a long time and could not be rushed, but after around two hours, market actors who had initially accused others were now speaking in terms of how to help each other improve milk quality and increase quantity in exchange for guarantees on prices.

The facilitator channels the process

Facilitators must channel the participatory market mapping process in the direction of its objectives:

- **Monitor progress:** Information about how the workshops and the PMSD process as whole are going enables facilitators to plan subsequent workshops so that they build on positive momentum and learn from mistakes. This helps steer the process strategically towards its objectives. Key information that is particularly useful for facilitators includes reflections on past workshops,

verbal reports about other complementary activities being facilitated, and any new knowledge about changing market conditions. Informal monitoring is often sufficient, but it is important that it is captured soon after each workshop, while facilitators have the events of the workshop fresh in their minds. You will find more information on reviewing information to help with planning in *Section 3: Planning, preparation and review*.

- **Plan strategic exercises:** Exercises during workshops act as focal points for interaction between market actors. Facilitators' choice of exercises is very important: a well-chosen exercise can generate constructive dialogue appropriate to the particular milestone in the participatory workshop that is being aimed for. Refer to Figure 7 for a summary of exercises that you can use to facilitate market actors to reach each milestone. The [Supplementary Guidance Note: Exercises for participatory market mapping workshops](#) presents these exercises in full.
- **Respond flexibly:** There is a very important balance that has to be struck between strategy, responsiveness and opportunism. While it is the role of the facilitator to steer the participatory process strategically with careful planning, preparation and delivery of workshops, a good facilitator also allows some flexibility in the proceedings in order to respond to the interests and concerns of participants.

Market actors as facilitators

In most cases participatory market mapping is a temporary and catalytic process. By the end of the PMSD intervention, the participatory market mapping workshops are sometimes replaced by more permanent, actor-led spaces for coordination and cooperation. Whether this happens will depend on the value market actors feel they derive from frequent meetings.

Participatory market mapping workshops are a great place to help market actors take ownership over market coordination activities and build their abilities to organise, convene and facilitate multi-stakeholder meetings themselves.

As the participatory market mapping process progresses, look for opportunities to hand-over some or all of the roles of the facilitators to market actors themselves.

Examples from the field – Chitwan District Chamber of Commerce and Industry: Between 2008 and 2010 Practical Action in Nepal facilitated a number of pilot processes in the dairy sector in Western Nepal. During participatory market mapping the Chitwan District Chamber of Commerce and Industry consistently emerged as a motivated, conciliatory and facilitative market actor that was respected by all other parties and was considered impartial.

When the dairy work was scaled-up in 2010, the facilitation team drew up a memorandum of understanding with the chamber of commerce to work more closely together, with a view of building the capacity of the chamber of commerce to lead facilitation activities in the future.

Section 3: Planning, preparation and review

Participatory market mapping is most effective when it is planned and prepared flexibly, each workshop building on a quick review of what has already happened.

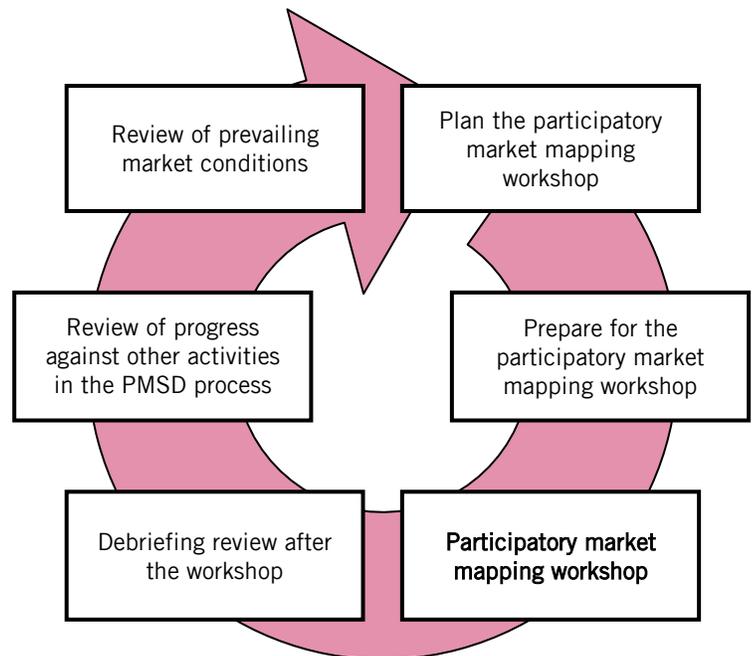
Iterative process

Some aspects of the participatory market mapping workshops can be planned during the strategic design phase: often the quantity and frequency of the workshops needs to be set at this stage for the purposes of budgeting.

However, participatory market mapping workshops are most effective if they are planned flexibly, building on a review of what has already happened. Objectives of each workshop, the list of participants, possible delivery partners and facilitation exercises should only be set after the outcomes of the previous workshops have been considered. This will allow each workshop to build strategically on the last.

This makes participatory market mapping an **iterative process**.ⁱ Figure 8 summarises the iterative process through which each participatory workshop builds on the last.

Figure 8: Participatory market mapping is an iterative process



The rest of this section describes this process in more detail and provides three Action Points at the end to help you achieve this flexible, responsive approach.

Reviews of what's already happened

For each workshop to build on the last, it is important that you review what has already happened and plan the next workshop based on this information. The reviews should cover three elements:

- **Previous participatory workshops:** This review is best carried out as a debriefing session soon after a workshop while facilitators have the events of the workshop fresh in their minds. This review focuses on the outcomes of past workshops against their objectives.

ⁱ 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.

- **Other PMSD activities:** The overall PMSD process often involves a number of different activities happening at the same time. This review is about looking at what else is happening and how it can feed into the participatory workshops.
- **Prevailing market conditions:** This is an opportunity to consider whether there are emerging issues in the market system that are creating new challenges and opportunities for the market actors and consider whether these should form part of the agenda for the workshop.

Action Point A at the end of this section provides you with some steering questions to help you carry out focused and effective reviews of these important elements.

Plan the workshop

Table 1 presents five important elements that should make up the planning process for each participatory workshop. *Action Point B* at the end of this section uses this table as template to help you plan workshops.

Table 1: Plan the workshop

Planning element	The plan for the workshop
Review of past experience and prevailing market conditions	Every part of the plan for this workshop needs to build on what has already happened. Summarise the information that you have considered as part of <i>Action Point A</i> (below) so that you can use it to plan this workshop to build on what has already happened.
Objectives for the workshop	The objectives of a particular workshop are clear statements describing what outcomes you hope will be achieved from that workshop. Use the journey and milestones in <i>Section 1</i> of this document to help you plan objectives to advance the market actors along the journey towards cooperation and collaboration.
Who should participate?	In Step 2: Preliminary Market Mapping and Analysis the key actors in the market system were identified as those who are either highly relevant to the functioning of the market system, or have a high degree of power or influence to bring about change in the market system, or both. Depending on the specific objectives of the workshop, you may decide that not all key actors should participate in the workshop. You may also decide that it makes strategic sense to invite additional stakeholders who you do not consider as key actors but whom it makes sense to invite, for the purpose of achieving the specific objectives of the workshop. In this way the list of ideal participants of participatory market mapping workshops can grow and shrink flexibly, to suit the objectives of each workshop. (Refer back to <i>Action Point C: Influence-Relevance Matrix</i> in Step 2: Preliminary Market Mapping and Analysis . You may find it useful to revise the matrix to help you identify the participants for this workshop).

Planning element	The plan for the workshop
<p>Who should carry out preparation and facilitate the workshop? (workshop partners)</p>	<p>It may be desirable to seek partners to help prepare and facilitate workshops. These partners might be market actors or other organisations and institutions seen as ‘outside’ the market system. There are two reasons for this.</p> <ul style="list-style-type: none"> - Firstly you may feel that partnering with market actors will help you to achieve the objectives of the workshop: You may feel that you need external inputs from sector experts. Alternatively, market actors may see you as a potential funder or advocate for a particular group, and so you may need to find someone who is seen as more neutral among the actors. - Secondly, in later workshops when market actors are used to the process and already have significant levels of trust in each other, there may be opportunities to pass on some of the preparation and facilitation activities to market actors. This will help build the ability of market actors to organise, convene and facilitate multi-stakeholder coordination meetings themselves in the future.
<p>What exercises to use?</p>	<p>Based on the objectives you set for the workshop, you must choose appropriate exercises to help steer the process. Refer to Figure 7 for appropriate exercises to use at different places along the participatory market mapping journey. Exercises are not substitutes for good facilitation. In the hands of an able facilitator however, they are powerful instruments to help to channel what goes on in the workshop towards achieving the objectives that have been set.</p> <p>The Supplementary Guidance Note: Exercises for participatory market mapping workshops presents the possible exercises that you can choose from to help you channel the process in more detail.</p>

Prepare for the workshop

Workshop preparation includes:

- Identifying a location for the workshop;
- Getting in touch with the participants to invite them;
- Setting an appropriate length of time for the workshop based on participants' availability;
- Getting any resources and equipment ready;
- Dealing with other logistical issues.
- (this is not an exhaustive list!)

You'll find more guidance on identifying 'hooks' to engage market actors and preparing invitations in [*Step 5: Engaging Key Actors*](#).

Based on the workshop planning, some of these preparatory activities may be co-facilitated by selected market actors or other workshop partners. If this is the case, the first preparation activity must be to contact these potential partners and bring them on board. You can find guidance on how to do this in *Step 4: Engaging Key Actors*.

Action Point C provides you with a template you can use to plan out whose responsibility it is to prepare different aspects of the workshop.

Action Point A – Review: Look back and look forward

For each workshop to build on the last, it is important that you review what has already happened and plan the next workshop based on this information.

In your team, use the following steering questions to carry out quick reviews and informative reviews.

Previous workshops: This review is best carried out as a debriefing session soon after a workshop, when facilitators have the events of the workshop fresh in their minds.

- What were the objectives of the previous workshops? What were the outcomes of the previous workshops?
- What went well in the workshop and should be built on?
- What didn't go as planned? What can we learn from this experience?
- Did anything particularly surprising or unexpected happen? Is there anything that facilitators should specifically look out for in the next workshop relating to these surprises?
- Use the journey and milestones described in *Section 1: Overview of the participatory process* to assess where the market actors are along the process.

Other PMSD activities:

- What other PMSD activities have been facilitated since the last participatory workshop?
- How have these other activities affected the market actors likely to participate in the next workshop?
- How can the workshop build on or learn from these activities?

Prevailing market conditions:

- Are there emerging issues creating new challenges or opportunities for the market actors that should form part of the agenda for the workshop?
- Consider possible changes in the market system in:
 - o The end-markets;
 - o The market chain;
 - o The supporting markets (inputs and services);
 - o The enabling environment.

Action Point B – Plan the workshop

Five important elements to planning a participatory market mapping workshop are included in the Workshop Planning Template below. Included in this table is a section to help you take into account the reviews of past workshops, other PMSD activities and the prevailing market conditions as part of the planning process.

In your team, work through the template well in advance every time you plan to facilitate a workshop. The template will help you to plan a strategic workshop that contributes to moving market actors along the journey towards greater cooperation and collaboration.

Refer to the accompanying guidance notes for details about each element and an example from Nepal.

Planning element	The plan for the workshop
Review of past experience and prevailing market conditions	<i>(Use the information gathered in Action Point A for this)</i>
Objectives for the workshop	
Who should participate?	<i>(Refer back to Action Point C: Influence-Relevance Matrix in Step 2: Preliminary Market Mapping and Analysis. You may find it useful to revise the matrix to help you identify the participants for this workshop)</i>
Who should carry out preparation and facilitate the workshop? (workshop partners)	
What exercises to use?	<i>(Refer to Figure 7 and Supplementary Guidance Note: Exercises for Participatory Market Mapping workshops for appropriate exercises to facilitate at different points in the journey.</i>

Action Point C – Prepare for the workshop

Workshop preparation involves identifying a location for the workshop, setting an appropriate length of time for the workshop, inviting the participants, sourcing any resources and equipment that are required and dealing with other logistical issues. You'll find more guidance on identifying 'hooks' to engage market actors and preparing invitations in [Step 5: Engaging Key Actors](#).

Based on the workshop planning, some of these preparatory activities may be led by selected market actors or other workshop partners, as mentioned previously. If this is the case, the first preparation activity must be to contact these potential partners and bring them on board. This may require a strategy of engagement, guidance for which you will find in [Step 4: Engaging Key Actors](#).

In your team and with any partners: use the following template to help you to identify the preparations that need to happen before the workshop and whose responsibility it is to lead the activities:

What needs to be done before the workshop? (Preparation activity)	Who will lead this work? (Primary responsibility)	Who will support this work?	When does the work need to be done by? (Deadline)

References and further reading

On managing expectations

¹ Jorg Meyer-Stamer and Colin Mitchell of Mesopartner discuss why the management of expectations in development activities so often goes wrong: <http://www.mesopartner.com/nc/ledcast/podcast-blog/article/tools-7-managing-expectations/>