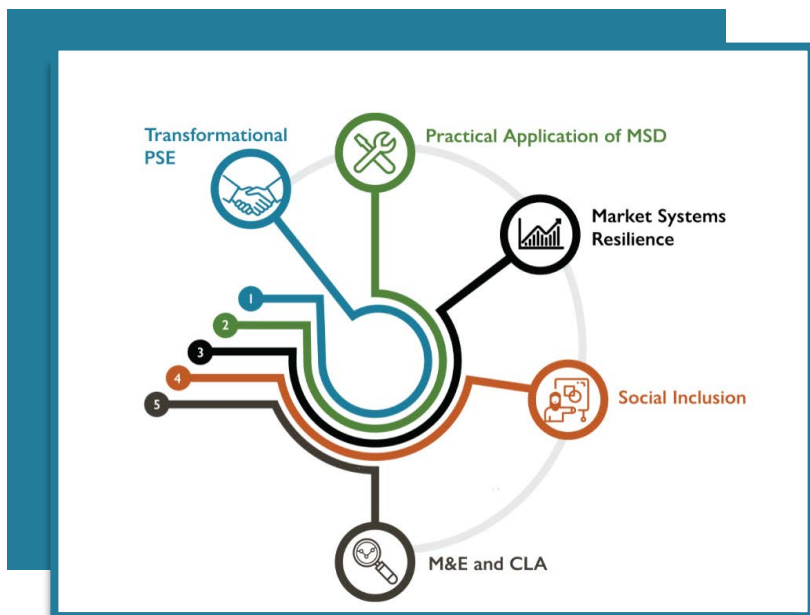


RESOURCES FOR MARKET SYSTEMS DEVELOPMENT AND PRIVATE SECTOR ENGAGEMENT



Access resources at www.agrilinks.org/msp

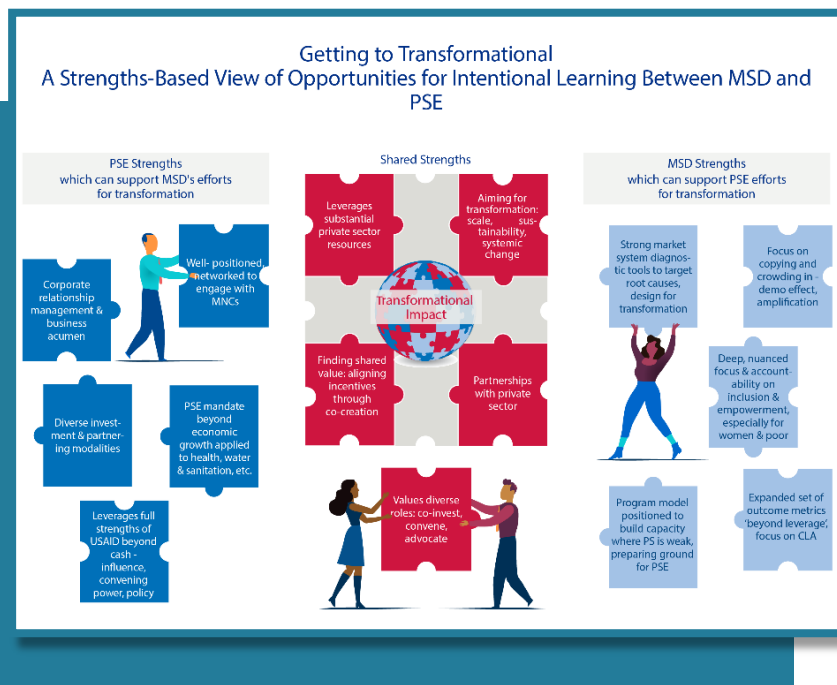
Follow us on [LinkedIn](#) @Feed the Future Market Systems and Partnerships



Feed the Future Market Systems and Partnerships (MSP) Activity is advancing learning and good practice in market systems development (MSD) and private sector engagement (PSE).

A global, demand-driven mechanism, MSP is guided by a Learning Agenda with five priority themes (see image). Explore these pages for useful tools, guides, job aids, and other resources on MSD and PSE.

PSE and MSD objectives can intersect in the ambition to drive transformation—systemic change that produces scaled, sustained results—and a shared embrace of the private sector as pivotal actors in catalyzing and investing in this process. A foundational brief, [Towards Transformational Impact: Synergies of PSE and MSD](#) outlines specific opportunities for more intentional, strengths-based collaboration and learning. It also provides short, digestible overviews of *What is PSE?* and *What is MSD?*, and how each can advance scaled, sustainable systemic impact.



TRANSFORMATIONAL PRIVATE SECTOR ENGAGEMENT



Photo Credit: Likati Thomas, Feed the Future Tanzania Mboga na Matunda

MSP aims to make PSE more accessible and integrated throughout USAID's portfolio by expanding the diversity of PSE use cases and engagement models.

A **series of PSE Guides** includes key considerations in finding 'shared value' with the private sector across a range of special interests or desired outcomes, practical guidance and tools to inform partnering, and vignettes offering practical examples from around the globe.

- **[PSE in Fragile and Conflict Affected Situations](#)**: offers guidance on how to adapt PSE for these unique contexts, embeds systems thinking, and provides practical examples from 13 vignettes around the world.
- **[PSE for Nutrition](#)**: this guide provides resources for establishing effective private sector engagement (PSE) to drive nutrition-sensitive impacts focused on dietary diversity, diet quality, and food safety.
- **[PSE for Large-scale Food Fortification](#)**: offers tools and templates for rapid assessment and programming alignment with the evidence-based and cost-effective programming guide.
- **[PSE to Advance Climate Adaptation and Resilience](#)**: commissioned by USAID's PSE Secretariat, this guide supports more effective engagement with the private sector to advance climate adaptation and resilience objectives.

The private sector is core to market systems, and private sector engagement is critical to advancing more transformational development impact.

MSP is advancing learning and good practice in this critical priority area for USAID, as well as applying learning into its own \$18 million private sector Partnership Facility, which is co-investing with private companies in diverse markets in over 11 countries around the world.

Key Components of the Guide to Successfully Engage Private Sector to Advance Climate Adaptation and Resilience



PRACTICAL APPLICATION OF MARKET SYSTEMS DEVELOPMENT

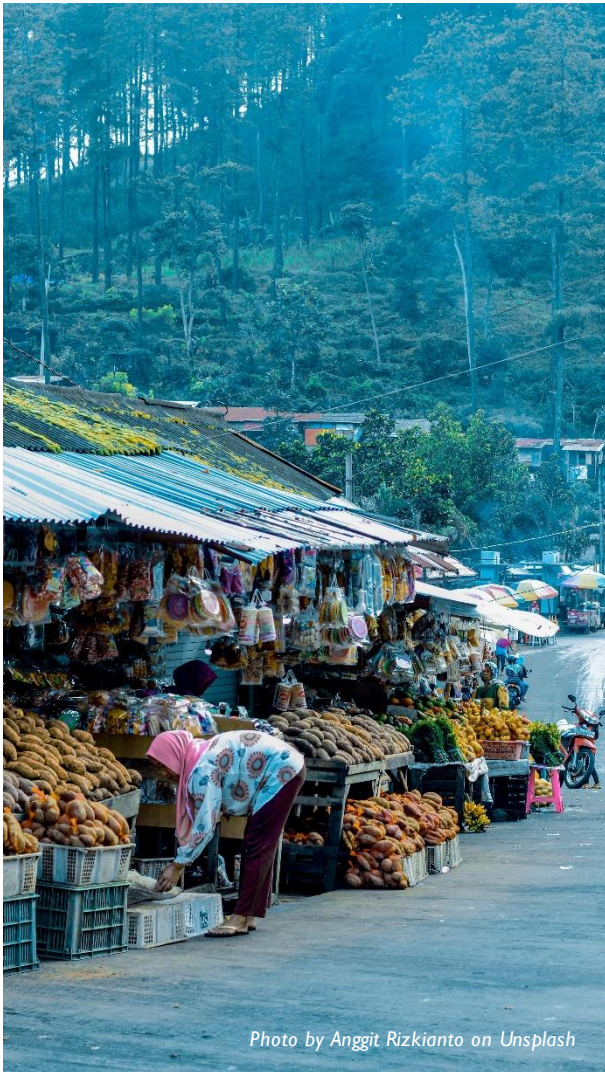
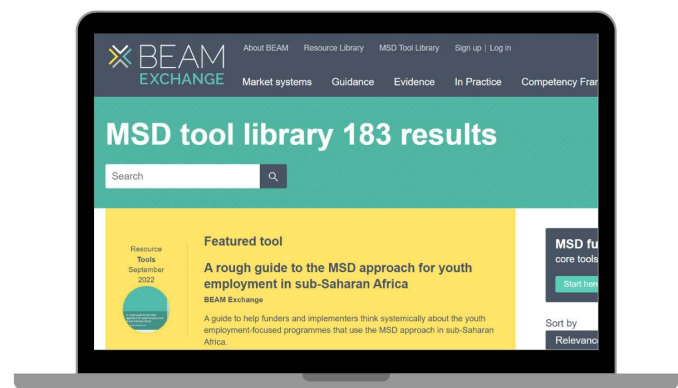


Photo by Anggit Rizkianto on Unsplash

The MSD approach uses a systems lens to engage with local market actors and catalyze more competitive, inclusive, and resilient market systems. By adopting a systemic lens, using a facilitative approach, working through local stakeholders, and addressing root causes of inefficiencies in the system, MSD results in greater sustainable impact at scale.

MSP MSD resources include:

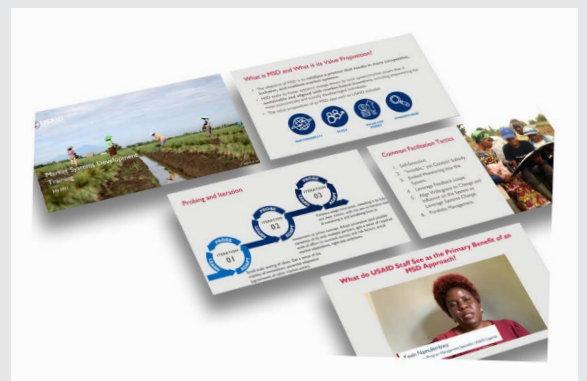
- [A centralized online repository of 180+ MSD tools hosted on BEAM Exchange](#), sourced through industry engagement and feedback, to support uptake of good practice in applied MSD.



- [Market Systems Analyses of Poultry, Rice and Soy](#), part of a larger body of work supporting USAID in the Democratic Republic of the Congo (DRC) to identify priority sectors and partnership opportunities. *And coming soon... a market systems analysis toolkit.*

Fundamentals of MSD Training Course: to deepen expertise and capacity in MSD and further develop the pool of local MSD champions, MSP developed a five-day internal USAID training course which is now being rolled out by USAID to USAID/ Mission and USAID/Washington staff. The course includes modules on behaviors of market systems, working with complexity, facilitation, adapting M&E and CLA, social inclusion, and designing and managing an MSD activity.

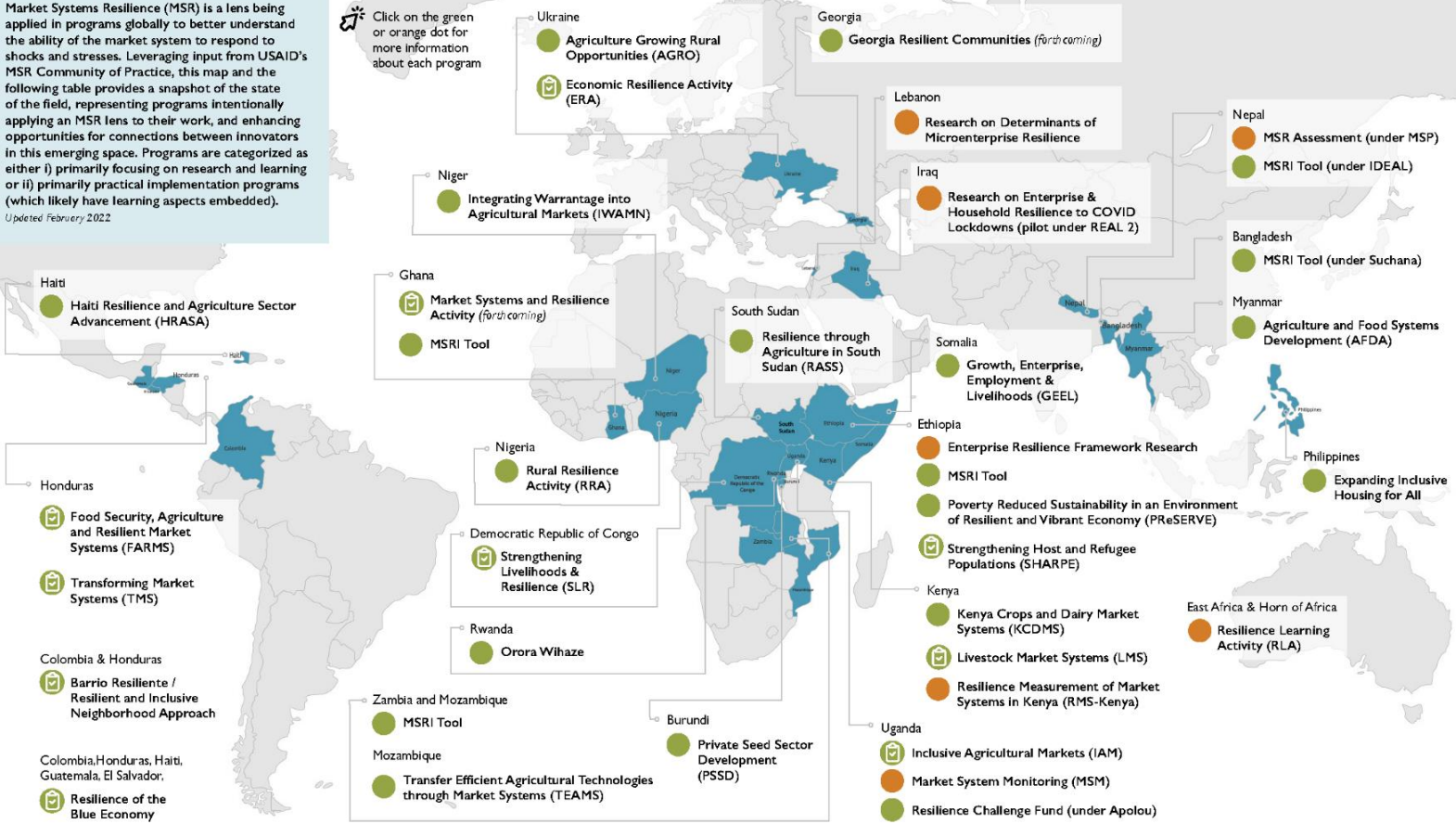
In 2023, it was adapted for a series of [MSD in Global Health](#) workshops with USAID staff in Uganda and Ghana with a virtual training to take place in 2024.



Market Systems Resilience (MSR) is a lens being applied in programs globally to better understand the ability of the market system to respond to shocks and stresses. Leveraging input from USAID's MSR Community of Practice, this map and the following table provides a snapshot of the state of the field, representing programs intentionally applying an MSR lens to their work, and enhancing opportunities for connections between innovators in this emerging space. Programs are categorized as either i) primarily focusing on research and learning or ii) primarily practical implementation programs (which likely have learning aspects embedded).

Updated February 2022

Click on the green or orange dot for more information about each program



MARKET SYSTEMS RESILIENCE

Market Systems Resilience (MSR) is an analytical and programming lens applied to strengthen the ability of a market system to respond to shocks and stresses. MSR integrates risk analysis to better understand and influence the economic, political, health, or social risks affecting a market and how a system's structural and behavioral characteristics shape vulnerability and response to risk by firms and households in it.

The [MSR State of the Field Map](#) builds from contributions by a global MSR Community of Practice facilitated through MSP. The map captures 'hot spots' of MSR across 35 projects, 26 countries, and 16 implementers (plus an Annex with more detail and contacts), facilitating tangible connections between practitioners.

The MSR Learning Series includes multiple resources, including a simplified brief on [Demystifying MSR: An Introductory Overview](#), a brief exploring three areas to focus on when [Using An MSR Lens to Support Household Resilience](#), and [three cartoon-based teaching tools](#) (available in English, French, and Spanish) that offer a visually appealing, hands-on primer on MSR and analyzing markets through an MSR lens.



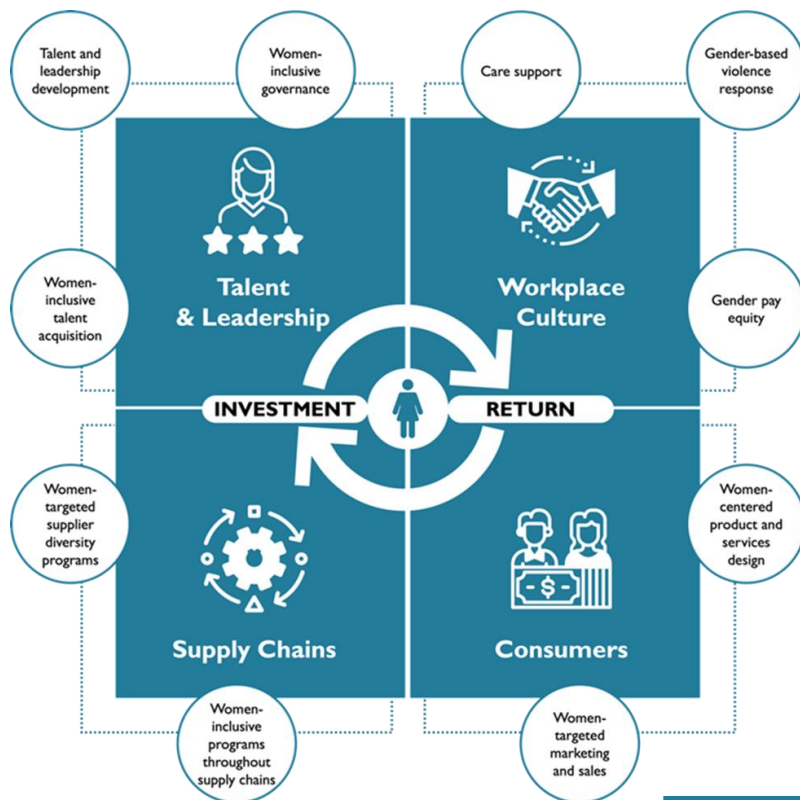
SOCIAL INCLUSION

The [Women-Inclusive Return On Investment \(WI -ROI\) Framework](#) reflects the industry outlook on women’s inclusion at the firm level and highlights successful business strategies to achieve financial impact from investment in women’s inclusion across four areas: Talent and Leadership, Workplace Culture, Supply Chains, and Consumers. The framework is grounded in current evidence in low- and middle-income countries (LMICs). It builds on an earlier [evidence gap analysis](#) structured on [a framework](#) developed from existing tools for measuring ROI in women’s empowerment. The [WI-ROI Case Study Series](#) unpacks themes of the WI-ROI Framework and follows select small and medium enterprises (SMEs) that have implemented a women-inclusive intervention and can demonstrate financial returns for that investment.



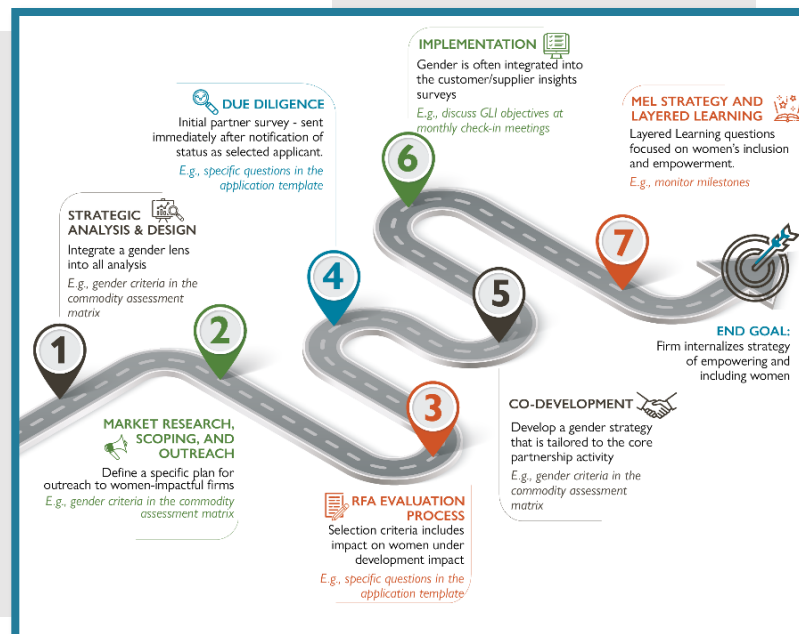
Investing in social inclusion is good for business and central to USAID’s broader goals for achieving pro-poor growth. Marginalized or disenfranchised populations also require explicit inclusion to avoid implicit exclusion from the benefits of MSD and PSE programming.

MSP is increasing the evidence base that inclusion leads to increased firm-level competitiveness and that PSE can empower and benefit marginalized populations and drive pro-poor growth.



As part of a series of briefs that present, “How MSP does PSE”, the brief [MSP’s Approach to Gender Lens Investment](#) summarizes the practical phases of our strategy that have been successful in our global Partnership Facility which can be adapted to other contexts. (see image on right).

Separately, MSP conducted original research on a series of initiatives to surface and unpack [how the COVID-19 pandemic was influencing the diversity of the talent pipeline for international development](#). The findings spurred calls to action, especially for HR and recruitment influencers.



M&E AND CLA



Tools for MEL Programs: The MSD in MEL Clinic Series

To support enhanced peer learning networks between program-based MEL leads, MSP hosted a series of interactive discussions with 13 senior MEL specialists working on programs in 12 countries.

Three participant-authored papers captured discussion insights:

[Practitioners' Guidance to Assessing Systems Change](#), now available in [Français](#) and [Español](#)

[Building a Team Culture for Adaptive Management in MSD: 5 Strategies MEL Managers Say Work](#)

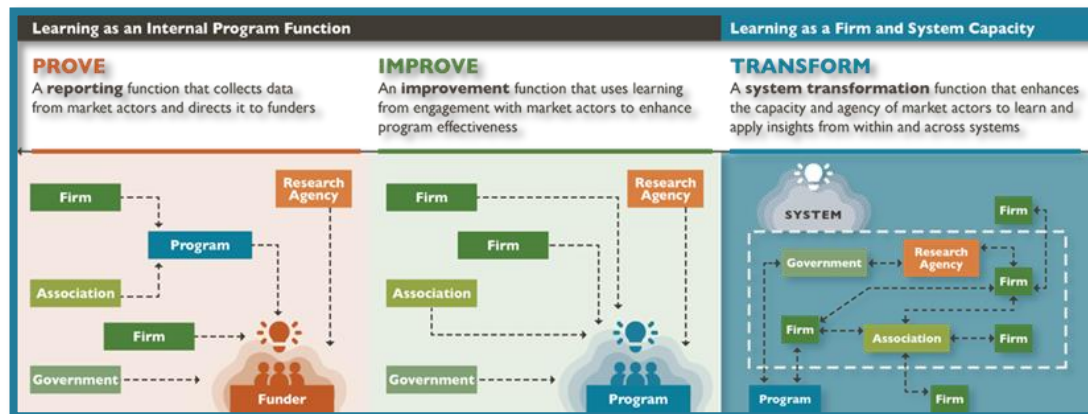
[Enhancing Partner and Systems-Level Learning: 8 Tips from MEL Managers](#)

Monitoring and Evaluation (M&E) and Collaborating, Learning, and Adapting (CLA) are foundational to the MSD approach, which requires frequent iterations in strategy, methods that reflect complexity and facilitative approaches, the ability to assess progress towards systems change, as well as traditional development results.

M&E and CLA are also a prioritized growth area for PSE, particularly enhanced metrics that go 'beyond leverage.'

[Shifting the Locus of Learning: Catalyzing Private Sector Learning to Drive Systemic Change](#) calls on programs to shift the locus of learning from being only program-focused to system focused.

It spotlights 10 proven actions for learning at the market actor level and systems-level, with examples from 13 programs across 10 countries that practitioners can use to drive more competitive, inclusive, and resilient firms and economies. A two-part webinar series captured perspectives from [USAID](#) as well as [implementers and the private sector](#).



Expanding the Evidence Base for MSD



A series of ex-post studies of USAID-funded MSD activities is expanding the evidence base for MSD as an approach that leads to lasting impact. [Findings from an integrated finance mechanism in Senegal's domestic rice sector](#) are now available (also en Français), with future studies exploring aggregator networks in Ghana (available 2023), and in Bangladesh and DRC (2025). [A final evaluation of a USAID horticulture program in Cambodia](#) also assessed systems change.