

CONNECTING THE DOTS

IN PRIVATE SECTOR PARTNERSHIPS

Practical Insights On Making Agricultural Market Systems Development (MSD) More Inclusive

Why does Inclusion Matter in MSD? Women, youth, & other marginalized groups are critical partners in market systems transformation & business growth; they can be sources of innovation & entrepreneurship, untapped customer market segments, a skilled labor force, & more. But they often face entrenched constraints - market entry barriers, norms that shape acceptable roles, power dynamics, etc. - that require intentional programming blending inclusion & MSD approaches. One critical programming area is private sector partnerships. A USAID review of 15 activities revealed **promising practices in crafting win-win partnerships** that create market, business, & social value.

1 IDENTIFY INCLUSIVE OPPORTUNITIES

FOCUS ON	MAKING IT HAPPEN	LEARNING BY DOING
 <p>Developing a Strong Vision & Rationale for Youth/ Women in MSD</p>	 <ul style="list-style-type: none"> ✓ Build a theory of change incorporating women & youth's commercial importance ✓ Use your data! Reflect gender analysis findings into results chains ✓ Conduct an assessment of social norms influencing roles & responsibilities of women & men ✓ Use formative research to shed light on risks (e.g., gender-based violence, male takeover) ✓ Look for root causes: use quant & qual analytical tools to go beyond exclusion symptoms 	 <p>! One activity discovered mid-way that despite opportunities in soya, young farmers preferred crops with short production cycles & year-round sales. Match interest with opportunity!</p>
<p>Selecting Smart Sectors & Engage with Diverse Partners</p>	<ul style="list-style-type: none"> ✓ Identify sectors with potential to absorb women/youth &/or locations with high concentration ✓ Identify (e.g. social network analysis), attract (e.g. via targeted communication) & engage with more diverse partners (e.g. social enterprises; media & technology firms) ✓ Consider non-traditional sectors (e.g. childcare, energy) that can address women's time poverty/labor burdens & enhance market inclusion 	<p>💡 AWEF mapped the Egyptian financial sector: 23 million women un/underbanked. A huge untapped market & entry point to finance poor women.</p>
<p>Making the Business Case</p>	<ul style="list-style-type: none"> ✓ Discover incentives (market research, KIs), then demonstrate "proof" of financial & social value of inclusion via presentations, info-graphics, trend analysis, site visits to 'see for yourself' ✓ Keep the business case concise & relevant ✓ Support partner's internal data to shape business case to accelerate buy-in & win-wins 	<p>🔧 PRISMA developed a guide to help staff translate gender & social inclusion language into business terminology to simplify articulating a business case.</p>
<p>Considering Social & Business Norms</p>	<ul style="list-style-type: none"> ✓ Gender transformative impacts rely on confronting norms; but doing this may not be market-led & will require untraditional partners, tactics ✓ Incentivize career progression with partners 	<p>💡 YLA facilitated a role change based on a market failure: partnering with an NGO to train young rural women as tractor operators in places lacking drivers.</p>
<p>Finding Win-Win Opportunities</p>	<ul style="list-style-type: none"> ✓ Use business case, Will/Skill, & workshops to align business & development goals ✓ Where business incentives are weak to address some market constraints, layer non-commercial partners & multi-stakeholder alliances ✓ Tailor the 'win': Ensure each actor has a defined role that clearly aligns benefits for women/youth with the set of incentives that appeal directly to that actor 	<p>💡 PEEP in Pakistan convened, aligned incentives, & brokered partnerships among livestock actors to address pain points in service provision to women.</p>

2 DEVELOP & LAUNCH PARTNERSHIP

 <p>Co-creating a vision for success & shared value</p>	 <ul style="list-style-type: none"> ✓ Use a Will/Skill Matrix to categorize portfolio of partners & tailor engagement (e.g. prioritize high will/skill; low skill/high will= build capacity; high skill/low will= build incentives, prove case) ✓ Conduct visioning exercise: Agree on what is in it for each partner, & what success looks like 	 <ul style="list-style-type: none"> 💡 Inova supports ag partners with out/in-grower schemes to use non-financial, performance-based incentives valued by women (e.g., clothes, school fees, etc) and credit towards casual harvest labor.
<p>Using Performance-based, Adaptive Agreements</p>	<ul style="list-style-type: none"> ✓ Use good MSD practices: co-create design, require significant co-investment, use smart subsidies to avoid dependency, pay for results, articulate exit strategy & link to systems change ✓ Set milestones that reflect shared value priorities (business + inclusion) ✓ Use pilots & short contracts under a longer-term umbrella to ease pivots & test partner fit 	<ul style="list-style-type: none"> 🔧 PRISMA works with partners to support access to labor-saving tools to reduce women's workloads, & ensure wages go to bank accounts controlled by women to improve their control.
<p>Layering high & low intensity levels of facilitation</p>	<ul style="list-style-type: none"> ✓ Consider a mix of low & high intensity facilitation where market incentives do not exist: be clear the need for higher intensity facilitation with distinct target groups, & have a plan of progression toward more light-touch support ✓ Consider layering 'constraints-targeted interventions' for participation, empowerment barriers ✓ Promote coordination & layering between youth development actors (e.g. SRH & basic education) & private sector partners ✓ Package co-investment (\$) with technical advice, linkages, mentoring & other facilitation 	<ul style="list-style-type: none"> 💡 DYNAMIC layers fee-based support for youth by Peer Educators in business / life / financial literacy skills, paid by youth, employers, or financial institutions. 💡 RisiAlbania identified unpaid childcare responsibilities as a barrier for young women's employment. They developed a childcare services pilot through a public-private partnership.

3 TRACK & SUSTAIN IMPACT

 <p>Expanding & tailoring traditional measurement</p>	 <ul style="list-style-type: none"> ✓ Track both development (e.g. jobs, women's agency) & business (e.g. higher customer retention) benefits; use participatory diagnostic sessions to analyze and co-develop solutions based on data. ✓ Do specialized studies to observe norms, process learn, surface + or -unintentional consequences ✓ Build partner capacity to produce data that supports MEL for inclusion, & encourage use 	 <ul style="list-style-type: none"> 💡 ÉLAN RDC captures business performance indicators before & after a pilot to show how improving women's market roles also increases firm revenue.
<p>Proving & Improving</p>	<ul style="list-style-type: none"> ✓ "Re-pitch" the intervention with data even after the partnership launches. Embrace a longer-term engagement process with multiple entry points to influence the partner (with data, mentoring, TA) ✓ Targeted, specialized learning assessments can encourage pivots, buy-in of market actors, etc. ✓ Cultivate an active CLA culture in the activity 	<ul style="list-style-type: none"> 🔧 MDF supports partners to share business models for hiring women in the livestock & horticulture sector, & hosts knowledge exchange events.
<p>Supporting Broader Uptake & Sustainability</p>	<ul style="list-style-type: none"> ✓ Market actors are the best mouthpieces to influence uptake: support peer-to-peer exchanges ✓ Support copying & crowding in by other actors: celebrate innovators, capture success stories geared towards private sector, disseminate business results from adoption of inclusive practices/models 	<ul style="list-style-type: none"> 🔧 Some activities used the AAER (Adapt Adopt Expand Respond) Framework to monitor systems changes & broader uptake.

When **Activity Staff** have **responsibility & capacity** to design & "sell" inclusive interventions, the Activity will develop effective, sustainable partnerships that embed gender equality & social inclusion. It is important they feel comfortable negotiating with the private sector for inclusion & can use business language.

