



# FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

## Seminar 2



### *Designing a Strategy for Private Sector Engagement: Conducting and Using Inclusive Market Research*



**USAID**

FROM THE AMERICAN PEOPLE

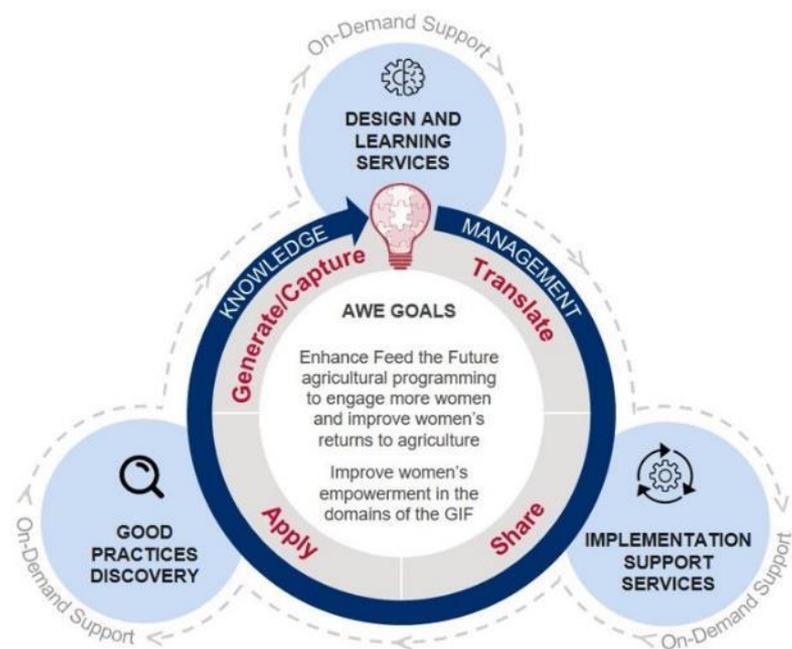
Photo Credit: ACDI/VOCA

# Feed the Future Advancing Women's Empowerment

Enhancing women's empowerment and gender equality in agricultural systems and programming through design and learning services, implementation support, and best practice capture.

# AWE Learning and Impact

- Provide gender equality and women's empowerment design and learning services for USAID Missions
- Support Feed the Future Partners to implement activities that are gender-sensitive and empower women
- Capture, translate, and disseminate evidence of practices promoting improved agriculture systems outcomes and empowerment for women and girls



# Agenda

<b>CST Time</b> <i>El Salvador</i> <i>Guatemala</i> <i>Honduras</i>	<b>COT Time</b> <i>Colombia</i>	<b>Activity</b>
<b>9:00-9:10am</b>	<b>10-10:10am</b>	<b>Welcome &amp; Instructions</b>
<b>9:10-9:15am</b>	<b>10:10-10:15am</b>	<b>Seminar 2 Overview</b>
<b>9:15-10:00am</b>	<b>10:15-11:00am</b>	<b>Inclusive Market Systems Principles &amp; Resources</b>
<b>10:00-10:30am</b>	<b>11:00-11:30am</b>	<b>Mission Learning: Fireside Chat</b>
<b>10:30-10:50am</b>	<b>11:30-11:50am</b>	<b>Mission Learning: Small Group Discussion</b>
<b>10:50-11:00am</b>	<b>11:50-12:00pm</b>	<b>Closing</b>

# Women's Economic Empowerment Mission Learning Seminar Series

*Increasing Women's Empowerment in Agriculture and Market Systems  
Through Co-Creation and Private Sector Engagement*

Guide or oversee private sector co-creation processes that effectively incorporates goals and approaches for women's empowerment and inclusion

Understand and apply evidence-based approaches that can lead to the development of partnerships promoting transformative agriculture and market-based opportunities for women and youth

Understand and develop effective ways to collect information on business performance and progress related to women's empowerment and inclusion goals

# Women's Economic Empowerment Mission Learning Seminar Series

*Increasing Women's Empowerment in Agriculture and Market Systems  
Through Co-Creation and Private Sector Engagement*

1

***Getting to Shared Value:  
Creating Alignment with the  
Private Sector to Achieve  
Inclusive Development  
Results***

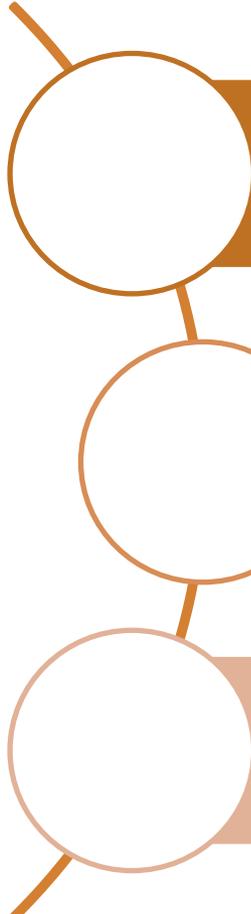
2

***Designing a Strategy for  
Private Sector Engagement:  
Conducting and Using  
Inclusive Market Research***

3

***Creating Transformational  
Results: Engaging the  
Private Sector to Capture  
and Apply Evidence***

# Today's Learning Goals



Understand what inclusive market research is, as well as principles and approaches

Be able to apply outcomes from inclusive market research to identify and engage potential private sector partners

Learn from examples and access resources for how to use inclusive market research to develop an evidence-based vision for engaging the private sector to expand opportunities for women and youth

# Today's Facilitators



**Samantha Croasdaile**  
AWE Team Lead

Senior Gender and  
Agriculture Specialist  
EnCompass LLC



**Mark Sevier**  
AWE Technical Advisor

Director  
Market Systems and  
Partnerships  
ACDI/VOCA



**Jenn Williamson**  
AWE Gender and Agriculture  
Systems Advisor

Vice President  
Gender and Social Inclusion  
ACDI/VOCA

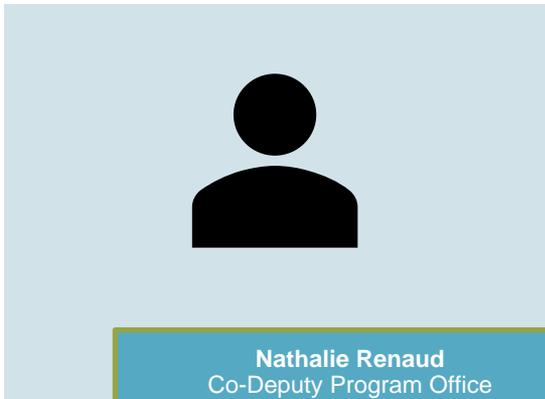
# Today's Presenters



**Erin Markel**  
Co-Founder and Principal  
MarketShare Associates



**Melissa Matlock**  
Associate Director  
Gender and Social Inclusion  
ACDI/VOCA



**Nathalie Renaud**  
Co-Deputy Program Office  
USAID Colombia



**Jorge Reyes**  
Project Management Specialist  
USAID Honduras

# Inclusive Market Systems Principles

Melissa Matlock

Associate Director of Gender and Social Inclusion,  
ACDI/VOCA

# Why is inclusive market research important?

Inclusive market research is a cornerstone of inclusive development.

“Do nothing about them without them”  
– *Additional Help for ADS 201*



# Why is inclusive market research important?



- Essential to articulate vision and desired impact
- Strengthens programs and outcomes
- Define target populations and identify partners
- Reveal potential risks and risk mitigation measures

# What is inclusive market research?



Inclusive research involves different social groups in research efforts and seeks to gather information on the context in which they exist. This includes groups traditionally excluded by society. (women, youth, PwDs, LGBTI, ethnic minorities, etc.)

# What is inclusive market research?

- Inclusive research helps to:
  - Identify, understand, and explain gaps between excluded group and general population
  - Identify structural barriers and processes that exclude groups from participating in and benefiting from markets
  - Identify and understand win-win opportunities that benefit markets and women, youth, and others in programs
- Can be standalone research or integrated into other research efforts

## **Inclusive market research examples:**

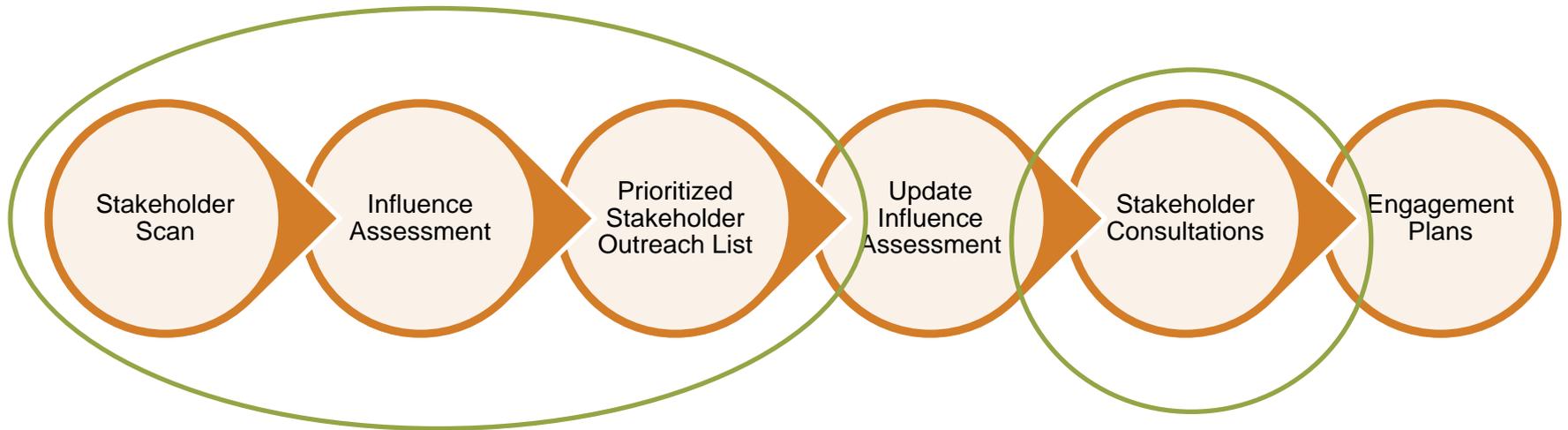
- Gender and social inclusion analysis
- Market systems analysis
- Network analysis
- Norms Analysis
- 5Rs analysis
- Root cause analysis
- Political economy analysis
- Financial sector analysis
- End market analysis
- Business case

# Principles of inclusive market research

- Do no harm
- Engage
- Intentional
- Ongoing
- Disaggregate
- Utilize

# Using inclusive market research to identify partners

- Research and consultations from the inclusive market research phase can be used in different phases of partner identification & engagement.
- It can help to identify potential partners where there is **alignment/shared goals** on GYSI and areas of potential **unique value** that an Activity can bring to a partnership.



From ACIDI/VOCA's Partner Identification & Engagement Guide

# When to conduct and/or influence inclusive market research?

Pre-Solicitation	Post-Award/Implementation
CDCS Development	Activity start-up phase: <ul style="list-style-type: none"><li>• Analyses &amp; reports</li><li>• Work plan</li></ul>
Project and/or Activity Design <ul style="list-style-type: none"><li>• Plans for analysis</li><li>• Stakeholder engagement</li><li>• Multi-phase solicitation approach/co-creation</li><li>• Activity solicitation and evaluation</li></ul>	MEL/CLA and adaptive management <ul style="list-style-type: none"><li>• Pause and reflects</li><li>• Annual reports</li><li>• Work planning</li></ul>
	Activity evaluations <ul style="list-style-type: none"><li>• Mid-term</li><li>• Final</li></ul>

# Research Tool: Inclusive End Market Analysis

# What is an inclusive end market analysis (EMA)?

An EMA studies:

- market opportunities
- barriers to entry
- production capability to meet market quantity and quality demands
- existing or potential competitive advantages for certain market segments (fresh produce, processed foods, etc.)

An Inclusive EMA studies:

- market opportunities and what groups can take advantage
- barriers to entry for different groups
- How inclusion or exclusion of different groups influences production capability to meet market quantity and quality demands
- existing or potential competitive advantages for certain markets

# Why conduct inclusive EMAs?

The findings from inclusive EMAs can be used to develop strategies to improve **competitiveness**, **inclusivity** and **resilience** in one or more market systems/segments.

Complements other research to help define which sectors and/or market segments an activity will engage in

To identify opportunities within a sector or market segment to influence gender equality and women's empowerment, especially at scale



# When to conduct inclusive EMAs?

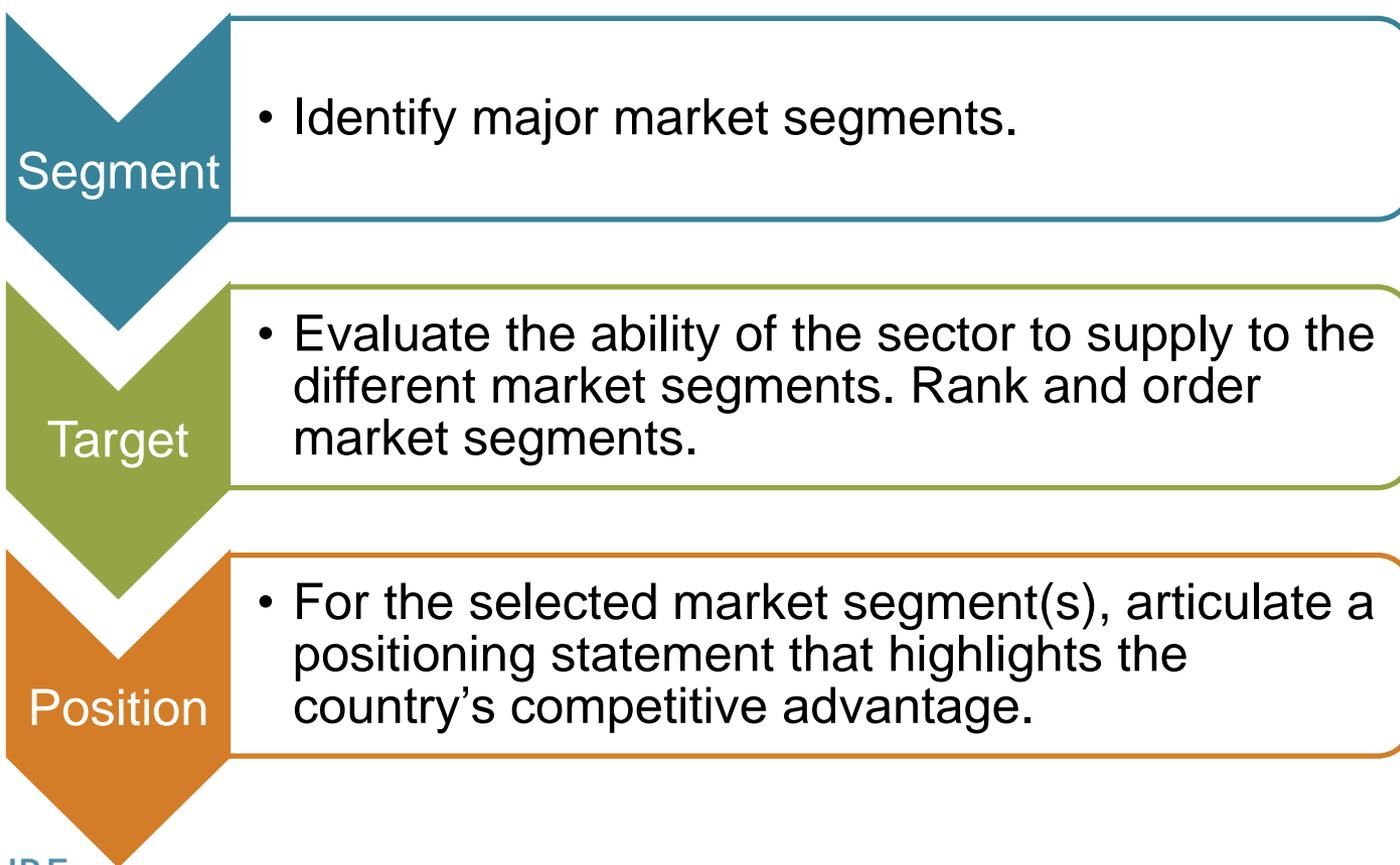


Inclusive EMAs can be 1-off or iterative, and typically reveal areas for further research and data collection.

Inclusive EMAs may be utilized at pre-solicitation or post-award during any stage of the project cycle, depending on needs and objectives.

# Inclusive EMA Methodology

*Segment-Target-Position* framework is a buyer-centric approach that has been adapted to inclusive market systems development.

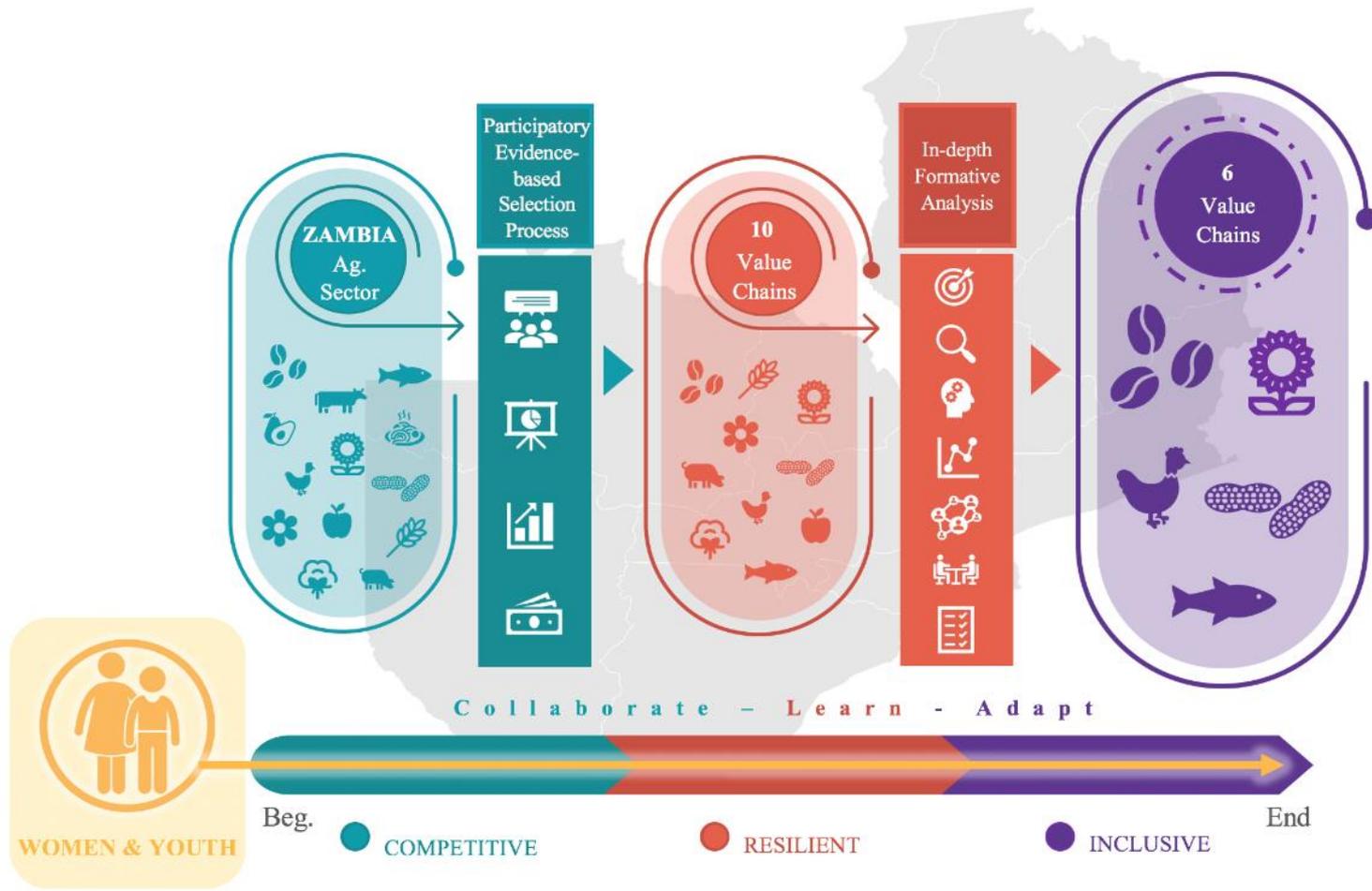


# Conducting Inclusive End Market Analysis

- Conduct consultations with a range of stakeholders (including buyers) on inclusion issues of excluded groups
- Weight the selection criteria for inclusion
- Complement the analysis with information from other analyses like GYSI, PEA, 5Rs, etc.



# Inclusive EMA in Action



# Social Norm Diagnostics

Erin Markel

Co-Founder and Principal, MarketShare Associates

# MARKET SYSTEMS AND PARTNERSHIPS ACTIVITY



Advancing learning and good  
practice on market systems  
development and private sector  
engagement



[www.agrilinks.org/msp](http://www.agrilinks.org/msp)

Market Systems and Partnerships Activity Bronwyn Irwin (DAI), Erin Markel & Friederike Strub (MarketShare Associates)

# MSP's Learning Agenda



**Transformational PSE:** MSP aims to apply USAID's principles of shared value, corporate relationship management and systems change to a multi-stakeholder context to encourage the adoption of a more sustainable and inclusive operating model.



**Practical Application of MSD:** MSP aims to build on MSD's broad theoretical base, emerging lessons from application, and existing tools to develop and disseminate practical guidance for operationalizing MSD.



**Market Systems Resilience:** MSP aims to support strengthened resilience, a core objective of the GFSS, through a focus on MSR (the ability of a market system to respond to a shock or stress in a way that allows consistency and sustainability in the market system's functioning).



**Social Inclusion:** MSP aims to strengthen inclusion within the context of MSD and PSE programming by strengthening the evidence base for and ability to assess benefits from social inclusion, with a focus on sustainability and Return on Investment (ROI).



**M&E and CLA:** MSP aims to advance best practice in M&E and CLA within MSD and PSE, build the evidence base for the assumed benefits of sustainability and scale, and contribute learning in key concerns such as monitoring market systems change and metrics 'beyond leverage' for PSE.

# Why conduct social norms diagnostics?

## Use social norms diagnostics to:

- Understand unexplained or 'irrational' behaviors
- Explain how system-level drivers influence individual behavior
- Explain differences between market segments like women's and men's behaviors, any why they are gendered
- Identify motivators and leverage points interventions to target and shape behavior



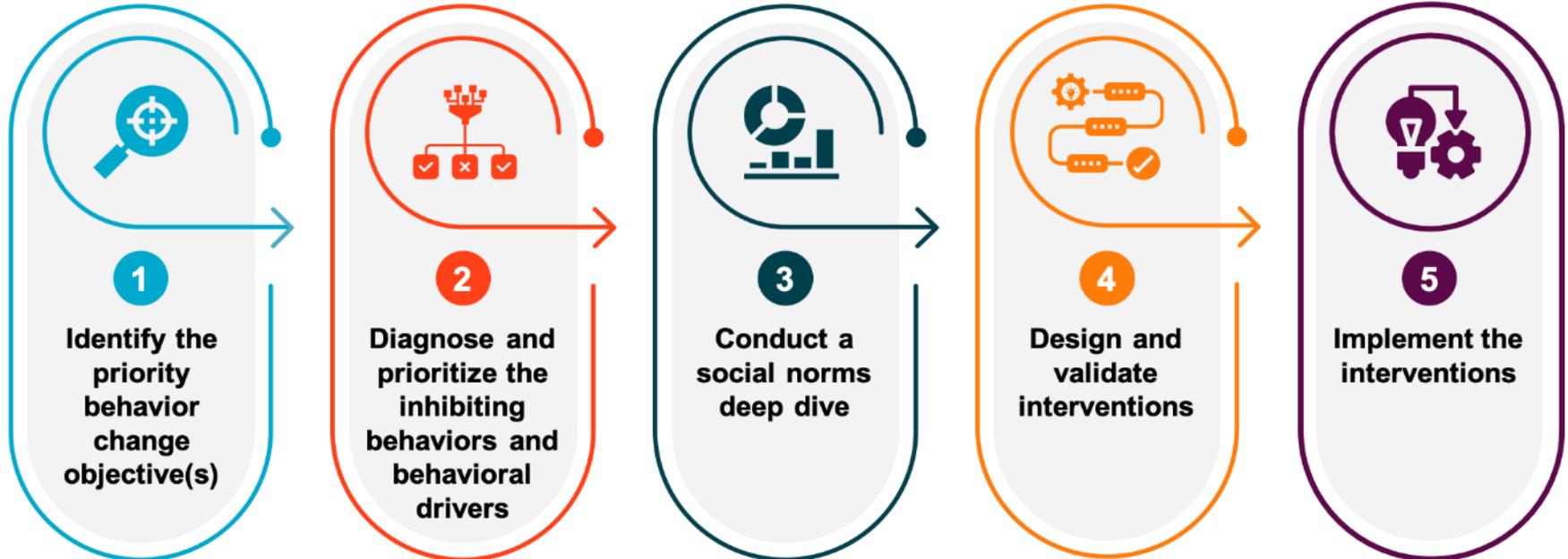
# When to conduct social diagnostics



- Most relevant at **design and partnering stages** to determine how to address impediments to desired improvements and identify what interventions and partners to select
- Can be applied at the **monitoring** as well as in **evaluation** to understand whether target behaviors and norms have changed
- Can be utilized at **pre-solicitation or post-award** for design and partner selection as well as measuring change

# Social Norms Diagnostic Methodology

The **Behavioral Analysis and Norms Diagnostic (BAND)** Tool below, developed by MSA, comprises of five phases outlined below:



# Conducting Social Norms Diagnostics

## Step 1

### Identify priority behavior change objective(s)

Determine the priority outcomes related to business environment reform that the BAND tool will be used to understand.

## Step 2

### Identify priority behavior change objective(s)

- Conduct primary research to identify the behaviors that constrain the achievement of the selected change objectives and the drivers that influence behaviors, and when social norms involved.
- Prioritize the most relevant, strong and prevalent behaviors and social norms

## Step 3

### Conduct a social norms deep dive

- Conduct primary research to investigate how, why and by whom social norms are enforced, and how they influence behavior.

## Step 4

### Design and validate interventions

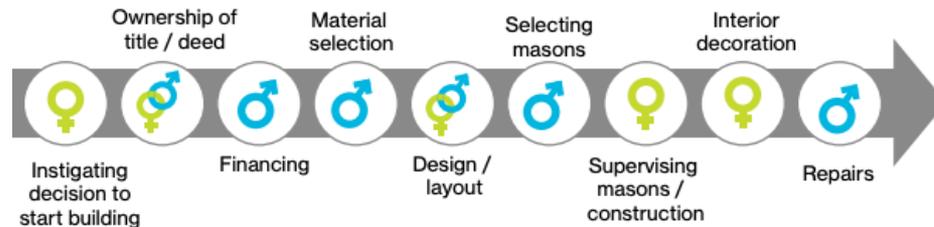
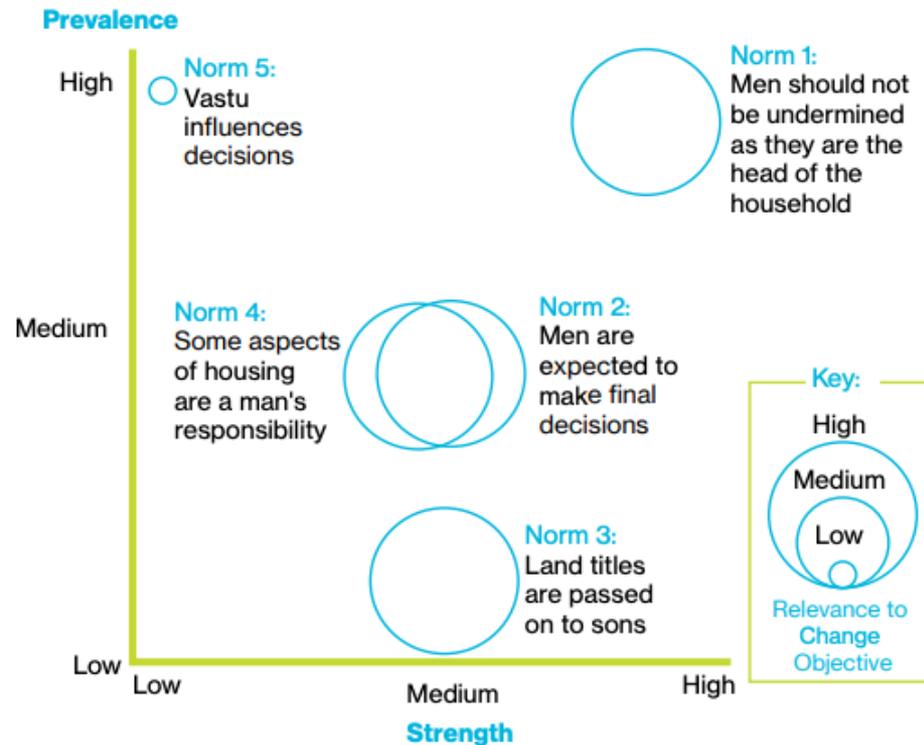
- Design interventions that support the desired behavior change.
- Validate these draft interventions with key stakeholders then finalize them

## Step 5

### Implement the interventions

- Pilot and refine the selected interventions.

# Illustrative Output: Behavioral Analysis and Norms Diagnostic (BAND) Tool



# Questions?

# Mission Sharing: Fireside Chat

Mark Sevier

Technical Director, Market Systems and Partnerships, ACDI/VOCA  
(Moderator)

Jorge Reyes

Project Management Specialist, USAID Honduras

Nathalie Renaud

Co-Deputy Program Office, USAID Colombia

# Small Group Discussions

# Thank you!

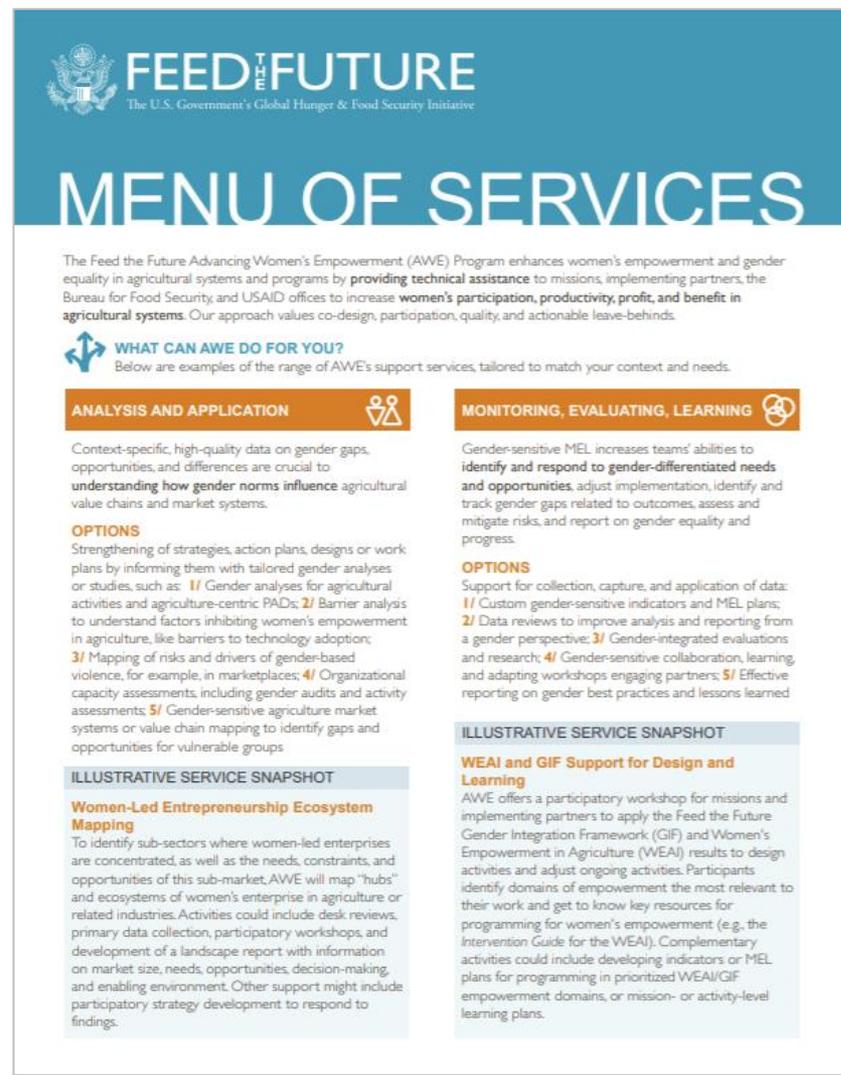
# Want more information about AWE?

## Contact us:

- AWE Activity Manager: Asli Kes, [akes@usaid.gov](mailto:akes@usaid.gov)
- AWE Project Manager: Samantha Croasdaile, [scroasdaile@encompassworld.com](mailto:scroasdaile@encompassworld.com)
- For more information please click on our [Menu of Services](#)

*We hope you will join us  
for Seminar 3!*

*Please reach out for more ideas on  
Mission support and engagement*



 **FEED THE FUTURE**  
The U.S. Government's Global Hunger & Food Security Initiative

## MENU OF SERVICES

The Feed the Future Advancing Women's Empowerment (AWE) Program enhances women's empowerment and gender equality in agricultural systems and programs by **providing technical assistance** to missions, implementing partners, the Bureau for Food Security, and USAID offices to increase **women's participation, productivity, profit, and benefit in agricultural systems**. Our approach values co-design, participation, quality, and actionable leave-behinds.

 **WHAT CAN AWE DO FOR YOU?**  
Below are examples of the range of AWE's support services, tailored to match your context and needs.

### ANALYSIS AND APPLICATION

Context-specific, high-quality data on gender gaps, opportunities, and differences are crucial to **understanding how gender norms influence** agricultural value chains and market systems.

**OPTIONS**  
Strengthening of strategies, action plans, designs or work plans by informing them with tailored gender analyses or studies, such as: **1/** Gender analyses for agricultural activities and agriculture-centric PADs; **2/** Barrier analysis to understand factors inhibiting women's empowerment in agriculture, like barriers to technology adoption; **3/** Mapping of risks and drivers of gender-based violence, for example, in marketplaces; **4/** Organizational capacity assessments, including gender audits and activity assessments; **5/** Gender-sensitive agriculture market systems or value chain mapping to identify gaps and opportunities for vulnerable groups

### MONITORING, EVALUATING, LEARNING

Gender-sensitive MEL increases teams' abilities to **identify and respond to gender-differentiated needs and opportunities**, adjust implementation, identify and track gender gaps related to outcomes, assess and mitigate risks, and report on gender equality and progress.

**OPTIONS**  
Support for collection, capture, and application of data: **1/** Custom gender-sensitive indicators and MEL plans; **2/** Data reviews to improve analysis and reporting from a gender perspective; **3/** Gender-integrated evaluations and research; **4/** Gender-sensitive collaboration, learning, and adapting workshops engaging partners; **5/** Effective reporting on gender best practices and lessons learned

### ILLUSTRATIVE SERVICE SNAPSHOT

**WEAI and GIF Support for Design and Learning**  
AWE offers a participatory workshop for missions and implementing partners to apply the Feed the Future Gender Integration Framework (GIF) and Women's Empowerment in Agriculture (WEAI) results to design activities and adjust ongoing activities. Participants identify domains of empowerment the most relevant to their work and get to know key resources for programming for women's empowerment (e.g., the Intervention Guide for the WEAI). Complementary activities could include developing indicators or MEL plans for programming in prioritized WEAI/GIF empowerment domains, or mission- or activity-level learning plans.