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Strengthening Inclusive Business Ecosystems

Training Handbook

Scaling Up Inclusive Businesses that Benefit Africa's Low-Income People through Strengthening Inclusive Business Ecosystems



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TABLE OF CONTENTS

ACRONYMS	3
1 INTRODUCTION	4
1.1 Inclusive Business Ecosystem Building Initiatives	4
1.2 The Inclusive Business Ecosystems training	6
1.3 Who is this training for?	7
1.4 The learning approach	7
1.5 The Trainer a.k.a. The Facilitator	8
1.6 List of materials required.....	8
2 PROPOSED TRAINING PROGRAMME	9
2.1 Warm ups	10
2.2 Wrap ups	11
2.3 Practitioner dialogues	11
2.4 Fun activities.....	12
3 TRAINING SESSIONS	13
3.1 Session 1: Registration and Welcome	13
3.2 Session 2: Interactive round of introduction	14
3.3 Session 3: Learn about inclusive business models and discuss examples.....	15
3.4 Session 4: Learn about inclusive business ecosystems and discuss examples.....	17



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3.5	Session 5: Group work to develop your own IBEI	18
3.6	Session 6: How can we strengthen inclusive business ecosystems?	19
3.7	Session 7: Group work to advance your IBEI.....	21
3.8	Session 8: Facilitating stakeholder dialogue.....	22
3.9	Session 9: What is needed to effectively monitor and evaluate IBEI?	23
3.10	Session 10: How UNDP AFIM private sector unit can support COs in implementing IBEI24	
3.11	Session 11: Group work to develop action plan for your IBEI and present next steps	25
4	ANNEX: TOOLS	26
5	ANNEX: POWERPOINT SLIDES.....	26



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Acronyms

AFIM	African Facility for Inclusive Markets
CO	Country Office
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
RBA	Regional Bureau for Africa
SME	Small and Medium Enterprise
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Offices
USD	US Dollar



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1 Introduction

1.1 Inclusive Business Ecosystem Building Initiatives

The private sector is the engine of economic growth, and creates opportunities for people along the product and service value chains.

Economic growth is mainly generated by the private sector. Companies across the African continent create and distribute products and services. They include people as employees, entrepreneurs, suppliers or customers. By doing business, they create opportunities for income generation, employment creation and improved quality of life.

However, most low-income people remain excluded from these value chains due to barriers.

Living in poverty creates a vicious cycle of exclusion. Urban slums and rural villages often lack the infrastructure that allows companies easy access. Markets are mainly informal, and the rule of law is difficult to enforce, creating risks for formal business. Information such as on the spending power and production of their participants is not readily available in informal markets. Finally, low-income people often lack the information, education and technical capacity to effectively engage in and benefit from broader value chains. As a result, they often remain limited to subsistence agriculture and micro-enterprises, and are often excluded from basic services such as health, education, water and sanitation, energy or finance, that would enhance their productivity.

Inclusive businesses aim at including low-income people into value chains and are a major opportunity for sustainable development.

UNDP Private Sector work in Africa between 2010 and 2015 focused on advancing Inclusive Growth goals by promoting private sector development and engagement especially through inclusive markets and inclusive business. (see Definition in Box 1). In its 2013 flagship publication, “Realizing Africa’s Wealth - Building Inclusive Businesses for Shared Prosperity”, the regional Project UNDP Africa Facility for Inclusive Market (AFIM), which is now the Private Sector AFIM Unit within the Inclusive Growth and Sustainable Development Cluster of the UNDP RSCA, made an in-depth analysis of 45 case studies and provided the conceptual framework and concrete practical recommendations on how to advance inclusive business on the continent.

Box 1. What is inclusive business?

Inclusive businesses include low-income people on the demand side as customers, and on the supply side as employees, producers and entrepreneurs serving at various points within the value chain. They build bridges between business and the poor for mutual benefit.

Source: UNDP (2008) Creating Value for All

To overcome the challenging market conditions characteristic of low-income communities, inclusive businesses need a supportive environment.

Because inclusive businesses operate in slums and rural villages, they struggle with the difficult conditions in these markets. Low-income people rely mainly on informal rules and norms, making it complicated for businesses to close and enforce contracts. They usually conduct all business in cash, have low and irregular incomes, and have little access to credit, which makes larger expenses hard to finance and transfers expensive. People in these contexts are often illiterate or have not benefited from extended education and training, which complicates both marketing and employment efforts. Villages in particular can be hard to reach, with poor roads that may be closed during certain times of the year. Little information is available about the needs, preferences, incomes and spending patterns of those people living at the "base of the economic pyramid" (BoP). Overall, the dense network of service providers – from market research to logistics and advertisement – that makes business buzz in high-end markets, is largely absent at the lower end of markets.

FIGURE 2:
Inclusive Business Ecosystem Diamond



An inclusive business ecosystem refers to a network of interconnected, interdependent actors whose actions make it possible for inclusive businesses to succeed and generate impact at increasingly large scales. The Inclusive Business Ecosystem Diamond (see Figure 1) outlines the four primary functions required to support inclusive businesses (the 4 Is):

- **Information** provides businesses with the awareness, knowledge, technology and know-how required to operate in low-income markets;
- **Incentives** provide businesses with the impetus to engage with low-income communities by rewarding positive externalities and reducing the cost of doing business;
- **Investment** provides the financial backing, both from public and private sources, that enables businesses to venture into challenging low-income markets;
- **Implementation support** provides the logistics, transaction, marketing and communication, and micro-business support services that allow inclusive businesses to function in a variety of dynamic environments.

Ecosystem-building initiatives show great promise.

Ecosystem actors - companies, governments, development partners, civil society organizations (CSOs), research institutions and intermediaries - can all contribute to strengthening each of the



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diamond's four functions. Creating the ecosystems that nurture inclusive businesses is a complex task. Various functions have to complement each other, and various actors need to collaborate in order to provide them. Enterprises and innovative and social entrepreneurs are the fundamental drivers of inclusive business, but innovation is required at all levels to enable and support enterprise efforts, including among local CSOs, governments, and development partners. Collaboration and cooperation in a coordinated and coherent manner are important if individual players' actions are to be effective. Building inclusive business ecosystems requires collaboration in order to create the conditions for low-income people to effectively participate in markets and reap the benefits. Ecosystem-building initiatives have been particularly successful in creating inclusive business ecosystems. These initiatives coordinate an ecosystem's diverse actors at multiple levels so as to ensure that individual activities build on and reinforce each other.

UNDP is well positioned to support the development of inclusive markets.

In line with its new Private Sector and Foundations Strategy, that calls for closer collaboration with the Private Sector as transformative partners to drive the implementation of the SDGs, UNDP is well positioned to support innovative approaches of inclusive market development (IMD) engaging the private sector and other stakeholders to assist to build productive capacities and improve opportunities for the poor and low-income communities to participate in markets as producers, entrepreneurs, employees or consumers.

With Africa being a major focus of UNDP's work, a strategic, regional Private Sector and Inclusive Market Development for Poverty Reduction in Africa project, the "African Facility for Inclusive Markets" (AFIM), commenced in November 2010 and its activities got integrated into the UNDP Regional Programme for Africa in January 2015. The UNDP Private Sector AFIM Unit, which is part of the Inclusive Growth and Sustainable Development Cluster (IGSDC) of the UNDP's Regional Service Center for Africa in Addis Ababa, Ethiopia, is implementing the private sector related activities of the UNDP Regional Programme for Africa, under Outcome 1, Output 3. These activities include the strengthening of inclusive business ecosystem in Africa through 1) a training programme for UNDP Country Offices and selected stakeholders, 2) IBEI field implementation in 3 focus countries and sectors as follows: Uganda/Tourism, Senegal/Solar energy, Lesotho/mobile money (banking).

1.2 The Inclusive Business Ecosystems training

To support the development of Inclusive Business Ecosystems in Africa, the RSC IGSD Cluster's Private Sector AFIM Unit developed a training programme. The training provides an introduction to the core concepts behind building Inclusive Business Ecosystems and takes participants through the methodology. It builds on experiences from the three focus countries mentioned above, which are used as real field cases throughout the training.



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The present training manual will be used to guide the future implementation of the training. The training is expected to be further developed and contextualized based on specific needs and circumstances. It can be employed at country level as well as on a regional or international level.

The objectives of the training are to:

Introduce the Inclusive Business Ecosystem Initiative (IBEI) approach to participants, including:

- The rationale and objectives of an IBEI
- The major underlying concepts of an IBEI; and
- The implementation of an IBEI in 5 phases.

The objectives of the training manual are to:

- Guide trainers through an exemplary training programme
- Equip trainers with practical examples of learning activities
- Enable trainers to design and facilitate an interactive and experiential training

1.3 Who is this training for?

The training is targeting UNDP Country Office staff members as well as partners from relevant ministries, departments, private sector organizations, or intermediaries that will be involved in the programme. Due to its participatory character, the training targets groups of between 20 and 40 participants.

1.4 The learning approach

The training sessions incorporate a specific approach, which is participatory and learner-centred and designed for flexible use and adaptable to specific contexts. The learning activities are not merely theoretical descriptions of knowledge about IBEI programmes but stimulate active involvement and encourage trainees and trainers to make use of experiences and reflections in the development of the necessary knowledge, skills and competencies needed.

It is highly recommended that you organize local study visits and excursions to inclusive businesses and their stakeholders. This real-life encounter and the exchange of experiences and perspectives with important IBE stakeholders can help the learner to see the learning material in context. After the study



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visit a debriefing in terms of lessons learned needs to take place in order to link the different learning experiences with the learning material.

1.5 The Trainer a.k.a. The Facilitator

The facilitator of the training should be an experienced trainer with the following skills and subject matter knowledge:

- Displays good overall thematic knowledge of Inclusive Business and Inclusive Business Ecosystems
- Displays good overall understanding and knowledge of the sector which the specific IBEI under development targets
- Has good facilitation skills;
- Is able to apply principles of adult education, experiential learning;
- Builds trust within the community of participants;
- Is open to feedback and considers it a valuable learning opportunity; and
- Is able to adjust the training according to participants' needs;

1.6 List of materials required

- Flipcharts
- Coloured cards (1/3 A4)
- Masking tape
- Flipchart stands
- Coloured markers (at least 3 colours)
- White boards
- PowerPoint projector
- Projection Screen

2 Proposed training programme

Below is an example of an IBEI training programme. The training consists of 15 sessions, which are spread out over 3 days. The training manual is supported by a PowerPoint presentation which can be found in Annex.

TIME	CONTENT
DAY 1	
9am	Session 1: Registration and Welcome
9.30am	Session 2: Interactive round of introduction
10.30am	Session 3: Learn about inclusive business models and discuss examples
12pm	Lunch
1.30pm	Warm Up
2pm	Session 4: Learn about inclusive business ecosystems and discuss examples
3.30pm	Coffee Break
4pm	Session 5: Group work to develop your own IBEI
5pm	Wrap Up
DAY 2	
9am	Warm Up
9.30am	Session 6: How can we strengthen inclusive business ecosystems?
10.30am	Session 7: Group work to advance your IBEI
1pm	Lunch Break
2pm	Potentially field visit
7.30pm	Potentially joint dinner
DAY 3	
9am	Session 8: Facilitating stakeholder dialogue
11am	Coffee Break
11.30am	Session 9: What is needed to effectively monitor and evaluate IBEIs?
1pm	Lunch Break
2pm	Session 10: How UNDP AFIM private sector unit can support COs in implementing IBEI
2.30pm	Coffee Break

3pm	Session 11: Group work to develop action plan for your IBEI and present next steps
4pm	Wrap Up
5pm	End of workshop

As this sample agenda shows, the programme should include different elements besides the formal sessions, including warm ups, wrap ups, practitioner dialogues and fun activities.

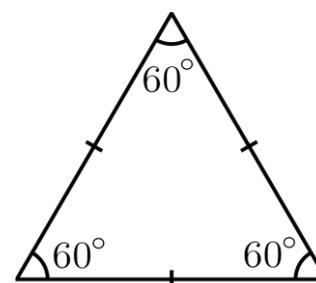
2.1 Warm ups

Warm ups are important to set the energy in the group and keep everybody active, especially in the morning and after the lunch break. Warm ups can also be used to illustrate critical points in a playful, intuitive way, or to "Get the pulse" of the group. Two example exercises are described below.

Triangles:

A quick way to illustrate the dynamics of an ecosystem.

- Ask participants to stand up in a circle while you explain the exercise.
- Ask participants to discretely pick two people from the group as their "Target persons". The goal is to establish an imaginary triangle with equal sides with these two people in the room. No speaking or pointing allowed.
- Now ask participants to start. Everybody will move at the same time, observing the movements of their "target persons" and adjusting to them. In the beginning, there is a lot of movement and it seems almost impossible that the objective can be achieved. But after a few minutes, everybody has found their spot and the movement cease.
- Ask the group to reflect on the exercise. There are interesting insights on dynamic systems, observing and adjusting etc...



Fast networking

A quick way to feel the pulse of a group. Can be used e.g. to get a sense of the expectations, the main questions, or the main insights at different stages of a training.

- Define 3-4 broad questions, in line with the objectives of the exercise (e.g. what is your expectation? What do you know about IB? Have you worked with an IB?)
- Assign sub-groups to each question.



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- Ask participants to interview each other (in the whole group) with their interview question. Each participant should interview at least 3 people. The interview round should take no more than 5 minutes.
- Ask everyone to get back into the groups and capture interview results on a flip chart.
- One person from each group reports results back to all participants.

2.2 Wrap ups

Wrap ups are as important as warm ups and ensure that learnings are captured and questions are identified in the process. Wrap ups can happen in the plenary, in sub-groups, in pairs, or through individual reflection. It is useful to provide a structure for the wrap up, e.g., by asking guiding questions.

2.3 Practitioner dialogues

To ground the training in real-life examples and experience, the programme should include interactions with practitioners.

Field trip

Visit an inclusive business. Meet the beneficiaries and learn about their kind of involvement and their views on the business. Meet the business owner(s), manager(s) and staff and learn about their motivations for setting up an inclusive business, the challenges and results.

All logistics must be tested in advance (e.g., is there a viable road, how long does transport really take). Ideally, the inclusive business is in close proximity to the training site. It should be assessed whether the training can take place at a hotel using inclusive practices.

CEO breakfast

Invite CEOs from the sector of interest or with inclusive business activities to a breakfast to share their views of and experience with inclusive businesses. Depending on the setting, this could be an interactive roundtable or a panel discussion.

Fireside chat

Invite a practitioner (inclusive business representative, government representative etc.) for an evening fireside chat. Participants can engage with the practitioner in an informal dialogue. Chatham house rules!



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2.4 Fun activities

Make the training a memorable experience by including fun activities. These activities allow participants to network and will make sure they remember the training. It also gives some time for learnings to "sink in".

Morning walk

Offer a voluntary morning walk, either as a meditative walk in silence, or with a guide explaining the landscape, nature, sights etc.

Dinner cruise

Find a fun location for dinner, like a dinner cruise, historic monument etc. Add music and drinks.



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3 Training Sessions

This section describes the sessions or learning activities of the training. They are structured according to session sheets in the following order:

- Title of the learning activity;
- Content and objective of the learning activity;
- Learning methodology and process;
- Training tips
- Learning materials and presentations; and
- Timing.

The Powerpoint presentation "UNDP Ecosystem Slides" provides the content for the session inputs. It is organized by modules, and references to the different sections are provided as "PPT Module 1" etc.

3.1 Session 1: Registration and Welcome

Content and objective

The welcome session provides orientation to participants regarding the objectives of the training and its context. It puts participants on the same page.

After the session, participants will:

- Know the hosts of the training
- Understand the background and objectives of the training
- Know the practical details for the training

Learning methodology and process

- The host welcomes participants. The host explains why the training is important for the country, any background or experiences with the methodology, and the choice of the location. The host also explains the background for the initiative, the Inclusive Business Ecosystem approach, the objectives of the training, and gives a perspective of what will happen after the training.
- The facilitator welcomes participants.



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Training tips

Each input should not last more than 10 minutes.

Learning materials

For each participant, prepare a folder with:

- "Realizing Africa's Wealth" report (or link to electronic version)
- Inclusive Business Primer
- Printed agenda
- Printed participant list

In addition, a note pad and a pen can be added.

Timing

30 minutes

3.2 Session 2: Interactive round of introduction

Content and objectives

This introduction is important for creating a conducive atmosphere for the participants. Participants are expected to participate actively and share experiences and ideas.

- Participants get to know each other.
- Participants have the opportunity to express their expectations.
- Participants know the plan for the training

Learning methodology and process

- The facilitator welcomes participants.
- The facilitator asks the participants to take two minutes to “buzz” with their neighbour about:
 - What they expect to be their role in an IBEI
 - Their expectations of the training



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- Facilitator asks participants to introduce themselves (or their neighbour) (one minute each), stating the below. During the introductions, the facilitator takes note of expectations on a flipchart.
 - Their name
 - Their organization and position
 - Their knowledge and understanding of IBEs (for small groups)
 - Their expected role in their country specific IBEI (for small groups)
 - Their expectations of the training
- The facilitator presents the objectives and the preliminary programme of the training, making the link to people's expectations. The flip chart will remain on the wall until the end of the training to check that it is on track with meeting expectations.
- The facilitator asks participants whether the objectives and training covers their expectation.

Training tips

The facilitator ensures that participants do not get into long monologues.

Learning materials

PPT Session 2, slide 9

Timing

30-60 minutes (depending on the number of participants)

3.3 Session 3: Learn about inclusive business models and discuss examples

Content and objectives

Participants learn about the inclusive business concept and share own experiences with and questions related to the approach.

- Participants understand the inclusive business concept.



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- Participants learn about experiences of others.
- Participants clarify questions.

Learning methodology and process

- The facilitator or another resource person provides an introduction to the inclusive business concept based on PPT Module 1, including
 - Definition
 - Examples
 - Benefits
 - Inclusive Markets Strategy Matrix (from UNDP "Creating Value for All"), which shows the widespread constraints inclusive businesses face and strategies they use to address them
- Break out into groups of 6-10 people each for 30 minutes. Groups move to different corners of the room or different rooms with a group facilitator. Participants share inclusive business examples they know. One example is selected and discussed in greater depth, possibly using the Inclusive Business Strategy Matrix.
- Participants come back to the plenary. Brief discussion about:
 - What are the benefits of working with an inclusive business approach?
 - What are challenges and risks?
- Facilitator wraps up the discussion, ensuring the concept is clear for further work.

Training tips

Facilitator takes note of benefits and challenges/risks on a flipchart or board.

Discussions about definitions should not be allowed to take too much time. Ask participants to agree on the working definition for the purpose of the training.

In case no-one in a break out group knows an inclusive business example, the group facilitator can share one.

Learning materials

PPT Session 3, slides 10-21



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Timing

90 minutes

3.4 Session 4: Learn about inclusive business ecosystems and discuss examples

Content and objectives

Participants learn about the inclusive business ecosystem concept and see it applied in case examples.

- Participants understand the inclusive business ecosystem concept
- Participants discuss concrete IBEI examples and get insights into the benefits and challenges of the approach

Learning methodology and process

- The facilitator or another resource person provide an introduction to the inclusive business ecosystem concept based on PPT Module 2, including:
 - Definition and Diamond
 - Relevance of the ecosystem approach
 - Key actors in the ecosystem
 - Role of UNDP in facilitating ecosystems
- Case examples quickly present their case. Case examples can be from existing local IBEIs, from other country offices, or from well-known international IBEIs (such as Cocoa Action or Lighting Africa). In the event that there are no resource persons for a specific case study to present his/her case, then the facilitator will present some well-known cases.
- Facilitator asks participants to select the case they are interested in and join a break out group for 20 minutes (state where the group meets and when they should be back). (In case of just one case example, no break out will be necessary). In the event that resource persons from cases are present in the workshop, ask participants to interview the case examples, keeping the following guiding questions in mind:
 - Why did you choose the sector? What do you aim to achieve?



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- Who is part of the ecosystem? Who are the most important players?
- What are the gaps in the ecosystem?
- Groups come back to the plenary. Facilitator wraps up the session with a discussion.
 - Do you have questions on the inclusive business ecosystem concept?
 - Do you see challenges in applying the concept?

Training tips

Facilitator takes note of questions and challenges on a flipchart or board.

Case study resource persons, in the event they are present in the workshop, should not go too much into the process and methodology of their IBEI, in order not to overwhelm participants.

Where no case study is available, the facilitator should present one of the cases in the powerpoint and run through it with participants.

Learning materials

PPT Session 4, slides 22-38

Flip charts

Timing

90 minutes

3.5 Session 5: Group work to develop your own IBEI

Content and objectives

Participants develop an idea for a new IBEI

- Participants identify a sector where the IBEI approach can make an impact
- Participants define the objective of the IBEI
- Participants identify key actors



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Learning methodology and process

- Participants are divided into groups. They are tasked to identify an opportunity for an IBEI within the sector scope of the training and respond to key questions on a Flip-Chart. Group work is 30 minutes.
 - Which sub-sector would benefit from a facilitation approach as proposed with the IBEI?
 - Which development objectives could be effectively reached through this approach?
 - Can you describe the current ecosystem? Who are key actors? What are the main gaps?
- After 30 minutes, groups are asked back into the plenary. Participants can raise questions about the IBEI approach. Wrap up.

Training tips

It is useful to ask participants to identify the sector they are interested in beforehand, so group work starts from a high-level idea.

Learning materials

PPT Session 5, slides 39-40

Pre-formatted flip charts paper

Timing

60 minutes

Tool (in annex)

- Concept note

3.6 Session 6: How can we strengthen inclusive business ecosystems?

Content and objectives

Participants go through the steps required for an IBEI and discuss examples.

- Participants understand the IBEI methodology.
- Participants learn from concrete examples.

- Participants can clarify questions about the methodology.

Learning methodology and process

- The facilitator or another resource person provides an introduction to the IBEI concept based on PPT Session 6, including:
 - Basic "rules of engagement" for an IBEI
 - Actor roles
 - IBEI examples
 - 5-step IBEI process
 - Role of UNDP in facilitating ecosystems



Figure 1: IBEI process

- Allow for questions on the process
- If possible, ask established IBEI Initiatives to share insights from their experience.

Training tips

Try to engage an established IBEI for this session to bring the abstract steps to life.

Learning materials

PPT Session 6, slides 43-65

Timing

120 minutes



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3.7 Session 7: Group work to advance your IBEI

Content and objectives

Participants apply insights from the IBEI process to their own initiative

- Working groups identify ecosystem actors, roles and interests ("mapping").

Learning methodology and process

- Based on their initial idea for an IBEI, each working group now specifies the actors in the ecosystem, gaps, roles and interests. The group has 45 minutes to discuss the following questions:
 - Who are the key beneficiaries of your initiative? What are intended outcomes and impacts?
 - Looking at the gaps you have identified, who are the actors that can help to close these gaps? What do they need to do?
 - Why would these actors be motivated to engage in the initiative? What would discourage them?
 - Which 3 key interventions do you recommend? Which actors need to collaborate to implement them successfully?
- Groups return to plenary for wrap up session
 - What challenges do you perceive in implementing the ecosystem approach?
 - What kind of support would you require after the training to start an IB ecosystem facilitation initiative?

Training tips

Learning materials

PPT Session 7, slides 66-67

Large sheets of paper to be put on the wall or on the table.

Markers in different colours.



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Timing

75 minutes

Tools (see Annex)

- Mapping ToR
- Outline of a mapping study

3.8 Session 8: Facilitating stakeholder dialogue

Content and objectives

Practice the facilitation of a common vision among actors with different interests and mind sets.

- Get an intuition for the mind sets associated with certain roles
- Experiment with different ways to align stakeholder interests and resolve conflicts

Learning methodology and process

- Facilitator or other resource person shares a short introduction to the basics of stakeholder facilitation.
- Working groups get together in break out rooms. The task is to agree on a joint vision and a draft collaboration agreement for the initiative, including responsibilities. Participants take key actor roles as identified in session 7. One person takes the role of the UNDP facilitator. By clapping, the facilitator can ask to change with another role, or another role can ask to be the facilitator. A resource person joins each group to intervene when the process gets stuck or clarify questions. The groups must agree on the following questions and note answers on a predefined sheet.
 - Define the common vision for the initiative.
 - Define the 3 key interventions necessary to achieve the vision.
 - Develop a draft collaboration agreement for the platform.
 - Agree on responsibilities among key actors.
- Groups come back to the plenary and debrief (can be after a coffee or lunch break)



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- What is difficult about aligning actors in an IBEI?
- What works and what doesn't in facilitation?

Training tips

Use masking tape to mark actor roles.

Learning materials

PPT Session 8, slides 69-94

Masking tape

Timing

120 minutes

Tools (in Annex)

- ToRs for platform facilitation
- Collaboration Agreement for the IBEI platform

3.9 Session 9: What is needed to effectively monitor and evaluate IBEI?

Content and objectives

Understand the distinct requirements of M&E in ecosystem initiatives

- Recap M&E standard good practice
- Review how measurement in IBEI is different

Learning methodology and process

- UNDP resource person provides a short recap to standard UNDP M&E/RBM good practice
- Facilitator or other resource person provides a short input on what is different in systemic approaches
- Discussion:
 - Which issues need to be considered when measuring results in systemic approaches?
 - How can we ensure learning and continuous improvement?



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Training tips

If the group is too big, break out in sub-groups for discussion and ask for report backs in the end.

Learning materials

PPT Session 9, slides 95-101

White boards

Timing

60 minutes

3.10 Session 10: How UNDP AFIM private sector unit can support COs in implementing IBEI

Content and objectives

Learn about the different ways in how UNDP AFIM private sector unit and other stakeholders in the enabling environment can support you during the implementation of the IBEI

- Learn about support mechanisms of UNDP AFIM
- Discuss who else can support you in setting up an IBEI

Learning methodology and process

- UNDP resource person provides a short introduction in how UNDP AFIM private sector unit can support COs in implementing IBEI
- Discussion on other stakeholders in the support ecosystem

Training tips

If relevant, invite other stakeholders that can provide a quite introduction on how they could support COs in setting up IBEIs

Learning materials

PPT Session 10, slides 102-104

White boards

Timing

30 minutes



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3.11 Session 11: Group work to develop action plan for your IBEI and present next steps

Content and objectives

Participants summarize insights in a concrete action plan what next steps need to be taken

- Define next steps
- Create action plan
- Present next steps for the IBEI

Learning methodology and process

- Facilitator explains the exercise and introduces the action plan (tool 5 in Annex)
- Working groups get together in breakout rooms. The task is to define concrete next steps for the initiative and map them onto an action plan.
- Working groups respond the following questions:
 - Which stakeholder must be involved first?
 - What kind of support do we need? How do we get support?
 - Who will fund the initiative? What do we need to do to get funding?
 - Which questions need to be clarified first? Who will be responsible?
- Groups present their initiatives and plans in 2 mins in the plenary.
- Wrap up of the training.
- Feedback

Training tips

Use masking tape to mark actor roles.

Learning materials

PPT Session 11, slides 105-110

Masking tape



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Timing

120 minutes

Tool (in Annex)

- Action plan
- Feedback Form

4 Annex: Tools

5 Annex: Powerpoint slides