



Photo from site visit with one of MSP's private sector partners, EASI, at their seed packaging facility in South Africa.

Photo Credit: Laura Conn, DAI

MARKET SYSTEMS AND PARTNERSHIPS ACTIVITY (MSP)  
SEMIANNUAL REPORT  
Reporting Period April 1, 2022 – September 30, 2022

**Submitted on:** October 15, 2022

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# Executive Summary

The Feed the Future Market Systems and Partnerships (MSP) Activity is advancing learning and good practice on market systems development (MSD) and private sector engagement (PSE) within USAID, USAID's implementing partners, and market actors. This period (April 1 – September 30, 2022), MSP:

- **Finalized 12 new learning products** that advance learning and good practice across MSP's Learning Agenda, including market systems resilience (MSR) [cartoon-learning tools available in English, Spanish, and French](#), a [landscape assessment of agro-industrial parks in Uganda](#), a brief presenting primary research on pandemic-fueled opportunities to [reimagine a more inclusive international development workplace](#), and an [MSR assessment with case studies in Nepal](#).
- **Launched the MSD Tool Library** on [www.beamexchange.org/tools](http://www.beamexchange.org/tools)—a significant new resource for practitioners that offers a curated repository of over 180 tools, searchable by type (e.g. analysis, template, framework), theme (e.g. measuring systemic change, decent work and employment, gender and social inclusion), and program element (e.g. design, results management, capacity building).
- Rapidly **scaled the private sector Partnership Facility**, more than doubling the number of buy-ins with USAID/Missions and Washington and expanding its footprint of award eligibility into **15 new countries** across Africa and Asia. Within the past two months, MSP designed and launched **three new opportunities** with a total of \$3.4 million in funding to co-invest in [increased market access within agricultural systems](#) in the Democratic Republic of Congo, [innovations in the care economy across Asia](#), and [solutions to food loss and waste challenges](#) exacerbated by Russia's war in Ukraine. Building on previously launched funding opportunities, MSP also engaged in **intensive co-development with 10** private sector firms, one in Mozambique, two in Zambia, three in Cambodia, and four in the Solomon Islands; when awarded in the coming months, these will nearly triple MSP's portfolio of private sector partners.
- **Leveraged \$1.28 million** from its existing portfolio of private sector partners across southern Africa and Cambodia toward more competitive and inclusive agricultural market systems. This period, MSP also **amplified its focus on**

## KEY RESULTS TO DATE



**23,856** Individuals  
Accessing Resources on MSD and  
PSE Good Practice and Learning



**29** Learning Products  
Developed



**228** Collaborators from  
USAID, Implementing Partners,  
and the Private Sector Bringing  
Diverse Perspectives



**6** Partnerships Across **6** Southern  
Africa Countries and Cambodia,  
Leveraging **\$4.1 million**



**12** Countries with "On the Ground"  
Implementation



**\$17.1 million**  
Combined Funding Committed for  
Private Sector Partnerships



**20** Buy-ins (10 USAID/Washington,  
10 Missions)

**supporting firms to capture and utilize insights**, a core feature of MSP's partnership approach. An additional three partners implemented light-touch, gender-sensitive, partner-led **insight surveys** to enhance their understanding of the preferences, motivations, and capacities of their smallholder-based supply chain or customer segments (as relevant per partner) and use these insights to enhance both development and business impact. As explored more on Page 11, multiple firms have already made **adaptations in their business model** or approach as a result. In addition, all six current partners participated in the first round of **'touchpoint' processes** with MSP to reflect on learning to date around gender, the partnership objective, co-development, and the MSP-partner relationship. Lastly, building on their pilot experience, this period one firm shifted from conducting research on a new, longer-harvest season mango variety to **field-testing** it with rural smallholders.

- Continued taking a **highly collaborative approach**, engaging with **70** new stakeholders this period for a total of **228** unique collaborators to date through consultative feedback sessions, technical advisory committees, peer review, and case study capture. Over the past six months, the **number of individuals accessing MSP resources grew by 50% to 23,856** through interactive meetings, online engagement, and—for the first time since MSP's inception at the height of the COVID-19 pandemic—in-person **workshops** in Kathmandu and Washington D.C., a medium MSP looks forward to being able to do more frequently.
- Received an additional **\$14.59 million** in funding and **10 new buy-ins** (for a total to date of 20). MSP is now at **82% of funds committed** against its ceiling. Operationally, this growth has led to more streamlined systems and an expanded team: MSP onboarded seven new staff to its full-time team this period. On September 1, D.C.-based staff returned to the office two days a week, offering opportunities for enhanced team cohesion and synergies, while challenging MSP to continue to succeed with a hybrid team.



At a two-day workshop in Kathmandu this June, participants from USAID and implementing partners of agricultural market development, nutrition, and humanitarian programming discuss how the key findings from MSP's assessment of MSR apply to their work.

## ACTIVITY OVERVIEW



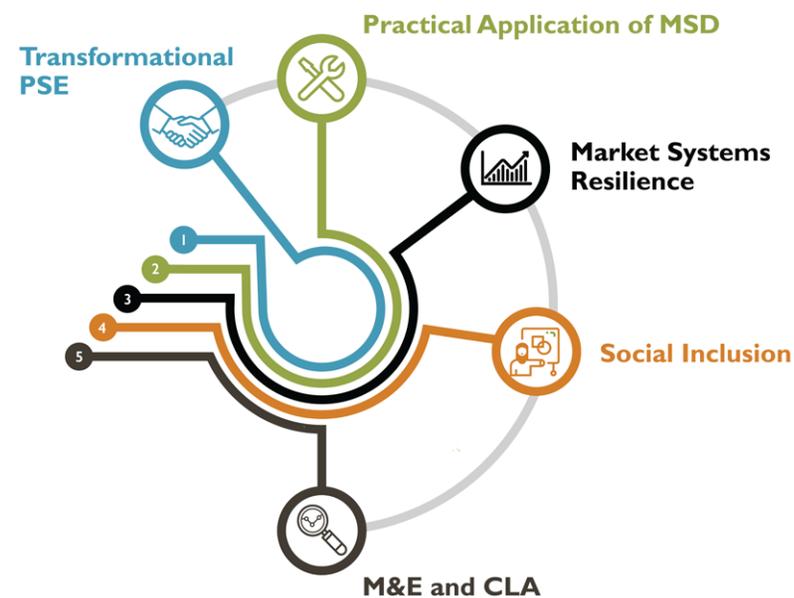
## About MSP

The USAID-funded **Feed the Future Market Systems and Partnerships (MSP)** Activity is advancing learning and good practice on market systems development (MSD) and private sector engagement (PSE) within USAID, USAID’s implementers, and market actors. MSP provides and improves upon the evidence, capacity, tools, technical assistance, and services required to design, implement, monitor, and evaluate activities that lead to inclusive and resilient agriculture-led economic growth, improved food security and nutrition, and increased incomes for the poor.

MSP supports USAID **to bring about a major cultural and operational transformation** by integrating PSE across all activities while deepening MSD and facilitative approaches across the program cycle. The prime implementer of MSP is **DAI**, with core consortium partners **ISF Advisors, MarketShare Associates (MSA), TechnoServe, and Vikāra Institute** (formerly EcoVentures International). MSP also benefits from valuable collaborations with local partners, strategic technical advisors, industry peers, private sector partners, and other donors supporting MSP in achieving our objectives. This includes MSP’s subcontractors: Abt Associates, ACDI/VOCA, Business for Social Responsibility (BSR), Canopy Lab, Wellspring, and William Davidson Institute at the University of Michigan (WDI).

MSP is guided by a [Learning Agenda](#) with five key Learning Streams (priority areas), as shown in the adjoining image. Established in Year 1 through a highly consultative process, the Learning Agenda is a living document. All MSP activities across its four objectives (see next page) are aligned with and contribute to the Learning Agenda.

## MSP’S LEARNING AGENDA



# MSP Core Objectives



## Support effective private sector partnership development and management

Via a Partnership Facility, executed through multi-year, demand-driven engagements with USAID Missions, and focused on advancing transformational outcomes



## Provide USAID Missions with analytical and other services for design, implementation, and M&E

Through demand-driven analyses, design support, evaluations, stocktakings, and more



## Generate knowledge on MSD and PSE

Via implementation of a multi-stream Learning Agenda and iterative learning-by-doing from MSP's own implementation



## Build capacity to design, implement, and learn from MSD and PSE

Through participatory trainings, tool and resource development, experiential learning, communities of practice, peer learning exchanges, and more

**COLLABORATION, LEARNING, ADAPTING**



## OBJECTIVE 1: PRIVATE SECTOR PARTNERSHIPS

MSP facilitates private sector partnerships that create shared value from the alignment of core business objectives and development goals. This period saw rapid growth and interest—MSP now has **seven active partnership buy-ins with USAID**, highlighted in the snapshots below and the detailed overviews on subsequent pages. Over the past six months alone, **MSP has more than doubled the number of partnerships buy-ins, expanded its footprint of award eligibility into 15 new countries, and increased the value of the Partnership Facility by 26 percent** (to \$17.1 million, which is over half of the \$30 million Facility ceiling). *The next page provides a snapshot of all current MSP partnerships.*

Moving quickly on these new buy-ins, over the past two months MSP [launched three new funding opportunities](#): in the Democratic Republic of Congo (DRC) for partnerships focused on market access in agriculture, across 12 countries in Asia for partnerships focused on the care economy, and across six countries in Asia and Africa for partnerships focused on reducing food loss and waste.

MSP **engaged in intensive co-development with 10 private sector firms** this period; when awarded over the coming months, these will nearly triple MSP's portfolio of private sector partners. MSP is now in the final stages of partnership negotiations with seven of these firms: one in Mozambique, two in Zambia, and four in the Solomon Islands.

- In **Mozambique and Zambia**, partnerships will facilitate increased exports to South Africa and the U.S. while strengthening smallholder farmers' capacity and improving their livelihoods, develop new commercially competitive product lines, implement regenerative farming practices, and contribute to the care economy.
- In **Solomon Islands**, partnerships will bring innovation to the local kava, coconut, and cocoa sectors. Given the relatively thin market, MSP is expanding its partnership support in Solomon Islands to incorporate access to accelerator services to accompany partners to address critical capacity needs at the firm and sector levels. These services will aim to speed up market interactions such as through support to develop and refine product and service offerings, refine cost and pricing strategy, improve supply chain strategy, and conduct market analysis to identify new customer segments.

### FEATURES OF MSP'S PARTNERSHIP APPROACH:

MSP's Partnership Facility selects concepts based on the strength of five core factors: business concept, development impact, sustainability, scale, and funding justification (additionality). Our approach focuses on:

- **Prioritizing upfront strategic outreach** so that MSP can attract the most impactful partner or coalition of partners and on the most strategic activities that can drive systemic impact;
- **Deciding to engage only when MSP's additionality is projected**, where MSP's involvement is critical to unlocking market-based solutions;
- **Drawing on relationship management practices** to steward partnerships, foster relationship health, as well as prompt ongoing, partner-led learning that informs decision-making;
- **Creating connections between the partner firm and other USAID projects and resources in-country** to broker fair and productive relationships between market actors that will bring sustained benefit to target populations;
- **Using partnerships as live case studies to shine a light on barriers in the broader environment, constraining private sector involvement and investment in a sector**, so USAID, and its ecosystem of actors, can foster the conditions necessary for the focus investment or business practice—and others of its kind—to endure (and even scale) beyond the life of the MSP partnership;
- **Integrating gender** in partnership design and implementation to empower women as suppliers, business leaders, customers, and employees.

# MSP'S PARTNERSHIP FACILITY: A SNAPSHOT

## Southern Africa

### Status

Round 1: 4 partnerships in implementation; Round 2: 3 firms in co-development



### Technical Focus

Increase agricultural trade, investment and exports

### Details

Current Fund: \$5.1 million over 2 years; Awarded to Date: \$2.5 million

## Cambodia

### Status

Round 1: 2 partnerships in implementation; Round 2: 3 firms in co-development



**Technical Focus** Cold Chain, logistics, transport, and expanding agribusiness trade

### Details

Current Fund: \$3.5 million over 2 years; Awarded to Date: \$1.4 million

## Solomon Islands

### Status

4 firms in co-development

### Technical Focus

Increased product quality, improved value addition of agricultural products

### Details

Current Fund: \$1.6 million over 2 years

## Asia Care Economy



### Status

Outreach ongoing; RFA released September 2022

### Technical Focus

Support the care economy through technologies or services that reduce the burden of care

### Details

Current Fund: \$400k over 2 years

## DRC Access

### Status

Outreach ongoing; RFA released August 2022



### Technical Focus

Support agricultural-led economic growth within the agricultural, financial, or renewable energy sectors

### Details

Current Fund: \$3 million over 2 years

## DRC Social Safety Net Transfers

### Status

Partnership facility design in process; RFA anticipated by November 2022



### Technical Focus

Cash transfer programming

### Details

Anticipated Fund: \$2.5 million over 6+ months

## Food Loss and Waste



### Status

RFA live; released September 2022

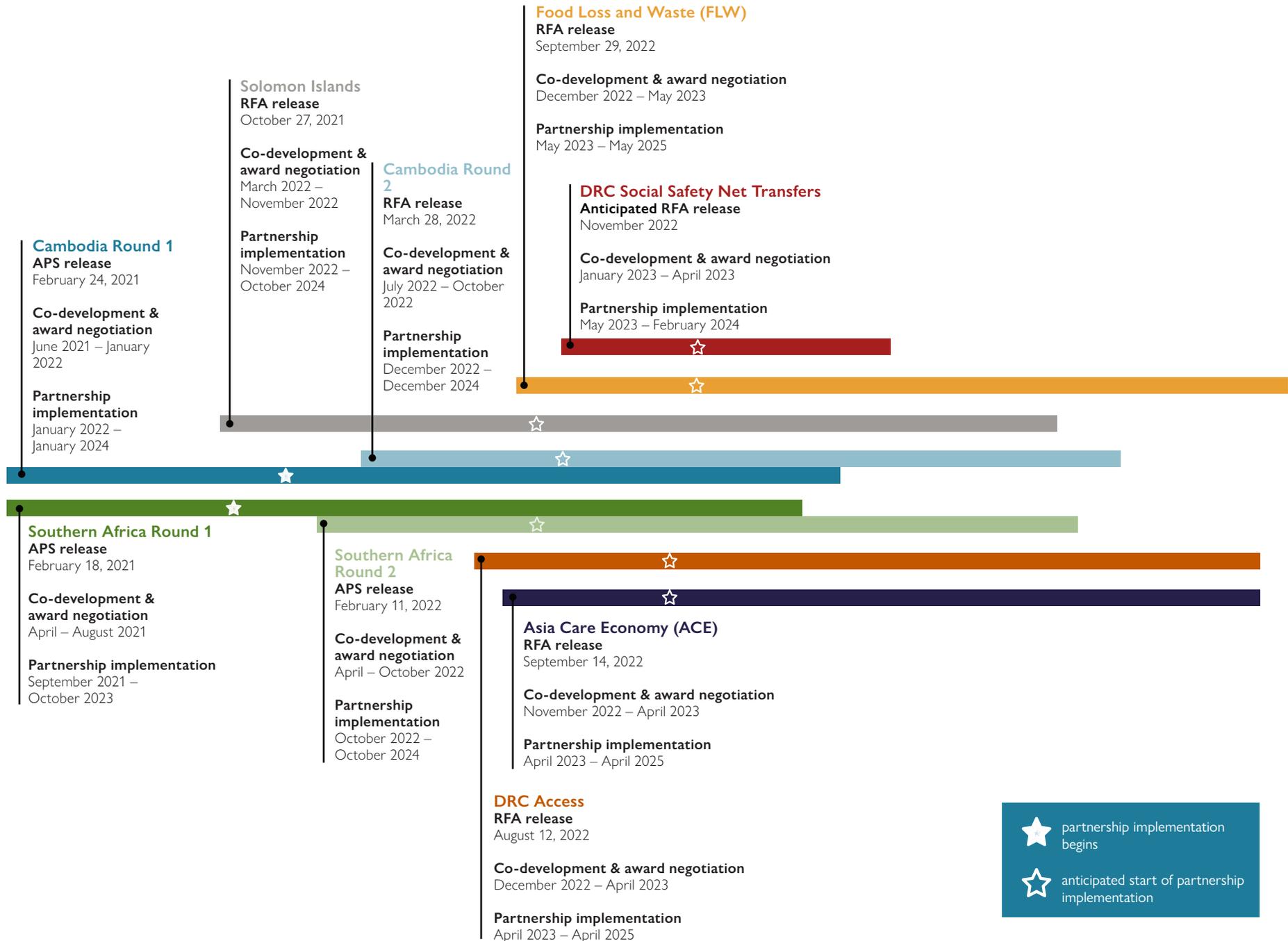
### Technical Focus

Increase uptake and scale of FLW solutions; build food and nutrition security

### Details

Current Fund: \$1 million

# MSP'S PARTNERSHIP FACILITY: A TIMELINE



# Emerging Learning and Influence in MSP's Partnership Facility

In August and September, MSP hosted its first round of technical touchpoint reflection meetings with each of the six private sector partners in implementation (four across southern Africa, two in Cambodia). A touchpoint is conducted between MSP and the partner every six months over the course of a 2-year partnership. It is a required milestone in each partner's award and a tool for adaptive management, firm-level learning, and to harvest insights around key cross-partner learning priorities (see textbox).

Encouraging examples of MSP's early influence emerged from this exercise, several of which are highlighted below. These complement more quantitative results (e.g., \$156,027 in sales reported this period from smallholders and firms) and validate that **MSP's intentional focus on gender-led investing and supplier/customer-centric decision making is starting to have an impact.** Much of the influence is currently focused on firm-level behavior changes. Over the next year, MSP will expand to the next circle of impact – on target populations and the wider business community.

## Deepening Customer/Supplier-Centricity

Customer or supplier insight surveys are one of the first and last required milestones in all of MSP performance-based grants to firms. The survey is short (e.g. 5-10 questions) and led directly by firms, who propose questions and methodology, on which MSP provides light feedback. The surveys enhance the likelihood of a successful partnership by supporting firms in discovering useful information about the motivations, preferences, and capacities of their customers or suppliers that can minimize risk and shape more win-win business outcomes. They have also served as a learning process, proving the value of gathering this data to refine the business model, and building survey skills. MSP encourages firms to act on these insights by requiring firms to articulate how findings will affect business decisions and revisiting these findings in touchpoints. Many partners have never surveyed their suppliers before.

The touchpoint consists of two components: a brief online survey (which includes an opportunity for the partner to give feedback on dimensions of a healthy partner-MSP relationship such as commitment, openness, and trust) and a phone call. Key discussion themes this round included:

- *(Re)aligning around the larger vision, and how experience to date has shaped future expectations of long-term sustainability and scalability.*
- *Influence of customer/supplier insights survey on business decisions, and whether the firm intends to continue using this tool in the future.*
- *Gender: progress on firm-level gender integration strategies that promote stronger inclusion of women for win-win results.*
- *Hindsight on the co-development process.*

Having realized the value of an enhanced feedback loop with its smallholder suppliers, Nature's Nectar, a honey processor in Zambia, has now **adopted bi-annual surveys of their suppliers** as a standard practice that they will continue beyond the partnership. They have also **added "farmer satisfaction" as one of the firm's key performance indicators (KPIs).** With learning gleaned from their supplier insights survey, they are now focusing more on making sure the hives are accessible to farmers through in-person site visits ahead of hive distribution.

Similarly, mango and coconut processor AfriFruta, has **adapted plans for expanded community engagement and improved communication on the planned collection points for aggregation** for next season in response to feedback gathered from smallholder mango farmers in Mozambique.

In Cambodia, MSP partner Khmer Cold Chain Company recently shared how MSP's focus on customer insights **"helped KCCC to understand and make efforts to engage with smallholders [and SMEs], an untouched market."** This shift to engaging new market segments is important to ensure that the transformational effects of the cross-docking cold storage and logistics facility under development at the port of Phnom Penh benefits smallholders and SMEs, and not only large-scale commercial players.

## Gender

MSP's approach to gender-lens investing, as introduced in a previous report, focuses on working with partner firms to strengthen their positive impact on women as suppliers, customers and employees. For each partnership MSP integrates a gender lens-investment approach to inform co-development, while identifying the firm's status on enhancing women's empowerment through MSP's initial a partner survey. MSP co-develops tailored strategies with partners aligned with the core partnership activity to support firms to incrementally move along a continuum from 'no awareness' of women's empowerment to 'transformational impact,' with the aim of enhancing firm performance and women's empowerment impacts.

Several partners are already exceeding (or expect to exceed) targets for women's participation, motivated in part by MSP's GLI approach, and are **applying gender-aware strategies** to incentivize women's participation. For example, Nature's Nectar has increased women's participation in their beekeeping supply chain from fifteen percent to fifty percent by developing new practices for supplier engagement. Importantly, they **noted the benefit to the firm of increased women's participation** as they know women-managed hives are more productive from their data from other provinces. Nature's Nectar is also planning to hold separate women-only farmer meetings before hive distribution to ensure hive locations are in sites that women can access and if not, to solicit from women a better location.

Likewise in Cambodia, Amru Rice expects to **engage women as over 70 percent** of their vegetable suppliers (compared to the initial target of 50 percent), who will benefit from increased cold storage. Amru credits the partnership with triggering a deeper understanding of women as suppliers and customers.

Tackling gender realities in the workplace, KCCC conducted **gender-based violence and harassment (GBVH) mitigation** training for all employees this period and developed a GBVH policy, one element of MSP's efforts to encourage KCCC to apply insights from a previous gender assessment. The GBVH process greatly expanded awareness across the team, and they have begun to notice **a ripple effect**, receiving positive feedback and endorsement for GBVH as an important issue from other stakeholders (e.g., construction companies, the port authority) that were invited to participate in their internal training.



# Spotlight on Southern Africa Agricultural Trade and Investment Activity

Under the Southern Africa Agricultural Trade and Investment Activity, MSP aims to: **1) increase agricultural trade from regional countries to South Africa, 2) increase agricultural investment from South Africa to the region, and 3) increase agricultural exports from southern African countries to the U.S. through the African Growth and Opportunity Act (AGOA).** Through a matching investment with the private sector, MSP motivates firms to test and adopt supply chain models which source product from smallholder farmers. As a result of these pilot activities, firms will target specialty and upgraded markets in South Africa and the U.S.

MSP's **four active partnerships from Round 1 funding—260 Brands, AfriFruta, EASI, and Nature's Nectar—deepened activities and completed their first year of implementation.** In August, partners hosted site visits with MSP staff and the USAID Activity Manager to reflect on progress to date, major wins and challenges from Year 1, and pivots for Year 2. All partners also participated in MSP's technical touch point process, a reflective learning exercise which is detailed further on Page 11. All partners have completed their Year 1 purchase milestones, meeting their expected targets for volume and number of smallholder farmers.

Following purchase of agricultural commodities from smallholder farmers, all partners are processing raw product, packaging, and exporting to South Africa and/or the U.S. for sale. For example, most recently in September, Nature's Nectar purchased 30,000 kilograms of raw honey from 600 smallholder beekeepers in Zambia as a result of its MSP partnership. Beekeeping for Nature's Nectars suppliers is an important diversification activity done alongside other economic activities such as farming and livestock rearing. Next period, Nature's Nectar will process the raw honey on their new processing line, a major achievement for the company which previously relied on outsourcing their processing, which was inconsistent and inefficient. For more on each partner, see Annex 1.

On February 11, MSP released its [second round of funding](#) and is finalizing co-development with three potential partners (two in Zambia and one in Mozambique). MSP anticipates issuing award in October 2022.

*\* Round 1 Only. Round 2 Anticipated Results available next report.*

## KEY FACTS:

### Objectives:

Increased regional agricultural trade;  
increased agricultural investment from South Africa to the region;  
increased agri-exports to the U.S. via AGOA

### Current Fund:

\$5.1 million total  
Round 1: \$2.5 million awarded  
Round 2: \$2.6 million anticipated

### Award Timeline:

Round 1: September 2021–October 2023  
Round 2: October 2022–September 2024 (anticipated)

## Anticipated Results\*



**4**  
private sector  
partnerships



Strengthened  
agriculture trade  
across  
**6**  
southern African  
countries



**\$5.19**  
million  
leveraged<sup>1</sup>



**1.7:1**  
average  
co-investment ratio  
(partner: USAID/MSP)



**\$2.77**  
million in  
agricultural  
exports in first 2 years



**128,700**  
smallholder  
farmers  
(51% women)  
estimated to benefit



**11**  
technologies,  
practices, and  
approaches in R&D  
and uptake

<sup>1</sup> In late September 2022, MSP was notified that USAID retired EG.3.1-14, which included USG commitments in the definition of leverage, and replaced it with EG 3.1-15, which only counts private sector contributions towards the value leveraged. MSP has updated the anticipated value of leverage presented here accordingly.

# Spotlight on Cambodia Agricultural Investment Activity

In Cambodia, MSP investments facilitate market-based solutions to business challenges that can have large-scale impacts on the competitiveness and inclusiveness of Cambodia's agricultural sector with an emphasis on **improving cold chain and agriculture storage capacity, improving logistics in the agriculture sector, and expanding domestic and international agribusiness trade.**

MSP's two active partnerships from Round 1 funding, **Khmer Cold Chain Company (KCCC)** and **Amru Rice Cambodia Co., Ltd.**, completed multiple milestones this period, and are both on track to complete all required milestones and hit or exceed targets. Yet, delays in the global supply chain for materials and poor weather have caused some initial challenges and led to some re-negotiations on timelines.

Both partners conducted targeted learning efforts to deepen their understanding of their clients and suppliers. KCCC, which is launching Cambodia's first cold chain cross-docking facility, implemented a **gender assessment** to develop a gender policy and code of conduct, gather insights on how to promote gender equity in day-to-day operations and hiring to mitigate threats of gender-based violence and harassment in their workforce and for partners at their sites, and develop policies and an action plan to address both. KCCC also designed a targeted **customer insight survey** of 31 potential "impactful customers" (defined as small and medium enterprises (SMEs), agricultural cooperatives, and producer groups that are led by or substantially hire women). The key findings and implications for this survey will be available in October and will offer KCCC insights on the preferences and motivations of this segment of potential customers for cold chain and logistics services, strengthening their ability to target them and thus, drive a development impact from this commercial undertaking. Amru Rice, a rice processor expanding into horticulture with this partnership, is piloting decentralized cold storage with vegetable farmer cooperatives. Amru carried out a **supplier insight survey** to determine the needs, demographics, and practices of smallholder vegetable farmers so that Amru can more effectively incorporate them into its vegetable supply chain. KCCC and Amru also participated in MSP's **technical touch point process**, a reflective learning exercise which is detailed further on Page 11. For more on each partner, see Annex 1.

MSP launched its [second-round partnership window](#) for Cambodia in March, which focuses on introducing new technologies (or scaling existing technologies) and agricultural management practices. MSP is in co-development with three potential partners and anticipates signing awards and beginning implementation in December 2022.

## KEY FACTS:

### Objectives:

Advance economic competitiveness and inclusiveness through market access, agricultural services, infrastructure and logistics, and PSE and investment across the agricultural value chain

### Current Fund:

\$3.5 million over 2 years  
Round 1: \$1.4 million awarded  
Round 2: \$2.1 million anticipated

### Award Timeline:

Round 1: January 2022–January 2024  
Round 2: December 2022–December 2024 (anticipated)

## Anticipated Results



2

private sector partnerships



\$1.44

million leveraged<sup>2</sup>



1:1

average co-investment ratio  
(partner: USAID/MSP)



5,970 m<sup>3</sup>

increased agricultural  
(cold) storage capacity



2

technologies, practices and  
approaches in R&D and uptake

<sup>2</sup> See footnote on Page 13.

# Spotlight on Solomon Islands Partnership Facility

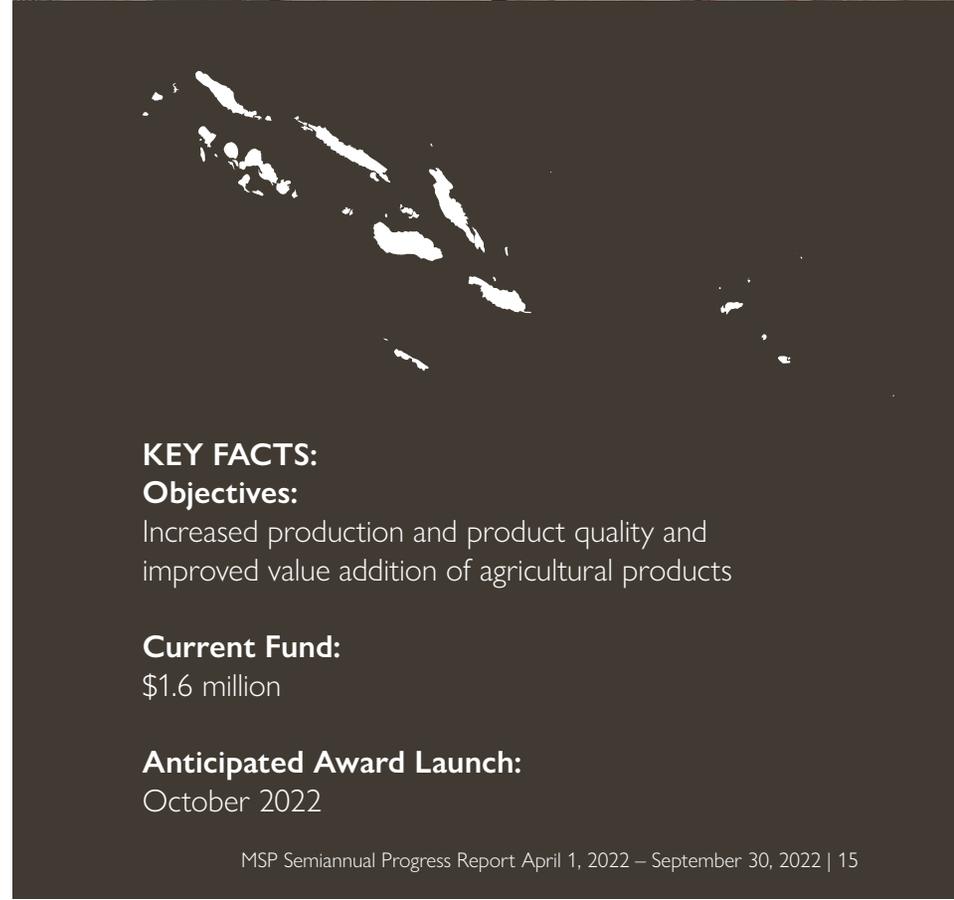
In the Solomon Islands, MSP investments will drive economic development of rural farming households in Malaita by **strengthening production and processing of quality export products to meet requirements of target international and regional end markets**. Through partnerships under development in Solomon Islands, MSP will test and demonstrate the feasibility of upgrading Solomon Island agricultural commodities to meet export standards while remaining competitive with other regional suppliers, with a priority focus on the cocoa, coconut, and kava sectors.

This period, MSP **engaged in co-development with four partners** through multiple sessions to clarify their concept, identify key project milestones, and establish the anticipated results from the planned investment. Concurrently, MSP performed due diligence on each of the partners to determine their ability to manage U.S. government funding, assess company health, and evaluate their past performance. In September, MSP finalized negotiations with partners and expects to issue awards in October 2022.

As referenced on Page 8, MSP also engaged with stakeholders to further develop framing for **accelerator services** to be delivered alongside the Partnership Facility to the agriculture sector, including the key sub-sectors kava, cocoa, and coconut. These services will aim to speed up market interactions, such as through support to develop and refine product and service offerings, refine cost and pricing strategy, improve supply chain strategy, and conduct market analysis to identify new customer segments.



Photo Credit:  
Clive Carroll,  
C-Corp



## KEY FACTS:

### Objectives:

Increased production and product quality and improved value addition of agricultural products

### Current Fund:

\$1.6 million

### Anticipated Award Launch:

October 2022

# Spotlight on Democratic Republic of Congo: Access to Markets

Under DRC Access, MSP will **support agriculture-led growth by investing in improved market access for the DRC's agricultural supply chains.** This engagement with MSP will enable USAID/DRC's Feed the Future funding to **increase focus on market linkages with a vision to leverage the Bureau for Humanitarian Assistance's (BHA's) Resilience Food Security Activities (RFSAs) and other livelihood investments more effectively,** including USAID and other non-USAID initiatives in the agriculture sector. MSP will prioritize increasing and improving linkages with individual smallholders, women farmers, micro-, small- and medium-sized enterprises (MSMEs), and producer organizations with buyers, processors, traders, aggregators, transporters, sellers, and consumers along underdeveloped value chains.

MSP [released the RFA](#) for this opportunity on August 12 and is conducting extensive promotion to attract applicants. MSP conducted extensive outreach to identify three priority sectors for co-investment in the RFA: agriculture, energy, and financial services. Concurrently, MSP also began preparing to conduct a market systems assessment to prioritize sub-sectors within agriculture and a Humanitarian Private Sector Landscape Assessment (see Objective 2 on Page 20 for more); these assessments will also play a key role in co-development negotiations with shortlisted applicants. Awards are expected in mid-2023.



Photo Credit: DAI Global



## KEY FACTS:

### Objectives:

Increased and improved market linkages between supply chain actors to strengthen DRC's economic competitiveness and overcome market constraints

### Current Fund:

\$3 million over 2 years

### Anticipated Award Launch:

April 2023

# Spotlight on Democratic Republic of Congo: Social Safety Net Transfers

DRC Social Safety Net Transfers aims to **alleviate the rising cost of food, fuel, and fertilizer in DRC due to Russia's war in Ukraine and commensurate supply chain disruptions**. The activity will do so by implementing **mobile cash transfer programming that targets urban and peri-urban communities**.

Under this program, MSP will facilitate the remittance of small cash payments directly to citizens through electronic wire transfers or mobile money applications, enabling participants to meet basic needs during this major disruption. This will not only secure hard-won development gains over the last decade, but it will also allow governmental agencies and development practitioners in the DRC to obtain data to better target vulnerable households and use their funding more strategically and efficiently in the future.

This period, MSP finalized the scope of work for this activity and is developing an implementation plan, drawing on industry best practice. MSP is on track to release an RFA for this partnership facility by November 2022 and award these partnerships by April 2023.



## KEY FACTS:

### Objectives:

To alleviate the rising cost of food, fuel, and fertilizer due to Russia's war in Ukraine

### Current Fund:

\$2.5 million over 6+ months

### Anticipated Award Launch:

April 2023

# Spotlight on Food Loss and Waste (FLW) Partnership Facility

Through the FLW Partnership Facility, MSP will invest with the private sector to **increase the uptake and scaling of technologies and management practices that reduce FLW in six countries (Bangladesh, Kenya, Nepal, Niger, Nigeria, and Tanzania)** to reduce vulnerability to the impacts of Russia's War in Ukraine and of other systemic shocks.

Illustrative partnership activities include technologies that prolong shelf life and improve food safety, agro-processing that reduces contamination and improves food safety while generating income for smallholder farming households, practices that create circular economy opportunities, and other innovations that promote value addition, nutrient dense agricultural products, and prevent FLW. MSP [released the RFA for this opportunity](#) on September 29.

**i** FLW refers to quantitative and/or nutritional decrease of food intended for human consumption at any point in the supply chain and includes food loss, which refers to food that is spilled, spoiled, or otherwise lost before the product reaches the final stage (usually the consumer), and food waste, which refers to food that makes it to the end of the supply chain but is not consumed because it is discarded whether it has spoiled or not.



Photo Credit: Likati Thomas, Feed the Future Tanzania Mboga na Matunda



## KEY FACTS:

**Objectives:** 1) Pilot innovative solutions to reduce FLW with an emphasis on nutrient dense products, 2) Reduce methane and other greenhouse gases emissions through reduction in FLW, 3) Create circular economy systems, 4) Strengthen focus countries' agricultural competitiveness, and 5) Improve focus countries' resilience and capacity to mitigate and respond to food system shocks

**Current Fund:**  
\$1 million

**Anticipated Award Launch:**  
April/May 2023 (RFA launch end of September 2022)

# Spotlight on Asia Care Economy (ACE) Activity

ACE is a regional program across Asia with the goal of **improving economic opportunities for women by investing in the expansion and improvement of the existing care economy.**

Through ACE, MSP seeks to channel business resources, expertise, technology, and influence that contribute to reducing the burden of care. Pre-identified sectors include, but are not limited to, **agriculture, manufacturing, services, healthcare, hospitality, tourism, technology, and logistics and transportation.** Through improvements in the care economy, MSP aims to increase opportunities for women to have more time and access to income-generating activities (entrepreneurship, employment opportunities, etc.) and increase opportunities for adolescent girls to spend more time on their education.

MSP [released the RFA for this opportunity](#) on September 14 and is conducting extensive outreach to promote this opportunity to potential applicants. Awards are expected in mid-2023.



The care economy can be both paid and unpaid and includes direct care of children, the sick, elderly or persons with disabilities; indirect care such as cooking, cleaning, washing clothes, etc.; and supervisory care provided with other care tasks. Tending to household care responsibilities can limit opportunities for women to participate in the economy, and caregiving responsibilities often hinder future economic opportunities for adolescent girls by limiting the time they are able to spend on education. COVID-19 has exacerbated these challenges, increasing unpaid care and domestic responsibilities for women, reducing productive work hours for care workers in formal and informal sectors, and worsening economic outcomes for families.



Photo Credit: DAI Global



## KEY FACTS:

### Objectives:

Reduce the burden of care by expanding and improving care-related services

### Current Fund:

\$400,000 over 2 years

### Anticipated Award Launch:

April 2023

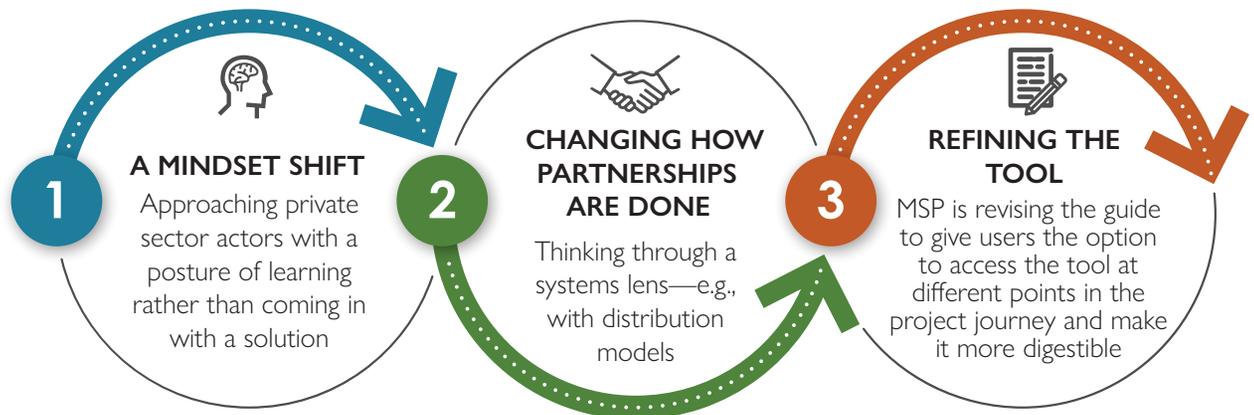


## OBJECTIVE 2: SERVICES

MSP offers rapidly mobilized technical assistance services in response to USAID’s demand for supplemental support to design, implement, and monitor MSD and PSE activities. This period, MSP grew the number of engagements under this Objective, many awarded within the past month. This includes buy-ins with the Bureau for Development, Democracy, and Innovation/Local, Faith, and Transformative Partnerships (DDI/LFT) to conduct a final evaluation of the global Cooperative Development Program, the DDI/PSE Hub for a variety of research and a capacity assessment tool, USAID/Cambodia to conduct a final evaluation of the Feed the Future HARVEST II Activity, and USAID/Ghana and USAID/Senegal to co-fund ex-post studies scheduled for early 2023. MSP services with substantial work underway this reporting period are highlighted below and on the following pages.

**PSE for Nutrition Guide:** As part of the process of refining the guide before launching it publicly, MSP recently **completed a six-month pilot with the Orora Wihaze Activity in Rwanda**. This pilot, which involved a review of the tool as well as follow-up coaching sessions with the MSP team, was part of an intentional strategy to capture end user feedback on the beta tool. Key insights from Activity staff on the influence of the pilot on the Activity team were captured three months after the pilot ended and presented in a [Marketlinks blog post](#), which explores three outcomes, as presented in the adjoining image. MSP **updated the guide** based on the feedback to better support different user groups across use cases to engage the private sector in advancing nutrition-sensitive objectives. Next quarter, MSP will train select RFS/Center for Nutrition staff on the tool so that they can effectively support and accompany Mission users of the guide. The guide will be published in early 2023. *MSP prime DAI and partner TechnoServe lead this work.*

### Layered Outcomes from the PSE for Nutrition Tool Trial: Benefits for MSP and Feed the Future Orora Wihaze



### Guidance on PSE for Large Scale Food

**Fortification (LSFF):** MSP is piloting its draft methodology on engaging the private sector in LSFF in **Zambia and Nigeria**. In the next reporting period, MSP will adjust the methodology based on the pilot experience. The output from the pilots will also serve as an annex to the methodology to give users examples of what the methodology can generate. *MSP partner TechnoServe leads this work alongside MSP prime DAI.*

**DRC PSE/MSD Framework:** To support the USAID/DRC mission in applying best practice in MSD and PSE, MSP is identifying a subcontractor to support MSP in developing a DRC-specific framework to guide Mission decision-making in these areas. The **framework will contain four components:** an analysis of USAID/DRC’s portfolio, a detailed methodology for market systems analysis and partnership selection, an overview of best practice principles, as well as an overview of firm partner typologies with which USAID/DRC can engage. Work is likely to begin in late 2022. *MSP will engage a subcontractor to lead this work.*



## OBJECTIVE 2: SERVICES (CONT'D)

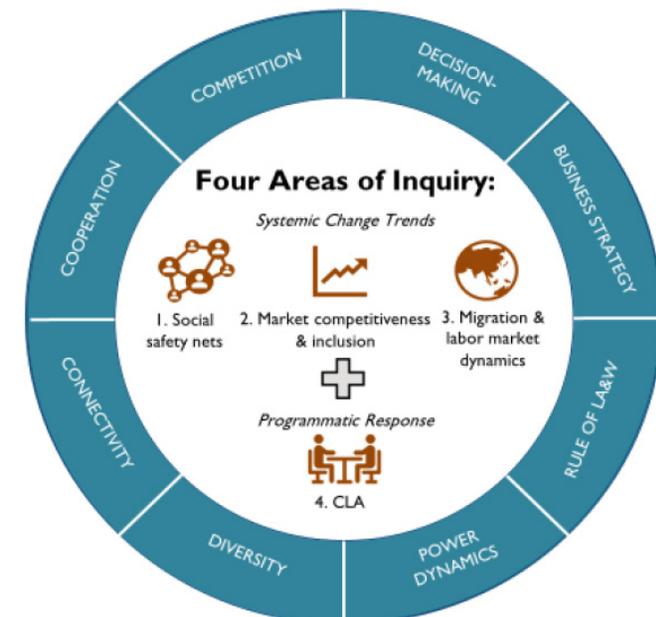
**Uganda Agro-Industrial Parks:** MSP published a [Landscape Assessment of Uganda's Agro-Industrial Parks](#) in August, which summarizes the agro-industrialization program in Uganda, with a specific focus on the government's agro-industrial parks program. The assessment contains an overview of government of Uganda agriculture sector strategy and the agro-industrialization program, existing key constraints, and opportunities for partners to support addressing those challenges. MSP is playing the role of **transaction advisor** to support the structuring and financing of agro-industrial parks in Busia, Uganda to provide the government with a **pipeline of high-priority investors and outline the project's investor engagement strategy**. MSP conducted initial outreach to these investors to validate their interest and fit and collect their feedback on the attractiveness of the opportunity. Next period, MSP will work with the government of Uganda to define the land terms, fiscal incentives, and the management structure of the parks. *MSP partner ISF Advisors leads this work.*



## Spotlight 1: Nepal Market Systems Resilience Assessment

In July, MSP concluded a qualitative assessment of market systems resilience in western Nepal, which provided insights around the influence a portfolio of USAID programming (including Feed the Future and BHA-funded) had in shaping MSR in a Feed the Future Zone of Influence. The assessment uncovered three systemic change trends that act as signals to the way risks and opportunities are being managed in Nepal: **1) more formal social safety nets, 2) more competitive, inclusive market systems, and 3) disruptions in migration and labor market dynamics**. These trends ultimately contribute to resilience at the national and household level, including in marginalized communities. Additionally, **collaboration, learning, and adaptation (CLA)** formed a fourth line of inquiry as a programmatic response that supports leveraging the three systemic change trends to strengthen MSR. These four areas of inquiry were analyzed according to the eight MSR domains (see image to the right.)

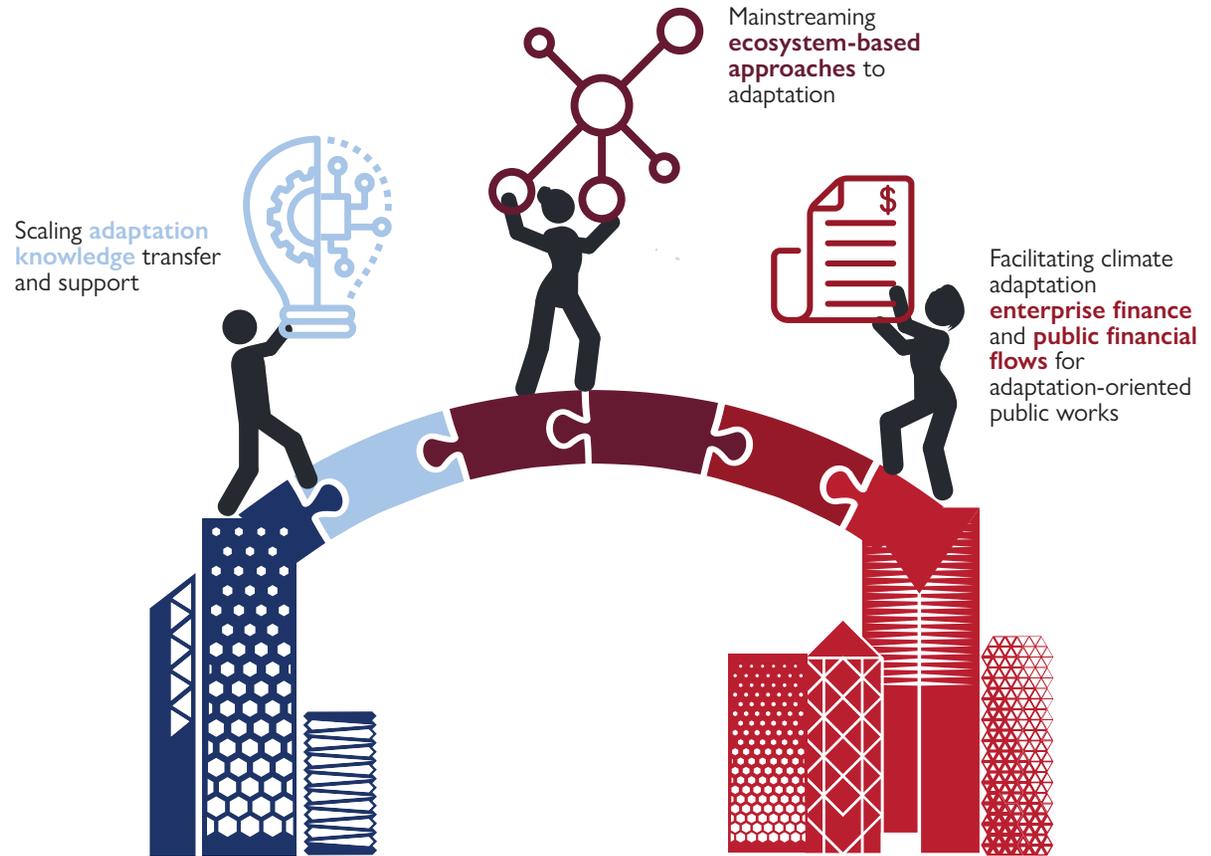
To support uptake of the findings by practitioners and USAID, MSP hosted a stakeholder validation workshop in April, as well as two learning-focused workshops—one in Kathmandu in June and one in Washington, D.C., in July. The [full assessment alongside a summary brief and a series of case studies](#) (on catalyzing healthy competition and cooperation among agrovets, cooperation in the rice value chain, and connectivity trends among small retailers) were published in July. Key takeaways on findings and methodology, considered alongside a related MSR assessment in northern Kenya, were featured in the online MSR Community of Practice meeting in September. This work was conducted for USAID/Nepal with funding from USAID/Bureau for Resilience and Food Security (RFS), jointly allocated with USAID/Bureau for Humanitarian Assistance (BHA). *MSP partner Vikāra Institute led this work.*



## Spotlight 2: PSE for Climate Adaptation to Advance Resilience Guidance and Tool

This period, MSP launched the development of a user-friendly **PSE for Climate Adaptation to Advance Resilience Guidance and Tool** for USAID RFS' PSE Secretariat. The resource, to be completed in the first half of 2023, will include 1) a summary of cutting-edge market-based solutions to promote climate adaptation to advance resilience and an identification of gaps in corporate action to sufficiently adapt to climate change and to strengthen the resilience capacities of actors throughout the market system; 2) guidance that outlines six private sector partnership archetypes, or engagement models, to address climate adaptation in a way that promotes resilience; 3) vignettes that illustrate real-life partnerships under the archetypes; 4) a strategic opportunity identification tool to define the shared climate-related corporate and development problem, to assess risk, and to identify the right partners and targeted solutions; and 5) efforts to facilitate uptake and adoption which will include several webinars. *MSP has engaged Business for Social Responsibility (BSR), who bring critical insights as key advisors on climate adaptation for private sector clients, to lead this work alongside MSP prime DAI.*

### Closing the Climate Adaptation Gaps

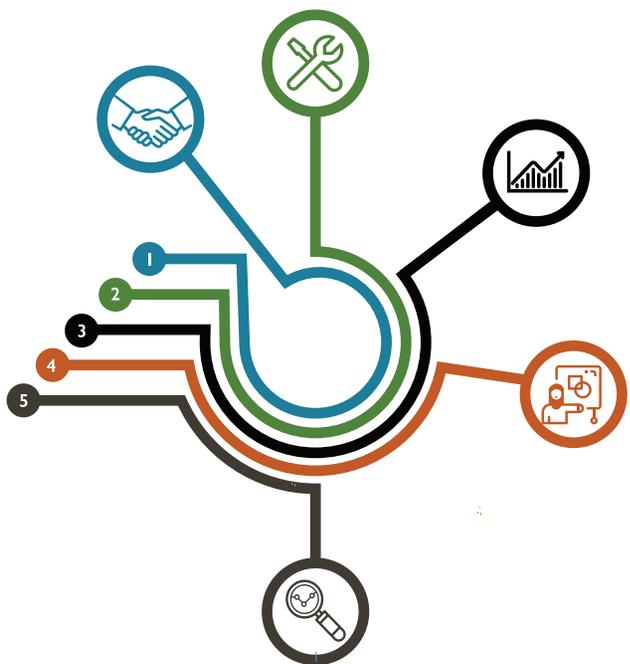


*Current gaps in private sector action and investment in climate adaptation and resilience can be addressed through fostering public and private coordination and collaboration.*

Three areas where public and private coordination can help fill the current gaps in private sector action and investment in climate adaptation and resilience.



## OBJECTIVE 3: GENERATE KNOWLEDGE



To deepen knowledge on PSE and MSD and further stakeholder uptake of good practice, MSP deepened implementation of learning initiatives this period across each of the five learning streams highlighted below. Twelve new products were released and several others are in the finalization phase. Across MSP's objectives, a total of **23,856** individuals around the globe have accessed MSP learning products to date—a **50%** increase from last period. This includes participation in interactive meetings (e.g., MSR Community of Practice, webinars) and online engagement (e.g., MSP's Activity webpage on Agrilinks, Marketlinks, the BEAM Exchange). This is sparked by targeted promotional efforts by influencers and champions, across social media (especially LinkedIn), and through newsletters (e.g., internal USAID newsletters reaching targeted groups in the PSE, MSD, and RFS communities; MSP's own [newsletter](#)). MSP also continues to focus its efforts to promote adoption of learning and avoid developing products that just 'go on the shelf.'

These learning activities are funded with core funding from USAID's Center for Agriculture-Led Growth and contributions to learning from MSP's buy-in clients. The following pages spotlight several of these activities and products in more detail.

### Current Learning Activities

For a complete summary, see the Resources tab at [www.agrilinks.org/msp](http://www.agrilinks.org/msp)

#### LEARNING AGENDA STREAMS



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

#### APPROVED ACTIVITIES

**Commercializing Ag Technologies from USAID Innovation Labs:** identifying promising innovations with a strategy to scale through partnerships and investment brokering. Spotlight 8: Page 28. (DAI)

*Additional initiatives aligned with this Learning Stream are spotlighted under Objective 2, starting on Page 20.*



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

**MSD Tools Library:** a centralized repository of MSD tools on the BEAM Exchange, sourced through industry engagement, to support uptake of good practice in applied MSD. Spotlight 3: Page 25. (DAI)



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

**MSR Learning Series:** a series of resources capturing practical guidance and experience, including an [MSR State of the Field Map](#) and [a series of introduction to MSR resources](#) (a brief, case, and cartoon learning tools). Spotlight 7: Page 28. (Vikāra)

**MSR Community of Practice:** established to facilitate ongoing peer-to-peer learning and capture innovation in this relatively new technical area. Spotlight 7: Page 28. (Vikāra)



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

**Women's Inclusion and Empowerment ROI Tool:** designed to address an evidence gap identified from MSP's [earlier research](#) and support firms to calculate the financial ROI in integrating and empowering women as leaders, employees, consumers and suppliers. Spotlight 4: Page 26. (MSA, WDI)

**Shaping our New Normal—Reimagining the Workplace for International Development:** explored COVID-19-driven revelations through [research and actionable implications](#) that expanded [previous MSP research](#) beyond MSD and incorporated input from 1,200 professionals, spurring calls to action. (Canopy Lab)



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

**MEL in MSD Exchange Clinics:** a series of virtual peer learning conversations between senior, innovative MEL Managers on MSD programs in 9+ countries, building field-to-field, cross-donor networks. Spotlight 6: Page 27. (MSA, DAI, ACIDI/VOCA)

**Local Private Sector Learning & Systems Change:** practical insights on how MEL can shape core intervention strategies with the local private sector (e.g., enterprises, industry groups) to support more collaborative, competitive, customer-oriented systems. Spotlight 5: Page 27. (MSA)

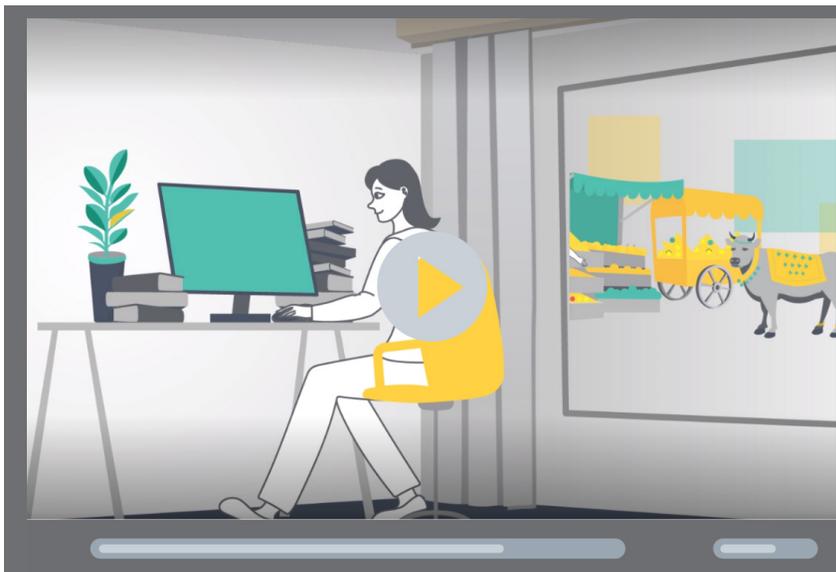
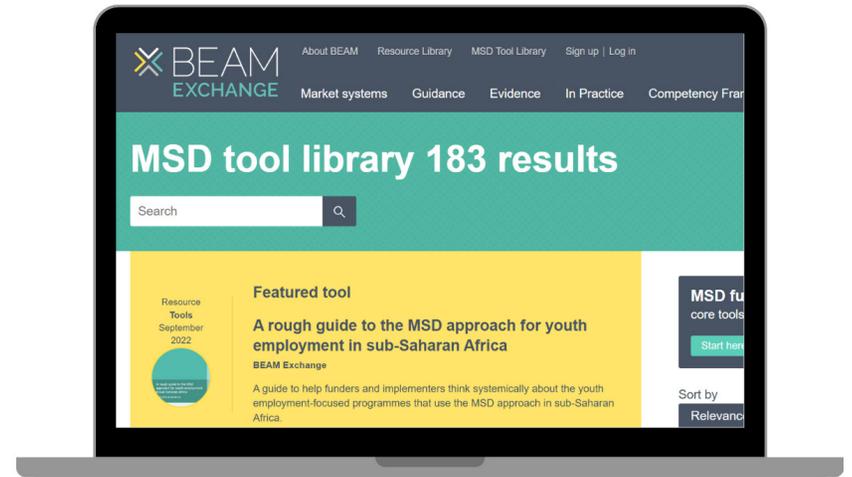
**MSD Ex-post Study Series:** to evaluate the sustainability and scale of outcomes from system change catalyzed by USAID-funded MSD Activities. (MSA)

## Spotlight 3: MSD Tool Library

We're live! On September 29, MSP and the BEAM Exchange [launched the MSD Tool Library](#)—a centralized, curated web-based repository of MSD tools hosted on the BEAM Exchange. The library fills a knowledge gap in MSD tools, with multiple organizations each having their own versions of tools housed in different websites and internal databases. The library, alternately, serves as the 'go-to' place for practitioners to easily find the tools they need to undertake MSD work in the field.

The library development was a highly participatory, collaborative process that began in 2021 with a call for tool submissions from practitioners and donors. This call closed in January 2022, resulting in the collection of over 300 tools from more than 30 organizations and independent consultants. This period, MSP undertook an intensive feedback gathering process, which involved five workshops hosted in July 2022, focused on providing feedback on relevant technical themes within the library as well as an open call for feedback on individual tools via an online survey.

This library development process highlighted the importance of stakeholder engagement to ensure that final products serve the needs of the MSD community and the need to be intentional in ensuring that this engagement takes place. As [www.beamexchange.org/tools](http://www.beamexchange.org/tools) becomes a well-worn bookmarked site, MSP is excited to see this valuable resource be put to use by the community in the months and years to come. *MSP prime DAI leads this activity.*



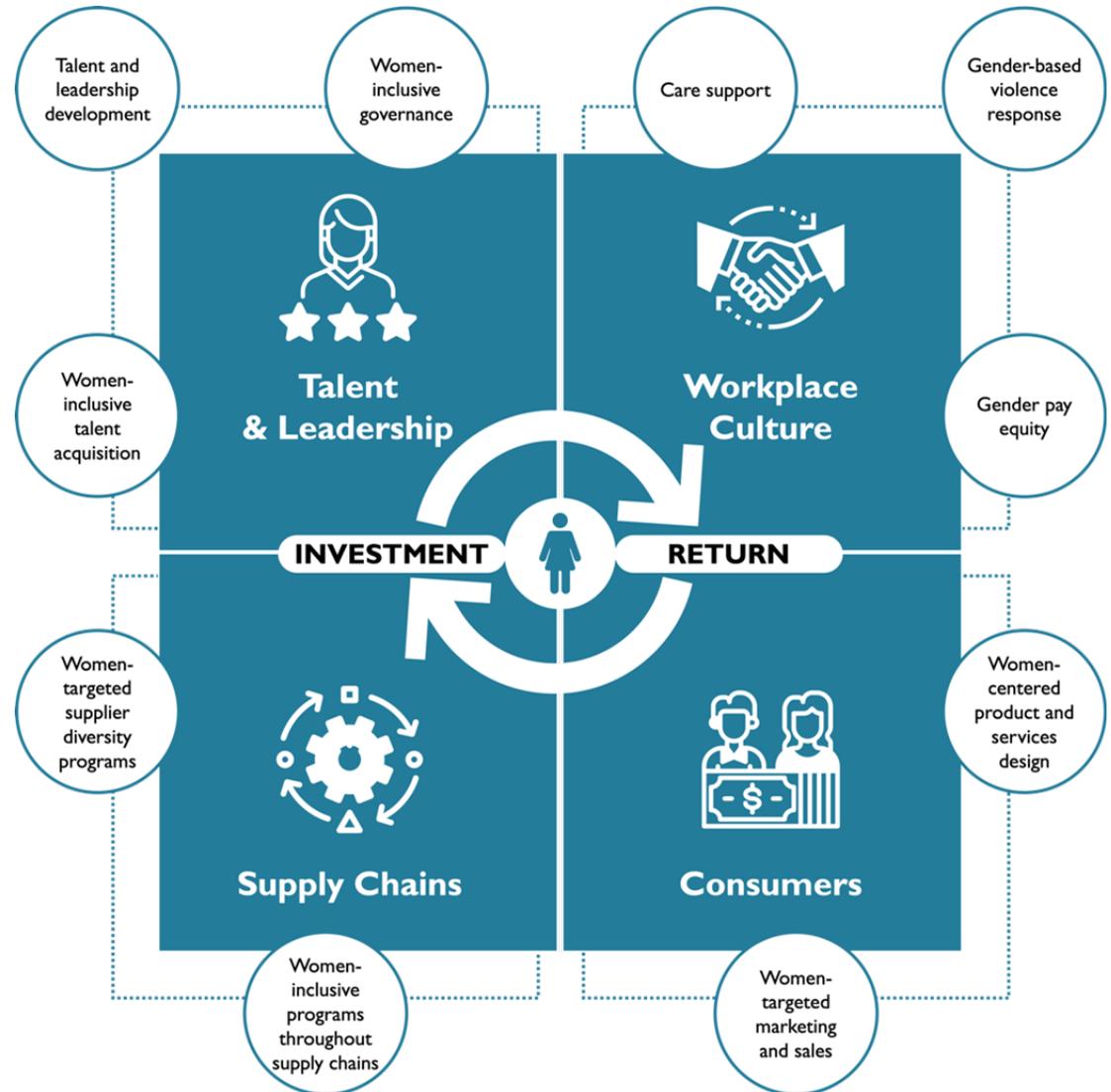
Promotional video created to launch the MSD tool library and shared on social media channels. [Check out the video here.](#)

# Spotlight 4: Women-Inclusive Return on Investment Framework

There is increasingly strong evidence that empowering women in the workplace as leaders, employees, suppliers, and customers is not just good for society but is also good for business. However, this evidence is heavily skewed toward a developed country context and tends to focus on large public corporations. Building on MSP’s [earlier research](#) to fill the gap in evidence from SMEs in low- and middle-income countries, MSP launched the development of the **WI-ROI Framework** in January 2022. This framework **supports firms in identifying relevant metrics and evidence for the financial ROI related to integrating and empowering women as leaders, employees, consumers, and suppliers.** The end goal is for the research to build the evidence base on the financial impact of internal investments in gender, moving beyond the current focus on social impact.

Informed by a literature review and key informant interviews, the WI-ROI Framework is built on four business strategies (talent and leadership, workplace culture, inclusive supply chains, and women as consumers) that improve social inclusion factors within a company and build on evidence for how SMEs can identify their financial returns. Under each of these areas, the framework delves into more specific practices that businesses can employ, brought to life through short case studies. Utilizing more contextual evidence from SMEs in low- and middle-income countries, the framework aims to enhance local ownership and the long-term sustainability of private-sector led, women-inclusive initiatives. *MSP partner MSA leads this activity in collaboration with WDI and AlphaMundi Foundation, with support from MSP prime, DAI.*

The WI-ROI Framework is organized around four business strategies, which represent commonly referenced and critical areas for strategic investment in women’s inclusion for SMEs in low- and middle-income countries (LMICs): 1) Talent and Leadership, 2) Workplace Culture, 3) Supply Chain, and 4) Consumers. The framework graphic details the gender practices highlighted in the brief and illustrate how specific investment in gender practices yields ROI on the business strategies for SMEs. The brief further outlines metrics commonly used by the private sector to calculate WI-ROI.



## Spotlight 5: Facilitating Learning in Local Private Sector

This period, MSP developed a brief aimed at highlighting the **importance of economic development programs focusing more on facilitating stronger learning processes**. Learning is at the heart of the process of economic development and a driver of more competitive, resilient, and inclusive firms and economic systems. Yet, learning is less frequently seen as a system function that is an avenue for lasting change in service of social impact goals, and that enables firms and systems to adapt in the face of shocks and stressors. Leveraging both a literature review and conversations with over a dozen practitioners, the brief outlines potential intervention strategies at two levels: 1) firm-level (e.g., through building capacity for customer—or supplier/member—centricity and then applying amplification strategies) and 2) a systems-level (e.g., enhancing local self-reliance in acquiring, analyzing, and using system performance data, enhancing access to ecosystem learning service providers, and enhancing institutions that build trust and support information sharing). MSP aims to publish the brief in October and will then host a webinar and related dissemination activities to promote uptake across both PSE and MSD communities. *MSP partner MSA leads this work.*

## Spotlight 6: Frontline MEL in MSD Peer Exchange Clinics

In May 2022, MSP launched a series of MEL clinics to strengthen peer learning networks between senior MEL staff leading innovative MEL systems on MSD programs around the world, and to surface practical experience and perspective from this critical yet oft-overlooked field-based stakeholder group. **Thirteen MEL leads from 12 countries**, working on programs funded by USAID, AusAid, Sida, and SDC, participated in a series of interactive virtual discussions throughout this period, organized into three thematic groups: **monitoring systemic change; MEL's role in building an adaptive culture on an MSD program, and facilitating learning within the private sector as a change strategy**. To complement these small group discussions, MSP will publish three participant-authored **briefs capturing clinic insights**. As one example, the group on monitoring systemic change is co-authoring a Practitioner's Guide to Monitoring Systemic Change (working title), that reflects how, across six different programs, several donors, and multiple systemic change frameworks-of-choice, they are tackling four sets of questions that practitioners frequently face:

- Defining the system - What is the system that is changing?
- Identifying the outcomes - What are the changes to the system?
- Evaluating the outcomes - How significant are these changes?
- Assessing contribution - Did the project help make those changes happen?

Once the briefs are published over the next quarter, MSP will host a webinar to engage a larger audience. *MSP prime DAI and partner MSA lead this work, with support from ACIDI/VOCA.*

**Who are we?**

- ❖ 13 participants across 12 countries
- ❖ 9 implementers
- ❖ Program funding source: 60% USAID, 20% AusAID, 10% SIDA, 10% SDC

**Participants in the MEL in MSD peer exchange clinics**

**Meghan Bolden**  
MEL Practice Lead + Advisor to Uganda  
Inclusive Ag Markets + Rwanda Ororo Wihaze  
MarketShare Associates (Wash DC + E. Africa)  
SC Framework: *Disrupting System Dynamics*

**Hana Hoxha**  
Monitoring and Evaluation Manager  
COMPETE, Cardno (Kosovo)  
SC Framework: *AAER*

**Dania Husseini**  
MEL Manager, Water Innovation and Technologies  
Project, Mercy Corps (Jordan / UK)  
SC Framework: *helicopter + Intervention lens*

**Zakaria Tavberidze**  
Executive Director, MEL Center & ALCP Results Measurement Coordinator (Georgia)  
SC Framework: *OCED systemic change matrix, outcome harvesting*

**Dun Grover**  
DCOP, Transforming Market Systems,  
ACDI/VOCA (Honduras)  
SC Framework: *Water of Systems Change*

**Henok Begashaw**  
Evidence & Analytics Systems Manager, IDE (Ethiopia)  
SC Framework: *AAER, MSR Index*

**David Okutu**  
Regional MEL Advisor, Anglophone  
Africa, Mercy Corps (Uganda)  
SC Framework: *AAER*

**Ajja Vilogorac**  
Quality and Inclusion Director, Market Development  
Facility, Palladium (Sri Lanka)  
SC Framework: *AAER*

**Lina Henao**  
M&E Director, IDE (Moz)  
SC Framework: *MSR Index*

**Zul Nasution**  
QL Manager, PRISMA, Palladium (Indonesia)  
SC Framework: *Helicopter + Intervention Lenses*

**Raul Pitoro**  
COP, previously MEL Lead, Inova, DAI (Moz)  
SC Framework: *Disrupting System Dynamics, AAER*

**Ritesh Rohit Prasad**  
Deputy Team Leader & MRM Director, Grow Liberia, Adam  
Smith International (Now Fiji)  
SC Framework: *AAER*





## OBJECTIVE 4: CAPACITY BUILDING



Photo Credit: USAID/Jordan

To contribute to cultural transformation in integrating MSD and PSE throughout the program cycle, MSP is facilitating the development of dispersed local leaders in these technical areas.

Recently, MSP developed a scope of **work with the Global Health (GH) Bureau to provide training on market development approaches**. This MSP engagement will enable GH/Population and Reproductive Health (PRH) to strengthen Missions' capacity to incorporate cutting-edge, innovative practices in market development into their health portfolios. Specifically, this engagement will equip Missions in the GH/PRH portfolio to achieve their family planning and reproductive health programming goals via market development approaches, PSE, and CLA pathways.

Looking ahead, during the next reporting period, MSP will develop and finalize an implementation plan and begin developing training materials.

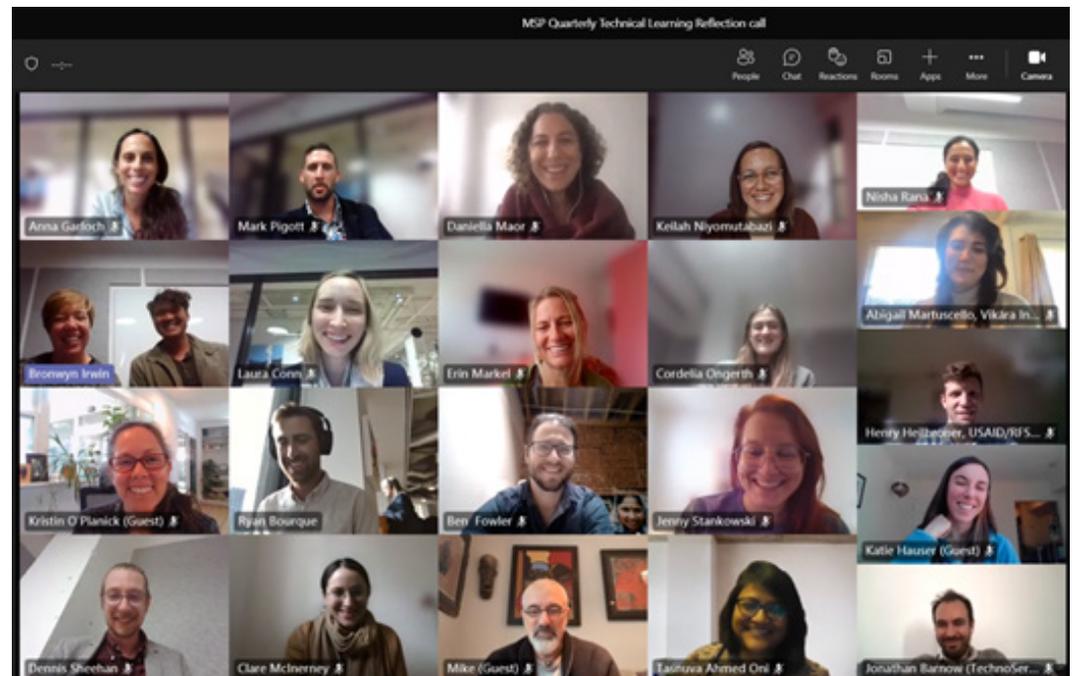
# Project Management and Operations

This period, MSP continued to optimize operations and expand its team. Highlights include:

**Operations:** Accomplishments this period focused on 1) launching new activity-level budget forecasting tools as well as a central budget pipeline and LOE tracker; 2) streamlining process flows for key procedures, such as partnership development (from solicitation to close out) through a “Partnership Bootcamp;” 3) raising awareness of environmental compliance regulations and procedures; 4) enhancing team building and capacity building through a multi-day internal retreat hosted in July 2022; and 5) as of September 1, beginning a hybrid office approach (D.C.-based staff can go the D.C. Metropolitan Square WeWork building two days a week).

**Staffing:** This period, MSP onboarded seven new staff including a new MEL Manager, multiple new Engagement Managers, a Project Management Specialist, and a Senior Project Management and Finance Specialist (new position). MSP is recruiting a Grants Manager and a Grants Specialist (new position) given the rapid growth in partnership buy-ins. As part of the overall talent management approach and consistent with MSP’s emphasis on CLA, leadership continued to prioritize staff engagement and sets aside time each month for team building and social activities, which are especially important in the remote environment, as well as regular clinics and ‘tech talks’ embedded into weekly staff meetings. MSP also started assigning “buddies,” to new hires to support integration, connection, and onboarding.

**Data Quality Assessment:** In accordance with guidance established in ADS 201, in May MSP collaborated with USAID to successfully complete the second phase of USAID’s Data Quality Assessment (DQA), with the first phase completed in October 2021. The DQA was conducted at the activity level and assessed all nine standard performance indicators applied across the program’s four objectives. MSP then made several adjustments in its 2022 Annual MEL Plan Update, submitted and approved in September, to reflect discussions from the DQA—primarily minor clarifications in the PIRS. MSP expects to go through one additional round of DQA in 2024 or 2025.



The MSP team on a recent quarterly technical reflection call to cross-fertilize learning—full-time staff, technical advisors from across the consortium, and USAID CORs.

## REFLECTIONS ON CHALLENGES AND ITERATIVE LEARNING



MSP regularly takes time to pause and reflect to identify areas of growth, discuss challenges, and prioritize adaptive actions. Several over-arching highlights are synthesized here.

**Prioritizing community-driven learning initiatives:** MSP has been intentional from the outset to engage the PSE and MSD community in the design and implementation of our research, tools and learning. One example is the MSD Tool Library (Page 25) launched this September, which was a highly participatory effort. MSP strategically engaged the MSD community from the outset to build a sense of shared ownership that is essential for the long-term use and engagement with the Library. MSP’s consultative, iterative approach included community-sourced tool submissions and open calls for participation in the curation process both through social media postings and personal outreach, a technical advisory committee, and five Mural workshops with end users to refine the Library and identify gaps. This all took time and resources to coordinate – and yet the MSD Tool Library is a better product as a result. The experience has reinforced the value of early and often community involvement. A similar community-driven learning approach is reflected in the MSR Community of Practice (Page 28) and the MEL in MSD clinics (Page 27).

**Heading back to the office and hybrid team dynamics:** On September 1, the D.C.-based contingent of MSP returned to the office in-person two days a week. This shift to a hybrid team structure has opened new possibilities for team cohesion, and also prompted a need to learn afresh about hybrid teams, as roughly one third of the team is fully remote. MSP is still learning, but core areas of intent are organized around: (1) how to optimize time in-office in an open floor plan and be strategic – such as intentionally scheduling meetings with D.C. based team members for the in-office days to maximize value of “face time;” (2) assuring MSP has the proper equipment for staff to be effective and to hold hybrid meetings (e.g. speakers, desktop monitors in-office, headphones), (3) ensuring we still follow CDC and DAI best practices for minimizing germ-spread and (4) building skills for facilitating hybrid meetings (e.g. establishing ‘norms’ for group video so remote staff feel connected).

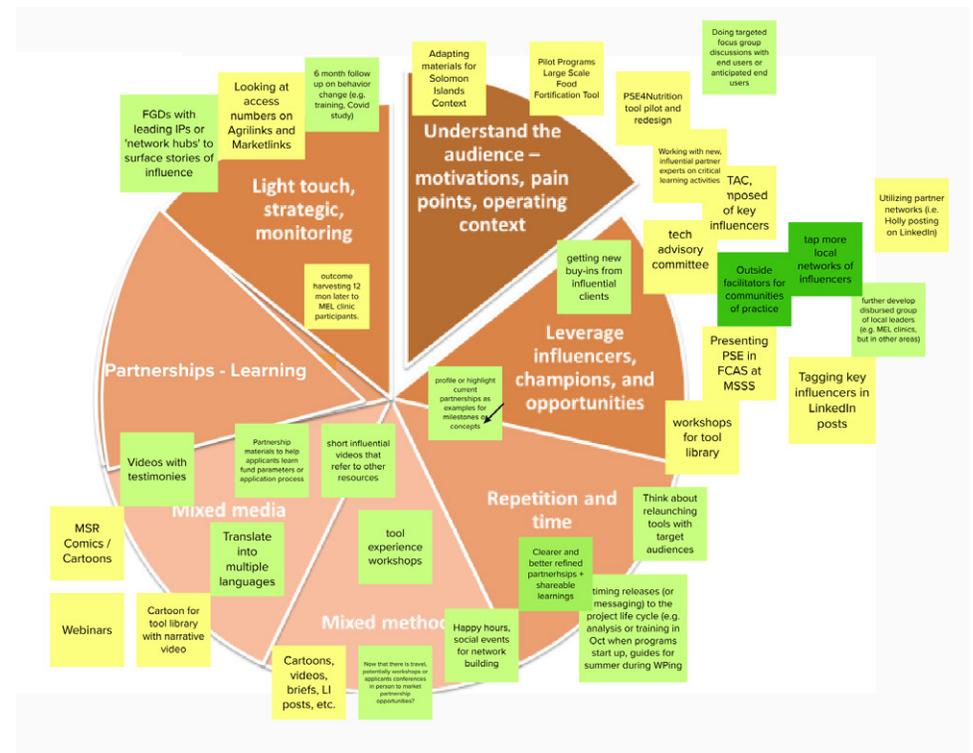
**Partnerships:** MSP doubled the number of partnership buy-ins over the past few months, stimulating efforts to harness learning to scale-up while maintaining consistency of timelines and technical quality, and continuing to refine and improve our process and impact. This September, MSP developed a Partnership Process Guide to document and clarify ‘who does what’ across twelve phases in the partnership process, from developing the initial buy-in scope of work through implementation. Recently launched, this guide positions MSP to increase efficiency, differentiate and clarify staff roles, and be intentional on where collaboration is needed.

The MSP team has also captured learning to adapt the applicant outreach and co-development process, increasing its ability to draw in quality applicants through tactics such as contracting local expertise that knows the private sector well and more intensive networking efforts with ecosystem actors (e.g. investor platforms,

accelerators, industry groups). For example, in the DRC Market Access RFA, these efforts enabled MSP to reach over 400 companies, resulting in the highest turnout for the bidders conference yet. In co-development, MSP has been learning where more intensive engagement is needed with the partner to stay on schedule (e.g. setting stronger boundaries around finalizing technical specifications), refining cross-team collaboration to more efficiently move through the milestone development and cost verification process, and how to integrate environmental mitigation management plans into MSP's pay for results milestone-based awards for streamlined oversight post-award.

This reporting period MSP also saw significant impact from three technical strategies consistently implemented across the partnership portfolio: GLI strategy, customer or supplier-insights surveys, and technical touchpoints (explored more on Page 11). In particular, MSP's focus on gender-lens investing has already yielded results in southern Africa and Cambodia. In addition, feedback this period emphasized that partner-led supplier or customer insight surveys and the reflective 'technical touchpoint' meetings were valued by firms and MSP Engagement Managers alike as useful processes and valid milestones. An unexpected benefit of these processes, and their validation, is that it has allowed MSP to feed current partners' perspectives to new partners that are still in co-development to give them confidence that the intensive co-development process pays off in implementation.

**Uptake and adoption of learning products:** At MSP's team retreat in July, staff participated in a stocktaking exercise on the tactics MSP employs to move beyond great learning products towards influence and behavior change of our key stakeholders to adopt better practice in PSE and MSD. The participatory exercise (see image) reinforced the diversity of mediums and methods that MSP is using: in-person events and peer-exchange groups; experiential pilots; multi-media tools (e.g., the MSR cartoon, testimonial videos in the Fundamentals of MSD training); and strategic leveraging of the networks of new partners that expand MSP's orbit (e.g. BSR is a business network that includes over 300 firms). Staff also had an opportunity to exchange insights to date on how to better understand and design for unique audience segments. For example, several experiences piloting and developing guides for USAID has also deepened MSP's sensitivity and insights in understanding USAID as one of our core audience groups – its organizational structures, motivating influences, and the Mission-Washington relationship. It has also reinforced the challenge of designing one product to reach different users, and the value of live tool pilots along side accompaniment and coaching to nurture uptake over time.



## SUMMARY OF RESULTS PROGRESS FOR MSP INDICATORS

INDICATOR	RATIONALE	DISAGGREGATES	CURRENT REPORTING PERIOD (4/1/2022-9/31/2022)		TOTAL ACCUMULATED TO DATE	
			Disaggregated values	Total Values	Disaggregated values	Total Values
<b>1. Number of buy-ins</b>	Each buy-in contributes towards the advancement of learning and good practice on PSE and MSD; this is a top-line metric of MSP's reach and responsiveness to USAID demand.	Partnership Facility buy-ins	3	<b>10</b>	7	<b>20</b>
		Other (e.g., services, knowledge generation, capacity building)	7		13	
<b>2. Number of MSP collaborators</b>	Successful implementation requires the integration of a diverse set of expertise and viewpoints that support PSE and MSD learning and good practice as well as collaboration with dispersed leaders to drive cultural and operational transformation MSP seeks to catalyze.	Formal (paid)	6	<b>70</b>	30	<b>228</b>
		Informal (unpaid)	64		198	
<b>3. Number of learning products</b>	Learning products serve to advance learning and good practice and support cultural and operational transformation on PSE and MSD within USAID and its implementers.	N/A	N/A	<b>12</b>	N/A	<b>29</b>
<b>4. Number of individuals accessing MSP learning products</b>	Provides a measure of the volume of exposure of MSP stakeholders to Activity learning products.	In-person or virtual event attendance	326	<b>7,816</b>	528	<b>23,856</b>
		Unique website page views	7,490		23,328	
		Downloads *non-unique subset of page views. Only event attendance and page views are counted in Total.	1,340		3,384	
<b>5. Average client satisfaction score</b>	A validation that MSP produces effective knowledge products and services which aim to drive organizational or cultural change and to ensure learning is self-sustained.	Partnership buy-ins	3.83	<b>4.06</b>	4.15	<b>4.21/5</b>
		Other (e.g., services, knowledge generation, capacity building)	4.2		4.25	

## SUMMARY OF RESULTS PROGRESS FOR MSP INDICATORS (CONT'D)

INDICATOR	RATIONALE	DISAGGREGATES	CURRENT REPORTING PERIOD (4/1/2022-9/31/2022)		TOTAL ACCUMULATED TO DATE	
			Disaggregated values	Total Values	Disaggregated values	Total Values
<b>6. Value of new private-sector investment leveraged by the USG to support food security and nutrition<sup>3</sup></b>	<i>Applied to the Partnership Facility only.</i> Measuring “dollars leveraged” is one normalized metric for understanding scale of additionality across diverse contexts. MSP has also introduced other indicators and learning processes to add nuance and depth.	N/A	N/A	<b>\$1,288,170</b>	N/A	<b>\$4,129,396<sup>4</sup></b>
<b>7. Number of public-private partnerships formed as a result of MSP funding</b>	<i>Applied to the Partnership Facility only.</i> More partnerships are desirable and contribute to inclusive and resilient agricultural-led economic growth, improved food security and nutrition, and/or increased incomes for the poor.	N/A	N/A	<b>0</b>	N/A	<b>6</b>
<b>8. Number of technologies, practices, and approaches under various phases of research, development, and uptake as a result of USG assistance</b>	<i>Applied to the Partnership Facility only.</i> This indicator helps track all partner-driven innovation catalyzed by USAID assistance. It helps to measure innovation at its source and will feed into broader insights around market trends and competitive dynamics.	Phase 1: Under R&D	0	<b>13</b>	0	<b>13</b>
		Phase 2: Field testing	8		8	
		Phase 3: Available for uptake	3		3	
		Phase 4: Demonstrate uptake	2		2	
<b>9. Value of annual sales of producers and firms receiving USG assistance</b>	<i>Applied to the Partnership Facility only.</i> Measuring changes in the value of annual sales is an important indicator for business growth, productivity, and overall market health. This indicator also supports insights around several dynamics of inclusivity and diversity by disaggregating data across three levels.	<i>See next page.</i>	<i>See next page.</i>	<b>\$47,030</b>	<i>See next page.</i>	<b>\$47,030</b>

<sup>3</sup> This indicator was modified by USAID in September 2022 to remove the amount of USG commitments from dollars leveraged, removing the disaggregation between private investment and USG contributions, and requiring an adjustment to the previously reported total accumulated to date.

<sup>4</sup> Per the change to the indicator definition (see footnote 1), this figure no longer includes \$727,289 previously reported as USG commitments and now only includes private-sector investments from MSP's Partnership Facility. This is only private investment.

## SUMMARY OF RESULTS PROGRESS FOR MSP INDICATORS (CONT'D)

INDICATOR	RATIONALE	DISAGGREGATES		CURRENT REPORTING PERIOD (4/1/2022-9/31/2022)		TOTAL ACCUMULATED TO DATE	
				Disaggregated values	Total Values	Disaggregated values	Total Values
<b>9. Value of annual sales of producers and firms receiving USG assistance</b>	<p><i>Applied to the Partnership Facility only.</i></p> <p>Measuring changes in the value of annual sales<sup>5</sup> is an important indicator for business growth, productivity, and overall market health. This indicator also supports insights around several dynamics of inclusivity and diversity by disaggregating data across three levels.</p>	1st level: Type of product/service	Agricultural commodities	\$47,030	<b>\$47,030</b>	\$47,030	<b>\$47,030</b>
			Inputs	0		0	
			Value added products (post-harvest)	0		0	
			Post-harvest equipment	0		0	
			Business services	0		0	
			Information services	0		0	
			Product support services	0		0	
		2nd level: Type of producer/firm	Smallholder producers (<5 Ha)	\$47,030		\$47,030	
			Non-smallholder producers (>5 Ha)	0		0	
			Micro-enterprises	0		0	
			SMEs	0		0	
			Large enterprises	0		0	
		3rd level (a): Sex	Male	\$21,135		\$21,135	
			Female	\$18,101		\$18,101	
			Mixed <sup>6</sup>	0		0	
			Disaggregate N/A	\$7,794		\$7,794	
		3rd level (b): Age	Youth (15-29)	\$2,319		\$2,319	
Non-youth (30+)	\$36,917		\$36,917				
Mixed age <sup>7</sup>	0		0				
Disaggregate N/A	\$7,794		\$7,794				

<sup>5</sup> These figures include sales from firms onward and purchases by firms from suppliers engaged through the partnership.

<sup>6</sup> Neither 100% male ownership, nor 100% female ownership. These figures include sales from firms onward and purchases by firms from suppliers engaged through the partnership.

<sup>7</sup> Neither 100% youth, nor 100% non-youth.

# ANNEX

## MSP Partnership Facility: Private Sector Partner Spotlights

# Southern Africa Partnership: Nature's Nectar



Projected partner leverage:  
**\$266,462**



Geography:  
**Zambia and South Africa**



Projected sales:  
**\$283,500**



Projected exports:  
**54,000kg**



Projected number of smallholder farmers benefiting:  
**2,700**

## Overview:

Nature's Nectar is a honey processor and exporter that sources raw honey from smallholder farmers in rural Zambia using non-destructive beekeeping practices. This partnership is enhancing inclusive, regional trade opportunities between Zambia and South Africa by introducing new processing technology to the country that improves quality and expands the integration of smallholder beekeepers into a sustainably-sourced supply chain. Within five years, the partnership is anticipated to generate \$3.8 million in export sales from 81 MT of honey and benefit thousands of smallholders. The value of the partnership is \$529,502 with a 1:1 partner/MSP commitment ratio.

## Updates:

This reporting period, Nature's Nectar completed two milestones—installation of 6,000 beehives and purchase of 30,000 kg of raw honey—and continued to track progress of the honey processing line set up. In August, Nature's Nectar also participated in its first **technical touchpoint** with MSP, a survey and discussion to reflect on lessons learned to date – many reflected below – and alignment with the overall partnership objective.

In June, Nature's Nectar **installed 6,000 new sustainable beehives** (see photo at top right) to 600 smallholder beekeepers, 50% of which were female beekeepers. In achieving this milestones, Nature's Nectar was able to overcome challenges in recruiting female beekeepers in new geographic regions of operation for the company. The company initially encountered difficulties in recruiting female smallholder beekeepers as it was a new income generating activity in these communities and Nature's Nectar was not a known entity. However, working together with local partners and community stakeholders to build trust, Nature's Nectar was able to meet the target for this first beehive installation milestone. One additional milestone for placement of beehives is planned for April 2023.

The company also successfully completed its first purchase milestone under this partnership and **purchased 30,000 kgs of raw honey from smallholder farmers** in September. In line with its gender empowerment targets, Nature's Nectar purchased 50% of their honey from female smallholder beekeepers, an important **income diversification** activity to support household expenses. During joint MSP-USAID site visits in August, MSP was able to observe the unloading of one of the truckloads of raw honey from the farmers at Nature's Nectar's processing facility in Lusaka.



Photo Credit: Laura Conn, DAI

## Objectives:

**Hive Construction and Distribution.** Distribute 12,000 beehives in multiple production areas to increase honey supply.

**Beekeeper Engagement.** Offer annual workshops and trainings to increase the adoption of best practices in sustainable beekeeping methods with top bar beehives.

**Honey Processing.** Establish improved honey processing line in-house to increase the quality and quantity of end-product required to meet increased sales targets.

**Export of Honey.** Package the final product for export to South Africa including preparation of all required export documentation and certifications.



Projected  
Partner Leverage:  
**\$964,019**



Geography:  
**Malawi, Eswatini,  
Lesotho, South  
Africa**



Projected sales:  
**\$2,361,600**



Projected exports:  
**849 MT**



Projected number of  
smallholder farmers  
benefiting:  
**121,000**

## Southern Africa Partnership: European African Seed Initiative

### Overview:

European African Seed Initiative (EASI) is an input supply firm that sources seeds from European and African seed industries for distribution in southern and eastern Africa. They bring extensive market research and experience in the seed sector and identified a key constraint to seed production in Malawi, Lesotho, and Eswatini: the limited access to Early Generation Seed. Under this partnership, EASI is addressing the Early Generation Seed market shortfall and produce smallholder farmer-generated seed for distribution across southern Africa, spurring a more forward-leaning seed sector and providing the ingredient to a more competitive agro-industry in the region overall. MSP's partnership supports EASI to expand the agropreneur model to three new countries to deliver hands-on training and inputs to smallholder contract farmers. Through this model, EASI is contracting with smallholder farmers for production of open-pollinated groundnut and sugar bean. The value of the partnership is \$1,885,276 with a 1:1 partner/MSP commitment ratio.

### Updates:

This period, EASI completed two milestones: the seed processing report and the seed production monitoring report. To support their pilot to expand production of open pollinated (OP) varieties into three new growing areas, EASI **upgraded its processing facilities in Malawi and South Africa** to add the capabilities to treat, process, and package seeds in varying quantities. In August, EASI also participated in its first technical touchpoint with MSP, a survey and discussion to reflect on lessons learned to date – several reflected below – and alignment with the overall partnership objective.

Following the end of the production season for OP groundnut and sugar bean, EASI prepared a report on the **seed production monitoring system** to detail how agropreneurs were managed remotely, how quality was ensured through regular monitoring and reporting, and identified issues to resolve in the coming season to improve their system. Overall, findings were that the methodology worked well but that simple issues such as the amount of data needed to send and share photos back to EASI HQ was costly and slow. On the other hand, using communication applications like Whatsapp groups allowed agropreneurs and EASI to quickly exchange and share lessons when there were issues raised by agropreneurs.



Photo Credit: Laura Conn DAI

### Objectives:

**Identification and Training of Agropreneurs.** Recruit, train, mentor, and equip a group of nine rural youth (18–35 years) to become rural-based agropreneurs, providing training and inputs to farmers. Three of the nine agropreneurs will be female.

**Recruitment of Smallholder Farmers.** Contract 520 sugar bean seed growers through local partners Lehakoe Seed Company in Lesotho and Tshala Seed Enterprise Eswatini and 550 groundnut seed growers through the EASI subsidiary in Malawi. Smallholder farmers—50% of which will be women—will receive inputs, training on seed multiplication, and ongoing support from agropreneurs during the production season.

**Harvest and Processing.** Seed produced by smallholder farmers will be harvested, de-seeded, dried, and aggregated, then exported to South Africa for final processing and sale.



Projected Partner  
Leverage:  
**\$365,276**



Geography:  
**Mozambique,  
South Africa**



Projected sales:  
**\$32,000 USD**  
(5 year est: **\$376,000**)



Projected exports:  
**40 MT**  
(5 year est: **470 MT**)



Projected number of  
smallholder farmers  
benefiting:  
**3,000**

## Southern Africa Partnership: AfriFruta

### Overview:

AfriFruta is a mango and coconut processing company which exports dried mango and coconut primarily to Europe and the southern Africa region. AfriFruta operates in Mozambique where the primary mango variety (Reiner) accessible to smallholders has a limiting, six-week long harvest window. Through this partnership, AfriFruta is extending the harvest window by introducing a new variety (Brooks) to Mozambique and three new mango tree varieties (Tommy Atkins, Kent, and Keitt) to the region. AfriFruta will contract 1,200 smallholder farming households (primarily headed by women) and increase the volume and variety of mango exports to South Africa and beyond. This partnership is a long-term investment by USAID into the health of the mango industry in Mozambique, expanding the population of productive mango trees and strengthening livelihoods and food security of participating communities for years to come. The value of the partnership is \$729,329 with a 1:1 partner/MSP commitment ratio.

### Updates:

This period, AfriFruta completed two milestones: a supplier insight survey and the **operationalization of the nucleus gene orchard**, which is where AfriFruta will cultivate and maintain a stock of new varieties to graft newly cut trees. Completed in Spring 2022, **key findings from AfriFruta’s supplier insight survey are:**

- Female suppliers indicated greater interest in learning about good agricultural practices of mango production whereas male suppliers indicated greater interest in general business practices.
- AfriFruta also found that age was correlated with motivation to participate in the program. Suppliers in the higher age brackets expressed more interest in long term participation than younger respondents.
- Suppliers indicated that AfriFruta offered a competitive price but that they were unsure how to sell to AfriFruta. This feedback helped the company to plan better community engagement and aggregation for next season.

With operationalization of the gene orchard, AfriFruta also transitioned from its new mango variety being **‘under research’ to being in a ‘field testing’ phase**, an important shift captured in USAID’s standard indicator on technologies and practices in various stages of R&D and commercialization.



### Objectives:

**Community Engagement and Recruitment.** Lead community sensitization meetings to introduce smallholders to grafting non-productive trees through a series of community meetings, eventually selecting participants to opt into the program. *Grafting is a technique commonly used in agriculture to bind new and younger plant growth, as well as new varieties, onto older, unproductive trees to allow the new plant to thrive and grow.*

**AfriFruta Orchard Established.** Establish a nucleus gene orchard which will serve as the “home base” of the operation. Cultivate and maintain a stock of new varieties that will be used to graft the newly cut trees throughout the communities.

**New Mango Variety Grafting.** Older trees will be prepared and the new varieties will be grafted to each of the selected trees. AfriFruta Technicians oversee the process and provide ongoing support to farmers.



Projected Partner  
Leverage:  
**\$3,593,343**



Geography:  
**Zambia and  
South Africa**



Projected Sales:  
**\$96,800**



Projected export  
volume:  
**121,000 Liters**



Projected number  
of smallholder  
farmers:  
**2,000**

## Southern Africa Partnership: 260 Brands

### Overview:

260 Brands is a Zambian food and beverage company that markets and sells products throughout Zambia and the southern Africa region, currently sourcing soy inputs from smallholder farmers. To expand its regional trade opportunities, 260 Brands is partnering with MSP to produce a premium fresh soy milk destined for exports to South Africa and the region. The partnership introduces two innovations: piloting and testing a new organic certified sourcing model with contract smallholder farmers (40% of which will be women), and expanding the firm's processing capability to include aseptic, shelf stable milk, which allows them to compete in the South Africa market. 260 Brands' investment is three-and-a-half times MSP's funding. The value of the partnership is \$4,591,387 with a 3.6:1 partner/MSP commitment ratio.

### Updates:

This period, 260 Brands completed two milestones: the supplier insight survey and recruitment of 1,000 smallholder farmers. **Findings from the insight survey** include:

- 42% of farmers indicated that their main reason for farming organic soybean was the price premium that they can receive in the market.
- 45% of respondents indicated that the greatest benefit to working with 260 Brands was a guaranteed market.
- Feedback on their input loan scheme was that repayment was not possible due to low production yields and delays from 260 Brands to purchase crops, which was useful feedback to the company. 260 Brands will seek to do more engagement with farmers during the season to help address the productivity issues and increase communications through their lead farmers on the timing for purchase of soy beans for the next season.

260 Brands also participated in its first technical touchpoint with MSP, and **recruited 1,000 farmers**, including **41% female farmers**. To do so, they employed a number of strategies to reach women such as through community groups and recruitment of female lead farmers.



### Objectives:

**Farmer Recruitment and Training.** Recruit and train 2,000 smallholder farmers in its organic certification program and product sourcing scheme to supply 1,250 MT of non-GMO and eventually, certified organic, soybean.

**Aseptic Processing Line.** Upgrade their processing line to include the capability of shelf-stable, aseptic processing and packaging. This will allow them to target export markets (primarily South Africa and USA) which requires a 12-month shelf life without refrigeration.

**Marketing and Export.** Working through commercial managers in South Africa and the region, define their target market and marketing strategy for fresh, shelf-stable soy milk.

# Cambodia Partnership: Khmer Cold Chain Company



Projected partner leverage:  
**\$1,017,605**



Projected increase in cold storage:  
**5,827 m<sup>3</sup>**



Technology in R&D and uptake:  
**1**  
(temperature-controlled logistics)

## Overview:

KCCC is a cold chain logistics company that offers temperature-controlled logistics (TCL). Currently, Cambodia suffers from a lack of centralized TCL facilities including pre-cooling, packing, laboratory testing, and sanitary and phytosanitary (SPS) inspection services (to ensure products have not suffered from spoilage or other damage affecting food safety). The partnership with KCCC will expedite the operationalization of Cambodia's first cross-docking facility—a system where products are delivered to a cold chain warehouse where they are sorted and prepped for immediate shipment—and the launch of a cold storage facility and distribution center. When launched, it will 1) scale Cambodia's cold chain and logistics infrastructure, 2) enable farmers to get better prices for their goods and enter export markets, 3) ensure consumers have access to high quality goods, 4) allow KCC to partner with SMEs and cooperatives rather than focusing exclusively on larger anchor customers, and 5) demonstrate the business case for the centralized TCL model to crowd-in additional investment. The value of the partnership is \$2,017,209 with a 1:1 partner/MSP commitment ratio.

## Updates:

KCCC's workplan was finalized and approved in May, and in September KCCC submitted proof of their **gender assessment implementation**, including: the final selection of a gender advisor, an overview of how KCCC is **operationalizing recommendations made in the gender assessment** conducted prior to the start of the MSP partnership, evidence of the completion of gender-based violence and harassment training for all employees, and an implementation plan for further gender-focused trainings and interventions moving forward. KCCC also participated in their **first technical touchpoint** with MSP in September. This revealed that KCCC's gender focus is already having a ripple effect on their other partners and that the partnership is heading in a positive direction.

Finally, KCCC also continued to work with MSP to complete their third and fourth milestones, Client Mapping and Assessment and Small and Medium Enterprise and Agricultural Cooperative Recruitment and Pricing Plan, which will both be finalized next period. Specifically, KCCC finalized an insight survey methodology that they are using to inform both milestones.



Photo Credit: KCCC

## Objectives:

Improve Cambodia's agricultural storage, logistics and cold chain infrastructure.

Attract regional and international investment by offering accessible, high-quality temperature-controlled logistics.

Accelerate the timeline for the establishment of cross docking and cold storage facilities.

Expedite KCCC service offerings to SMEs and agricultural cooperatives.

# Cambodia Partnership: Amru Rice



Projected partner leverage:  
**\$427,380**



Projected increase in cold storage:  
**143 m<sup>3</sup>**



Projected number of smallholder farmers:  
**1,200**



Projected Sales:  
**\$772,000**

## Overview:

Amru Rice Cambodia Co., Ltd is a food producer and trader that exports rice, cassava, cashews, and pepper. Cambodian farmers currently lack consistent access to cold storage and transportation, resulting in product loss and diminished product quality. Consequently, locally grown horticulture products are of unreliable quality, and cannot meet the requirements of export markets, with domestic consumers also relying on imported vegetables for everyday needs.

The partnership with Amru Rice will establish on-site cold storage rooms for vegetables near its headquarters and at its agricultural cooperatives' sites, creating a decentralized cold storage and logistics network for its smallholder suppliers. Improved cold chain facilities will have major implications for the country and will address market system barriers to import-export opportunities, improving food security, increasing smallholder farmer incomes, and reducing Cambodia's reliance on imported vegetables. The value of the partnership is \$825,124 with a 1:1 partner/ MSP commitment ratio.

## Updates:

Amru Rice's work plan was finalized in May and in June, Amru also completed their second milestone, the **supplier insight survey**. Since then, Amru has experienced delays due to poor weather that slowed farmer recruitment and training, and supply chain issues that disrupted the timeline for operationalization of cold storage spaces. Still, Amru made progress toward its third milestone—**recruiting 800 vegetable farmers (at least 50% women)**, training of trainers of agricultural cooperative farmers across six cooperatives (at least 50% women), and establishing a Global Good Agricultural Practices (GAP) system plan. As of September, Amru had recruited 834 farmers, notably 77% of whom are women.

Amru also had its first **technical touchpoint** with MSP in September 2022. The meeting showed that the partnership is progressing well and Amru noted that both the co-development process and the supplier insight survey had helped them to reconsider their approach to working with smallholder vegetable farmers and better plan for challenges.



Photo Credit: Intrac Inc., Feed the Future Flickr

## Objectives:

Strengthen Cambodia's vegetable supply chain and grow the untapped potential to export high quality produce.

Support 1,200 smallholder farmers to expand to year-round horticulture production.

Increase farmer incomes by \$1 USD per square meter of production area per cycle.

Reduce product spoilage by 10-15% for participating smallholders and agricultural cooperatives by optimizing cold storage and logistics investments.

Share and disseminate learning that encourages additional Cambodian businesses and investors to enter the vegetable value chain and invest in cooperative-level cold chains.



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