

PRISMA Gender Equality & Social Inclusion Strategy

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About the Authors

Lead author Vanessa Valentino developed the outline and facilitated the whole process of the strategy development, with co-author Dhita Larasati.

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DFAT	Department of Foreign Affairs & Trade (Australia)
FGD	Focus group discussion
GSD	Growth Strategy Document
GESI	Gender Equality and social inclusion
HOP	Head of Portfolio
HR	Human resource
ICN	Intervention Concept Note
IP	Intervention Plan
ISD	Intervention Steering Document
KPI	Key performance indicator
LOC	Level of Control
LOE	Level of Effort
MDF	Market Development Facility (DFAT-funded MSD program)
MIS	Management information systems
MRM	Monitoring and results measurement
MSD	Market systems development
NGO	Non-governmental organisation
NTB	West Nusa Tenggara
NTT	East Nusa Tenggara
PA	Performance assessment
PRISMA	Promoting Rural Incomes through Support for Markets in Agriculture
QMT	Quality Monitoring Tool
RC	Results chain
RM	Results measurement
SSR	Sub-sector review
UD	Universal design
WEAMS	Women's empowerment and market systems
WEE	Women's economic empowerment
WTI	Women-targeted Intervention

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1.1. INTRODUCTION TO PRISMA

The Australia-Indonesia Partnership for Promoting Rural Incomes through Support for Markets in Agriculture (PRISMA) is a multi-year development program working to accelerate poverty reduction through inclusive economic growth. PRISMA adopts a market systems development approach by partnering with key-stakeholders to improve agriculture market efficiency and sustainably benefit the poor. The program aims to achieve an income increase for a total of 1,000,000 smallholder farming households by 2023. It operates in six provinces of Central Java, East Java, West Nusa Tenggara (NTB), East Nusa Tenggara (NTT), West Papua, and Papua.

PRISMA will continuously evolve and improve to retain its position at the forefront of MSD innovation. It will apply a practical and innovative approach founded upon three pillars: scaling-up and sustainability ambition, gender and social inclusion (GESI), and integration and consolidation.

1.2. INTRODUCTION TO GESI STRATEGY

This strategy outlines how we aim to ensure that increases in incomes and productivity stimulated by PRISMA are inclusive of and benefit women and other neglected market segments such as people with disabilities, youth, and indigenous people. As women and other segments are already part of the market system we operate in, market development work cannot segregate the roles and constraints of these marginalised groups. In fact by doing so, we may further risk diminishing their engagement and performance within the sector. Through research and analysis, PRISMA has identified the vital role women play in agriculture in Indonesia. In order to improve performance in the agriculture sectors, it is essential to identify women's particular roles and responsibilities, and what feasible opportunities exist for the private sector to involve them within their business models. Considering PRISMA's mandate to work through the private sector on sustainable business models rather than working directly with beneficiaries, we will explore opportunities for more broader social inclusion as they arise.

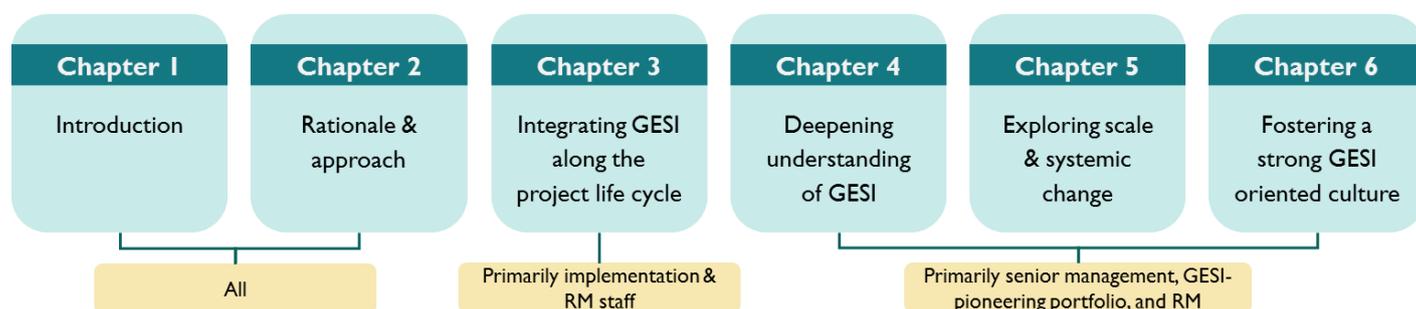
This strategy is based on a key principle of providing practical and useful guidance to PRISMA's staff and management. It builds on progress and lessons learned from phase I while also drawing on insights and experiences from other MSD programs, especially the Market Development Facility (MDF). Through our explicit focus on practicality and usefulness, we intend to avoid some of the common pitfalls of GESI strategies. There are currently few stellar examples of GESI strategies, with many of these documents focusing more heavily on theory and failing to bridge theoretical discussions into more practical action for teams. Given that each inclusivity topic could easily represent its own expansive area of research, GESI strategies often struggle to strike a balance between breadth and depth. At the same time, GESI strategies are often expected to cater to multiple audiences (e.g. staff, senior management, and donor) who have different needs, but in reality, many strategies are primarily geared at donors and are rarely used by the staff.

The objectives of the GESI Strategy are:

- To clearly communicate PRISMA's rationale for working on GESI; GESI vision, mission, and goals; and overall GESI approach
- To empower implementation and RM teams to identify, design, implement, and measure inclusive investments through the use of strategic GESI market information and the development of GESI business cases
- To continuously strengthen the depth of PRISMA's understanding of GESI, including through strategic studies and exploring more targeted measures to address GESI
- To promote systemic change through engagement with wider market actors, collaboration with other programs, and the development of supporting market services
- To support management in fostering a GESI oriented team culture with strengthened capacity and confidence to incorporate GESI

This strategy is a living document that will be refined as PRISMA continues to learn and adapt to the challenges of integrating GESI priorities, particularly around other neglected market segments such as people with disabilities, youth, and indigenous people, which are relatively new topics in MSD. We expect our understanding of and ability to integrate these other neglected market segments to improve as PRISMA evolves and builds more practical experience with these

segments and as these topics gain more focus in the international development community. We acknowledge that broader social inclusion involves other marginalised groups and we will explore them where opportunities exist.



To ensure the practicality and usefulness of this GESI strategy, we have organised it into chapters for different audiences and have placed chapters for staff up front and centre. The opening chapters (Chapter 1-2) set the stage by addressing *why GESI is important for PRISMA* and presenting *PRISMA's overall approach to GESI*. Chapter 3 is geared primarily at the implementation and results measurement (RM) staff with a focus on *how to integrate inclusivity along the project life cycle*. Our intention is to provide practical guidance on inclusivity topics without overwhelming staff with details.¹ We also present a single overarching framework across all inclusivity topics and use the project life cycle, with which the team is already familiar, as the basis for this framework. By avoiding a situation where a plethora of frameworks must be applied to each intervention, we can improve staff understanding and traction around GESI integration. The later chapters (Chapter 4-6) are mainly targeted at senior management, the GESI-pioneering portfolio², and RM team with a focus on *how to deepen understanding and engagement on inclusivity topics and foster a more GESI oriented team culture*.

1.3. KEY TERMS FOR THE GESI STRATEGY

The following section defines a handful of terms that will be critical for understanding PRISMA’s GESI Strategy:

Access: Access refers to what is available to women and other neglected market segments (people with disabilities, youth, indigenous people) in terms of opportunities, assets, and/or services to advance economically. This may include access to information, skills development, product knowledge, opportunities to have other income sources (e.g. labour, sales agent, collector), inputs, finance, market linkages, etc.

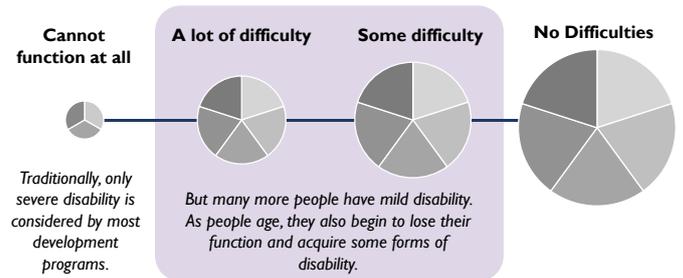
Agency: Agency identifies whether women and other neglected market segments are equipped and empowered (i.e. have the ability to advance and make decisions) to take advantage of opportunities. It involves socio-cultural or psychosocial dimensions that may inhibit these market segments from taking advantage of opportunities.

Disability: PRISMA defines disability as the inability, due to the interaction between the **individual’s impairment** and **market and social barriers**, to fully function in any of the activities necessary to benefit from farming.³

$$\text{Disabilities} = \text{impairments} + \text{barriers}$$

According to DFAT’s *Development for All*, “Impairments may limit an individual’s personal or social functioning in comparison with those who do not share the same impairment (characteristic or condition, such as hearing and/or vision impairment, developmental delay, or physical impairment). The full inclusion of people with impairments in society can be inhibited by attitudinal and/or societal barriers (such as stigma), physical and/or environmental barriers (such as stairs), and policy and/or systemic barriers, which can create a disabling effect.” While impairments are typically irreversible, barriers to participation can be removed and are hence the focus of disability-inclusive development.

PRISMA recognises that disability is not a yes or no question and is best understood as a continuum, with many people who are mildly disabled including the aging population. The following diagram depicts disability across the continuum. The different shades in the circle represent the 5 functional domains of disability (**vision, mobility, hearing, communication, and cognition**) that PRISMA will focus on.⁴ Given the large number of aging farmers in Indonesia, PRISMA will target **elderly farmers with mild disabilities**.



Gender equality: According to DFAT’s *Gender Equality and Women’s Empowerment Strategy*, “Gender equality is about equal opportunities, rights and responsibilities for women and men, girls and boys. It does not mean that women and men are the same. Gender inequality is a result of unequal power distribution between women and men, exacerbated by ongoing discrimination, weaknesses in laws, policies and institutions, and social relations that normalise inequality.”⁵ Gender equality and women’s economic empowerment (WEE) are two interconnected concepts with WEE being a critical step towards achieving the ultimate goal of gender equality. In MSD programs, as we facilitate increased empowerment of women in market systems, this contributes to greater gender equality.⁶

Gender equity: Gender equality cannot be achieved without gender equity. While gender equality focuses on achieving equal outcomes for women, men and other identities, gender equity involves the process of creating a level playing field through “fairness of treatment for men and women according to their respective needs.”⁷ Gender equity recognises that as a result of historical and social disadvantages women may be at a different starting position than men. This, in turn, means that women may require different treatment (e.g. additional support) in order to enjoy equal opportunities as men. For an MSD program, this means that we need to understand the different challenges and barriers that women, men and other identities face and to differentiate our approach if needed.

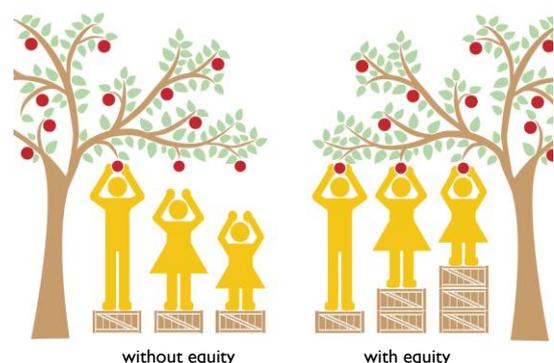


Image adapted from 2014 Saskatoon Health Region⁸

Indigenous people: As a result of the diversity of the world's indigenous peoples, there is no universally accepted definition of the term 'indigenous.' Instead, the UN Declaration on the Rights of Indigenous Peoples affirms that indigenous peoples themselves have the right to self-identify.⁹ PRISMA will focus specifically on **indigenous people in Papua and West Papua**. These are local Papuans whose ancestors have resided in Papua or West Papua long before transmigration from other provinces.

Neglected market segments: According to the UK's Department for International Development "certain groups are systemically disadvantaged because they are discriminated against on the basis of their ethnicity, race, religion, sexual orientation, caste, descent, gender, age, disability, HIV status, migrant status or where they live."¹⁰ PRISMA has coined the term "neglected market segments" to refer to groups (i.e. women, people with disabilities, youth, and/or indigenous people) that are excluded from participating in market systems on the basis of their identity. PRISMA acknowledges the intersection of these segments that may compound exclusion. In particular, women and girls with disabilities are more vulnerable and face additional barriers to access and agency across all domains including economic activities.

People with disabilities: According to DFAT's *Development for all*, the term people with disabilities refers to all persons "who have episodic or long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others."¹¹ As noted above, PRISMA's primary target will be **aging farmers with mild difficulties associated with vision, mobility, hearing, communication, and cognition**.

Social inclusion: Social inclusion is the process of improving the terms on which individuals and groups take part in society—improving the ability, opportunity, and dignity of those disadvantaged on the basis of their identity¹² (gender, disability status, ethnicity, race, age, etc.). In PRISMA, we will be focusing specifically on the inclusion of groups that are excluded from the market.

Women's economic empowerment: WEE is the capacity of women to participate in, contribute to, and benefit from growth processes in ways that recognise the value of their contributions, respect their dignity, and make it possible to negotiate a fairer distribution of the benefits of growth.¹³ A woman is economically empowered when she has both the ability to succeed and advance economically and the power to make and act on economic decisions. PRISMA defines WEE along 6 key dimensions: (1) economic advancement, (2) access to opportunities, (3) access to assets and services, (4) decision making in major household decisions and finances, (5) manageable workload, and (6) greater agency through leadership and networking opportunities.

Youth: PRISMA will use the standard Government of Indonesia definition for youth, as the program are expected to reach Indonesian farmers. While the Youth Law of Indonesia (Law N° 40/2009) defines youth as 16-30 year-olds, this age bracket is not consistently used or applied in other youth-related policies and legal instruments in Indonesia.¹⁴ However, there is no universally accepted definition for youth. For statistical consistency across regions, the UN defines youth as persons between the ages of 15 to 24, but many developing countries and youth-related development projects have adopted wider age ranges, with a maximum age of 35.¹⁵

2.1. WHY DOES PRISMA FOCUS ON GESI?

PRISMA recognises that women, people with disabilities, youth, and indigenous people can play vital and central roles in the economy. However, these segments typically face higher structural and social barriers to accessing and benefitting from markets and are often overrepresented among the poor. Not only do these segments struggle the most to engage economically but they are also least likely to benefit from economic growth compared to other segments of the poor. Around 40% of smallholder farmers in Indonesia are women¹⁶ and approximately 42% PRISMA's beneficiary farmers are women. They perform a wide range of agricultural functions, but the lower visibility of their work or their exclusion from market activities that only target men means that their vital roles are often overlooked, and their skills are not upgraded over time. Concurrently, nearly a third of Indonesian farmers are aged 55 and above, which is important since disability prevalence increases significantly with age. Agriculture is also the predominant industry for people with disabilities in Indonesia, with around 46% of people with disabilities working in the sector.¹⁷ Given the strong interplay between poverty, economic barriers to inclusion, and disability, people with disabilities and their families experience higher rates of poverty than those without disabilities. Youth (under 35) account for less than 13% of agricultural labour,¹⁸ and internal rural-urban migration is higher for youth compared to other age groups.¹⁹ However, the urban labour sector is unable to keep pace with the growing number of youth entering the workforce, and unemployment rates among youth are far above the national average.²⁰ Finally, Indonesia is an ethnically diverse country, particularly in areas that PRISMA operates. For example, in Papua and West Papua provinces, indigenous people make up at least 50% of the population and are disproportionately poor compared to transmigrant populations.²¹

WOMEN

Global context. Women make up ~43% of the agricultural labour force in developing countries, often performing a wide range of critical but invisible roles. They often have less access to productive resources and opportunities than men, with the FAO estimating that women could increase farm yields by 20-30% and domestic production by 2.5-4% if they had the same access as men. As more men migrate to seek off-farm employment, there is also a trend towards the feminisation of agriculture. However, this does not necessarily mean that women will benefit, especially in the face of significant unpaid labour responsibilities.

Indonesian context. Around 40% of smallholder farmers in Indonesia are women (7.4 million women farmers according to the 2013 Agriculture Census). Women farmers are involved in almost all the agricultural processes, including many vital functions. Agricultural work performed by women often lacks recognition (i.e. perceived as secondary to domestic responsibilities or to male involvement in agriculture), and agri-products and services also fail to reach women. While men are seeking employment off-farm, the majority of women in rural households stay in agriculture.



PEOPLE WITH DISABILITIES

Global context. About 15% of the global population (one billion people) live with some form of disability, with at least 80% of people with disabilities living in developing countries. People with disabilities are the largest and most disadvantaged minority globally. People with disabilities and their families experience higher rates of poverty, with poverty being both a cause and consequence of disability. Disability prevalence is also on the rise as a result of aging populations, higher risk of disability among elderly, and increases in chronic health conditions. Furthermore, farming populations around the world are ageing and a large proportion of farmers are already above 60.

Indonesian context. An estimated 10-15% of Indonesians have some form of disability. Agriculture is the main industry for people with disabilities, with ~46% working in this sector. Disability prevalence in Indonesia also increases with age, and according to the 2013 Agriculture Census, 33% of farmers are aged 55 and above.



YOUTH

Global context. The current generation of youths is the largest in history. It comprises nearly two thirds of the population in many developing countries. Youths are more likely to be unemployed, underemployed, or engaged in vulnerable employment. However, they are also often early adopters of new technologies and more likely to challenge traditional practices. Millions of youth are already engaged in agriculture, with the global food system being the single largest employer of youths. According to a USAID-LEO report, youths engage in agriculture "not as a "last resort" but because it is the only reality they have known and often the only productive

Indonesian context. Youths (aged ≤ 34) account for less than 13% of agricultural labour. However, unemployment is more pronounced among youth (unemployment rate of youths aged 20-24 is 2.5 times that of the overall population). Indonesia is entering a youth demographic dividend, a period where a significant proportion of the population will be youths.



INDIGENOUS PEOPLE

Global context. Indigenous people comprise only 5% of the global population, but they are disproportionately represented among the poor, making up 15% of the world's poor and one-third of the world's extremely poor rural population. They are at increased risk of exclusion, marginalisation, and discrimination.

Indonesian context. Indigenous people make up roughly 50% and 51.5% of Papua and West Papua provinces, respectively. They are disproportionately poor compared to transmigrant populations. Many of the indigenous Papuans rely heavily on government subsidies and live in upland areas where there is limited access to markets.



Sources available in endnotes²²

As a program seeking to accelerate poverty reduction through inclusive economic growth, PRISMA recognises that markets cannot effectively drive poverty reduction if these neglected market segments lack productive assets and continue to be excluded from the benefits of growth. More inclusive economic participation helps drive growth at a national level and reduce poverty within communities and households. Societies that make better use of the skills, talents, and time of all

members will more likely prosper. When development programs fail to be more gender and socially inclusive, these segments of the poor are likely to be further marginalised, which in turn increases inequality and poverty. In short, development impacts cannot be maximised without clear attention to the different needs, interest, priorities, and roles of these neglected market segments. Furthermore, with increasing demand for food as populations grow, there is an urgent need to sustainably increase productivity and efficiency of food systems. In this context, it becomes incredibly important to have a more inclusive approach to agricultural development and to harness the potential of neglected segments of the population, allowing them to participate on a more equal basis and realise their full potential.

PRISMA’s commitment to GESI aligns strongly with the global consensus that “no one will be left behind” and with Australian and Indonesian government policies. When the 2030 Agenda for Sustainable Development was adopted, UN Member States pledged to ensure that “no one will be left behind,” which includes but is not limited to those who are disadvantaged on the basis of gender, age, disability, and indigenous status. In line with the growing worldwide momentum for GESI, gender equality is an overarching principle of the Australian aid program and is seen as essential to reducing poverty and increasing aid effectiveness. This is affirmed in key policy documents from the Australian government, including the *Gender Equality and Women’s Empowerment Strategy* (February 2016) and *Gender Equality and WEE in Agriculture Strategy* (September 2015). DFAT was also the first donor to have a specific disability inclusion strategy since 2009. The more recent *Development for All 2015-2020* (May 2015) articulates DFAT’s strategy for strengthening disability-inclusive development in Australia’s aid program. Finally, *DFAT’s Indigenous Peoples Strategy 2015-2019* (June 2015) expresses Australia’s commitment to providing opportunities to assist indigenous peoples to overcome social and economic disadvantages. Guided by these policies, GESI is an important pillar of PRISMA’s strategy as a MSD program supporting poverty reduction in Indonesia.

Finally, from a MSD perspective, it makes business sense to engage females, who already account for a large proportion of the agricultural workforce, as well as other neglected market segments. Not pursuing GESI inclusive practices and ignoring up to 50% of the population could mean missing out on significant business opportunities and untapped market potential. Private sector businesses may be missing out on the following:

THE BUSINESS MAY BE MISSING OUT ON...

	<p>An important customer segment (as users and/or purchasers) e.g. if businesses overlook key users who are not the main purchasers, they may not be targeting users with post-purchase customer services. This could lead to lower productivity, which in turn may lead to lower reburchasing rates and consumer loyalty.</p>
	<p>Improved productivity & efficiency e.g. for companies sourcing raw material from neglected market segments, improved productivity at farm-level can lead to increased productivity and efficiency for these businesses</p>
	<p>Improved product quality or suitability e.g. poor training of producers from neglected market segments can lead to sub-optimal value addition/post harvesting processes that affect product quality; poor feedback from female, youth and/or people with disabilities consumers can mean the product is not as fit for burpuse as it could be</p>
	<p>Improved supply chain reliability e.g. supply chain failures can occur if front line producers (women, aging farmers with disabilities) cannot fully mitigate against sudden shocks or risk; companies may be able to secure a more reliable subbly of a crob/raw materials if sourcing from these neglected market segments</p>
	<p>New markets e.g. some international clients (e.g. in the garments industry) have quotas for number of women employed; certifications (organic, fair trade) may have a gender criteria</p>
	<p>Diversification of distribution e.g. women (and potentially youth) can be effective last mile distributors; women and youth are often more connected into informal networks which can also be used as a new channel of distribution</p>
	<p>Enhanced reputation or brand recognition</p>

As a result, PRISMA seeks to target neglected market segments where possible, increasing the capacity of these segments to participate and benefit from markets while also creating value for private sector partners by helping them take advantage of profitable but missed GESI business opportunities.

In summary, GESI is important for PRISMA because it...



Leads to more effective poverty reduction and sustainable economic growth



Ensures no one will be left behind and alignment with Australian & Indonesian policies



Government of Indonesia



Australian Government



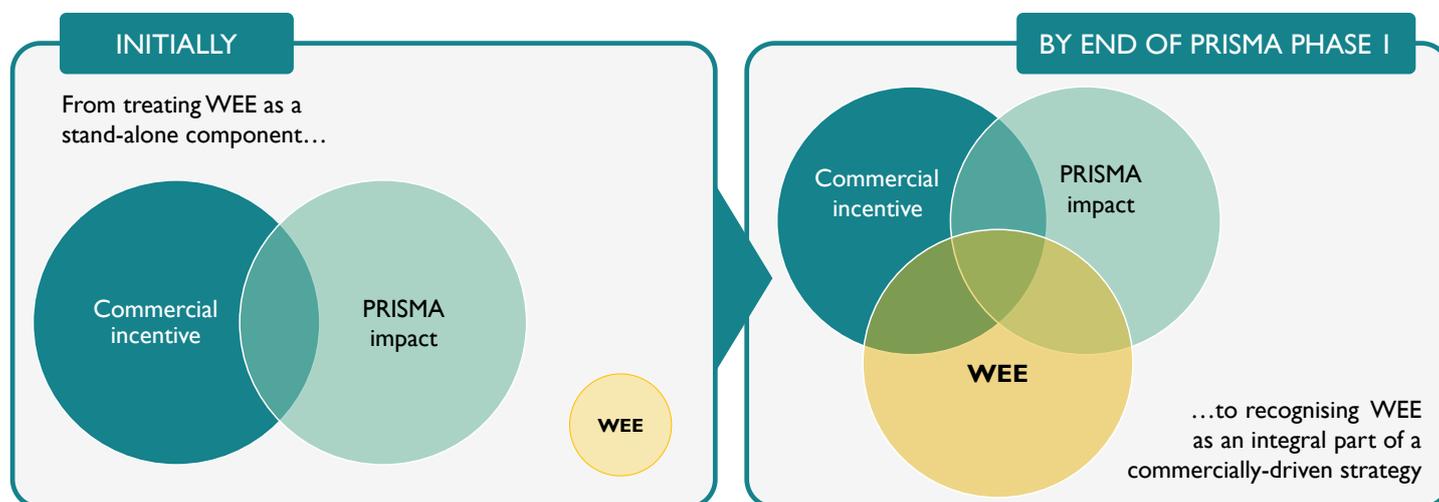
Generates more sales and customers for business partners (e.g. through better targeting of customers) while helping PRISMA achieve its targets

2.2. WHAT HAS BEEN THE EVOLUTION OF GESI INCLUSION IN PRISMA?

As of the end of the first phase, much of PRISMA's progress in GESI had been focused on WEE. The approach and thinking on WEE evolved from a do no harm approach to increased gender awareness and eventually towards WEE mainstreaming. This was a result of a strong internal push to strengthen WEE outcomes and transform the team culture from one that saw WEE as a purely socially-driven, add-on component (often perceived as a box ticking activity) to one that recognises WEE as also being good business practice and integral to sustainable sector growth and greater impact. This has paved the way for a more pro-active approach to WEE, with WEE considerations being incorporated along the various stages of the project life cycle.



For more details on the evolution of WEE & key WEE learnings from PRISMA phase one see **Annex I**



Unlike gender, other neglected market segments (people with disabilities, youth, and indigenous people) have yet to be mainstreamed into PRISMA. Although PRISMA phase one prepared an initial disability inclusion strategy in 2016 and conducted a more in-depth study in August 2018, practical understanding is still limited. PRISMA will establish linkages with disabled persons' organisations to better understand the constraints and opportunities for engaging people with disabilities within its portfolio. For youth and indigenous people inclusion, basic data collection and analysis to assess how greater inclusion could be addressed within the MSD framework had not yet commenced in PRISMA phase I.

2.3. WHAT IS THE GESI VISION, MISSION & GOALS FOR PRISMA?

PRISMA wants to see a sustainable change in the market, with market actors consciously taking action to incorporate GESI analysis in their internal strategies and marketing. We also aim to be the MSD program of reference for both technical approach and implementation for GESI topics by 2023. To achieve this vision, PRISMA's mission is to build the competence of our staff and partners (and potentially market research firms) to (1) recognise women, people with disabilities, youth, and indigenous people as different consumer segments; (2) analyse these consumer segments in agricultural markets; and (3) translate gendered and socially inclusive market research into more inclusive marketing strategies.

PRISMA has also defined more specific 2 and 5 year goals for each of the neglected market segments. They involve a priority emphasis around WEE, followed by disability inclusion. Goals around youth and indigenous inclusion will be more modest, reflecting the nascent stage of understanding around these topics. In particular, PRISMA aims to mainstream WEE across the team by 2020 (with all staff and managers having equal understanding at the same level of PRISMA best practice in WEE) and mainstream disability inclusion if there is a strong business case by 2023. To support the mainstreaming of WEE, PRISMA will ensure that internal systems (intervention design tools, as well as monitoring tools) will be fully integrated with updated gender analysis and WEE elements by the end of year 1. PRISMA also aims to see the overall gap between female access to innovations (such as capacity building, improved inputs, and GAP etc.) and female participation rate in the intervention-related activities is reduced in at least 50% of the sub-sectors by 2020, and by 75% by 2023. Finally, the GESI-pioneering portfolio will also be identifying opportunities for Women-targeted Interventions (WTI) targeting women and conducting several strategic studies on WEE.

At the same time, PRISMA will be improving its understanding of disability, youth, and indigenous people, with aims to have piloted at least 1 disability inclusive intervention and integrated indigenous market information into all existing Papuan and West Papuan interventions by 2020. The piloting of youth inclusive interventions will commence later, with the goal to have a commercial case successfully tested by 2023.

For more details on the 2 and 5 year goals for each neglected market segment, please see the diagram below. It is important to note that PRISMA does not have any GESI targets except those that we have set internally as a working benchmark.

2020 GOALS BY NEGLECTED MARKET SEGMENT

WEE mainstreamed across team

All staff and managers have equal understanding, which is at the same level of PRISMA best practice, of the WEE approach and strategically use gendered market information. Internal systems are set up to fully accommodate gender analysis.

WEE effectiveness improved

Gap between female access and female participation rate in the intervention-related activities in at least 50% of the sub-sectors

WEE measurement approach defined

Decision on the utility and feasibility of measuring all WEE dimensions for each intervention

Women-targeted Intervention piloted

At least one women-targeted intervention piloted

WEE strategic studies conducted

At least two studies completed and findings used to improve business case/intervention design/WTI



Improved understanding of disability

GESI-pioneering portfolio, RM, and selected sectors have richer data on disability which illustrates insights on older beneficiaries and their limitations on accessing interventions

Basic capacity in disability analysis across team

All staff and managers have awareness of disability and the specific needs that can be addressed

Disability intervention piloted

At least one commercial case successfully tested



Basic understanding of youth segment

GESI-pioneering portfolio and RM have an initial understanding of the youth segment



Basic understanding of indigenous segment

Selected staff working on Papua/West Papua have an understanding of how to adjust the approach to reach out to Papuans

Strategic use of indigenous market information in existing interventions

All existing Papua/West Papua interventions will have completed analysis on the indigenous segment and where there are potential entry points have integrated analysis into the adjusted design



2023 GOALS BY NEGLECTED MARKET SEGMENT

Program of reference for WEE in MSD

PRISMA to be the program of reference for both technical approach and implementation for gender

WEE effectiveness further improved

Gap between female access and female participation rate in the intervention-related activities in at least 75% of the sub-sector

Capacity of selected key partners built

Selected partners have clear internal strategies with regard to increasing WEE and exhibit strong willingness to execute strategies

Women-targeted Intervention scaled-up and further interventions piloted

One intervention scaled up (pending on success of pilot) and at least two additional interventions successfully tested

WEE strategic studies conducted

At least three additional studies completed and findings used to improve business case/intervention design/WTI



Program of reference for disability in MSD

PRISMA to be the program of reference for both technical approach and implementation for disability

Disability mainstreamed

(pending on business case)
If there is commercial case, strategic use of disability market information to be integrated into the program cycle and internal systems set up to fully accommodate analysis. All staff have equal understanding of disability inclusion and how to integrate disability.

Disability intervention scaled up

(pending on business case)
At least one intervention scaled-up



Best practice capacity in youth inclusive development

GESI-pioneering portfolio has a level of understanding that can be considered benchmark for MSD

Youth intervention piloted

One commercial case successfully tested



Indigenous intervention scaled up

(pending on success of pilot)
At least one intervention scaled-up in Papua/West Papua

Capacity of selected partners built

Selected partners have an evidence based understanding of whether or not it makes sense to target indigenous populations in their Indonesia expansion strategy



2.4. WHAT IS PRISMA'S OVERALL APPROACH TO GESI?

PRISMA promotes a commercially-driven, evidence-based approach to GESI. We believe that consistent and strategic use of GESI market intelligence can lead to improved GESI outcomes and also improved program and business partner outcomes. GESI is not about inviting more women, people with disabilities, youth, and/or indigenous people to participate in intervention activities or including them for the sake of meeting false outreach targets. It is, however, about optimising GESI outcomes by collecting, analysing, and applying GESI insights along the program life cycle—from sector strategies, intervention design, business cases to results measurement and learning.



At the core of what we do at PRISMA is our commitment to drive sustainable market innovation by developing new business models that are supported by strong commercially viable business cases. This is no different when working on GESI. PRISMA conducts broader analysis for both women and men in the sector to identify constraints and opportunities. PRISMA is increasingly recognising that most sectors have involvement of women, either performing active tasks or managing household finances and having an influence on expenditure decisions. Where there are no clear commercial opportunities to integrate GESI, this is acceptable as long as the conclusion is reached through strategic analysis and use of GESI market intelligence. Where there is a GESI business case, we will focus on providing evidence to convince business partners that women, people with disabilities, youth, and/or indigenous people are critical market players and on helping partners to reorientate their business and marketing approaches to recognise the commercial benefits from engaging these neglected market segments (e.g. through hiring women sales agents or targeting people with disabilities in marketing and GAP training).

PRISMA's GESI approach places a heavy emphasis on consumer research, with women, people with disabilities, youth, and indigenous people representing different potential consumer segments with distinct characteristics and

needs. PRISMA's interventions typically address constraints at the production end of agricultural value chains and involve introducing productivity-enhancing products or services to poor farming households. Since most of PRISMA's interventions involve access to new products and services, GESI at PRISMA is essentially about more effective, inclusive marketing, making sure partners consider and understand neglected market segments as potentially important consumer segments with distinct preferences, behaviours, and learning strategies. This allows for the customisation of touch points and product messaging for different consumer segments. Inclusive marketing can better appeal to target audiences and increase the return on investment for companies compared to traditional marketing.

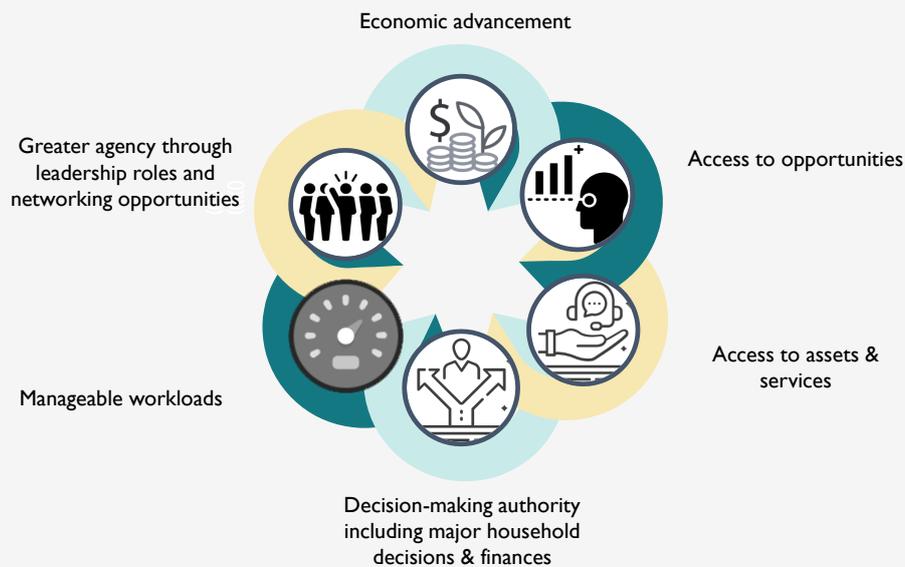
KEY PRINCIPLES UNDERLYING PRISMA'S GESI APPROACH

- **There is no one size fits all strategy for GESI:** GESI opportunities will vary from one sector to another and from one intervention to another. Instead, what is required is active thinking, analysis, and learning by sector teams as they design, implement, and evaluate interventions.
- **Inclusion of neglected market segments must be underpinned by a clear business case:** As previously noted, GESI is not about inviting as many women, people with disabilities, youth, and/or indigenous people as possible. GESI in intervention design needs to make "business sense," and teams should be seeking out strong, genuine commercial cases for GESI rather than artificially framing social opportunities as commercial ones.
- **GESI is not an add-on component but a core aspect of doing good MSD work:** Focusing on gender is not just a box ticking exercise. Good sector analysis and intervention design requires that we intentionally segment the market and understand the distinct behaviours, preferences, and learning strategies of different target consumer segments. Furthermore, experience has shown that GESI interventions can be the most successful in terms of outreach and income increase.
- **GESI is everybody's job:** GESI is not a task for an isolated gender specialist/unit. It is integral to the work of the entire team, with more strategic use of GESI market information being essential for better program and business outcomes.

2.5. WHAT TYPE OF IMPACT DOES PRISMA INTEND TO HAVE ON NEGLECTED MARKET SEGMENTS?

PRISMA aims for neglected market segments to be economically empowered through direct engagement in meaningful economic participation. For women, this will be measured along 6 WEE dimensions, which involve both access and agency considerations. PRISMA considers a woman to be economically empowered when she has both the ability to succeed and advance economically (access) and the power to make and act on economic decisions (agency). PRISMA has adopted and adapted the dimensions of WEE that were outlined in the *2012 M4P WEE Framework* and the more recent *2016 WEAMS Framework*. The original five dimensions are non-negotiable dimensions of WEE in MSD programs. These dimensions are: (1) economic advancement, (2) access to opportunities, (3) access to assets and services, (4) decision-making, and (5) manageable workload. PRISMA has also included a sixth dimension around greater agency through leadership roles and networking opportunities. This relates directly to how many of PRISMA's interventions facilitate women's adoption of new roles, such as lead farmers, input suppliers, service providers, or group leaders. Although our main entry point for influencing WEE is through improving access, we are committed to identifying and monitoring both domains of access and agency in WEE.

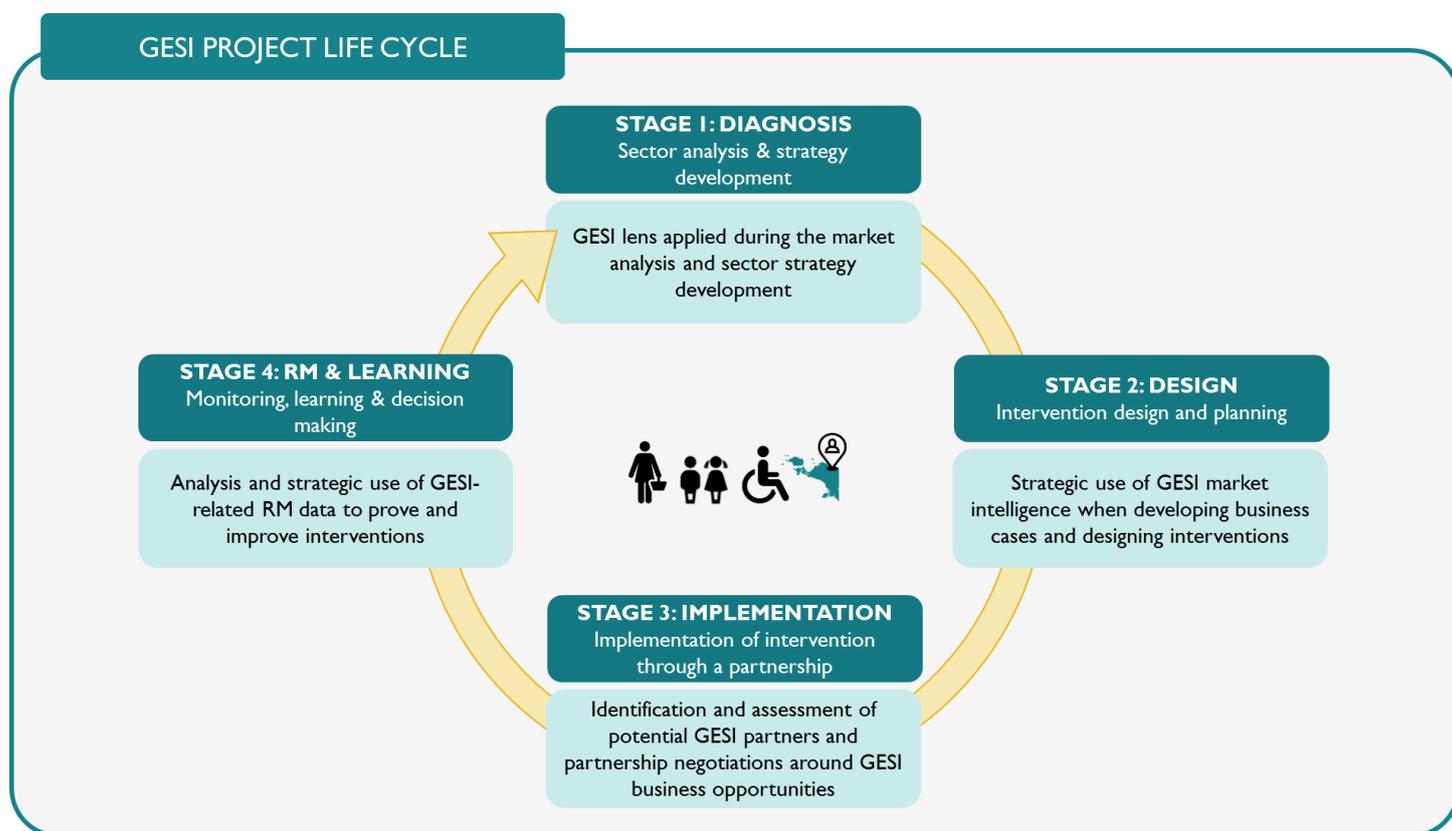
SIX DIMENSIONS OF WEE



For disability, youth, and indigenous populations, PRISMA has yet to define what we mean by economic empowerment of these segments and whether we will measure other impacts beyond economic empowerment. However, as a starting point, PRISMA will begin by measuring improvements in the access domain. At the same time, we will build on what has been done in WEE to see what dimensions may be applicable or can be adapted for these other neglected market segments. Finally, we intend to conduct field research to improve our understanding on any additional or unique benefits that these segments may experience from increased incomes or improved access to opportunities, assets, or services. Research products and processes will include relevant market segments within the research, knowledge and learning activities. We will also engage with other organisations and programs that have more experience working with these segments and build on the existing learnings. We intend to update this section when we have more clarity on the precise impacts that we will measure for each of these neglected market segments.

Chapter 3: Integrating GESI along the project life cycle

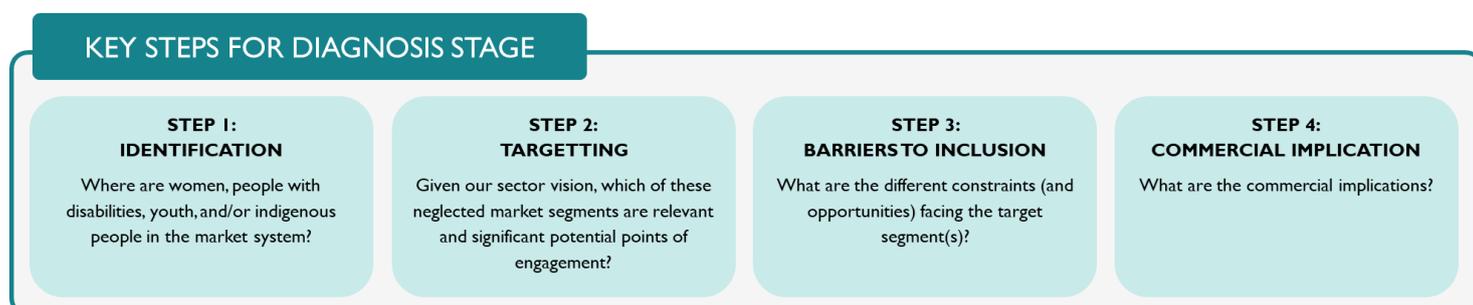
We will use a project life cycle frame to illustrate how implementation and RM staff can practically integrate GESI in diagnosis, design, implementation, and RM & learning:



3.1. DIAGNOSIS

Good data leads to good design which leads to good outcomes. This is why we need to make sure that **GESI analysis is integrated into market systems analysis as early as possible**. This means understanding where women, youth, people with disabilities, and/or indigenous people are currently engaged in the sector as economic actors, as well as new roles where they can potentially engage in the future. This involves recognising how these neglected market segments are already active market actors in our sectors, albeit often in hidden or less visible roles, and how they can be significant for the sector vision we want to achieve. Unless sector research takes into account differences in the roles, needs, and priorities of these neglected market segments, the resulting sector strategies will have a tendency to focus solely on a generic, ageless male target beneficiary, and hence may not reflect an accurate picture of the market system and are likely to ignore key constraints or opportunities for systemic change.

Our objective for the diagnosis stage of the project life-cycle is to ensure that a GESI lens is applied during the initial market analysis and sector strategy development and that we have adequately explored whether these neglected market segments can contribute to and benefit from market system growth. This will involve the following steps:



Chapter 3: Integrating GESI along the project life cycle

STEP 1: IDENTIFICATION

This step is about identifying where women, people with disabilities, youth, and/or indigenous people are in the market system. In other words, *which of these neglected market segments are engaged in the sector and what roles do they play?* To identify where the neglected market segments are involved in the sector, we need to first understand any relevant definitions for these segments, identification methods, and any target sub-segments (e.g. aging farmers for people with disabilities).

IDENTIFICATION METHODS & TARGET SUB-SEGMENTS

WOMEN

It is relatively straightforward and easy to identify women in a household and there is often a distinct differentiation of roles between women, men and other identities.

PRISMA will also explore the roles of female-headed household in agriculture production and assess opportunities to include them in relevant market segmentation.



PEOPLE WITH DISABILITIES

We will be using an internationally recognised identification method, the Washington Group Questions, which uses ability-based questions to identify disability. This is more effective than enquiring directly about "disability," and it ensures we can capture those with milder disabilities (as opposed to only those with severe disabilities).

Target: PRISMA believes it will be more feasible to work with milder disabilities in a MSD approach. Also, since disability prevalence increases with age and 33% of farmers in Indonesia are aged 55 and above, PRISMA will be targeting aging farmers.



YOUTH

To be determined: In order to identify youth, PRISMA will have to first identify if there are any potential target segments within the defined age. In addition to age segmentation, PRISMA will also segment youth by psycho-behavioural elements (e.g. the innovators, the late adopters, etc.).



INDIGENOUS PEOPLE

To be determined: PRISMA will focus specifically on indigenous people in Papua and West Papua. While local Papuans are easily identified in upland areas, identification methods may be needed for geographic areas populated by local Papuans, transmigrants, and those with mixed heritage. There may, however, be some sensitivities around directly asking about indigenous status.



We can then assess how these segments are economically active (as producers, labourers, retailers, sales agents, processors, traders, etc.), and then further breakdown their roles if relevant. For example, if they are producers, we can explore in which activities in the production cycle that they participate. If they are not participating in a particular activity, we should also be asking ourselves: *Why are they not involved in this activity? Would they be interested in taking on this activity? Are there activities that they could potentially enter and perform better?*

Explore transformative roles

Do not limit our research to the existing roles and norms (accommodative approach). Look beyond the current status and consider what potential roles these segments can enter and perform better (transformative approach).

Beware of making unverified assumptions about roles & contributions

We may already have our own assumptions and existing biases about the gender, people with disabilities, youth, and/or indigenous context. It can be tempting to make decisions based on these unverified assumptions which may not be accurate or representative.



STEP 2: TARGETTING

This step is about determining which of these neglected market segments (or sub-segments) are relevant and significant potential points of engagement in the context of our section vision. While we may now understand where women, people with disabilities, youth, and/or indigenous people are in the market system, this does not necessarily mean we will be working with all of these groups. We first need to establish whether there is enough scope to operate with them and whether they have any relevance to our sector vision.

For example, a sector with an extremely low number of old people involved may be important for youth inclusivity but investments in making it disability inclusive will yield only limited results and may not be commercially viable. On the other hand, if a large proportion of farmers in the sector are old and we know that as people age they begin to lose their functional abilities in seeing, hearing, walking, communicating, or remembering, this can be a large commercial risk for partners if they cannot adapt to the needs of aging farmers. Where segment sizes are significantly large (or could potentially be large in the case of "transformative" roles), convincing private sector partners to engage these neglected market segments will be easier. Furthermore, even if a segment may be large, it also needs to correspond with our vision for the sector. For example, if our sector vision is around improving the quality of livestock through improved feed, we would want to target those segments who have (or could potentially have) a strong role in feed use, decision making, and purchasing. This could mean targeting women who are the predominant pig rearers but also potentially targeting elderly people with disabilities since the availability of commercial pig feed would make pig rearing less labour intensive and more attractive to those with mobility impairments.

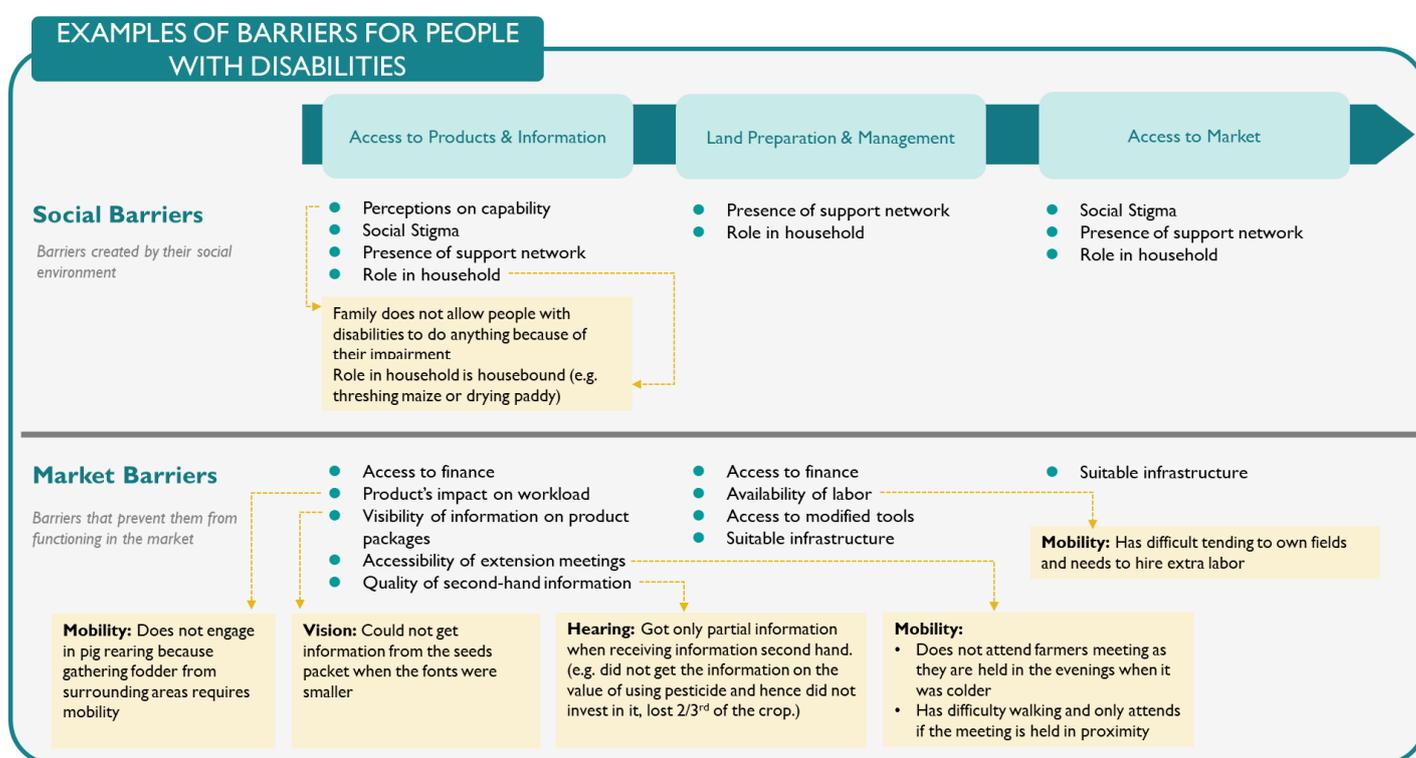
STEP 3: BARRIERS TO INCLUSION

This step is about understanding the different constraints (and opportunities) facing the potential points of engagement we identified in Step 2. It involves identifying what market or social barriers prevent these target groups from more fully participating in and benefiting from the market and understanding what is preventing the market from responding to or addressing these constraints, especially if there may be significant gains from doing so.

The range of barriers confronted by neglected market segments includes but is not limited to:

- limited information and knowledge of good agricultural practices, product differentiation, productivity enhancing inputs, labour-saving technologies, on and off-farm agricultural opportunities, etc.
- limited access to and control of productive resources, including land, technology, and financial resources
- limited access to markets, which includes remoteness of geographical location (e.g. for indigenous communities)
- limited acceptability of product and service offerings to enhance productivity
- poor enabling environment, including negative social norms (including social stigma, misconceptions about capability, perceptions on acceptable economic or household roles, etc.) and inadequate laws and policies

The following diagram illustrates potential barriers to inclusion for people with disabilities:



Neglected market segments rarely have the same assets, services, and opportunities as the stereotypical poor male farmer. As a result, we need to be able to understand when and where these groups face additional barriers to markets and ensure that we are not treating poor farmers as a single homogenous group. In many instances, the barriers faced by these neglected market segments are either avoidable or could be overcome with some support. This, however, requires understanding why the market has failed to deliver solutions to these barriers: *Why are embedded services not reaching these segments? Do input companies have a weak understanding of their customer base? Are they aware of the customer base but do not have the skills to effectively engage them? etc.*

Chapter 3: Integrating GESI along the project life cycle

STEP 4: COMMERCIAL IMPLICATIONS

This step is about analysing what we have learned from previous steps to determine whether there are any feasible entry points for a commercial case to engage the identified target group(s). Gathering GESI market data, including on the roles and barriers to inclusion, is meaningless if teams do not analyse the information and use it to draw out commercial implications and inform the sector strategy. If we do not understand the relevance of GESI and the value of using GESI market information, there is a risk that our diagnosis is nothing but a symbolic gesture without any deeper analysis.

For example, if women are dominant in the decision to purchase seeds, the commercial implication would be that seed companies should target women in their marketing activities. If the neglected market segments have low membership in formal networks, then the implication here is that we may need to reach them through informal networks (religious groups, arisan, etc.).

ILLUSTRATIVE EXAMPLE OF 4 STEPS OF DIAGNOSIS

Let's assume our sector vision is around higher quality and quantity of pigs and better quality feed is key to achieving this vision.

Through Step 1 & 2, we have identified women and elderly people with disabilities as significant potential points of engagement. Women play a large role in rearing pigs (including through collecting fodder) whereas elderly people with disabilities could potentially be interested in pig rearing if commercial feed can reduce the mobility requirements and labour intensity.

In Step 3, we try to understand...



IS THERE A FEASIBLE ENTRY POINT?

In Step 4, we determine if there is a feasible entry point for PRISMA to work on the constraints of both sides and any commercial case implications that we need to keep in mind. For example:

- Business models that improve engagement with women is critical to company's market penetration since women are the dominant actors in pig farming
- Time savings from commercial feed (1 vs 7 hours with traditional methods) can significantly improve women's workload and be a unique selling points for companies interested in penetrating this market segment

Use quantitative and qualitative research methods

Since there are limitations to individual quantitative and qualitative research methods, it is important to use a mixed methodology when collecting GESI information. Qualitative research is useful to understand the social dynamics and context while quantitative research is required to provide more generalizable findings. Research methods include secondary research (existing value chain analysis, gender in agriculture studies, disability studies, etc.); focus group discussions (FGD); surveys; in-depth interviews with farmers or other market actors; and even ethnographic/lifestyle immersion studies.



Secondary research



FGDs



In-depth interviews



Surveys



Ethnographic/
Lifestyle immersion studies

Surveys can be used to collect data from larger sample sizes than FGDs and are often used to gather more quantifiable data. In-depth interviews with market actors along the value chain, local government, extension service, etc. can also provide useful insights—not just on behavioural aspects but also more importantly on the commercial engagement angles. Finally, ethnographic or lifestyle immersion studies allow the team to observe attitudes and behaviours of different members of the farming household in their natural environment. This can be useful since actual attitudes and behaviours (e.g. around gender division of labour) may differ from responses given in surveys or FGDs.

For more guidance, please refer to **PRISMA's Consumer Assessment Guideline**

Tools for diagnosis

PRISMA has a number of tools for this stage, particularly for disaggregating the role that women, men and other identities play and the commercial implications of this (see Level of Effort (LOE), Level of Control (LOC), & Commercial Case Tools).

Make sure not to mechanically use these tools. These tools are most effective when teams are constantly thinking and probing about "why" they observe certain dynamics.

See **Annex 3** for a list of existing and planned tools.



3.2. DESIGN

Good data is not only the cornerstone for robust sector strategies but also the basis for the design of successful interventions and strong business cases. GESI inclusion in intervention design needs to make "business sense." There are plenty of untapped business opportunities for GESI, and an important part of our role is to identify these opportunities if they exist. Unless we are able to define commercially viable GESI business opportunities and design tailored intervention strategies to take advantage of these opportunities, we will not be able to stimulate market system changes that are both sustainable and GESI inclusive.

KEY STEPS FOR DESIGN STAGE

STEP 1: GESI BUSINESS OPPORTUNITY & BUSINESS CASE

What is the GESI business opportunity and business case for engaging the neglected market segment?

STEP 2: INTERVENTION DESIGN

What design factors do we need to take into account to improve intervention activities?

Chapter 3: Integrating GESI along the project life cycle

Our objective for the design stage of the project life-cycle is to ensure strategic use of GESI market intelligence when developing business cases and designing interventions. This process can occur alongside the partnership building process for GESI interventions (see Chapter 3.3 Implementation) and should build on potential entry points identified during the diagnosis stage.

STEP 1: GESI BUSINESS OPPORTUNITY & BUSINESS CASE

This step is about defining the GESI business opportunity and building a strong business case around the proposed opportunity. GESI opportunities will vary from sector to sector, and there are no one size fits all GESI strategies. Not all interventions will be equally or immediately relevant for neglected market segments. Where it is relevant, teams need to be clear about what the business opportunity is and what the potential impact will be for the neglected market segment. From the point of view of a business, not pursuing GESI inclusive practices could mean missing out on:

- an important customer segment
- improvements in productivity, product quality or suitability, and/or supply chain reliability
- opportunities to supply to niche markets that have GESI requirements
- diversification of distribution channels
- enhanced reputation or brand recognition

In many cases, the GESI business opportunity and underlying argument for businesses to actively engage a neglected market segment is that they are a large potential consumer segment. It is, however, not enough to simply state this to potential partners. As with any type of business opportunity, we need to be armed with evidence and facts to build a strong business case around the proposed opportunity.

This may require collecting additional market information and insights to strengthen the business case. This information should first and foremost be convincing about the business case – i.e. not be social research. However, sometimes softer information (e.g. women are not comfortable with buying from certain ‘male’ trading centres) can be crucial for making the case. Hence, it is important to use a good blend of quantitative and qualitative data in a manner that is convincing for the case. Also, business calculations around net gains should account for any additional costs incurred from targeting this segment. Furthermore, it is important to not assume (or over-estimate) the potential partner’s awareness of the target segment in their supply chain or as key consumers. Even when a product is predominantly purchased by the target segment, we may need to provide evidence to demonstrate this. For instance, female-headed households might be a potential market segment that has been overlooked by the private sector in agriculture, which would require further analyses to develop an improved business case.

STEP 2: INTERVENTION DESIGN

This step involves generating and using GESI market intelligence to improve the design of intervention activities. This includes conducting consumer behaviour analysis to gain deeper insights around the preferences, behaviours, and learning strategies of different target market segments:

- *What is their level of brand awareness or brand preference?*
- *What messaging, product features or packaging do they prefer?*
- *What times, locations, media formats, language or types of participants (women only, women and men, etc.) do they prefer for marketing events, informational sessions, trainings, etc.?*
- *What are their main sources of information? Who are the key opinion leaders who influence their decisions to adopt or purchase new technologies?*



See Chapter 2.1 for a diagram on missed business opportunities

Example of missed opportunity

One of PRISMA phase I’s partners believed that their customer base mainly consisted of young farmers since they thought there were few older farmers in the area. However, interviews by PRISMA phase I revealed that the majority of the farmers in that location were in fact elderly farmers. While they made up >50% of farmer group membership, less than 20% attended meetings or had anyone representing them in meetings since timings and venues were often inaccessible for them. Their low visibility can lead to them being overlooked as a key consumer segment.

Come up with a lean strategy for how to efficiently use data that already exists within the program

Avoid starting from scratch! Generating evidence does not need to be a long, arduous, and costly task. Data to support the GESI business case can come from repurposing available data.

In particular, we have rich field experience and a lot of knowledge from working with other sectors (including impact assessments) that can be tapped into. Repurposing appropriate evidence can be just as effective and better value than generating new evidence.



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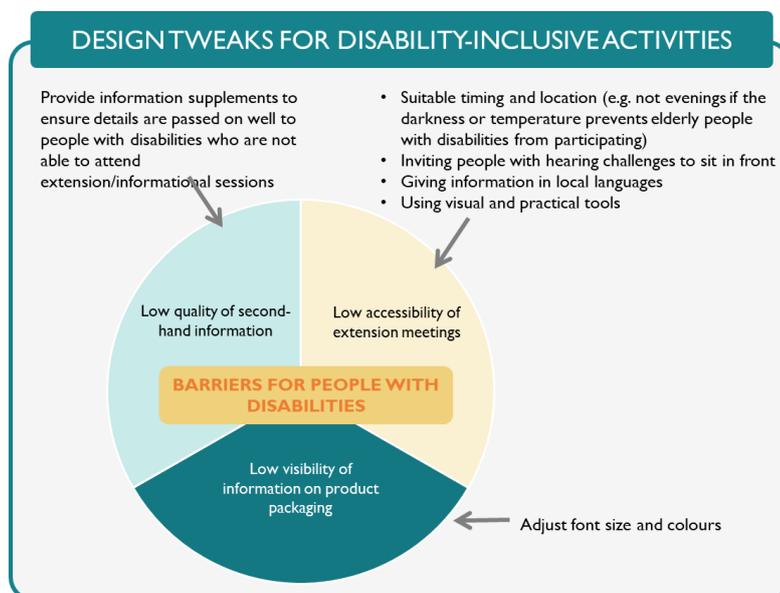
While the default in PRISMA phase I was to use farmer meetings and field days as the primary marketing strategy, good consumer behaviour analysis allows us to develop more creative, effective, and inclusive marketing strategies. Effective marketing strategies involve the right message(s), to the right audience, at the right time, in the right way, and through the right messenger.

When applying consumer behaviour insights to the design of intervention activities, this could involve as little as making small tweaks to existing marketing and extension efforts to ensure they reach the target market segment. Simple design tweaks include changing the content, location, timing, language of instruction, method of presentation, and/or invitations. For example, where companies tend to neglect women farmers groups and there is a strong business case for engaging these groups, a simple invitation could be all that is needed. In other cases, it may involve more innovative strategies like introducing female sales agents, extension agents, or lead farmers as part of a new distribution network to better target female consumers. Where PRISMA can influence product design, it will motivate partners to consider applying Universal Design (UD) principles, which involves designing products and services to be “usable by all people, to the greatest extent possible, without the need for adaptation or specialised design.”²³ UD is considered as best practice by DFAT for disability inclusion.

During the intervention design, we should also identify potential points of implementation failure and consider any risks to increased involvement. Potential risks include underemployment, health and safety, triple work burden, and domestic violence. For example, even if intervention activities are targeting higher female participation in demos, trainings, and other events, it is often important to also get buy-in from the husband. If interventions result in a massive income change for women, this can potentially upset household gender dynamics. Some programs have mitigated this by making payments less frequent and less visible (e.g. by making payments through a bank account rather than in cash). PRISMA will identify potential risks and mitigation strategies during the intervention design stage and monitor outcomes. Where required and possible, PRISMA will explore opportunities to work with other local organisations and programs to address social norms for more transformative change.

3.3. IMPLEMENTATION

Building successful partnerships to bring about sustainable transformations in the business models of partners is at the core of our work as MSD facilitators. Yet all MSD programs struggle with partnership building. This challenge becomes even more acute when negotiating partnerships around GESI interventions because GESI is often uncharted territory for the businesses and staff and inherent resistance can be strong. GESI is often uncharted territory where inherent resistance can be strong. Even where there are highly lucrative business opportunities for empowering women, people with disabilities, youth, and/or indigenous people, businesses are often unaware of these opportunities or reluctant to act on these opportunities. The contrary can also be the case—while a GESI perspective may be new for a business, they may see the potential to do something different.



Tools for designs

PRISMA has a number of tools (Beneficiary Barrier of Adoption, Consumer Trigger, Consumer Activation, and Supplier Activation Tools) for gathering more detailed information to inform the design of effective marketing strategies. These tools take into account the different preferences, behaviours, and learning strategies of women, men and other identities.



For general advice on partnership building see the Partnership Building Guidelines

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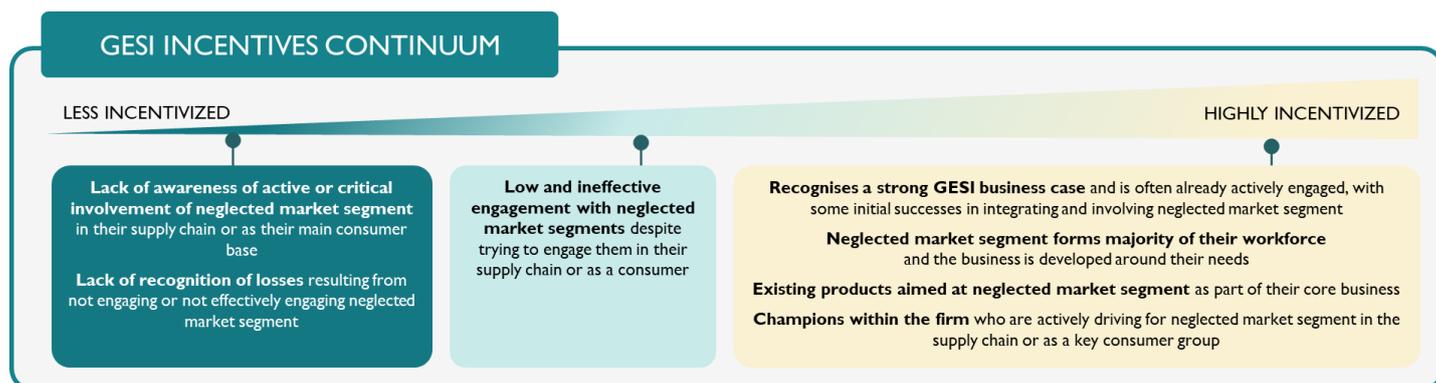
Our objective for the *implementation* stage of the project life-cycle is to ensure the successful negotiation of partnerships around GESI business opportunities, beginning with the identification and assessment of potential partners for GESI interventions.



STEP 1: IDENTIFICATION & ASSESSMENT OF POTENTIAL PARTNERS

This step involves identifying potential partners with the right capacity and incentives for sustainable inclusive partnerships. Choosing the right or most appropriate private sector partner(s) is critical for the success of interventions. Where the business opportunity depends on or significantly benefits from effective engagement with a neglected market segment, we should conduct an additional assessment of the willingness and capacity of potential partners to engage with this segment. This can influence how we prioritise which partners to initially target. A good understanding of willingness and capacity to engage the segment is also necessary for subsequent stages of partnership building, including structuring a more effective pitch and package of support.

While it is easier to work with partners who are highly incentivised, there may be cases where the team will have to engage potential partners on the less incentivised end of the spectrum. The following diagram shows how incentives to work on GESI is a continuum with various factors influencing whether partners are less or more incentivised.



For GESI partnerships, trialling with more experienced partners is preferred and can be a great way to prove an initial model. Partners who have already worked with PRISMA on a successful WEE partnership will also likely have stronger buy-in around integrating women and may be more receptive to working with other neglected market segments. Where such partners are not available, willingness to innovate around neglected market segments will often be more important than having existing capacity, and we should be open to working with less experienced partners who show a strong commitment to GESI.

In some cases, potential partners that may initially be less incentivised can also become more interested and willing after they become aware of the business case or options to more effectively engage the neglected market segment. This may occur in situations where a potential partner's initial reluctance is due to blind spots rather than active resistance due to engrained prejudice. Domestic laws and regulations are also important incentives for addressing prejudice. Understanding where reluctance comes from can help us identify ways to change that perception and what data is needed to shift these views.

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STEP 2: GESI COLLABORATION PITCH

This step involves how we present the GESI business opportunity and demonstrate the value of collaborating around the opportunity. How we communicate a GESI collaboration pitch can be even more critical than for regular business opportunities. The emphasis will typically be on showing potential partners:

- How they are missing out on a business opportunity
- What could be done to take advantage of that opportunity
- How PRISMA might be able to support with that

A good collaboration pitch needs to be tailored to the incentives and capacities of the partner. This includes taking into account the potential partner's relationships and practices related to the neglected market segment and any barriers (informational, motivational, capacity, etc.) that stand in the way of them adopting more inclusive practices. We should also try to identify champions or influencers within their organisation.

Whether we specifically mention the neglected market segment in the initial discussions with a potential partner may depend on the precise GESI business opportunity. For example, if the GESI business opportunity involves developing a market for a new product, initial discussions with the potential partner will more likely focus on the market potential for the new product (regardless of the target consumer). This was the case for PRISMA's mung bean sector where the team needed to first establish the market potential for mung bean seeds. However, if the GESI business opportunity is about capturing a new customer segment (e.g. people with disability clients) for an existing product, then people with disabilities will inevitably be part of the discussions from the beginning.

In addition to presenting the business opportunity and why the partner should be interested in the opportunity, we will also need to clearly demonstrate the value of collaborating. Although not always obvious to prospective partners, there are numerous ways where PRISMA can add value to a partnership. The following is a list of GESI-related value propositions:

- Market intelligence capacity (an identified unmet demand from neglected market segment, additional supply from neglected market segment, missed business opportunity from not integrating neglected market segment)
- Strong understanding of working with neglected market segment as consumers, agents, field staff, etc.
- Resources to build the capacity for the partner's personnel to understand and deliver new GESI business models (including capacity building to engage specifically with neglected market segment in the model)
- Ability to broker linkages with women's networks (cooperatives, church groups, etc.), disabled persons' organisations, etc.

Act and talk business

Don't go into negotiations assuming that businesses are interested in "helping people with disabilities" or "women's empowerment." The emphasis should be on the business case and not GESI targets. We should avoid using development jargon and focus instead on presenting viable business opportunities using business terminology (profit, market share, customer segmentation, increased sales, lower costs, improved service reliability, etc.) which is familiar and compelling to partners.

By doing so, we pay due respect to the commercial value of neglected market segments. In principle, this should be no different than what we do when we pitch any pro-poor business opportunity.

For a summary of PRISMA'S WEE in business tool refer to **Annex 2**.

Use "seeing is believing" tactics

These tactics can be particularly useful for convincing a potential partner of a GESI business opportunity. This could be as simple as showing potential partners pictures of women in their retail shops to reinforcing the importance of the neglected market segment as their main consumer base. It may also involve organising exposure visits or FGDs for the potential partner so that they can go to the source and see the opportunity for themselves. Another option is to conduct joint research or small-scale comparison tests of women, men and other identities' target groups. Teams will need to think tactically about what will convince the particular partner (the statistics, the story, the tactics, etc.), and this may be different for each partner.



Example of "seeing is believing" tactics

A seed producer in one of PRISMA's sectors was initially reluctant to promote certified seeds through female agents. To demonstrate the business case, PRISMA conducted a gender study and organised business workshops with potential agents. The gender study provided evidence of the high involvement of women in input purchasing decisions in the sector, as well as data on their receptiveness to new technology and practices. With the business workshops, the team organised two separate sessions for the company—one with potential male agents and another with female cooperatives. The seed producer was able to experience first-hand the differences in motivation between the two groups and reached the conclusion that the female cooperatives were more driven. This interaction also corrected initial preconceptions the partner had about the financial management capacity of women.

STEP 3: BUSINESS MODEL, BROAD STRATEGY, ACTIVITY PLAN & BUDGET

This step involves ensuring that GESI considerations are integrated in the business model, broad strategy, scale-up strategy, as well as detailed activity plan and budget. The process of developing and agreeing these elements is highly iterative. It requires patience, continuous discussions with the partner, and time to strengthen understanding and confidence in the proposed model. This can often take longer for GESI interventions, especially if partners have limited experience in GESI. Ultimately, it is important that all members of the partnership are convinced by the GESI business case and able to articulate from a commercial standpoint why and how the neglected market segment is being integrated into the business model. Given the limited experience that most partners will have with GESI initiatives, we should consider the following when developing strategies and the specific terms of engagement:

- **Help businesses mitigate risk by starting small:** GESI partnerships often require much more innovation and tend to be perceived as being higher risk and/or lower gain by partners. Many businesses are unlikely to agree to large-scale inclusion of a neglected market segment. As a result, piloting with smaller outreach targets will at times be necessary to mitigate the risk for partners and to help them overcome initial preconceptions or internal biases. If successful, the program can work with partners to scale-up the initiative in subsequent partnerships.
- **Right-size contributions for GESI partnerships:** Again, given the innovative nature of GESI initiatives for many partners, it is likely that the program's contribution will be larger for the initial deal. This is often necessary to mitigate the perceived higher risk and/or lower gains by partners and to help the team build a stronger evidence base around the inclusion of the neglected market segment.

Example of right-sizing contributions

In the maize sector, PRISMA phase I proposed a strategy of using women product promoters to specifically target female customers. The use of female product promoters was a new approach for the partner. As a result, while PRISMA would typically avoid contributing to recurring costs, the program decided to share the risk by investing in the operational cost/salary of female promoters for the initial 1.5 years. During this period, the partner would pay the salary of 5 male promoters while PRISMA phase I would contribute to 6 female promoters. If the female model proved successful, the partner would be expected to take over the full costs of the female product promoters and to hire additional female product promoters.

STEP 4: PARTNERSHIP AGREEMENT

This step involves ensuring that GESI considerations are adequately reflected in the written agreement. The written agreement should be an enabler of the relationship and should not impose forced GESI targets onto partners. It should offer support to partners with regards to GESI and be clear about risk sharing. It should set out a clear commercial case for GESI and the mechanisms to contribute to GESI. This ensures that over time (with management changes, etc.) that each party remembers the core commercial centre of the deal. It can be helpful to discuss how to frame good clauses in the written agreement with a knowledgeable deal maker who has GESI experience. Teams should also be particularly cautious of any blanket clauses around GESI. For instance, in the output section, classifying outreach targets and promotional activities by targeted segments can be helpful for partners to understand the inclusive objectives of the partnership. It should also be specific about disaggregated data (sales, participation, etc.) needed from the partners.

3.4. RESULTS MEASUREMENT & LEARNING

Just as it is important to integrate GESI consideration into sector analysis, intervention design, and GESI partnership negotiations, GESI also needs to be integrated into RM & learning. Rigorous, pragmatic RM is needed to ensure that we make good decisions to ensure that activities happen, create the right changes, and have the desired impacts. Effectively integrating GESI into RM depends on recognising the different outcomes that can occur for men, women, people with disabilities, youth, and/or indigenous people in sector interventions. For GESI partnerships, collecting GESI information during implementation is particularly important for proving the GESI business case and giving adequate recommendations to partners, who often have less experience with GESI and may perceive GESI initiatives as being higher risk and/or lower gain. Even where there is a robust GESI business case, interventions can fail if teams do not have the necessary data to identify and amend implementation failure points.

Our objective for the RM & learning stage of the project life-cycle is to ensure the strategic use of GESI data in proving and improving interventions and in broader



For more detailed guidance refer to the **RM Manual**.

The RM manual will include guidance on developing inclusive results chains (e.g. how to document inclusive activities in RC boxes, how to set indicators, examples of indicators). It also includes a gender section which discusses:

- Primary objectives of measuring gender indicators
- List of indicators needed to be disaggregated into male and female
- An explanation on each WEE dimension and the measurement method

Chapter 3: Integrating GESI along the project life cycle

evidenced based, practical GESI learning. Since we are at different stages of understanding and integration of WEE, disability, youth, and indigenous people in PRISMA, this means we will have a different measurement priority for each of these areas. For example, starting from the second phase, WEE is being thoroughly integrated in all aspects of RM, including results chains (RCs), WEE indicators, measurement tools and attribution, assessment of systemic change, intervention and sector reviews, and reporting.



For inclusivity topics that have been integrated into the RM system, the basic process will involve developing GESI-responsive RCs, GESI indicators, and a monitoring and results measurement (MRM) plan which explicitly measures GESI changes. The RC is at the heart of every RM system. It serves as a visual diagram that can help us understand what we are doing and why. For GESI interventions, RCs can help map the pathway to GESI impacts.

After articulating the GESI responsive RCs, teams will need to define indicators for the RC. GESI indicators will require a mix of consolidated vs. intervention specific indicators, prove vs. improve indicators, proof of business case vs proof of uptake indicators, and quantitative vs. qualitative indicators. We should also track GESI indicators in interventions that do not have a GESI business case (e.g. if we want to observe if there are any GESI related impacts or any changes to initial assumptions which may lead to a GESI entry point). Finally, the MRM plan identifies when GESI-related indicators must be measured, how it will be measured, and who will be responsible for the measurement.

Once the MRM plan has been defined, this is followed by the collection of data to prove and improve interventions. When collecting data, we should continue to use GESI-sensitive data collection techniques and ensure inclusive sampling methods in our impact assessments in surveys. In addition to collecting data outlined in the RM plan, there may be instances where it is necessary to conduct additional studies. For example, this might occur if we want to dig deeper into:

- certain observations or inconsistencies that have come up during the impact assessment
- relevant or interesting themes that were not adequately captured under the impact assessment
- particular hypothesis or trends that have been observed across several interventions or sectors

While the RM Manual will have more detailed guidance and should be the primary point of reference, here are a few relevant learnings from PRISMA phase I

Limit the number of indicators and don't overcomplicate RM

Do not add GESI indicators for the sake of having more indicators. Think about the utility of each indicator (e.g. business implication of the indicator) and ensure that everyone understands why they are measuring/ collecting that information. Otherwise there is a risk that we may end up with lots of useless data and feel overwhelmed with the task of collecting GESI related RM data.

Gender disaggregated data is necessary but insufficient

Gender disaggregation used comprehensively and consistently in RM can help inform us about gendered results and should be applied not only to women farmers but to other market actors. However, gender disaggregation alone is not enough, and consistent application of WEE dimensions and indicators across qualitative and quantitative research is also necessary to provide a more complete picture of gendered results.

Ensure GESI data collection is strategic

In addition to integrating GESI into existing measurement tools (FGDs, surveys, impact assessments), look for opportunities to incorporate GESI-related business metrics into the MIS systems of companies. However, this may not be possible in the beginning, especially if partners do not fully understand how these metrics would benefit them. If that is the case, we may need to collect these business metrics ourselves (e.g. sales disaggregated data from promotional events) and use this information to show partners the value of tracking these additional business metrics.

Make sure to probe deeper when monitoring

We need to be more analytical—asking what works, what doesn't work, why my farmer meeting in location A has better attendance from women than location B, etc.

Monitoring is more than just observing whether an activity is happening. We need to go beyond that and also consider if activities are working well and what improvements we can make to our intervention and activity design



Chapter 3: Integrating GESI along the project life cycle

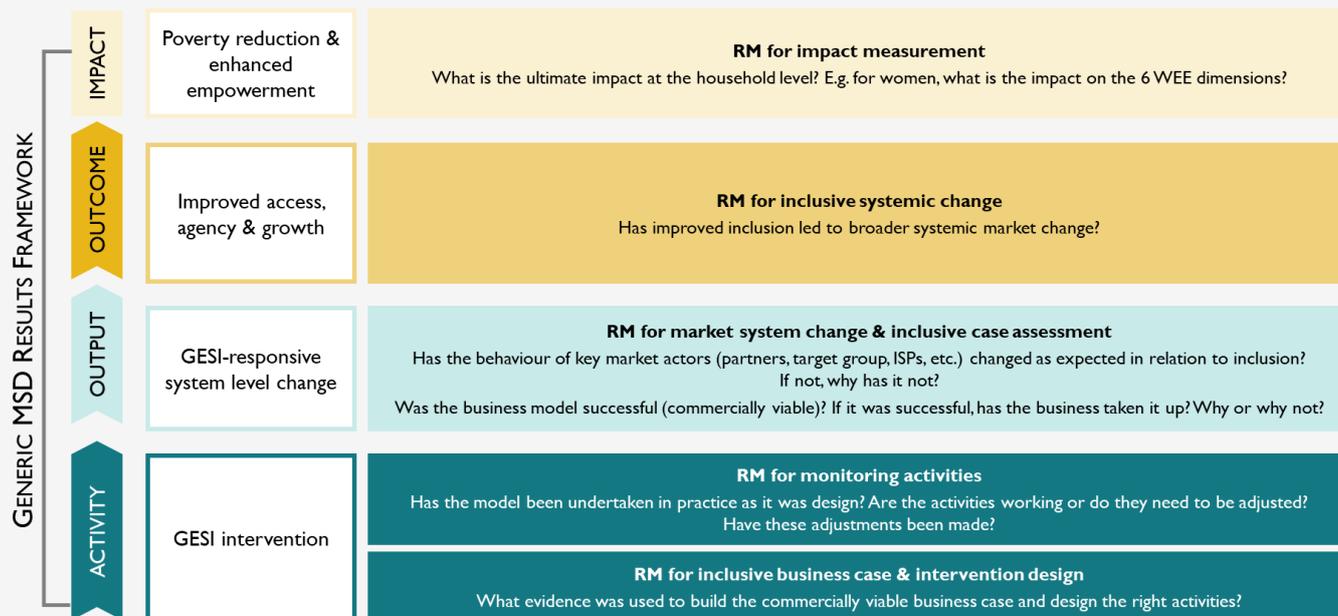
Finally, collecting RM data is pointless if we do not analyse the information and use it further for reporting, evidence-based decision-making, and learning. RM data can be used for various purposes including:

- Assessing whether the implementation of the GESI intervention is on track
- Making adjustments to improve the intervention and activity design
- Assessing whether market actors have changed their behaviour in relation to inclusion
- Determining whether the business model is commercially viable
- Developing a stronger business case to encourage existing partners to scale up the GESI business opportunity or to incentivise new players to crowd in.
- Generating broader GESI learnings and best practice, particularly since PRISMA aims to be the MSD reference program for GESI

Example of supporting partners to collect WEE business metrics

For one of the AIP-RURAL's interventions, the team helped the partner develop a simple mobile app which could be used by the company to collect disaggregated participation and sales data from promotional events. In another sector, a WhatsApp group was established between product promoters and company supervisors. Male and female product promoters would use the group to report on their daily activities (e.g. number of participants in promotional events). This allowed the partner to more easily monitor and regularly compare the effectiveness of male versus female product promoters. Teams also found that by engaging partners in the data collection process, this can also make it easier to convince partners to sustain inclusive behaviour changes.

EXAMPLES OF HOW RM CAN BE USED TO PROVE & IMPROVE INCLUSIVE INTERVENTIONS



Adapted from PHAMA Plus GESI Strategy and Markel, E. (2014) *Measuring the Results of Women's Economic Empowerment in Private Sector Development: a guideline for practitioners.*

RM data can also be used simply to inform partners or other stakeholders of the status of an intervention—in fact, this is where RM data can be extremely useful and is something that is often overlooked, not just in GESI work. Moreover, there are plenty of opportunities for continuous knowledge sharing to partners about the insights we generate from our GESI research. These insights are not only valuable for improving intervention and activity design but can also improve our credibility, strengthen trust and rapport

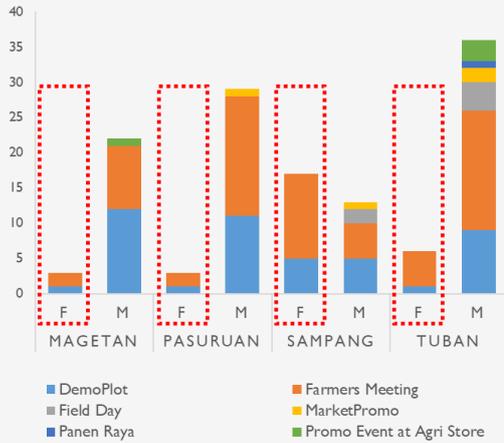
Chapter 3: Integrating GESI along the project life cycle

with our partners, and help generate further momentum for GESI inclusion. PRISMA has collected an abundance of data points related to its interventions, which might show specific market trends, learnings and knowledge gaps in the sector and in GESI inclusion.

EXAMPLES OF GENDERED INSIGHTS FOR KNOWLEDGE SHARING WITH PARTNERS

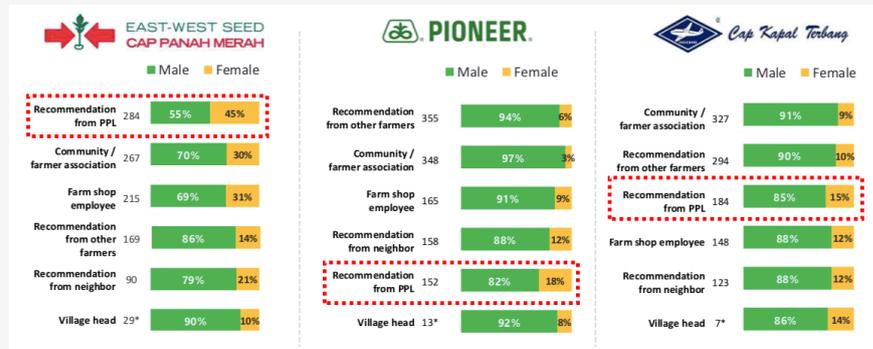
Event preference

Women prefer farmers meeting than demo plots. Farmers meeting are conducted in each village, without requiring women to travel.



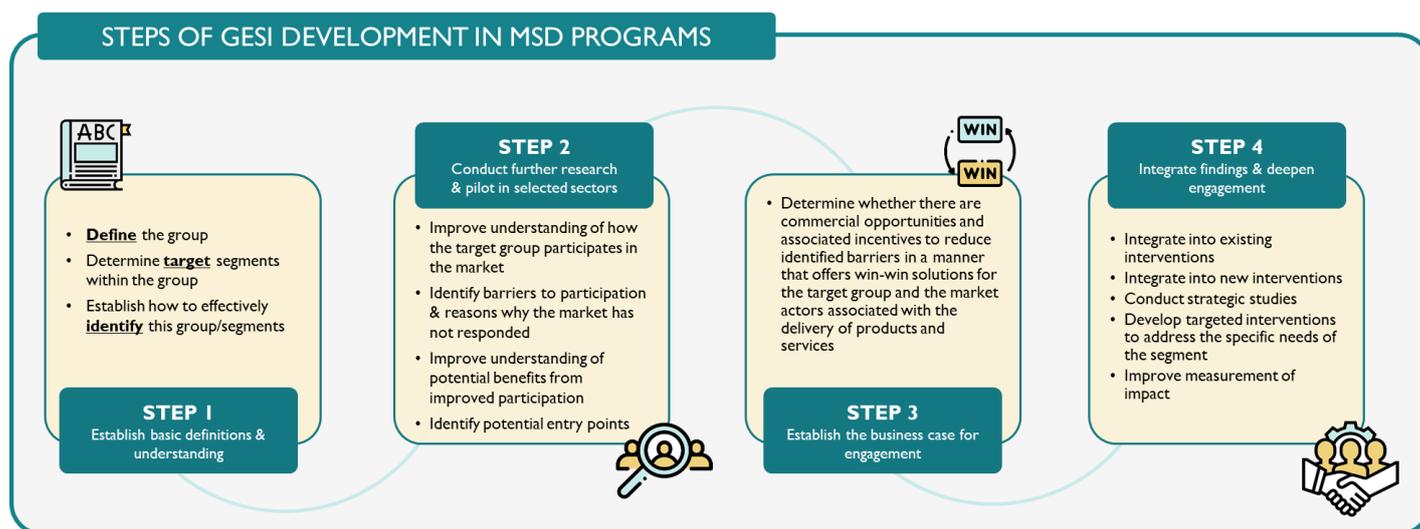
Brand Awareness

Across all different seed brands, women are more likely obtain their awareness from extension officer recommendations. These extension officers come to their villages, which does not require women to travel.



In order to realise our vision of being the MSD reference program for GESI topics by 2023, PRISMA needs to strengthen our depth of understanding on each of the neglected market segments and be able to continuously evolve and improve our position at the forefront of GESI innovation in MSD. PRISMA will create the space and flexibility for the GESI-pioneering portfolio, RM team, and senior management to push the boundaries of our learning and thinking on GESI. This will feed into improvements in how the broader team can better integrate GESI into the project life-cycle (see Chapter 3).

MSD programs go through various steps as they become more gender and socially inclusive. For each inclusivity topic, the current step of development will determine the priorities for advancing our work on that specific topic. How quickly we are able to progress along these steps will also depend in part on how rapidly the discourse on a particular topic is advancing in the global MSD and development community. To assess our current status and determine priorities, PRISMA has developed a simple framework with 4 steps of development. Not all inclusivity topics will be able to complete all four steps, with some topics likely to only progress up to the second step.



Step 1 involves establishing basic definitions and understanding, including agreeing on a definition for the specific group, key target segments within the group, and methods for identifying their presence. Upfront clarity about who they are and how to identify them is needed before moving to Step 2 where the focus will be on conducting further research and pilots in selected sectors. This helps the program identify barriers to participation and why the market has not responded on its own; potential benefits from improved participation; and potential entry points for an MSD program.

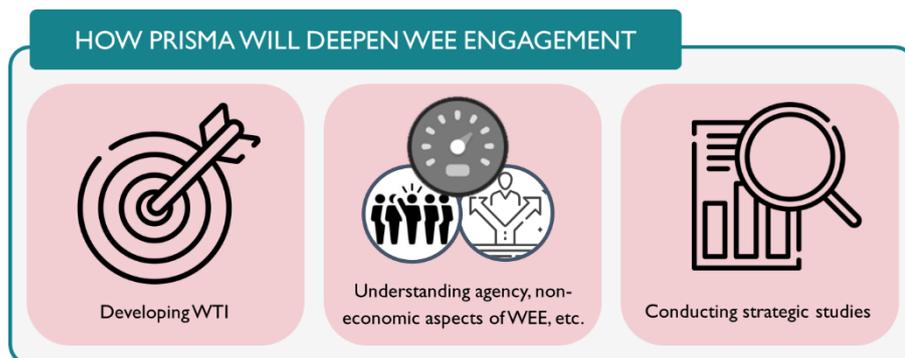
If there are commercial opportunities and associated incentives to reduce the identified barriers in a way that offers win-win solutions for the target group and potential business partners, then we will proceed to Step 3 of establishing the business case for engagement. Since we may not find a strong business case for engaging a particular neglected market segment, not all inclusivity topics will be able to proceed into Step 3. Where there is a business case for engagement, the program can proceed to Step 4 of mainstreaming and deepening engagement. This includes strategically integrating relevant market information on that neglected market segment into existing and new interventions; conducting strategic studies; developing more targeted interventions to address specific needs of the segment; and improving measurement of impact.

As of SI 2019, WEE is the most developed inclusivity topic in PRISMA (in the midst of Step 4). Disability is entering Step 2 while both youth and indigenous populations inclusion are at the starting line.



4.1. WOMEN'S ECONOMIC EMPOWERMENT

As a result of the strong emphasis around WEE in PRISMA phase I, in particular our thought transformation around approaching WEE from a commercial perspective, we are at a relatively advanced stage in our thinking and application and are in Step 4 of the framework presented above.



This is in line with the rapid progress made on WEE in the MSD global community of practice. We have already made considerable progress in integrating WEE considerations into the project life-cycle. However, to stay ahead of the curve and contribute insightfully to the discourse and practice of WEE in MSD, we intend to go further in PRISMA by (1) developing targeted interventions to address the specific needs of

women; (2) improving our understanding and approach around agency and non-economic aspects of WEE, etc.; and (3) conducting several strategic studies.

In line with DFAT's twin-tracked approach of mainstreaming WEE while also taking measures specifically to tackle gender inequalities, PRISMA plans to identify and pilot a number of WTIs. The GESI-pioneering portfolio is currently looking at WTI from the following three possible avenues:

- **Common gender-related constraints across sectors:** The first avenue involves identifying reoccurring constraints that hamper women's ability to participate and benefit from different market systems; determining whether there are potential market actors that can be engaged to address these cross-cutting constraints; and finally assessing whether it is worth pursuing based on the potential impact and outreach. Some examples of cross-cutting issues include mobility of female farmers or female agents, high workload, agricultural training methods for women, gender discriminatory social norms or policies, etc. Not all cross-cutting constraints will be feasible to address under an MSD program.
- **Strategic corporate level WEE engagement:** The second avenue considers potential interventions that instigate corporate-level behaviour changes that transcend a single intervention/sub-sector. This may involve embedding WEE considerations in the company's national and sales marketing plans; developing Human Resource (HR) policies related to female distribution networks; and/or incorporating WEE-related business metrics into the management information systems (MIS) of companies.

- **Women-focused business service providers:** The third avenue is more opportunistic and starts with identifying business service providers that already work with female farmers/entrepreneurs or are interested in targeting these segments. For example, Women Will Indonesia is a Google initiative that provides basic entrepreneurial training to female business owners. PRISMA is currently working with them to develop a targeted curriculum for female agricultural entrepreneurs (e.g. female sales agents). Another potential partner is Mapan, which runs an “*arisan*” (a form of rotating savings and credit association in Indonesia) and last mile distribution network that reaches over 2.5 million women. Such a business service provider could potentially address issues around the affordability and accessibility of productivity-enhancing agricultural products for women.

We will also explore a deeper understanding in WEE around issues of agency and non-economic aspects of WEE:

Global development context & enabling factors

WEE in MSD has undergone a rapid evolution and is the most established inclusivity topic in MSD, with a developed and nuanced approach to considering and integrating women. There is an abundance of resources, including the 1st WEE Framework (2012), WEAMS Framework (2016), and numerous operational guidance, project based learnings, and case studies from the MSD community. These resources unpack definitions of WEE; demonstrate how WEE can be aligned with MSD; reinforce the scalability and sustainability of MSD that integrate WEE considerations; define unique operational implementation approaches; and provide practical tools for integrating WEE.



- **Agency:** Understanding agency is one of the more challenging issues for WEE in MSD. This requires exploring the link between access and agency, including whether and how increases in individual (and/or household) income impact manageable workloads, decision making authority and control of resources, and/or leadership roles and networking. Unlike access, which can be understood through more direct questions or numerical analysis, agency requires a more qualitative, investigative approach to tease out any improvements in this domain. Agency is complex and can be defined at multiple levels (individual, interpersonal and within community) and across various domains (violence, norms, workloads, decision making etc.). Effective gender analysis and economic programming will need to take into account the impact of these broader themes on potential market and/or business opportunities under consideration. PRISMA will enhance its understanding and capture of agency so that it can report the real impact of its interventions on lives of women and use the learnings to inform design of more effective strategies and partnerships.
- **Non-economic aspects of WEE:** With the incorporation of non-economic dimensions of WEE (e.g. unpaid care, social norms, gender-based violence) into the WEAMS framework, there is growing recognition that these factors are often necessary for the achievement of WEE outcomes. This includes improving our understanding of positive and negative gendered social norms not only at the community level but also among the private sector. Identifying potential risks around violence against women is essential so that mitigation strategies can be put in place during the design stage. For instance, when promoting models that require female agents to travel across villages to conduct trainings, the timing of trainings and mobility arrangements need to be considered by businesses as these may have implications on business reputation. Similarly, when inviting female farmers, it will be essential to ensure a safe, respectful venue to conduct trainings to ensure there is no backlash from other household/community members. Prevailing norms and patterns are also an important business consideration as effective analysis may identify entry points such as informal female leaders or role models within the communities who have credibility with other female farmers in their networks. Ultimately, we want to develop a better sense of the degree of influence MSD programs can aim to influence social norms, and how to go about it and measure it.

■ **Finally, strategic studies will be conducted to improve WEE intervention design and support the activities above (identifying entry points for WTI targeting women and advancing our understanding on emerging topics in WEE in MSD).** Two priority topic areas for PRISMA are (1) the effectiveness of female sales agents and (2) the impact of rural outmigration on women in agriculture. The first study will involve measuring the commercial impact of hiring female sales agents and investigating the WEE impact on female agents. This information can be used to strengthen the business case for hiring female sales agents and also improve the design of initiatives that use female agents as an entry point for businesses to gain access to a new customer segment (i.e. female farmers). Given increasing trends in rural outmigration, the second study will explore the impact of rural outmigration on women’s participation in agriculture and analyse the relationship between the level of income/productivity and women’s participation. This study can potentially inform the development of a WTI targeting women. We also intend to commission at least one additional strategic study each year once these priority studies have been completed.

4.2. DISABILITY

PRISMA phase one laid the initial groundwork by establishing how to define this group, what segments to potentially target, and what methods to use to identify the presence of disability. Work on an initial disability strategy began in 2016, but the strategy failed to define the intersection between disability and MSD, thus delivering limited utility in practice. The experience did, however, make several points clear: (1) greater understanding of disability characteristics, constraints, and opportunities specific to PRISMA's beneficiaries (rural, poor, eastern Indonesia) was needed; (2) more robust methods for identifying people with disabilities was required; and (3) the potential for MSD to intersect with these constraints and opportunities needed to be explored from a commercial feasibility perspective.

Global development context & enabling factors

Disability inclusion is a relatively new but emerging concept in MSD programs. Understanding on how to effectively integrate people with disabilities in MSD programming is still ad hoc and experimental, with only a few resources on disability in MSD (e.g. Coady Institute, IDS and ADD International's A Typology of Market-Based Approaches to include the most marginalised). However, with the increasing emphasis on disability inclusion in the global development community (e.g. the inclusion of disability in the SDGs, which marked a decisive turning point since previous global development frameworks had omitted people with disabilities; the publication of UN's first ever flagship report on disability and development in December 2018), the pace of research, learning, and new approaches is expected to accelerate in upcoming years.



Subsequently, the teams began trialling a number of different disability identification methods and decided to adopt the Washington Group Disability Questions, which are based on an individual's ability to function within an environment and are the international benchmark for disability statistics in censuses and sample-based national surveys. This ability-based question frame was far more effective in identifying disability than enquiring directly about "disability," especially given potential social stigma and the tendency to not self-identify as people with disabilities for those with milder disabilities. It also captured a wider spectrum of disability beyond those with severe disabilities. PRISMA phase one also conducted a disability study in 2018. This study identified that older farmers constitute a significant segment (20-50% of farmers) and yet are not being actively considered in sector analysis and strategies.

Although PRISMA phase one took integral steps towards unlocking our ability to begin identifying disability and potential entry points for a MSD program, practical understanding is still limited. As PRISMA enters Step 2, we will build on this previous work and conduct further research and pilots in selected sub-sectors. Since the majority of the findings from the 2018 disability study were based on a small sample size, there is an urgent need to validate the findings with a more in-depth study. PRISMA will select a few sectors (e.g. maize, shallots, and vegetables), where it will collect the same disability data from a sizeable sample. We will then prioritise 1-2 of these sub-sectors where disability presence is relatively higher and review the intervention designs of existing interventions in these sub-sectors. We

HOW PRISMA 2 WILL DEEPEN UNDERSTANDING OF DISABILITY



STEP 1:
Validate PRISMA I study



STEP 2:
Redesign interventions (pilot)



STEP 3:
Monitor & assess impact

will assess what adjustments can be made, using UD principles, to improve disability inclusion in the intervention redesign (e.g. use more legible fonts or colours; use more visual aids; adjust the timing of information sessions); whether these required changes are feasible; and whether there are any commercial incentives (economic or otherwise) for market actors to alter/redesign/design new products and services to accommodate these changes. The key challenge with disability inclusion will be building the business case that people with disabilities can represent a profitable opportunity to private sector partners (e.g. as an underserved consumer segment). We acknowledge the impact on families and communities when considering the value of addressing barriers and the potential negative effects of overlooking simple steps to improve access and agency with people with disabilities. We will conduct at least 1 pilot by 2020, which will be rigorously monitored and assessed for impact. The results of the pilot(s) will determine whether we can build a business case for disability inclusion in MSD.

4.3. YOUTH

Youth inclusion is a completely new topic for PRISMA. The first step towards deepening our understanding on youth will be to define what we mean by youth, identify potential target segments, and conduct some basic research. Youth are not a homogenous group and using an overly broad age range (e.g. 15-35) is often not helpful for development programming.

PRISMA will need to define what it considers as youth and identify potential target groups that may have a large presence or may be more feasible to work with. For example, this may be youths that are relatively older (e.g. 25-35) since they tend to be less vulnerable and have more experience, as well as more factors of production.

We need to gain a basic understanding of how youth are currently engaged with agriculture; what their aspirations and attitudes are towards agriculture; and what barriers hamper them from participating and benefiting more fully from agriculture. Our preliminary hypothesis is that agriculture is generally viewed as an undesirable option for youth (i.e. families are placing greater priority on education and salaried employment for the next generation, contributing to outmigration of younger members of the household) but certain agricultural sectors, such as high value horticulture crops that may involve new technologies, may be more attractive to younger farmers. This hypothesis needs to be validated with a more nuanced, localised understanding, ensuring that we are not making damaging assumptions about youth in agriculture.

We will start by identifying what youth data we already have access to (e.g. impact assessment data, agricultural census, secondary literature on youth or youth in agriculture in Indonesia); youth participation rates in our current interventions; and any correlation between age groups and access to use ratios in our interventions. We will also work with an external consumer behaviour expert to understand the different needs and preferences of youth, as well as touch points and messaging. This study will be completed in 2019.

4.4. INDIGENOUS PEOPLE

The inclusion of indigenous populations is at a very early stage of understanding in PRISMA. It is also an unexplored area in MSD, but given the cultural and geographical peculiarities of different indigenous groups, it is unclear whether there can be generalizable learnings for engaging indigenous populations. Through interventions in vegetables and seaweed during PRISMA phase I, we have some limited experience working with indigenous people in Papua and West Papua, but our overall understanding of local Papuans is relatively low and uptake among local Papuans is much slower. The heavy dependence on government subsidy programs and high security risks of working in certain zones will be a challenge for working with local Papuans. Furthermore, to more effectively engage local Papuans, analysis must be done differently to understand and consider the local knowledge and customs, cultural differences, and power dynamics. As a result, we have commissioned an Indigenous Community Consultant to develop a structured framework and methods to effectively analyse the behaviour of indigenous people and induce changes in their behaviour. This study will be completed in 2019.

In this study, we are building onto our learnings from phase I implementation on several main agriculture practices of indigenous Papuans that would differ our approach in the region. For example, through phase I implementation, we learned that “slash and burn” practice, in which farmers open up new agriculture land after harvesting, is prevalent amongst indigenous Papuans. In the initial phase of the study, we found that not only the practice is caused by concern of land fertility, which could be addressed by fertilizer suppliers as actors in the market system, but also social status factor. Farmers would be seen in the society as “poor” or have limited land if they continue to farm in the same land repeatedly. Similarly, phase I implementation taught us that indigenous farmers reject the usage of any chemical in their agriculture practice, including fertilizer and crop protection products. The initial phase of the study showed that not only the rejection is pertaining chemical that would get consumed if chemical products are used in agriculture production, which could be addressed by organic fertilizer and crop protection suppliers as actors in the market systems, but also due to their views on the richness of their homeland Papua. The interviews on this study showed that for indigenous Papuans, utilizing fertilizer and crop protection is statement that they no longer believe that their earth can provide for them. By digging deeper into these other factors that limits usage of some high-quality agriculture input that will improve productivity, we will be able to identify innovative approaches to address the underlying constraints in the region more effectively.

Phase I implementation also showed that in indigenous Papuan communities, female involvement is significant in agriculture production. This is due to the expected role of male as a “protector” and female as the “provider” of the household. Male members of households ensure physical security, while the female ensures nutrition intake of members of the household. This is the main reason why in phase I, we ensured that we facilitated partner’s outreach of GAP capacity building and vegetable seeds not only to male but also female farmers. Through the initial parts of this study, we have seen evidence indicating that female farmers work less on the

Global development context & enabling factors



Concepts around the inclusion of youth and indigenous populations in MSD programs are nascent. Some limited work has been done on youth inclusion (e.g. USAID’s Feed the Future’s Project Design Guide for Youth-inclusive agriculture and food systems and DCEDs (2018)) and DCED’s Youth Employment Synthesis Note (2018)). Given the higher priority placed on WEE and disability inclusion in MSD, global progress on the inclusion of youth and indigenous populations in MSD is expected to progress at a slower more measured pace.



farm field as agriculture practice modernizes, including leaving “slash and burn” method, increasing farm area, and utilizing simple mechanization tools. This does not necessarily indicate that female decreases their involvement in decision making related to agriculture production, which will be further analysed in this study.

In addition to improving our basic understanding of the behaviour of local Papuans, we are considering alternative entry points, including potential collaborations with non-governmental organisations (NGOs) or potential opportunities to work within the constraints of the government subsidy system. Although we are speaking with private sector partners about expanding their operations to Papua and West Papua, it can be costly and difficult to develop new distribution channels to these provinces, especially given their remote geographic location and limited availability of qualified local human resources. Businesses entering these provinces are also less likely to serve the mountainous areas where a large proportion of local Papuans reside. However, there may be more viable opportunities for companies to engage indigenous people in lowland or coastal areas. This may still initially require more intensive activities around pre-commercial knowledge transfer and market stimulation, and we may consider collaborating with a NGO on such activities. If we cannot overcome the subsidy mentality of local Papuans, there may still be opportunities to positively impact local Papuans through the government subsidy system (e.g. by ensuring that the government subsidy system provides access to higher quality inputs). We can build on PRISMA phase I’s experience working with the government on maize subsidies in Madura.

4.5. INCLUSIVE RESULTS MEASUREMENT & LEARNING

Alongside deepening our understanding of each neglected market segment, there is an ongoing need to strengthen WEE in RM and learning, making sure it is more practical and thorough. At the same time, PRISMA will also be exploring how to measure and incorporate disability, youth, and indigenous inclusion into the RM system. PRISMA will focus on the following seven themes:

HOW PRISMA WILL DEEPEN INCLUSIVE RM & LEARNING

1- IMPROVE CAPTURE

Capture benefits to PWDs, youth, and/or indigenous people among current beneficiaries

2- IMPROVE MEASUREMENT OF GESI IMPACT

Improve understanding of what to measure & measurement strategies

3- IMPROVE GESI DATA COLLECTION TECHNIQUES

Improve what to ask and how to ask questions

4- STRENGTHEN SAFEGUARDS IN RM SYSTEM

Ensure monitoring of risks (e.g. gender-based violence) throughout partnership

5- IMPROVE GESI INTEGRATION

Develop GESI KPIs to improve performance of teams and interventions

6- AGGREGATE LEARNINGS

Analyse wealth of data for cross-sector learnings & to compile a stronger overall WEE/GESI business case

7- COMMUNICATE LEARNINGS

Cascade knowledge internally and externally to widen impact

1 PRISMA will seek to capture benefits to people with disabilities, youth, and or/ indigenous people among our current beneficiaries. In many cases, the beneficiaries of our interventions may already include people with disabilities, youth, and or/ indigenous people, but this information is not being captured or reported. We recognise that using sound identification techniques (e.g. Washington Group questions for disability) and integrating some basic questions in our impact assessments can help us better capture the presence of neglected market segments within our beneficiary groups. We have already added the Washington Group questions to the impact assessment survey and will be tracking the presence of people with disabilities for all sectors in PRISMA. In addition to being able to report how many people with disabilities are already benefiting from our work, this data can be used to identify sub-sectors where presence is high and where PRISMA should target its efforts to redesign interventions to be more disability inclusive. We will also explore good differentiated capture for youth and indigenous people and consider whether it is worth pursuing this.

2 To improve our measurement of GESI impact, we will (1) develop a method to measure the 6 dimensions of WEE; (2) explore what impacts to measure for other neglected market segment; and (3) determine what measurement strategies to use in order to minimise time and costs, while also ensuring the depth of information we require. In PRISMA phase I, the WEE questions being asked in the impact assessment were too general, and in some cases, not relevant to the particular intervention. For instance, in an ICT intervention, it may not make sense to ask questions regarding women’s access to products. Moreover, some indicators might also be better measured through other methods (e.g. attendance list sales reports) rather than through the impact assessment survey. PRISMA’s new WEE measurement method will provide clarity on impact definitions for each of the 6 dimensions, including the rationale behind each definition; how this information can be used



Refer to the **RM Manual** for the WEE Measurement Method

to improve our business objectives; and how this information will be collected. This will create a more practical, streamlined process for implementation and RM teams to measure WEE. By 2020, we will also be making a decision on the utility and feasibility of measuring all vs. a sub-set of WEE dimensions for each intervention (see figure below for advantages and disadvantages of each option).

ADVANTAGES & DISADVANTAGES OF MEASURING ALL VS. SUB-SET OF WEE DIMENSIONS	
<p>OPTION 1: Ask all 6 dimensions of WEE to respondents regardless of the intervention area and focus</p>	<p>OPTION 2: Only asking related WEE dimensions, which is predetermined by field observations</p>
<p>PROS</p> <ul style="list-style-type: none"> Eliminates risk of underreporting WEE impact 	<p>PROS</p> <ul style="list-style-type: none"> Higher efficiency in the impact assessment process Only reporting WEE impact that has strong attribution to intervention
<p>CONS</p> <ul style="list-style-type: none"> Attribution will be weak in some areas, and there will be some substantial bias in reporting the impact toward the related dimension Less efficient due to additional time and resources 	<p>CONS</p> <ul style="list-style-type: none"> Potential to underreport WEE impact

For other inclusivity topics, we will be exploring what impacts to measure. We will use the existing WEE framework as a good base from which to begin, assessing which WEE dimensions may be applicable or can be adapted for other neglected market segments. We will also explore any additional or unique benefits for a particular market segment (e.g. are increases in income for people with disabilities used towards health costs/treatments associated with their disability?)

Finally, in terms of measurement strategies, since data collection can often become expensive and time-consuming, it is important to strike a balance between scale and depth and to be clear about how additional data will be practically used by teams. We will look for opportunities to minimise costs by integrating GESI into existing measurement tools (consumer assessment guideline, impact assessment, attendance sheets etc.) or

incorporating GESI-related business metrics into the MIS systems of companies. The latter requires understanding what type of data the partner already tracks and how partners are currently collecting this business data, as well as convincing partners of the commercial value of tracking these additional business metrics. Finally, we also plan to conduct additional more qualitative studies to understand the depth of impact on women, people with disabilities, and/or other neglected market segments. Additional qualitative studies can provide a richer, more nuanced understanding of GESI impact than our impact assessment surveys.

3 PRISMA will improve our understanding on effective GESI-sensitive data collection techniques and will document our learnings in the Consumer Assessment Guideline. How GESI data is collected is equally important as what information is collected. It is important to consider not only whether the right questions are being asked but also whether these questions are being asked in the right way and under the right conditions. GESI-sensitive data collection techniques can vary depending on the culture and context, and different tactics or wording may be needed when trying to elicit answers from different respondents (male, female, youth, people with disabilities, indigenous person). For example, this may include holding separate interviews for women or taking other measures to create a conducive environment for them to talk openly without the influence of their husband or other male family members; being cognisant of location, timing, and length of interviews; and/or using additional probing questions.

4 PRISMA will strengthen safeguards in the RM system, ensuring that GESI risks (including gender-based violence) are not only assessed during the intervention design but also monitored throughout the partnership. There are examples from other MSD programs where WEE has been linked with an increase in gender-based violence. This can occur if the increase in women's income changes the balance of power within households and/or the community.²⁴ It is unclear if this scenario is also a potential or actual risk for interventions in PRISMA's portfolio. PRISMA will be deepening its understanding and guidance in gender-based violence within its interventions. As part of the Intervention Plan (IP), teams are expected to conduct an intervention risk analysis, which includes a description and mitigation strategies for potential risks. Teams are also encouraged to think about risk factors and the monitoring of identified risks will be integrated into the RM system.

5 PRISMA will revise GESI-related indicators in the Quality Monitoring Tool (QMT), integrating not only a new Key Performance Indicator (KPI) on WEE but also measurements of systemic change related to gender indicators. In PRISMA phase I, the QMT measured a limited set of indicators around whether the gender LOC and LOE were identified; gender commercial case was elicited; potential positive and negative impact on WEE was identified; and/or the impact on WEE was measured and positive. PRISMA has developed a new KPI on WEE Effectiveness, which is a ratio between female access from PRISMA



Refer to the *RM Manual* for the QMT indicators

interventions and female participation in the sector. Other changes include redefining a number of the gender indicators and adding a rubric to help measure systemic change in WEE.

6 PRISMA will analyse the wealth of data within the program to draw out cross-sector GESI learnings and compile a stronger overall WEE (or GESI) business case. We should be using data to generate cross-cutting lessons from successful and unsuccessful GESI interventions and to build the overall WEE (or GESI) business case, which would essentially be an aggregated evidence base for why private sector should engage with women (or other neglected market segments). As part of our cross-sector learning, we should analyse why impact is different in various sectors and distil any lessons that can help maximise our impact. This aggregated evidence can be packaged and disseminated to help teams improve their pitch to potential partners; generate broader interest and buy-in around WEE or GESI from the private sector; strengthen the case for why we work on GESI in MSD programs; and strengthen internal capacity. Considering the wealth of data, PRISMA will allocate dedicated staff, from GESI-pioneering portfolio to lead the tasks of analysing the aggregated data, particularly on WEE, on the program level.

7 PRISMA will cascade ideas, learnings, study results internally and externally to widen impact and disseminate innovation and good practice. To lead a widespread change in practice across PRISMA should also build an environment where teams can try different things in implementing GESI business cases, exchange ideas, and utilize learnings for their intervention design. Hence, communicating analysis results of the aggregated data in the refresher trainings, townhall meetings, and through internal sharing platform should be a priority. On top of that, to achieve the goal of becoming a program of reference in MSD for GESI, disseminating the innovation and practice undertaken by the program is crucial. Considering marketing and consumer segmentation as overarching themes in building business case of GESI is a new norm among MSD programs, and by sharing the idea, learnings, and leading the understanding, PRISMA can obtain recognition. Producing publications and case studies, subsequent to data aggregation should be the next step.

In line with PRISMA's strengthened focus on scale and systemic change, the GESI strategy will also explore additional ways to reach scale and systemic change. Aside from providing more direct support to existing or new partners to scale-up or replicate successful GESI pilots, PRISMA will also explore opportunities to (1) crowd-in more market actors through influencing and engagement events; (2) support the development of a new long term market function around inclusive agricultural market research; and (3) collaborate with other development programs.

5.1. INFLUENCING & ENGAGING WIDER MARKET ACTORS

Apart from more direct support to existing or new partners, there may also be opportunities to encourage other market actors to copy or modify GESI business models without program support or to stimulate broader changes in private sector norms towards GESI. This, however, requires that these market actors are aware of the GESI opportunities and the associated GESI business cases. PRISMA will explore the potential to generate, package, and communicate evidence and learnings on successful GESI innovations more broadly to market actors. Aside from sharing evidence around the commercial viability of a specific model or innovation, PRISMA will also distil learnings across interventions and strengthen the overall business case for engaging women, people with disabilities, and/or other neglected market segments.

PRISMA will maintain its mantra of “we are providing evidence, not promises” and will also build on influencing and engagement strategies that have worked for other MSD programs. For example, MDF Pakistan uses influencing and engagement events to influence a broader shift in the manufacturing sector with respect to hiring more women. The goal of their “Women@Work” sessions was to demonstrate to private sector the business model of hiring women, including aspects on why and how they can do that. These sessions also featured a short video that summarised how MDF partners successfully engaged women and panel discussions with MDF partners, other businesses who successfully hired women, and a range of stakeholders from government and civil society.²⁵ Other common strategies for creating more visibility around a GESI innovation include working with chambers of commerce or business associations. They can be used as access points for interested firms to learn more about the GESI opportunity or to connect with relevant market actors that can support the adoption of the GESI business model.

5.2. DEVELOPING AGRICULTURAL MARKET RESEARCH SERVICES

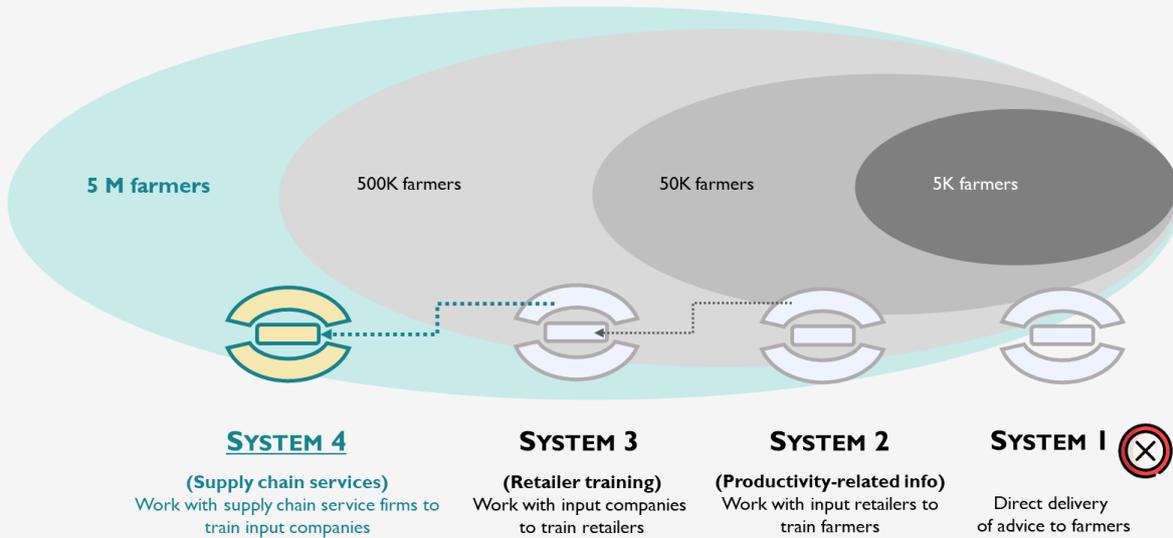
Scale is not necessarily reached only through replication and/or expansion of existing interventions. There may be opportunities for “stepping out” into new interconnected market systems. As a MSD program, PRISMA does not engage in direct delivery of services to its beneficiaries as this can only result in limited impact and sustainability. Instead, we work through market actors to encourage behaviours that contribute to more inclusive pro-poor growth. In PRISMA phase I, this meant focusing on interventions in the first two interconnected markets (see figure below). For example, this could involve working directly with input retailers to transfer productivity-related information to farmers or going one step beyond by working with input companies to train retailers. As MSD programs progressively move from one interconnected market system to the next, there is potential for greater outreach and sustainability.

Under PRISMA, we will be more ambitious and will assess the potential to move to the next level through innovations with supply chain service firms. In particular, we are interested in the prospect of working with market research and consulting firms to develop a sustainable service market that provides inclusive marketing strategy services to agricultural companies in Indonesia. This will involve:

- Understanding how agri-input companies currently develop their marketing strategies and the challenges they face
- Assessing the market demand for inclusive agricultural/rural market research and consulting, including investigating the causes of low demand from agri-input companies
- Identifying market research and consulting firms and assessing their interest in expanding their services into this area

Based on these findings, PRISMA will formulate a strategy for working with market research and consulting firms by January 2020 and will begin piloting interventions thereafter.

EXAMPLE: INCREASING IMPACT THROUGH INTERVENTIONS IN INTERCONNECTED MARKETS



5.3. ENGAGING OTHER DEVELOPMENT INITIATIVES

PRISMA will explore opportunities to step up our engagement with other MSD programs, DFAT programs in Indonesia, and NGOs working on GESI. Stronger engagement does not necessarily mean PRISMA will pursue a formal partnership with these programs. There may be opportunities for cross-learning where projects can exchange data; share study results and learnings; or even discuss and brainstorm ideas to improve the integration of GESI. For example, as a participant in Swisscontact’s gender capacity group, PRISMA has facilitated a webinar around gender mainstreaming in June 2019. By engaging with NGOs that work on issues of disability, youth, or indigenous people, PRISMA may also be able to deepen understanding of these neglected market segments and foster better impact in these areas.

Maintaining PRISMA’s core values such as the application of the MSD approach and the presence of a strong business case will be a priority when engaging other programs. These principles will guide and define the types of engagement PRISMA will have with these organisations, and collaborations with other programs will only be pursued where it makes sense and is beneficial for both sides.

ENGAGING OTHER DEVELOPMENT

MSD Programs



DFAT Programs in Indonesia



NGOs working on

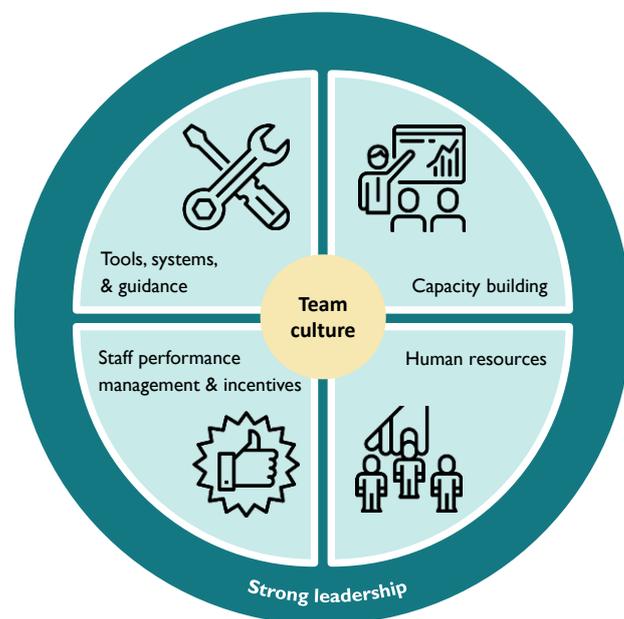
PRISMA recognises the critical importance of fostering a positive team culture that supports the integration of GESI.

The team culture is the system of shared values, aspirations, beliefs, behaviours, and incentives which shapes how staff and managers in PRISMA act and determines how work actually gets done. At its best, it can promote collaboration and drive teams towards a shared vision. At its worst, it can undermine even the best technically designed programs.

PRISMA believes that the senior leadership is central for shaping the GESI team culture. Not only is the General Manager 100% behind PRISMA's GESI vision, mission, and approach, but he also spearheads the organisational change process that began under PRISMA phase I. Significant achievements have already been made towards building a stronger WEE-oriented culture, with the team culture having transformed from one that perceived WEE as a burden to one that more proactively embraces WEE as being good business practice and integral to sustainable sector growth and greater impact. As PRISMA expands our work into other social inclusion areas, the senior leadership will continue to publicly endorse the importance of GESI, reinforce behaviours that support GESI integration, and strive for a high degree of professionalism around GESI.

PRISMA also believes that the culture of an organisation must be embedded in its systems, processes, and structure.

As a result, this chapter presents how PRISMA intends to foster a stronger GESI oriented culture by (1) ensuring the availability of tools, systems, and guidance to support practical action in GESI; (2) building staff capacity to increase their understanding and competence around GESI; (3) encouraging the adoption of GESI skills/attitudes and GESI integration through staff performance management and appropriate incentives; and (4) ensuring that the team structure and available human resources support GESI integration.



6.1. INTERNAL TOOLS, SYSTEMS, & GUIDANCE



PRISMA recognises that the availability of a suite of tailored tools, systems, and guidance can help teams take practical steps towards integrating GESI considerations throughout the project life cycle. They can support staff in diagnosing GESI constraints or opportunities and in strategically applying GESI insights to intervention designs, business cases, RM, and learning. They represent the “hardware” of PRISMA, codifying what is expected of staff

and providing consistency in how GESI is integrated into the program.²⁶ A number of tools and guidance are already available, particularly for sector, intervention, and activity level analysis of WEE. WEE has also been integrated into many of the internal processes, such as the Intervention Concept Note (ICN), IP, QMT, RCs and Interventional Steering Document (ISD), and sub-sector review (SSR).



For more details on existing and planned tools and guidance, refer to **Annex 3**.

Tools are not universal, and tool building is a highly iterative process which requires significant piloting to ensure that tools are easy to use and practical. When revising or developing new tools, we will take into account the capacity level of the team, as well as the team culture and learning culture. We intend to use a more commercial approach to improve traction with staff. This means shifting the focus away from “gender” to “inclusive marketing analysis” and developing a more detailed Consumer Assessment Guideline to replace the gender FGD guidelines. We will also continue to use a participatory and iterative tool development process that involves staff from both the implementation and RM teams. We are conscious of not overloading teams with new tools and guidance as this can lead to a loss of traction and buy-in. Instead, we will aim to identify priority tools that are needed and introduce them at a pace that is manageable for the team.

We also recognise that tools will evolve as the capacity of PRISMA increases. When teams are demonstrating increased critical and independent GESI thinking and have internalised GESI practices, it may no longer be necessary to continue using some of the related tools. Additional tools may also be needed as the organisation matures and encounters new challenges.

PRISMA will focus on refining tools, systems, and guidance for WEE while also integrating other neglected market sectors into existing or new tools, systems, and guidance:

- Upgrade tools to ensure WEE is better mainstreamed during the diagnostic and design. This includes:
 - improving the Growth Strategy Document (GSD) to ensure that gender is treated at the same level as other market analysis
 - improving the FGD Guidelines to ensure that teams are better able to identify behavioural factors to improve marketing strategies
 - integrating the LOE and LOC analysis into the ISD and developing a database where this information will be available for all staff to learn from and/or benchmark their interventions
- Develop and pilot a WEE Measurement Method to capture the 6 WEE dimensions
- Refine impact assessment questions for WEE (based on the WEE Measurement Method and previous field experience)
- Develop a new KPI on WEE Effectiveness, including definition, calculation method, and QMT scoring parameters
- Revise the WEE-related indicators in the QMT, integrating not only the new KPI but also measurements of systemic change
- Integrate the disability inclusion analysis process into internal processes (GSD, ICN, IP, QMT, RC/ISD, SSR)
- Develop a consumer research guideline to help teams conduct robust qualitative and/or quantitative research on people with disabilities, youth, and indigenous populations and how to engage representative groups in the research processes itself
- Develop additional tools/guidance as needed or as per feedback from team trainings

6.2. INTERNAL CAPACITY BUILDING



PRISMA acknowledges that capacity building is also critical for helping teams increase their understanding and competence around GESI. Capacity building can help establish the relevance of GESI through clear and regular communication of what PRISMA expects of each staff in regard to ‘doing’ GESI. It can also get staff and managers to buy into the value of GESI market information by helping them understand why doing GESI is essential

to achieving greater and more sustainable results. This, in turn, leads to more ownership and interest in collecting and strategically using GESI data. Capacity building also supports teams to transform a stronger awareness of GESI into purposeful action. This includes strengthening their capacity and confidence to utilise the tools and systems that have been developed to support the integration of GESI into the project life-cycle. Stronger skills, knowledge, and supportive attitudes can help mitigate the risk that staff will treat GESI as box ticking exercise.

Since GESI is a shared value and core component of everyone’s job in the team, capacity building efforts will target all members across the team from senior management to implementation and RM staff, as well as support staff (HR and operations). We believe this is essential for ensuring a common base-level understanding of GESI, alongside a shared recognition of its importance and commercial relevance. We will also ensure the transfer of GESI related skills that are specific to the functions of different staff members (e.g. RM staff may receive more targeted external support to build their capacity in capturing WEE impact).

We will use various capacity building strategies to continually deepen understanding of and commitment to GESI and encourage creativity in identifying opportunities where inclusion and business success intersect. We recognise the importance of providing the right level of orientation and will tailor the capacity building plan to the skill level, receptiveness, and learning culture within PRISMA. This includes periodic team trainings conducted by the GESI-pioneering portfolio; team trainings conducted by external GESI experts; more targeted team or individual coaching from an external WEE expert to address specific staff capacity gaps (e.g. to tease out potentially overlooked business and program impact opportunities); peer-to-peer support from the GESI-pioneering portfolio, particularly around more practical, day-to-day questions (e.g. design of questionnaires, translating GESI market information into improved intervention or activity design); cross-learning opportunities across different sectors and/or interventions; and internal resources for self-guided learning.

Chapter 6: Fostering a strong GESI oriented culture

CAPACITY BUILDING STRATEGIES



Trainings by
GESI-pioneering portfolio



Trainings & coaching by
external GESI experts



Peer-to-peer support from
GESI-pioneering portfolio



Cross-learning across
sectors/interventions



Self-guided learning

Although progress has been made around **WEE capacity**, there is still significant room for improvement, particularly around the staff's capacity to find the **WEE business case** and articulate the importance of **WEE** to business partners. As expected, knowledge and understanding of other neglected market segments is also limited as these topics are newly emerging areas in **PRISMA**. PRISMA's baseline stocktake assessment conducted in October 2017 revealed that less than 21% of PRISMA's interventions assessed used gendered information consistently. It also revealed more systemic issues such as limited analytical capacity (low skill) and weak incentives to change behaviour (low will). In June 2018, a second stocktake revealed substantial improvements, with nearly 38% of PRISMA's interventions assessed having integrated and used gendered information strategically in their intervention life cycles. A staff capacity mapping survey conducted in November 2018 found that understanding of WEE and familiarity with available gender analysis tools were still relatively low, but there was a high willingness from staff to learn more about applying WEE. Identifying and articulating the WEE business case continues to be a challenge for many of the implementation teams.

PRISMA will focus on increasing the capacity to build the WEE business case and use WEE analysis tools while also gradually improving awareness and knowledge around integrating other neglected market sectors, with an initial focus on disability. We will be developing an inclusivity capacity building plan which will include:

- 1/2 day GESI refresher trainings to be conducted by the GESI-pioneering portfolio for each portfolio team (manager and implementation staff) every semester in 2019 and 2020
- 1 day WEE refresher trainings to be conducted by the GESI-pioneering portfolio for the RM team every semester in 2019 and 2020
- On-boarding kit for new cohorts, along with refresher trainings each semester (including beyond 2020)
- Targeted team or individual coaching by an external WEE expert until the end of 2020
- 1-2 trainings by an external consultant on disability inclusion
- Knowledge sharing activities (e.g. town hall presentations to showcase work and learnings from different portfolio teams)

6.3. STAFF PERFORMANCE MANAGEMENT & INCENTIVES



PRISMA recognises that performance management systems and appropriate incentives can help build a stronger inclusive mindset and greater accountability around GESI. The explicit addition of WEE indicators in the QMT means that the performance of interventions and teams is assessed against the extent to which WEE considerations are integrated into interventions as well as the extent to which they positively impact WEE. Although it is expected that this would be sufficiently compelling for staff to integrate WEE from the outset and take responsibility for doing so, it is also effective in prompting corrective actions should this not be the case and in continuously encouraging and facilitating staff to improve. Furthermore, KPIs for GESI have also been integrated into the regular staff performance assessments (PA), which are conducted each semester. The competency rating from the PA helps determine salary raises, as well as career progression opportunities for staff. PRISMA also has a bonus system for all local staff. At the end of PRISMA phase I, a portion of staff bonuses was linked to improvements in the strategic use of gendered information. In particular, the portfolio that exhibited the least

Chapter 6: Fostering a strong GESI oriented culture

improvement in their stocktake scores had to share a portion of their bonus with the portfolio that improved the most. We also reward desired GESI behaviours through non-financial incentives, including senior management's public acknowledgement of staff who have regularly exceeded GESI expectations.

PRISMA will improve the integration of GESI in staff PAs and continue providing both financial and non-financial incentives to adopt new GESI skills and attitudes. This includes:

- Revising KPIs in the PA so that GESI indicators are more explicit and require staff to more actively conduct GESI analysis and use GESI insights in intervention and activity design
- Considering potential changes to the criterion for the bonus system (e.g. linking bonuses to the best inclusive business model)
- Generating non-financial opportunities to acknowledge and reward staff GESI performance (e.g. opportunities for staff to present success stories at senior management retreats, town hall meetings, public forums, donor reviews, etc. or the development of short case studies to showcase their GESI successes)

6.4. HUMAN RESOURCING



PRISMA recognises that it is critical to ensure that GESI is understood as being “everybody’s job” and to have an adequate mix of the right human resources to support GESI. GESI is central to PRISMA’s work and should not be regarded as a separate stream of work for an isolated GESI specialist. Like many MSD programs, PRISMA phase I was originally staffed with one full-time GESI specialist who received short-term technical assistance

from an international gender advisor. Due to the low-resourced and siloed set-up, WEE mainstreaming failed to gain traction and the GESI specialist became increasingly marginalised. To address the limitations of this initial set-up, PRISMA phase I experimented with various organisational structures. This included introducing a gender focal point program which has since been discontinued; recruiting a new international advisor with a background in both MSD and WEE to provide more tactical support; and introducing a GESI-pioneering portfolio that consists of business consultants rather than gender experts. PRISMA phase I realised that GESI could only be effectively mainstreamed if the implementation team, RM team, and management were all responsible for GESI and that often the best GESI resources are not in fact gender specialists but business consultants who can successfully apply a commercial mindset to a GESI opportunity or constraint.



For a table illustrating the GESI-related roles and responsibilities in PRISMA refer to Annex 5

PRISMA will continue to (1) ensure shared responsibility around GESI, (2) employ the model of a GESI-pioneering portfolio that will help set internal standards for best practice in GESI, and (3) draw on the expertise of external advisors to support the integration of GESI. The GESI-pioneering portfolio, along with the WEE and disability RM focal points, ensures that there are adequate internal resources allocated to modelling good GESI work and testing and sharing new GESI guidance, tools, and learnings. Since the GESI-pioneering portfolio consists of a HOP and business consultants who also have similar responsibilities as other portfolio staff (i.e. managing selected sectors across multiple provinces), they are able to build on their expertise in sector analysis, business case development, partnership identification, partnership brokering, etc. when exploring how PRISMA can better integrate GESI into the project life cycle. At the same time, external consultants will be used to address capacity gaps; improve the mainstreaming of WEE; deepen PRISMA’s understanding of other neglected market segments; and support the development of technical approaches for the inclusion of people with disabilities, youth, and/or indigenous people.

ANNEX I: EVOLUTION OF PRISMA'S APPROACH TO WEE

From Do No Harm ...

PRISMA phase I with a goal of increasing the incomes of 300,000 households, initially employed a 'do no harm' approach. In practice this meant that the programme tried to monitor and minimise any potential negative impact on women arising from PRISMA phase I's interventions. However, gender considerations, in terms of women's and men's roles and decision-making power, were only superficially accounted for throughout the intervention lifecycle.

In the second year, the program developed its first gender strategy and shortly after a gender guideline. The strategy largely focused on gender (equality) rather than on how programs can contribute to it through facilitating WEE. It also provided operational advice on how to improve systems, processes, and tools towards increased gender responsiveness and on using information on the roles and decision-making power of women, men to improve gender sensitivity in intervention design. This did not immediately translate into practice – improvements to the systems (both for implementation and RM) were implemented slowly and not standardised. Overall, both the gender strategy and gender guidelines had little traction among most staff.

To Gender Aware ...

Ad-hoc support provided by the internal GESI Specialist and an external GESI Advisor led to the piloting of more gender aware or sensitive interventions in the pig feed sector, where women have relatively high participation rates in key agricultural and household decision-making roles. Implementation and RM staff involved in the pig feed sector appeared to be more proactive and better able to capture the market signals and follow-up on the guidance provided. Teams in this sector were supported to review the design of interventions that started as gender blind and were then amended to take into account the high level of women involvement in the sector.

Based on the promising results of the pig feed interventions which outperformed other sectors, as well as the increasing profile of Gender and WEE in DFAT (Gender Equality and Women's Empowerment Strategy, 2016), PRISMA phase I's leadership recognised the opportunity and imperative to do more in this space and focus on the use of gendered information as a means to improve WEE outcomes across its entire portfolio.

By early 2017, two guidance documents were updated (*Gender Mainstreaming Guidelines* and *Deal Making & Relationship Management Guidelines*), emphasising the economic rationale for 'gender inclusion' as well as the gender inclusion mandate in line with DFAT's strategy and international standards. Case studies were researched and circulated; a gender champion program was announced; and a competition to develop WEE interventions was launched in celebration of International Women's Day. Staff were explicitly encouraged to use gendered market data to design WEE interventions.

Though the event, along with the other initiatives, drew staff attention to the value of gendered market data and several ideas were submitted, the competition also revealed several weaknesses, such as limited analytical skills in interpreting gendered data, and reinforced the erroneous idea that the use of gendered data and pursuit of WEE was only feasible in sectors where women are highly visible. Consequently, with a few exceptions, many program staff continued to treat the collection and use of gendered information as a task to be checked off instead of essential to the business case and design of their intervention. Nevertheless, although findings were often 'left on paper,' understanding of gender labour division and intra-household decision making improved, with LOE and LOC analysis being conducted for new intervention plans.

Towards WEE mainstreaming...

After several starts and stops on improving the integration and mainstreaming of gendered information and given the increasing profile of WEE, the senior leadership sought a more tactical approach and engaged external, more intensive, support to help staff identify, develop, and pitch commercially attractive, gender sensitive business opportunities to private sector partners – reflecting the shift from a socially to commercially driven approach. Soon it became evident that in order to deliver on this objective, PRISMA would first need to address the root causes of underperformance, and this required real organisational change.

In October 2017, PRISMA conducted an internal WEE stocktake, a benchmarking exercise co-conducted with implementation staff. The exercise objectively assessed how well interventions mainstreamed WEE by strategically using gendered information in their intervention design, implementation, and/or monitoring and learning plans. This exercise was purposefully designed to demystify WEE, challenge the organisational bias against it, and to show how using gendered information leads to improved interventions, and ultimately higher outreach – the program's hot button. The stocktake rubric was circulated to all staff and clearly showed the criteria used to assess the degree to which gendered information was being integrated into each intervention. During the assessment the

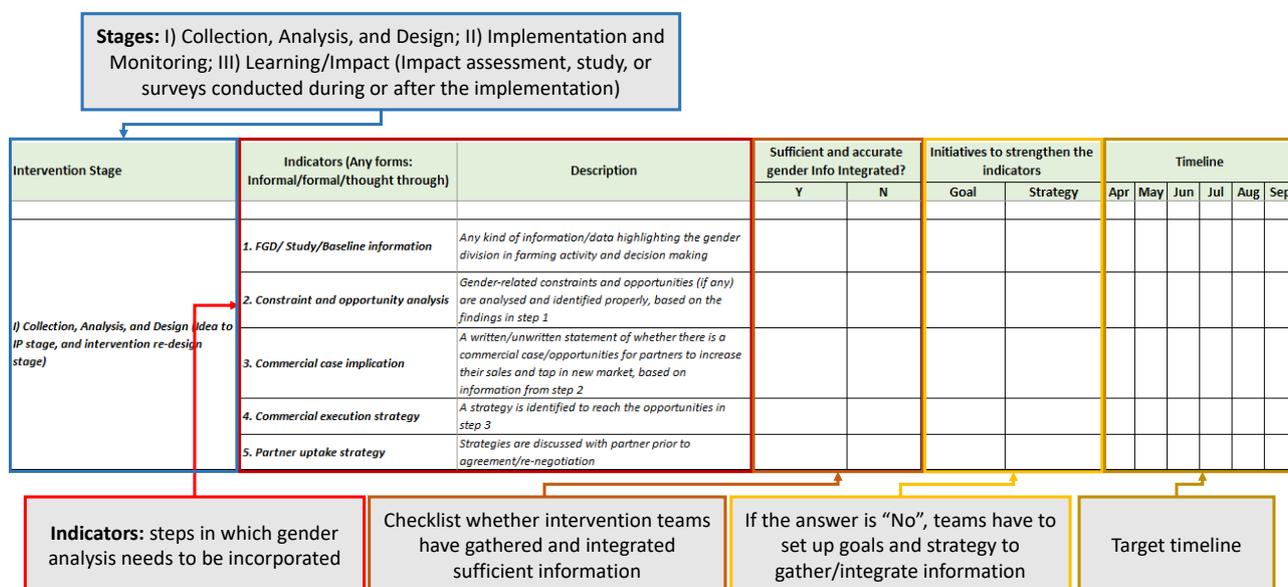
ANNEX I: EVOLUTION OF PRISMA'S APPROACH TO WEE

reasoning for a particular score and specific next steps to improve the score were discussed, agreed upon, and documented. The WEE stocktake itself became a way to show how gender data is valuable market intelligence that can and should be shared with the business partner throughout the intervention.

	1 No reference of gendered information	2 Acknowledgement of but no/poor use of gendered information	3 Some integration of gendered info	4 Some strategic use of gendered information	5 Strategic use of gendered information
Intervention (re) Design	ICN/IP has no information on male and female farmers	ICN/IP includes gendered info (e.g results of FGD)	ICN/IP includes gendered info and applies some findings	ICN/IP includes gendered info and some findings are applied in the business case, intervention logic and scale up plan	ICN/IP includes gendered info and findings are applied consistently throughout business case, intervention logic and scale up plan
Implementation and Monitoring	RC and other implementation documents contain no information on male and female farmers	RC and other implementation documents include gendered info	RC and other program documents have specific case related gendered indicators	RC and other program documents have some specific case related gendered indicators and data collected is being integrated regularly to improve intervention design	RC and other program documents have specific case related gendered indicators and data collected is being integrated regularly to improve intervention design (tailored monitoring to prove and improve the WEE business case). WEE insights are being shared with business partner.
Impact Assessment	gender blind las - no gender informed sampling	Some gender aspects included - no gender informed sampling	Some gender aspects included - some gender informed sampling	Some strategic use of gendered information and gendered informed sampling	IA include/integrate gendered question to prove and improve the WEE business case and impact on WEE. Gendered info used to inform sampling. WEE learnings are shared with business partner

The baseline stocktake revealed that less than 21% of PRISMA's interventions assessed used gendered information consistently (score of 4 or 5). It also revealed more systemic issues such as limited analytical capacity (low skill) and weak incentives to change behaviour (low will). The results of the first stocktake were presented and discussed at the bi-annual senior management meeting and shared with DFAT, together with a road map to improve systems and results, a revised resourcing structure, and a capacity building and coaching plan. By translating WEE into more quantitative terms and demonstrating how the underutilisation of gender information was undermining the potential to achieve greater beneficiary and NAIC numbers, the stocktake helped to keep WEE on the radar of the senior leadership.

In June 2018, a second stock-take revealed substantial improvements, with nearly 38% of PRISMA's interventions assessed having integrated and used gendered information strategically in their intervention life cycles (score of 4 or 5). PRISMA also introduced an action plan tool which helped intervention teams identify how they could improve their scores. Teams were expected to list specific action points along with a target timeline. This was done for any steps along the intervention life cycle where there had been insufficient integration of gender information. Below is a snapshot of the tool for the first intervention stage around data collection, analysis, and design. The full version of the tool covered all stages of the intervention life cycle.



Despite progress, the results of the second stocktake and subsequent staff interviews (a staff capacity mapping survey conducted by an internal WEE working group in November 2018) revealed that not everyone was on-board. There remained gaps in the understanding of the importance of and ability to strategically mainstream WEE. Also, many of the staff were not familiar with the

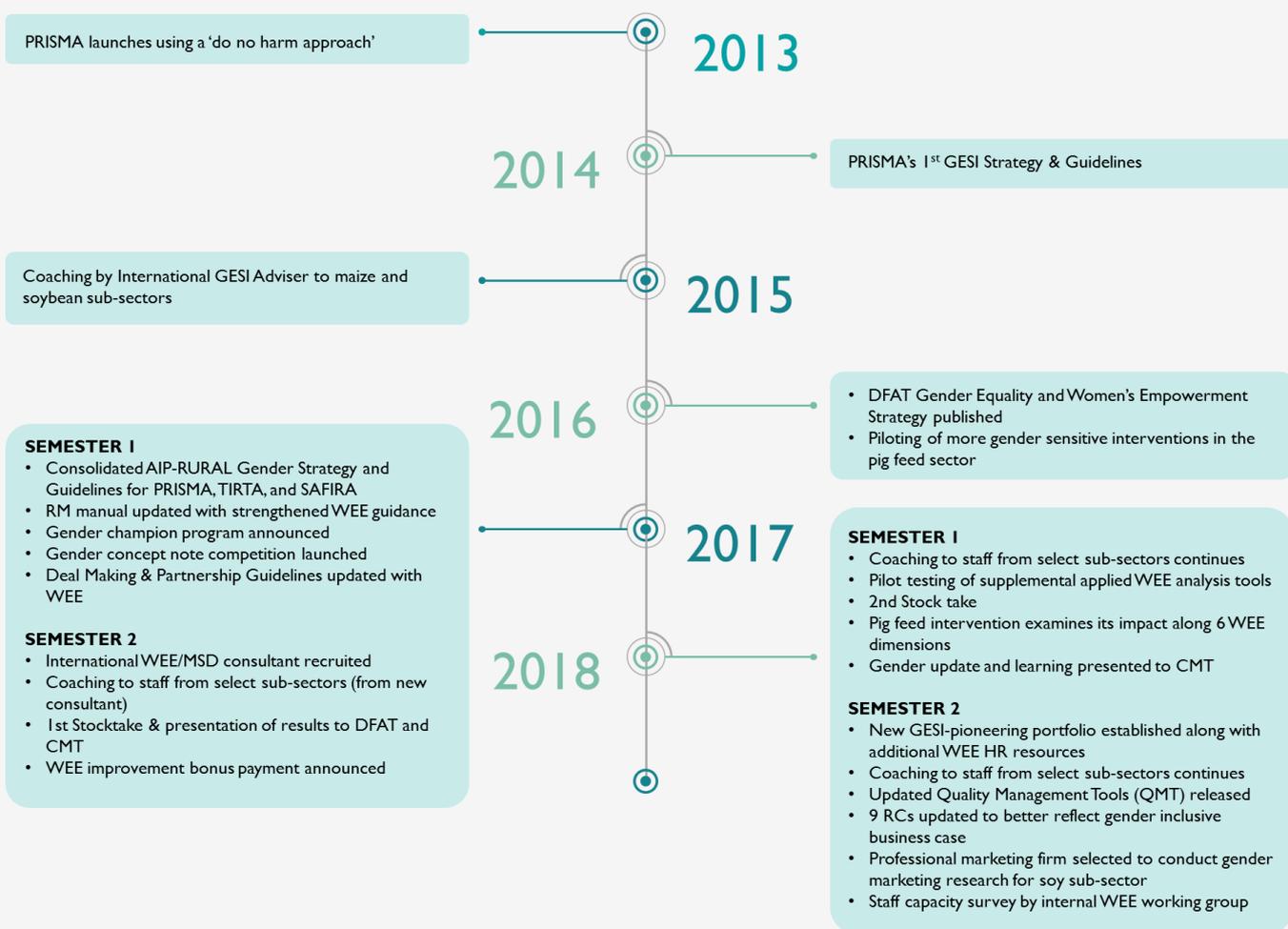
ANNEX I: EVOLUTION OF PRISMA'S APPROACH TO WEE

supplemental guidance and tools that PRISMA phase I introduced in 2018. These tools were piloted with a sub-set of staff before being formalised into PRISMA's core systems and were intended to more closely connect the dots between data collection and WEE business opportunity identification and intervention design. However, since PRISMA phase I was set to close out by December 2018, there were few new interventions being developed at that time, thus limiting the opportunity to apply the new guidance and tools. The continued capacity gaps and low uptake of tools may also be partially attributed to the time required for organisational change to happen, especially when the legacy is deeply engrained in staff's perception and ways of working.

KEY WEE LEARNINGS FROM PHASE I

- **Define what WEE means to the program, and how the approach is taken from the outset (i.e. during program design):** This would immensely help with "normalising WEE" into the organisation culture and thinking.
- **Add and iterate gender analysis tools as internal capacity changes:** The program should aim to have less gender analysis tools by the end of the program since staff should have internalised WEE practices and demonstrated more independent WEE thinking by that stage.
- **Behavioural changes within the organisation requires a wide consensus:** A key tactical move for wider consensus is to appoint an influential member of the senior management to be involved in setting the direction of the gender inclusion strategy.
- **Integrate gender analysis as an overarching marketing strategy:** Challenges in marketing partner's products might stem from gender-related constraints, and sufficient gender analysis and data can suggest relevant marketing strategies to partners.
- **Have an evidence-based approach around increased utilisation of available data:** The feedback loop from baseline and impact assessments to partners – to prove and improve gender business case – needs to be strengthened.

PRISMA PHASE I: WEE TIMELINE & MILESTONES



ANNEX 2: PRISMA'S WEE IN BUSINESS LANGUAGE TOOL

Using language that earns the respect and attention of the private sector has been central to PRISMA's work. To enable staff to more confidently and credibly communicate WEE opportunities and gendered findings to business partners, PRISMA developed a tool to translate various program terms into business terminology. The following table is an excerpt from this tool. The full tool includes more detailed explanations of what these terms mean within the program, as well as explanations around the relevance of these terms for business partners.

WEE IN INTERVENTION	Key Message to say to External Parties (private sector partners, intermediary service providers, farmers)
Male and Female Farmers	<i>Customer, consumer, or client</i>
Gender disaggregated data	<i>Market intelligence data for market segmentation, retention program, strategic promotion and training</i>
Focus Group Discussion (FGD)	<i>Customer Focus Group Discussion</i>
Gender Story	<i>Customer or business partners' Testimony and Review</i>
Recruiting female field staffs or female farmers as of ToT or Master Trainers training	<i>Diversifying channels of promotion to various type of customers Defining the right partners of business</i>
Increasing Income of Male/Female Farmers	<i>Profitability of customers after using products or services</i>
Inclusive access to inputs, services-skills, credit, market, and other needed supports	<i>Expanding channels for promotion, networks, customer base, early adopter customers, product influencers or endorsers.</i>
Agency: Decision Making	<i>Identifying customers' decision making dynamics on buying and using products (or services).</i>
Manageable workload	<i>Identifying customers' pain points that may influence their decision on buying products or applying knowledge.</i>
Leadership	<i>Identifying potential customers who have influencing roles, skills, and position in the community or villages.</i>

ANNEX 3: EXISTING AND PLANNED TOOLS (AS OF SI 2019)

The following is a list of existing and planned GESI tools as of SI 2019.

	WEE	Disability	Indigenous People	Youth
Diagnosis & Design	<p><u>General for WEE</u></p> <ul style="list-style-type: none"> • Consumer Assessment Guideline (question guide covering LOE, LOC, consumer trigger, preferred communication channel; developed in April 2019) 	<p><u>General for Disability, Indigenous People, & Youth</u></p> <ul style="list-style-type: none"> • Consumer Assessment Guideline (to be developed by July 2019) 		
	<p><u>Sector Level</u></p> <ul style="list-style-type: none"> • Level of effort • Level of control • Commercial case • ICN (includes LOE & LOC; Updated to include commercial case in Feb 2019) 			
	<p><u>Intervention Level</u></p> <ul style="list-style-type: none"> • Consumer segmentation • IP (Updated to include consumer segmentation and consumer activation in July 2019) 			
	<p><u>Activity Level</u></p> <ul style="list-style-type: none"> • Consumer activation • IP (Updated to include consumer segmentation and consumer activation in July 2019) 			
Partnership	<ul style="list-style-type: none"> • Partnership building guidelines (updated in June 2017 for WEE) 			
Monitoring & Review	<ul style="list-style-type: none"> • Results Chain & ISD • Quality Management Tool & Sub-Sector Review (to be finalized by June 2019) • ISD with new KPI on WEE Effectiveness (to be finalized by June 2019) • RM/L Manual (to be finalized by June 2019) 			
Impact Assessment & Learning	<ul style="list-style-type: none"> • WEE Measurement Method (to be finalized by June 2019) • Impact Assessment with standardized WEE Dimension questions (to be finalized by June 2019) • RM/L Manual (to be finalized by June 2019) 	<ul style="list-style-type: none"> • Impact Assessment with disability identification questions based on the Washington Group questions 		

ANNEX 4: PSYCHO-BEHAVIOURAL SEGMENTATION

What is psycho-behavioural segmentation?

Segmenting farmers only by demographic factors, such as age, income, or geography, is not enough, and to induce effective behaviour change, social analysis and differentiating people by their behaviours and the drivers behind them is essential.

In what became known as psycho-behavioural segmentation, companies began dividing people into groups based on what they do—in other words, their behaviours—and on their motivations, beliefs, and other factors influencing why they behave the way they do. Psycho-behavioural segmentation has been shown to be superior to demographic segmentation at creating distinct, meaningful segments. This is important because segmentation must capture clear, discrete (as nonoverlapping as possible), relevant (to the behaviour of interest), and actionable differences within populations. Only then do targeted messages or interventions have the best chance of success.

Basis & rationale of segmentation		Key roles		Male:	
				Female:	
Segment Group		Target Group A (xx %)		Target Group B (xx %)	
		Male	Female	Male	Female
Characteristics	Definition of target group (uniqueness, differentiating factors)				
	Age group				
	Education level				
4As Analysis on Rural Marketing	Acceptability (e.g. product feature, packaging)	Current state			
		Needs			
	Accessibility (e.g. types of distribution channel)	Current State			
		Channel preference			
	Affordability (e.g. product price, competitor's price)	Current state			
		Willingness to pay			
Awareness (e.g. farmers' top of mind, preference on media, promotional tools, place, time, KOL)	Current state				
	Promotion preferences				

Why is it relevant with PRISMA's work?

In PRISMA's case, this means segmenting farmers to groups based on their input usage, types of crops, grain types, capital ownership, interests in new technology, and other discrete characteristics. In the new intervention plan (IP) template, a consumer segmentation tool is designed and added to enable staff to target the right group of farmers. The thinking must also consider different roles of women, men and other identities in cultivation, on top of the differences in their access to information and products.

The consumer segmentation tool can be used for non-marketing related interventions as well. In interventions working on off taking, we can map profiles of farmers by their harvest product (e.g. wet pods/dry pods/kernel). Additionally, business to business segmentation can apply if the intervention works with multi-stakeholder partnership, grouping businesses into their size, ownership type, and product portfolio. Categorization by area, size, type of channel, and proximity to sources of growth can be useful in interventions working on partner's distribution channels. Therefore, the 4As analysis on rural marketing above can be modified into different analysis, based upon the intervention needs. Exceptions might apply to the following categories of interventions:

- Interventions that are working on a single company's business or operational strategy
- Interventions that are working on research as the main activity

ANNEX 5: GESI-RELATED ROLES & RESPONSIBILITIES IN PRISMA

Project Role	Responsibilities
Senior management <i>General Manager, Head of Portfolios (HOPs)</i>	Leadership from the top sets the example and the tone for GESI. As senior management are ultimately responsible to the donor, they ensure that portfolio teams take GESI seriously and have the support required to be effective in this regard. HOPs are responsible for the quality of GESI integration within their portfolios. Leadership also plays a key role in internalising values of GESI throughout the program through the organisation hiring and promotion practices, response to issues such as gender harassment, and emphasis on gender equity.
GESI mentor	The GESI mentor will focus on (1) building a more GESI-oriented team culture, including through advocating for stronger management level support; (2) developing the GESI approach (e.g. what do we want to measure in GESI, what makes sense within a MSD approach); (3) communications with DFAT; and (4) driving exploration on disability inclusion. The mentor will have approximately 50% LOE on GESI advisory.
GESI-pioneering portfolio	Created in July 2018, this portfolio is responsible for modelling good GESI work and testing and sharing new guidance, tools, and learnings to improve PRISMA's GESI impact. This portfolio also provides GESI training and peer-to-peer technical support to other program staff; supports other teams in articulating GESI opportunities with partners; identifies capacity and information needs of staff; identifies good practices or common lessons from across sectors and interventions; facilitates access to external GESI expertise and resources for capacity building or more in-depth GESI studies; leads the development and implementation of the GESI strategy; and reviews progress towards implementing the GESI strategy. The HOP and 3 business consultants will be focusing on GESI, with at least 50% LOE.
Implementation staff	Business Consultants are responsible for integrating GESI into interventions throughout the project life cycle. This requires coordination with the RM team and with field partners, the latter often requiring ongoing awareness raising, capacity building and setting of revised targets and reporting standards. PRISMA will also have 2 business consultants in Papua/West Papua who will support exploration on the inclusion of indigenous people.
RM staff	This role monitors and provides feedback on implementation outputs and outcomes; is responsible for data collection and reporting (qualitative and quantitative), making sure that it is in line with requirements for data disaggregation and GESI indicators; and is responsive to donor concerns. The RM team will also support and mentor implementation staff in GESI data collection and analysis and will work closely with the GESI-pioneering portfolio to develop GESI indicators and measurement methods. There will be 1 RM focal point for WEE and 1 RM focal point for disability, each with approximately 50% LOE on GESI. Additional RM resources for GESI (i.e. for youth and/or indigenous people) will be determined after PRISMA has an improved understanding of these segments.
Communications staff	The communications team is responsible for working with the GESI-pioneering portfolio to prepare communication and knowledge sharing products around GESI success stories and case studies.
External GESI consultants	External consultants with extensive experience in GESI and knowledge of Indonesia will provide support to the GESI-pioneering portfolio, as well as implementation and RM staff: <ul style="list-style-type: none"> ■ WEE: An International Gender Technical Adviser will be available for approximately 50 days annually in 2019 and 2020. This adviser will support the monitoring and operationalisation of WEE; provide backstopping to sector teams on intervention design and implementation activities, challenges, and solutions; support the development of the gender section and analysis in a number of GSDs; provide technical assistance to the GESI-pioneering portfolio on commencing gender-related strategic studies, developing WTIs, and analysing impact assessment results on WEE-related questions; advise the RM team on developing research questions and WEE dimension measurement and reporting; and develop a capacity building plan for the GESI-pioneering portfolio so that the team will have the same level of capacity as its HOP. ■ Other neglected segments: PRISMA also plans to have a disability inclusion consultant provide 1-2 trainings for the team and will work with external consultants to understand and scope out the potential for the inclusion of youth and indigenous people.

ANNEX 5: GESI-RELATED ROLES & RESPONSIBILITIES IN PRISMA

	When using external support, PRISMA will define an exit strategy upfront for how support will be phased out over time and how knowledge will be transferred to program staff.
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¹ More detailed discussions and guidance can be found in the annex or supporting program documents, including the Consumer Research Guidelines, Results Measurement/Learning Manual, and Partnership Building Guidelines.

² Under PRISMA, sub-sector interventions are grouped logically – by geography, partner and/or commodity – to form a portfolio that is led by a Head of Portfolio and a team of business consultants. There are currently 6 portfolio teams, with the GESI-pioneering portfolio (Portfolio 5) spearheading thinking around GESI (e.g. by modelling good GESI work; testing and sharing new guidance, tools, and learnings to other portfolio teams).

³ This aligns with the definition of disability used in DFAT's disability inclusive development strategy, Development for All 2015-2020.

⁴ These domains correspond to functional domains in the Washington Group questions designed to identify (in a census or survey format) people with disabilities. The Washington Group on Disability Statistics was formed in 2001 to address the urgent need for high quality, comparable disability statistics and has produced a short and extended set of survey questions that is considered international best practice in identifying people with disabilities.

⁵ DFAT. (2016). Gender Equality & Women's Empowerment Strategy.

⁶ Jones, L. (2016) Update of the M4P WEE Framework: a women's empowerment and market systems framework. London: The BEAM Exchange.

⁷ ILO. (2007). ABC Of Women Worker's Rights And Gender Equality. Geneva :ILO

⁸ Saskatoon Health Region. (2014). Advancing Health Equity in Health Care. Retrieved from: https://www.communityview.ca/pdfs/2014_shr_phase3_whatishalthequity.pdf

⁹ DFAT. (2015). Development for All 2015-2020.

¹⁰ DFID. (2005). Reducing poverty by tackling social exclusion: A DFID policy paper. Retrieved from: <https://www2.ohchr.org/english/issues/development/docs/socialexclusion.pdf>

¹¹ DFAT. (2015). Development for All 2015-2020. Note: This is based on the characterisation of PWDs in Article I of the Convention on the Rights of Persons with Disabilities (CRPD). The term 'episodic' has been added by DFAT in line with the 'evolving concept of disability' referred to in the Preamble (e).

¹² Social Inclusion. Retrieved from: <https://www.worldbank.org/en/topic/social-inclusion>

¹³ Adapted from the OECD

¹⁴ Indonesia. (2014 February) Retrieved from: <http://www.youthpolicy.org/factsheets/country/indonesia/>

¹⁵ Yeboah, F. (2018) Youth for Growth: Transforming Economies Through Agriculture. Chicago: The Chicago Council on Global Affairs.

¹⁶ Ting, L. Y. (2018 October 7). Female farmers face multi-layered struggle. *The Jakarta Post*. Retrieved from: <https://www.thejakartapost.com/academia/2017/10/06/female-farmers-face-multi-layered-struggle.html>

¹⁷ PRISMA. (2018). Disability Inclusion in Market Systems Development: The Indonesian Case.

¹⁸ Susilowati, S. H. (2014 November). Attracting the Young Generation to Engage in Agriculture. Indonesia: Ministry of Agriculture.

¹⁹ Adioetomo, et al. (2014 July). UNFPA Indonesia Monograph Series: Youth in Indonesia. Jakarta: UNFPA.

²⁰ World Bank. (2010). Education, Training and Labor Market Outcomes for Youth in Indonesia. Jakarta: World Bank.

²¹ In PRISMA phase I, PPI (Pathway out of Poverty Index) surveys conducted on intervention beneficiaries in West Papua found that 67% of indigenous beneficiaries versus 36% of transmigrant beneficiaries were poor.

²² **Sources for Global Context:** DFAT. (2010 Sept). Gender Equality and Women's Economic Empowerment in Agriculture- Operational Guidance Note; WHO (2011) World Report on Disability Summary; Keogh, Mary. (2014). The Future is Inclusive. Germany: CBM; DFAT. (2015). Development for all 2015-2020; IFAD. (2014). Lessons Learned Supporting Rural Young People in IFAD Projects; DCED. (2018). Youth Employment Synthesis Note; USAID. (2018) FTF Project Design Guide for Youth-Inclusive Ag & Food Systems- Design); Making Cents. (2018). How Can a Market Systems Approach Support Youth Inclusion in Agriculture; LEO (2016). Youth Engagement in Agricultural Value Chains Across Feed the Future: A Synthesis Report; Agrilinks. (2018). Increasing Youth Engagement in Feed the Future; DFAT. (2015). DFAT Indigenous Peoples Strategy 2015-2019.

Source for Indonesian Context: Adioetomo, et al. (2014). Persons with Disabilities in Indonesia; PRISMA. (2018). Disability Inclusion in Market Systems Development: The Indonesian Case; World Bank. (2010). Education, Training and Labor Market Outcomes for Youth in Indonesia. Jakarta: World Bank; Susilowati, S. H. (2014 November). Attracting the Young Generation to Engage in Agriculture. Indonesia: Ministry of Agriculture.

²³ Burgstahler, Sheryl. (2015). Universal Design: Process, Principles, and Applications. Seattle: University of Washington

²⁴ Palladium. (2015 November). Market Development Facility Phase II Investment Design.

²⁵ MDF. (2017 August). Trying to influence a broader shift in the manufacturing sector with respect to hiring more women. Retrieved from: <http://marketdevelopmentfacility.org/trying-to-influence-a-broader-shift-in-the-manufacturing-sector-with-respect-to-hiring-more-women/>

²⁶ Ruffer et al. (2018). Evaluation of the MSD approach, Lessons for expanded use and adaptive management at Sida, Volume I: Evaluation Report.