



MARKETLINKS

Realities of Co-Creating with the
Private Sector

November 20, 2019



MARKETLINKS

Realities of Co-Creating with
the Private Sector

November 20, 2019



MARKETLINKS

Realities of Co-Creating with the Private Sector

November 20, 2019

Facilitator

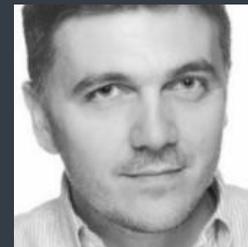


Kristin O'Planick, USAID's
Bureau for Food Security

Speakers



Sergio Rivas,
ACDI/VOCA



Luca Crudeli,
DAI



Marcos Moreno,
Chemonics



MARKETLINKS

Realities of Co-Creating with the Private Sector

November 20, 2019

Facilitator

**Kristin O'Planick, USAID's
Bureau for Food Security**

Speakers

Sergio Rivas, USAID's Transforming Market Systems, ACDI/VOCA

Luca Crudeli, USAID's Feed the Future Mozambique Agricultural Innovations, DAI

**Marcos Moreno, USAID's Feed the Future Uganda Youth Leadership for
Agriculture, Chemonics**

Luca Crudeli

Luca Crudeli is a market systems expert with over 16 years of experience providing analysis and advice to government and private sector for the development of inclusive markets in Africa, Asia and Europe. He has led, designed and evaluated market-intervention programs and strategies for the World Bank, DFID, DFAT (Australia), UNDP New Zealand Aid and USAID across more than 14 countries. He previously served as economic advisor to the President of Tanzania, Benjamin Mkapa, and as Team Leader for ENABLE in Nigeria, the first project to use the market systems approach to stimulate business environment reform. More recently Luca has been COP for the DAI SPEED Project in Mozambique and is currently the COP for the DAI Feed the Future Agricultural Innovations Activity in Mozambique.



Marcos Moreno

Marcos Moreno is an agriculture and youth development expert with more than 25 years of experience, including 15 years at senior management levels, creating sustainable economic opportunities for the next generation via agribusiness development projects in East Africa, Southern Africa, Asia, and Latin America. Throughout his career, he has combined agricultural knowledge with innovative business expertise to link private and public sector resources to benefit target populations, including youth and women; create viable, market-driven economic opportunities along key value chains; and promote sustainable skills and strengthen livelihoods. He has extensive experience in identifying ways to integrate female and young farmers to add value to agricultural sectors and key value chains in Kenya, Tanzania, Rwanda, Ethiopia, Bolivia, Mexico, Panama, and Colombia.



Sergio Rivas

Since joining ACDI/VOCA in 2008, Sergio has served as Chief of Party for USAID-funded projects in Paraguay and Colombia. Prior to this, Sergio was a senior evaluator at Management Systems International and a certified USAID contract officer's representative and agreement officer's representative. He has worked in Peru, Guatemala, Costa Rica, Honduras, El Salvador, Afghanistan, and Sudan. Sergio holds an MS in economic development from the Universidad Mayor de San Andrés (Bolivia) and a BS in industrial engineering from the Escuela Militar De Ingeniera (Bolivia).





Feed the Future's Agricultural Innovations Activity in Mozambique

Luca Crudeli, DAI

The Relationship Between Chaotic Innovation & Co-Creation

Our Objectives Are Clear



Kick start a process of incremental growth

The key objective is to kick start a process of continuous improvement, delivery of higher value to customers/providers which unlocks growth.

We are not fixing static problems, but improving the capacity of the system to grow, adapt, and become more inclusive and resilient.

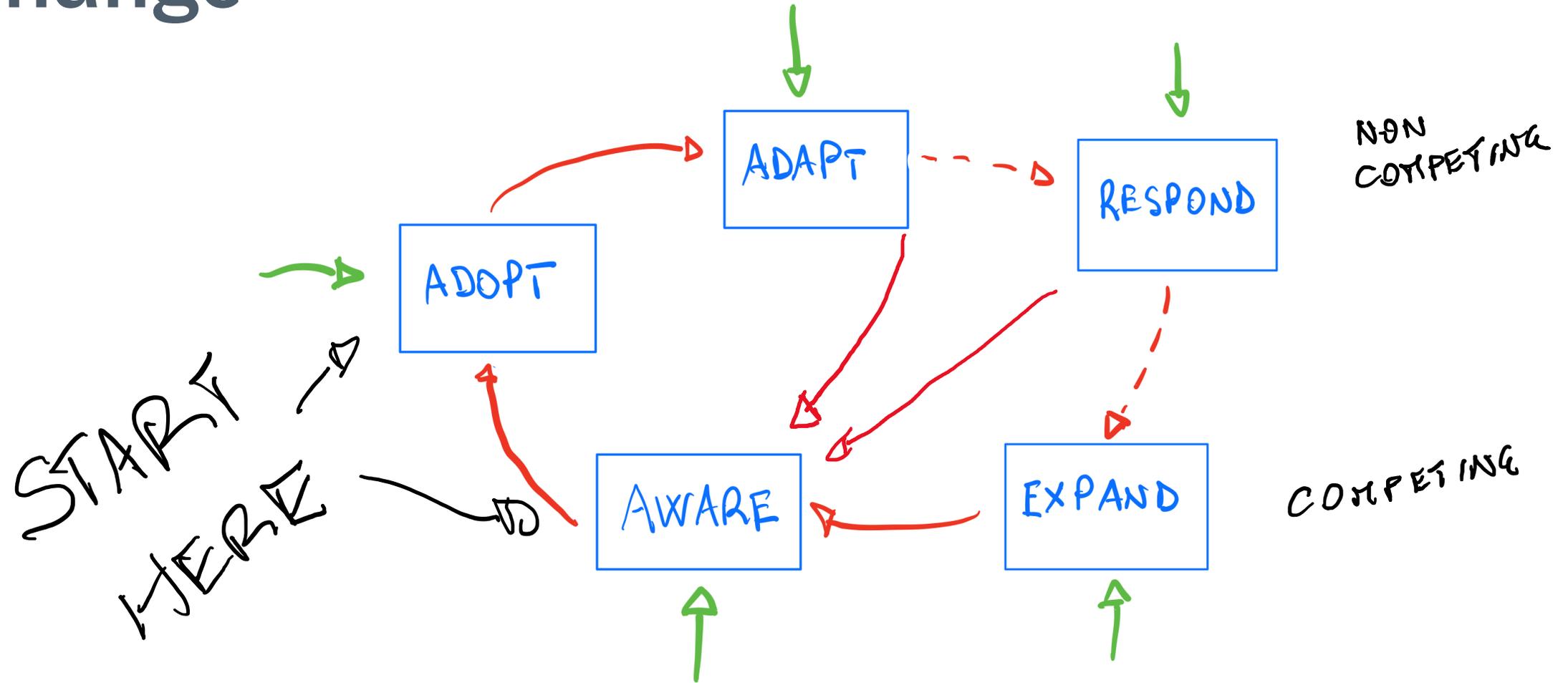
Finding Disruptors to Work With

Focus on *disruption adaptation*, not technical solutions

Objective: Identify and leverage disruptions to establish new ways of doing business. Focus is on creative disruption (disruptive creation?)



Co-creation to Kickstart Continuous Change



Finding Disruptors to Work with

Focus on *disruption adaptation*, not technical solutions

Objective is to identify and leverage disruptions to establish new ways of doing business. Focus is on creative disruption (destructive creation?)

- For what is unknown – **provide information** (research)
- For what never done before – **provide experience** (test)
- For what is risky – *help, learn fast, and pivot*



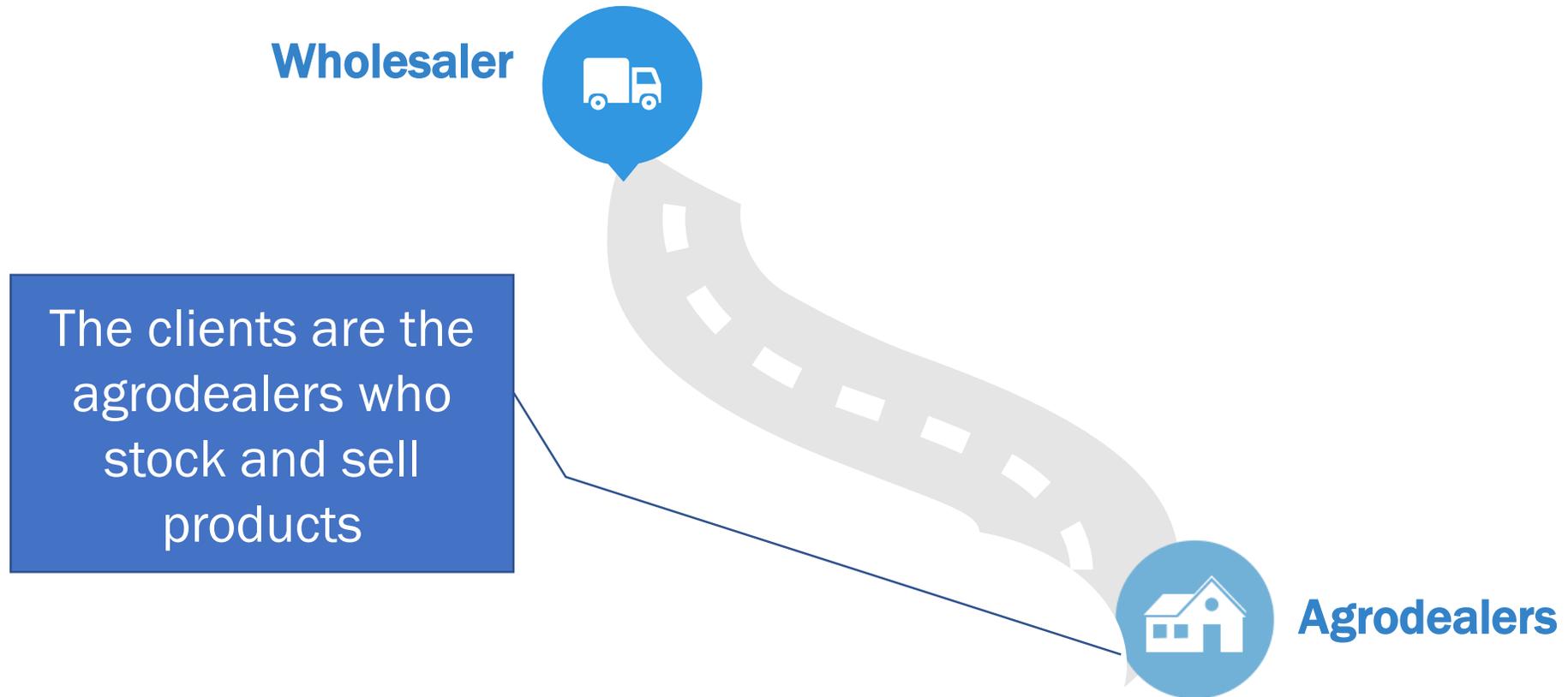
Innovation in Small Biz is Chaos

What we have to deal with:

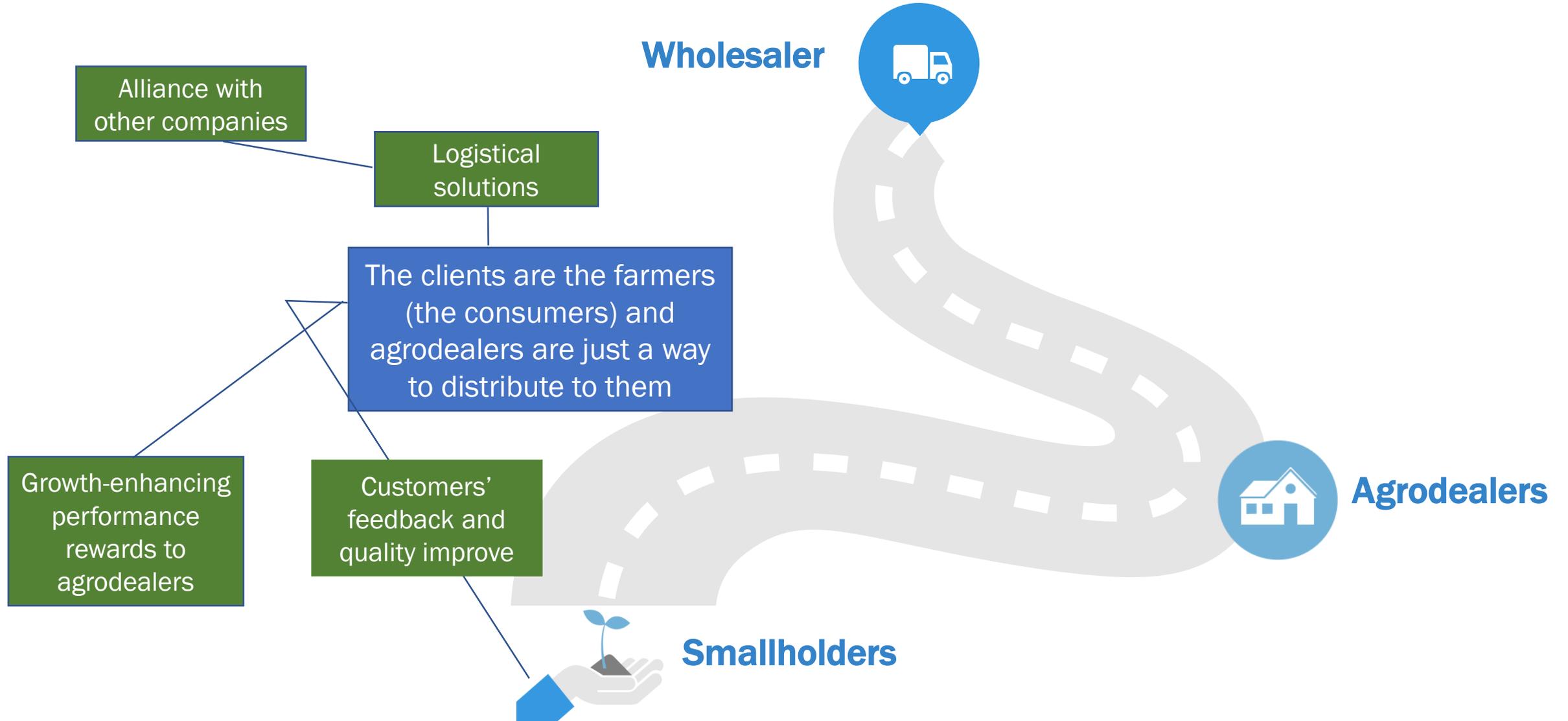
- Learning is *inductive* rather than *deductive*
- Entrepreneurs are both **experts** and **fanatics**
 - They **perceive probabilities of success as higher** than others do
 - They **centralize learning and decision-making**, stifling organizational development
- They underestimate the obstacles and length of time to succeed



... in the Field



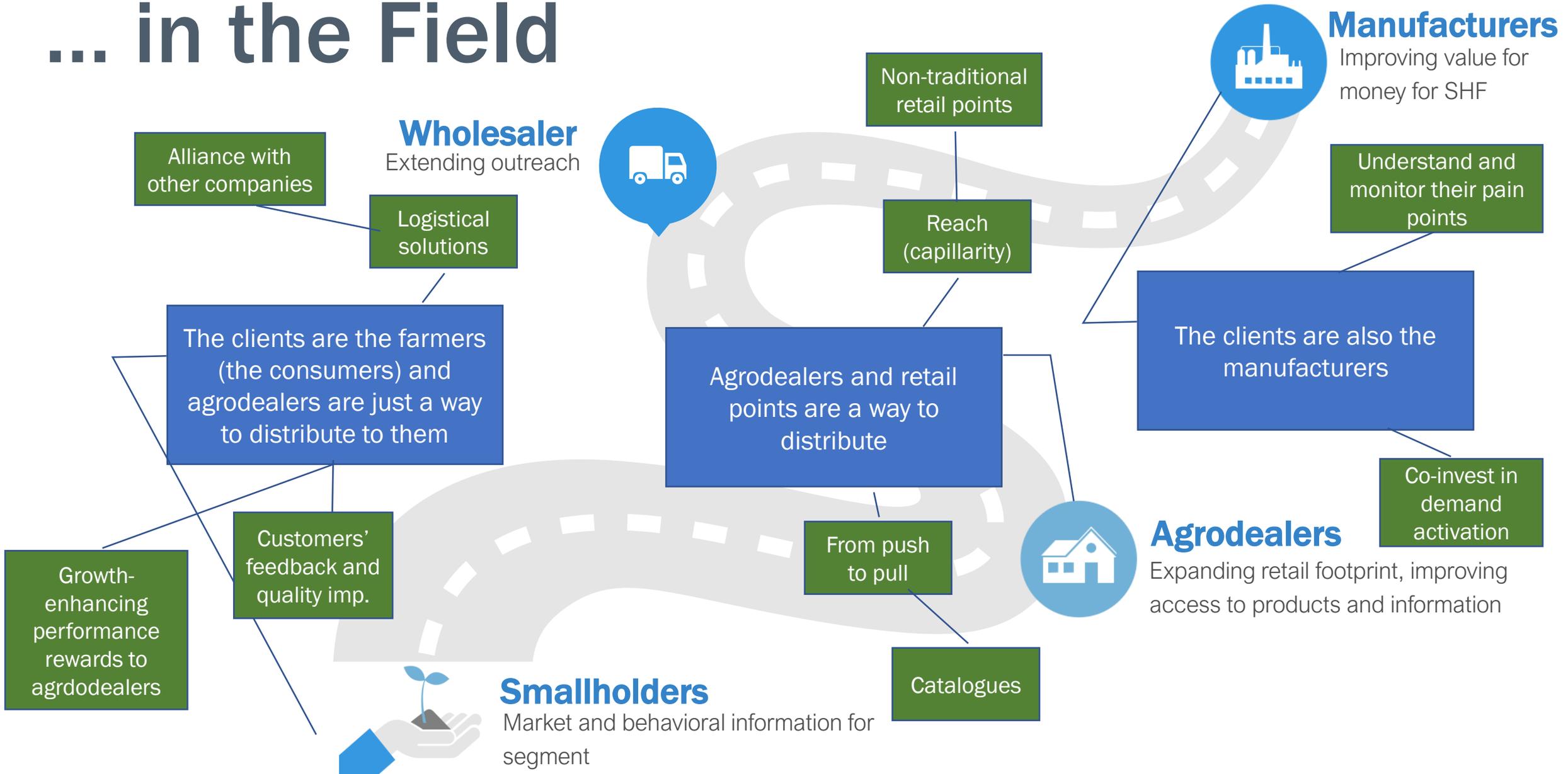
... in the field



... in the field



... in the Field



Co-creation sets you on a path of creative destruction. Do not see it as the search for static equilibrium

Seek for committed disruptors and innovators, game changers, and let them be entrepreneurial

Prepare for sequencing and timing to change often

Create a culture of adaptability and “chaos” within your team

**Unstructured,
experiential, inductive
learning**

**Break down innovations
to make the learning
more manageable**

**Embrace chaos (partner's
low appetite for data)**

**Use external resources to
carry out the data
analysis**

**Accept failure as a way
of experiential learning.
Allow for autopsy of
failures**

**Centralized creation
and weak
organizational
structure**

**Include and groom the
partner's middle
management when
possible**

**When the partnership is
well established, offer
organizational and HR
support**

**Always do your best to
diversify risk**

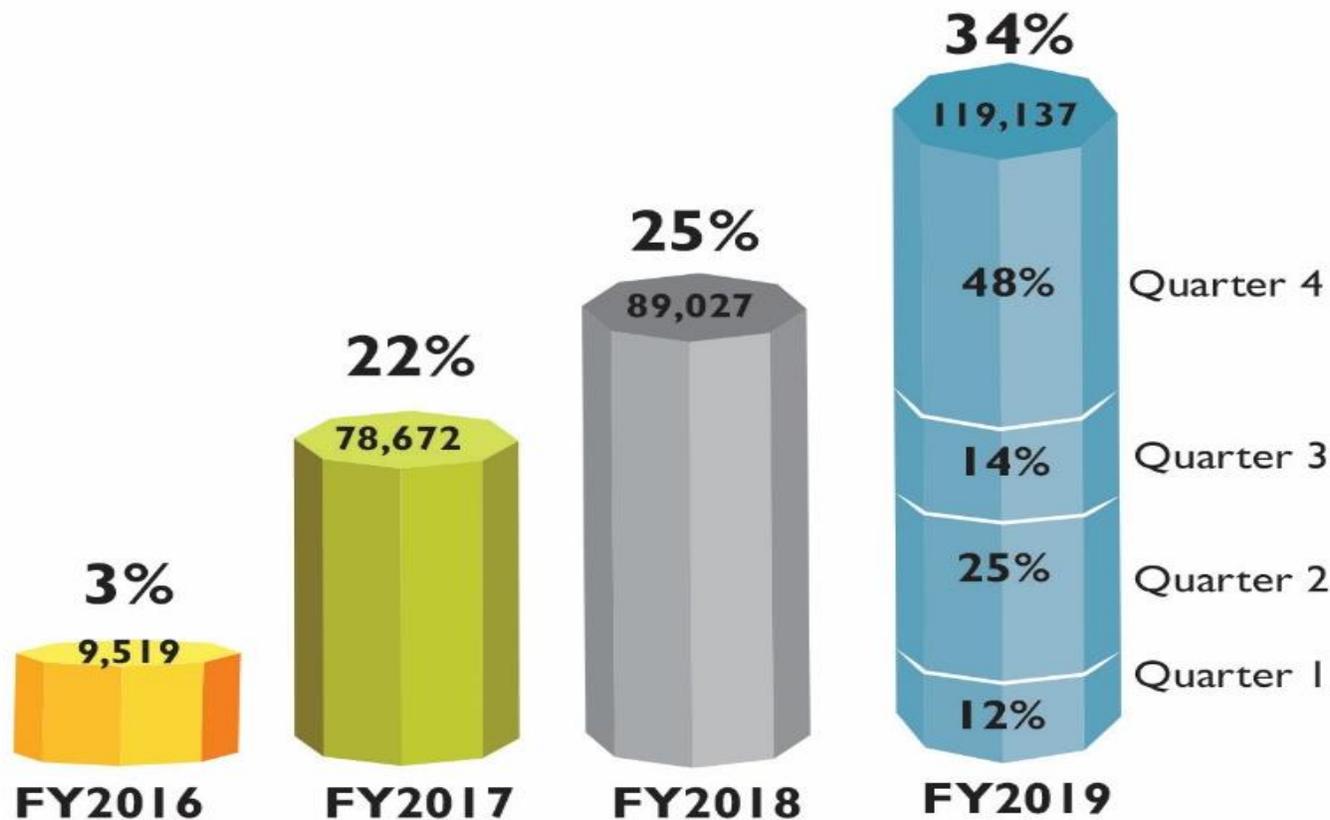
A young woman with a joyful expression is the central focus of the image. She is wearing a light blue and white jacket over a white top and a patterned headband. She is holding a large, dense bundle of harvested potatoes, complete with their green stems and roots, in front of her. The background is a soft-focus rural landscape with green trees and a clear sky. The overall tone is positive and represents agricultural success.

What it Takes to Find the Right Partner: Feed the Future Uganda Youth Leadership for Agriculture

Marcos Moreno, Chemonics

Feed the Future Uganda Youth Leadership for Agriculture

Performance against YLA Targets by Fiscal Year

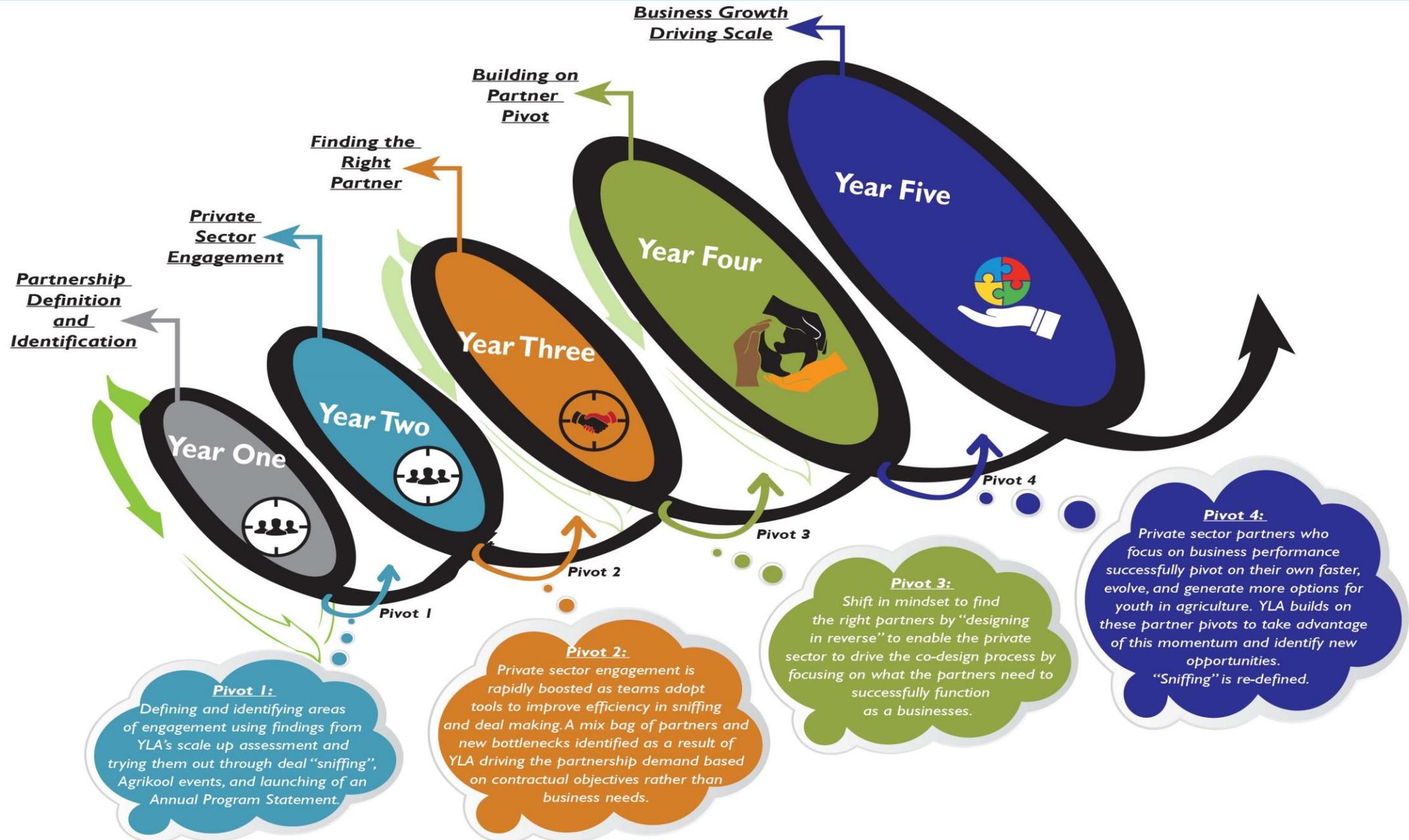


Progress Towards YLA LOA Target



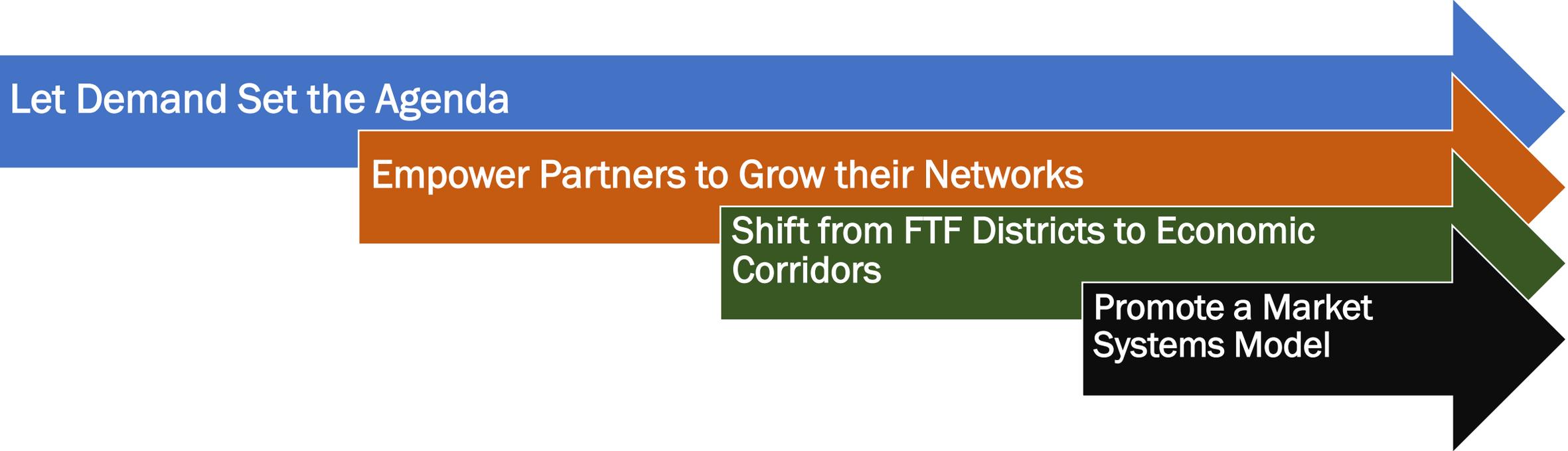
Continuous Adaptive Management

YLA'S ADAPTATION/ PIVOT JOURNEY



Guiding Principles

Design in Reverse for Partner-Led Implementation



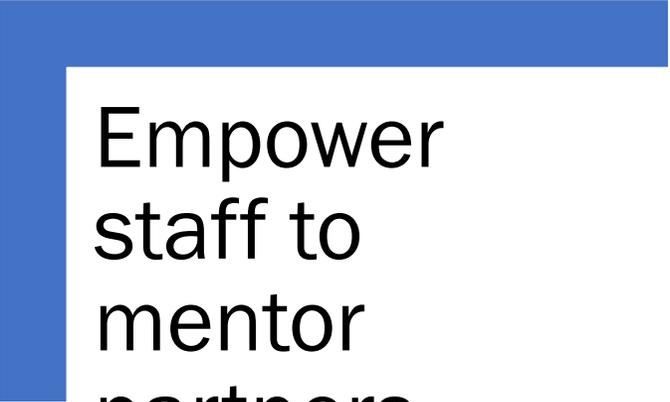
Let Demand Set the Agenda

Empower Partners to Grow their Networks

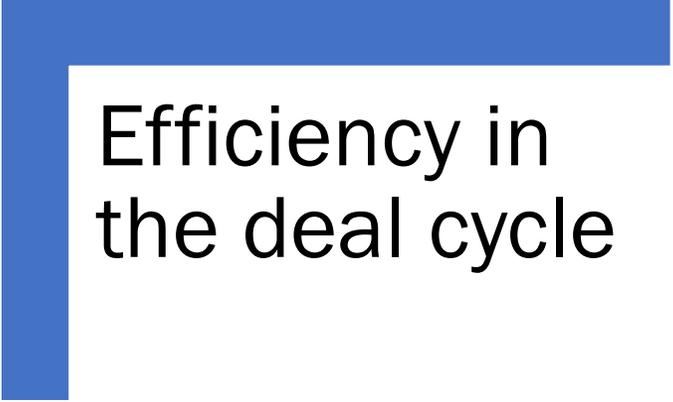
Shift from FTF Districts to Economic Corridors

Promote a Market Systems Model

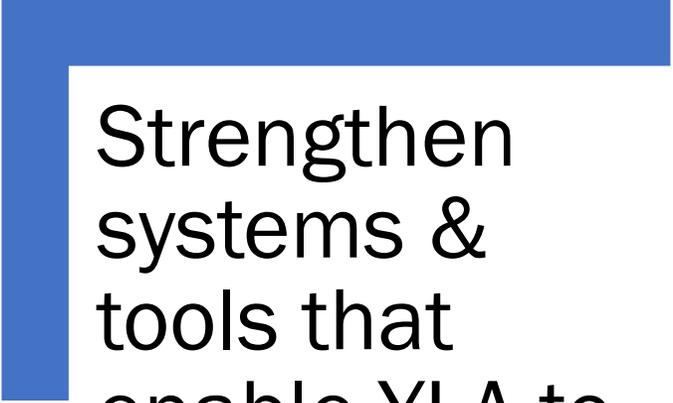
Walking the Talk



Empower
staff to
mentor
partners

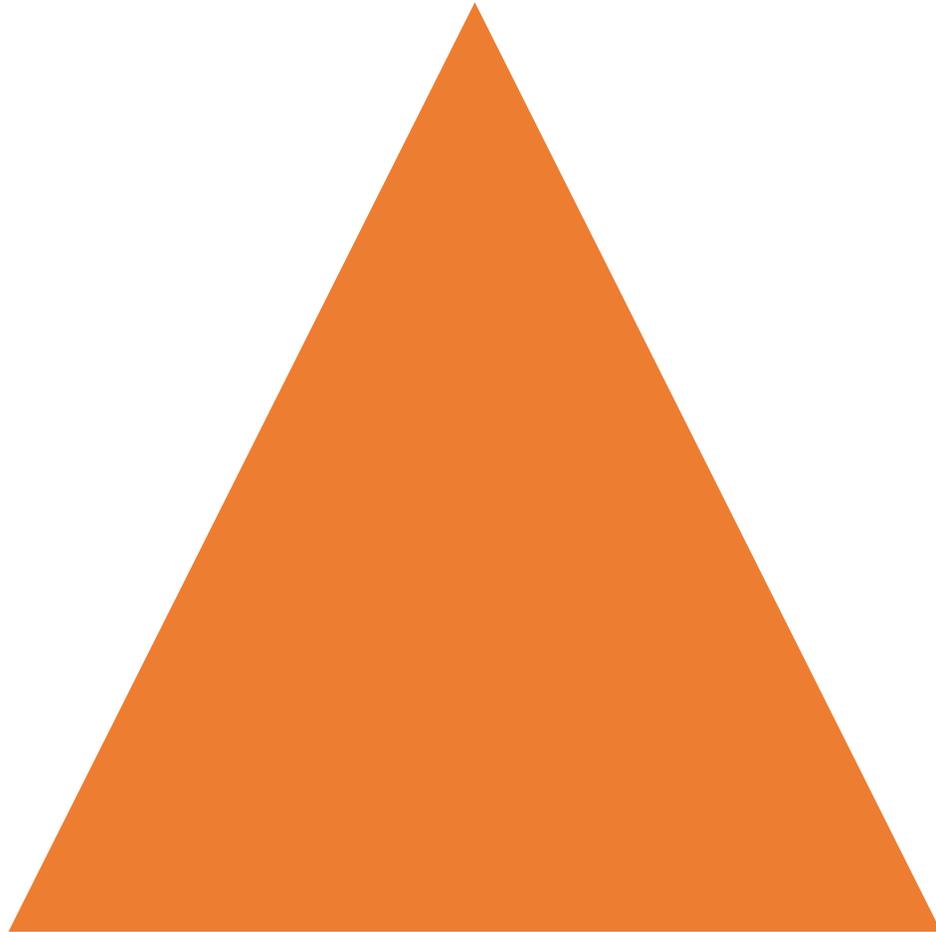


Efficiency in
the deal cycle



Strengthen
systems &
tools that
enable YLA to
walk the talk

Engage & Empower (W)Youth Inclusion



Bolster female leadership in agriculture

Support private sector to build the business case for (w)youth inclusion

Ensure that all YLA staff are equipped and incentivized to promote inclusion

Move beyond equality in participation rates to focus on the quality of how (w)youth participate

Fail Fest

**Failure to critically
understand the
partner and their
business model**

**Rethink how to
improve the quality of
our interactions with
partners to get the
information we need**

Failure of proactive involvement in the grant to identify issues early on

Accelerate decision-making and adapt grants quickly or end flawed ones so they do not linger

**Failure to recognize
low partner capacity
to achieve targets on
schedule**

**Empower partners
and build their
resilience rather than
being auditors**

Failure to support partners' pivots can result in stunted progress, slow growth, and lack of sustainability

Recognize and embrace the partner pivot quickly

**Failure to engage
(w)youth who need the
most support and are
benefitting the least**

**Help make the
business case for
“(w)youth”
engagement and
create avenues to
maximize this
engagement**



USAID's Transforming Market Systems, Honduras

Sergio Rivas, ACDI/VOCA

Market Actor Co-Creation Umbrella Instrument (MACU)

Initial 'Inception Phase'

Complex set of issues

No "right solution"

Distinguishing factor for success – the
partner



CO- CREA TION



Programming Implications

Three distinct modalities of procurement:

Light-touch, low-risk 'accompaniment'

Direct alliance with a single partner organization

Multi-stakeholder alliance

Focus = the characteristics of the partner

Moving Away from the “Transactional Relationship”

CREATE VALUE, not a Grant Document

Not all co-creation is about funding

Make partner participation continuous
– permanent, iterative, and fluid

Co-creation spans from design to
implementation to adaptation

Do not overwhelm and/or distract
partner with ‘process’; rather, focus on
core business





MARKETLINKS



Q&A

 info@Marketlinks.org

Post Resources



facebook.com/marketlinksorg

Tweet Tips



twitter.com/Marketlinksorg

Previous Webinars



youtube.com/user/microlinks

Connect with Us



linkedin.com/company/marketlinks



MARKETLINKS

Q&A

Sergio Rivas

srivas@acdivoca.org

Luca Crudeli

Luca_Crudeli@ftf-inova.com

Marcos Moreno

mmoreno@chemonics.com

 info@Marketlinks.org

Post Resources

 facebook.com/marketlinksorg

Tweet Tips

 twitter.com/Marketlinksorg

Previous Webinars

 youtube.com/user/microlinks

Connect with Us

 linkedin.com/company/marketlinks