



MPEP SEMINAR SERIES

Exploring Frontiers in Inclusive Market Development

Market Systems Innovations – From the Field

Q & A Transcript

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Speaker 1: Thank you Margie. Now we'll move to the Q&A portion and we have Mike Field joining us on the webinar along with 84 other people. We also have Natalie Scarret and Anna Gibson from DFID joining us. Please wait for us to pass you the microphone. It's important that our webinar audience can hear. So I know the whole room can hear you without the microphone but we want everyone to hear. And we'll start with one question from the webinar audience. We will start with one question in the room. Oh and please state your name and affiliation before answering – or before asking.

Audience: I'm Dan Norrell from World Vision and this is a question for Mike Field but maybe Margie Brand would also like to respond. In terms of the village agent model, Mike if you could give the audience just some understanding of the money flow of that, how the project, any project funds that go to the agrodealers. Is there any incentives? Is it just training? And then also in terms of how the money flows between the agrodealers and the village agents. So Mike if you could first respond to that and then Margie if you have any follow-up to that.

Mike Field: Hi Dan, how are you? Good to hear you again. So what we're doing with the village agent is essentially this is not a particularly new concept. When you have _____ social networks that are pre-typed as Margie claimed. Sometimes in retail in history you've kind of tried to figure out ways to interject or include that network as part of your network and that's what this is essentially trying to do. So the agents really come from a conversation between the input firm and the community about who they would trust in terms of being almost a private extension officer that would also then provide a way of bulking the order so it would be cost effective for farmers to get access to inputs in a way that they couldn't normally do if they were trying to buy, you know travel, again like Margie said, travel quite a distance to get to the town.

In Kenya, where I've done this before in Demming it's worked well. In Kenya where there's a little bit more density of population, in areas where the market days are there then we're suggesting to the retailers not to use this and they'd rather use the foot traffic at market day. But in areas where it's more rural and market days are more sporadic I would say, the agents are starting to form. The general kind of process is the agents gets identified between the firm and the community. The input firm takes the agents that have been identified, gives 'em some training.

We help the firm, the agrovets or agrodealer essentially develop the training that's more appropriate towards those types of individuals. Sometimes may be a little bit more experiential based learning and less kind of reading and writing kind of learning if you say that. And then

from there they come up with an agreement on essentially the commission. We don't really provide any support in terms of the commission. At times, depending on what the specifics are, we have worked with agrovets to push certain products or certain new advances in technology whether that's certain types of seeds, certain types of fertilizers. In that case we sometimes cost share promotion but we don't really focus in on subsidizing the agent's network really other than helping with training.

Margie Brand: So sometimes supporting a staff person within agrodealer firm who might, part of their role might be to manage the agrodealer networks. So they might be a cost share and a staff person decreasing cost over a year's period but that they can realize that that's an inherent support service or job function that's needed within that entity.

Audience: No, yes? There we go. Hi, thank you for a very interesting presentation. My name is Marcella Willis. I work with the payment innovations team at Net Hope. And along the lines of the money flows, I have a question. I imagine there are a lot of cash payments flowing around between the farmers and the suppliers and the buyers and in terms of facilitating business processes, I was wondering if there is any – are you using mobile money and electronic payments for that? And if so, what has been the impact both negative or positive and also has it been difficult to get users to adopt using mobile money? And can you recommend any types of tools or resources on training for user adoption?

Margie Brand: Mike, do you want to address that? So as they're bringing Mike in, and I would like Mike to address this –

Mike Field: Fireside is the pace at which payment comes and the mobile systems have been very helpful. You know some, what are relatively good supply chains were small just to get in, the supplier doesn't have the cash flow or the mechanism to pay right away. So once they start using mobile money and can pay right away, the farmers feel more confident and more willing to stay loyal if you want to say. In certain cases that we've seen where they haven't gotten paid right away, even though the general relationship is solid, they've kind of moved back 'cause they have cash flow requirements so they tend to sometimes move away from them and even will sometimes side sell to other people who come with payment more immediately. So that sometimes has been a really help for us.

There's a lot of efficiencies obviously in mobile money that we've seen throughout the chain, so the retail sector. We are pushing actually the mobile money to be a main kind of driver of how _____ happens. There's a lots of issues with holding cash, holding cash in the community. There's also ways for us to then take advantage of the cash flows more explicitly 'cause we'll be able to track them better so we can start figuring

out how to then include things like insurance, include things like discounts, wind things up in different ways promotionally that allows for just a lot more efficiency. Even things like savings and pre-payments, you know layaway payment plans, all that stuff can be more easily _____ once we get the mobile money platforms more in place.

Margie Brand: Some of the agrovets for example who weren't using mobile money after being interacting with the promotional days in rural areas and also through the agents are now setting up mobile money systems 'cause they realize that's a way that it doesn't have to be this cash exchange and they can actually be paid directly by a farmer entity with simply these others acting as their sort of marketing or distribution along the way.

Speaker 1: We're actually going to take two questions from the webinar. We're going to take two questions from the webinar really quickly.

Speaker 2: Hi, let's see, we've got one question that two folks are interested in, Charles Steinfeld from Michigan State University and Waleed Ahmed who's with Brack. Their question is we hear a lot of market information systems to connect farmers to buyers like in farmer Essico. How do these types of systems interact with your project? And for a second question, David Fischer says, "Great presentation. Can you provide some information on any public sector civil society partnerships to support sustainability of the interventions after the project ends?"

Margie Brand: Mike?

Mike Field: I'll take the first one. So the issue about market information systems, we say we have a very different opinion on that. So we think that market information and the ability for people to consume that information and use it effectively really has to be in person, person to person or two systems that are essentially found on more trusted networks. We've not really found, at least I've not certainly found, and from what we're seeing on the ground and from additional research that's come in, there's kind of impersonal information systems where somebody kind of check, gets a text message at a price somewhere, you know 50 kilometers away is better than the one that's 10 kilometers away. It hasn't really affected a lot of behavior change 'cause the underlying social networks, the trust levels and input firms and suppliers are so weak, the information and the ability to use that information with the – an appropriate level of risk isn't there.

So what we've done is we've worked with similar types of systems because technically some of the types of systems _____ and other things. And push and pull sets _____. But we do it through, as a tool to build the relationships, to build the business, the business relationships, build the business to consumer relationships. And then also as a way to

track information that makes those relationships more durable and valuable to the people participating in them. And that's kind of how we've looked at that. That kind of component.

Margie Brand: Mike, do you want to speak to some of the public sector partnerships?

Mike Field: Sure, as Margie said, program's kind of large so we're dealing with a lot of public sector partnerships even we're looking at the water industry. I don't know if we want to get into that too much but from the input industry, one of the areas that we're looking at in terms of partnerships is the regional agricultural officer. We actually think that may be a key person kind of relational person to manage disputes and now we're doing a little bit more research on whether or not we can still from a mediation capacity in that person that we can manage or head off a lot of disputes. Kind of as Margie mentioned, one of the things we're seeing is that a lot of disputes don't get handled effectively and as a result they kind of lead to an animosity that goes into the next set of transactions. So you're almost a rolling set of disputes.

And so we're seeing mediation as potentially a way to kind of minimize those disruptions and even to some extent what could lead into what we're calling small seed kind of disputes to larger seed, actual physical conflict, especially as we head into the Arab lands where resources are a lot tighter. A lot of these animosities from years of disputes that haven't gotten settled since it can boil into more physical conflict. So we're seeing that as a way that the market system should work better in terms of managing conflict that could potentially boil up to physical conflict in times of stress.

Audience: Hi, this is Bill Grant from DI. Hi Mike, how you doing? Margie. Very good presentation.

Mike Field: How are you doing?

Audience: Good. You know I think you really brought out the complexity of the transactions between the retailers and the farmers and all the different issues that come into play in there. And you know we know Kenya is perhaps 10 years, 20 years ahead of most other countries. I'm working in Nigeria and Ethiopia. We're far behind. I mean a lot of these issues you're talking about, the foundations were laid by previous different projects, the BSMBP, back in the mid 2000s. But if you look at that myriad of problems and issues, to help simplify and you know not lose the practitioners and too much detail, which would you say are the two or three most important elements to focus on just to reinforce that message back as to what are the most important things that we should be looking at rather than the 16 different interventions you're doing which is more than most of us could even figure out how to do. Thanks.

Jean Downing: Right. Mike?

Mike Field: I think what this has in the sequencing and this may help to kind of set how we prioritize. The first is try to get the agrovet and the farmer to see that they actually are important to each other. And from the agrovet's perspective it's the sale. So we kind of sequenced our interventions around promotions first and promotions in the community so that the agrovet was making an investment into the farmer and into the farmer community. It's almost trust investment say. When we sequence that specifically so we could try and build some bond with the retailer and the farmer, then the agrovet would see the value of investing in business improvement so that he could continue to essentially build on that initial relationship investment he's making.

So I think that's probably the key. Without that foundational relationship or foundation or starting off of the foundation of their relationship on something that's mutually beneficial. I'm not sure if we just went in and looked at an IT thing on inventory for example as a starting point we'd get much traction. There's a lot of the value add of those businesses has been based on their initial interaction with the small business _____ that this is really good market and then needing the tools to make that market work for them.

Margie Brand: And I think a key piece is also you know when you look at some of those examples that I showed that seem like these disparate activities all over the place is recognizing that many of these are simply sharing an idea and connecting the various entities and maybe subtly building capacity in a particular way and seeing where the energy lies, which firms, which entities are moving ahead with those and kind of moving with them rather than saying, you know doing this piece in its entirety, making sure it works and then going to the next piece. So I think a lot of it is about making the introductions, sharing the ideas, laying the foundations. Mike and his team spend a lot of time meeting with people whether it's existing franchise operations in Kenya that are franchise operations running in the input supply sector or whether it's you know, various firms or networks of firms and talking about the potential to do something differently in this way. And maybe trying something small and sort of seeing where that energy goes rather than really trying to change things that don't want to change.

And I think that's also something that's helpful because a lot of these things can be started the same time. And some of them don't work as well so maybe let's stop there for a while; start another one when you find an entity that takes up a different activity. Maybe you can sort of bundle in some of those other pieces too in terms of ideas for them to take forward.

Audience: Linda Nemick from Accenture. I wanted to ask about – you talked a lot about the social constraints to change and can you give some examples of how what you're doing has created that motivation for change and overcome those constraints?

Margie Brand: Mike, do you want to speak first?

Mike Field: Okay yeah. One of the things that we looked at is how to essentially manage change, especially on the supply chain side, the supplier side. So one of the things we're seeing, Margie mentioned the one about friends and family but another component we're seeing is farmers tend not to look at change coming from an individual per se in the community. In fact sometimes the kind of sense is something called the lone nut theory where the person who is the innovator makes a big change and then everybody has to look at them and then jump onto that. It doesn't work as well as what we're seeing 'cause of some social constraints about how they manage risk where individuality is somewhat frowned upon. So what we're looking at is how does innovation work when it's not driven by the – an individual innovator but by groups of people. So for example one of the things we're looking at is when emotions are made rather than try to look for the lead farmer to take on that promotion and be the kind of driving force of change in the community. We're looking at creating a more diffused promotional strategy with multiple demonstrations if you want throughout the _____. So that people have more of a context of this not being so abnormal or being something that this elite person or identified person is the one getting the change but more accessible. And then the other thing we're doing is we're trying to create more testimonial based advertising strategies with these firms from the supplier side and also from the retail side so that – and this gets into the radio a bit, but using a lot more social network and communication tools as a way for communities kind of manage change, think about change and also see the evidence a little bit more from a trusted source rather than an outside source.

Margie Brand: So it's always looking at triangulating the message. So how's the message coming from multiple sources and how's the demonstration almost coming from multiple sources rather than targeting at one particular place. So that you're kind of getting barded by mass media with the sources, you're getting bombarded by seeing evidence in your you know, farmers in your community, seeing what's been driven through various dealerships, starting – a lot of competitive processes so how do you put in place competitive processes and use competition for benefit so that you can actually start seeing maybe competition through radio. So people can actually be competing on different growing systems or how to pick in different ways or plowing in different ways. And so using competition to

actually drive change because you're actually focusing on what are the factors that you believe are good practice. So that, I think that's a really powerful system as well.

Speaker 2: I'm going to give you three questions from online 'cause we've got quite a few. Natalie Scarret who joins us from DFID in London has a question and also says many thanks for an excellent presentation Margie. In a program with so many different activities, I wonder if I could ask a little about live monitoring and implications for management. We know that adaptability, sorry it's early, and flexibility are key elements of market systems approaches. How has this worked in practice here? Are there activities that have been less successful and resources redirected? In short how have you integrated the feedback loops you mentioned? Let me ask one quick other one.

Margie Brand: Could we actually focus on that one?

Speaker 2: Oh absolutely.

Margie Brand: Mike?

Mike Field: Sure, there's a couple ways we're doing that. One is a tactical meaning we use this thing we called self-selection. So we present offers but the offers are really defined in some conditionality of the actors moving first. So this gets back to Margie's sense about tracking energy and momentum in the system and using our support around where the energy is the most positive for change rather than focusing in on a general offer to everybody and working with everybody in an equal way. We really look towards the people who are driving change to be the ones we use to kind of lead. So there's some conditionality on it.

The others we spend a lot of time kind of setting up M&E systems that track explicitly but also a lot of ways of framing our interventions around what we call results change but they're kind of our theory of the process of change or happen and using that as a learning framework for constant conversation. The constant conversation becomes almost the best way to kind of manage that but we do really need a good learning framework that make the conversations useful. Those are some of the practical ways we're dealing with that.

Speaker 2: So sorry. The Gail Motzie from Canadian Hunger Foundation in Ottawa asks, "Could you please remind me of the total budget and time period for the project? It sounds like a very complex project with a range of activities. Could you speak a bit about how the project is managed and delivered?"

Margie Brand:

Great. Mike, I'll take a stab and you can add to this. The project is approximately six years long. It's about in its second year of operation. It ends in 2017. To date they're converting to dollars. There is about \$30,000.00 U.S., \$30 million U.S. invested in project activities. The project is managed through an entity called the Kenya Markets Trust which actually was previously known as the Kenya Gatsby Trust and part of the project's activity is to strengthen that organization in terms of being able to support market development, learning and capacity building in the region even beyond the scope of the project. And the project is interestingly divided into sort of dif focus areas.

So in other words staff are actually focused not only on, not necessarily on crop specific areas or value chains as is often the case in many projects but rather on cross cutting areas. So media for example is one of the areas that is focused on. The input supply more broadly is another area that's focused on. So supply chain management is another area so it's really kind of grouping what are similarities in terms of the types of interventions that can really affect change in that way and also working obviously with the implementing partners on the ground. Mike, do you want to add a little bit more clarity?

Mike Field:

Yeah that was great. I just would kind of give a plug to DFID on this. What they've done is really interesting I think in that in conversations here with DFID locally they realize that there is a concern about taking this approach that has – that essentially recognizes the complexity of the change _____. In a kind of a shortened timeframe that is the donor kind of funding explicit, explicitly driven. So the local entity, Kenya Market's Trust is somewhat mission driven is what we're trying to essentially define it which is not going to be essentially defined by the specific timelines of any funding source.

So there's a set of pooled funders that are coming in to support the organization and that the programs are not necessarily defined by the funding source but the funding source is supporting the program. So that we can kind of get past the overly shortened timeline that we kind of get caught by in development 'cause of the funding source so we can look a little bit more strategic about what is the longer term change process that's needed and set in place the kind of ways to collect evidence so we can make the case the division is working but also make the strategic decisions that probably would be hard to do if we were just on a two year or three year cycle and then we'd have to go out and look for more funding.

Audience:

Hi, Mike Lakely, Nathan Associates. Thank you very much for the presentation. If I understood correctly, one of the key tactics that you've been promoting among the different actors and beneficiaries in the project is this notion of feedback. And I'm wondering if you can a, give some

concrete examples of how you promote that among these people and tactics that they can use to do that and how that's different from what we might recognize as more traditional market intelligence throughout value chains with things like prices and all that, where the differences lie.

Margie Brand: Mike, I'll start and if you could add to that. The promotion is not necessarily around the importance for feedback. So where various actors may not even realize that that's part of that the intention is. That's kind of our intention in terms of creating systemic change in the system. But the offer in a sense in terms of some of the components I spoke about is what makes better business sense for someone to take on something.

So what is, how does it make better business sense for someone to set up an agent network because they can get revenue in different areas. How do they start that in a very sort of step-by-step sort of low risk, a low risk way? But they're not necessarily thinking about it from the perspective that they're getting feedback, that that market signal is flowing. So it's – they're not even thinking of it in terms of doing market research. So I think a lot of the activities we know that that's the ultimate rationale for what we're wanting to put in place. But it's being sold to actors in the market on a – it's far more about why does it make business sense for them to start taking on a specific activity or function. Mike?

Mike Field: Yeah I mean that was good. I don't know what I have to add other than I think the key here is that for somebody to really use information they need to think it has value. So like Margie said, we're not essentially trying to go in there and explain there are kind of Marcum systems language at what we think they should be doing. We're trying to think of what is the business case for them to actually track their customers and know that they're happy. A supplier or processor that we're working with would have the 20 percent utility rate for the machinery.

They should have a pretty good business case for actually tracking their suppliers, what they're doing, how they're kind of progressing, managing and forecasting what they think their supply is going to be and then investing and increasing that supply. So that all becomes feedback from a systemic perspective but it's key for the business if they're taking a more growth-oriented strategy.

Margie Brand: And it's interesting how one piece there that is I think interesting in terms of the project's M&E system, one of the pieces that the project's looking at is how do you build a capacity without naturally saying something directly of market actors to collect information about for example their farmers in their supply chain or their customers and they're collecting information about how they're doing, how they're performing and for example from the buyer side that we've spoken less about today, how do

buyers start recognizing that they would like to incentivize good performance throughout the system, what do they see as being good performance? How do they start recognizing farmers, maybe starting farmer's clubs for example and rewarding good performance maybe different types of – you know high productivity, maybe better quality, whatever it might be through that system and how do therefore do they start tracking it because to be able to reward it and therefore, and it makes business sense for them to do it because then it's less risky for them to invest in those farmers that are performing better. They need to track that information. That is important information that the market itself starts tracking.

The project is by the way can actually draw on that as part of their monitoring system so they can actually draw information but it's not keeping that information just for the project. It's not keeping it for our development purposes. It's actually allowing the market to take ownership of that kind of information so that the market can continually improve and it's less risky for them to invest or whatever it is, make decisions around it and then promote good practice in that way which I think is also something that's really interesting in terms of looking at that.

Audience: Hi, I'm Patricia Deveckio, International Purpose. First I want to thank you Margie for a wonderful presentation. It was just very inclusive to say the least. And to look at this is really almost a little MBA approach that you have taken on to train the retailers to think out of the mindset of what they've been used to and to really look at their business as much beyond just the store or the plot of land and so a question I have is do you have thoughts of scaling this and if so, how?

Margie Brand: Mike?

Mike Field: Sure. Kind of a redefined scale is the ripple effect that Margie talked about. So what we're seeing now is as these businesses start to take the changes, they tend to increase their sales but as they take that on we're seeing them essentially effect their – sometimes retailer. So the retailer here we're talking about is probably not a micro stockers but a larger firm that has two or three stores and they often sell to 50 to 100 more stock. So what they're starting to – because they see this working in their three or four stores they own, if they're starting to create almost customer loyalty clubs for their micro stockers that you want. And then they're starting to essentially create training programs so their micro stockers can start to take on these tactics, if you want business tactics as you were saying. And by doing that we see that along with the kind of competitive pressure that also Margie mentioned, is seeing how we're going to get scale.

Margie Brand:

We talk about business-to-business training. So what's the incentive for one – so rather than having an outside entity providing training, how do you have businesses provide training to other businesses in the sector because it makes business sense for them to do so? So Mike spoke about the retailers providing training to their micro stockers. Now that training might be even more broad training than just on you know, particular piece that they're providing. They want those micro stockers to do better. There's also a big drive with ICT firms, how do the ICT firms provide training to stores, not just on how to integrate their inventory management software but how do they use that to better their business practices.

So understanding what is their business processes that those agrovets, retailers, whatever might go through and how do they use that software to benefit those business practices which ultimately is more broad type of training or TA than they would normally be giving. But so a lot of the incentive is looking at how can businesses be incentivized to train others in the system, business-to-business training to build that capacity in a sustainable way rather than building in an external building capacity building function.

Audience:

Hello. My name's Antonio Calsada and I'm an independent consultant. Thank you for your presentation. It's been very – it's wonderful that you have explained so many details regarding your project. Regarding the approach that somewhat takes kind of like an extension service put in the hands of the private sector to – with an economic gain or an economic interest, I think it's a very good approach that's working, a lot of private sector approaches in different countries.

And you talked a little bit or a couple times about the promotion, the promotion kind of incentive that retailers are providing to the farmers. You like, could you talk a little bit more about the promotion, maybe how that is working from a financial standpoint for the retailer and on the other hand, once you're getting all these folks together and getting the retailers in front of the farmers and then you definitely have a lot of happy farmers as customers. Are you utilizing these farmers to sell your product as a retailer? You know kind of a lead farmer type of thing that then passes the word along for you to grow the business?

Margie Brand:

Right. Often your agents are actually lead farmers so your agents themselves are known in the community, they can act as lead farmers so that model works well there. Mike, can you speak a little bit about promotions as a tactic?

Mike Field:

Sure. I mean another, from a marketing perspective promotion is just an educational activity so what we're trying to do is again, what Margie had said before, is we're trying to create what is the business reason for an

input firm to essentially _____ and educate farmers and essentially that's more sales or promotional activities. So what we help the retailer see is that if he actually gets out behind his desk or out of his store and engages his customers, find out what he wants and provide them with better information so they can make more informed choices about their input purchases or investments, they're going to in the end buy more from him. And essentially that's what it is.

So the promotional specifics range from kind of innovation promotion, so they're talking about new ideas of which there may be some discount contests around getting that into the hands of farmers so we've done a lot of that on tool testing. We've also done some more just general introductory promotions so where the input firm goes out to the community and talks to the community about his various programs and products and services he has available. Where he doesn't necessarily try to push a specific product but just try to have understanding what the customer's doing and create a relationship with them.

So there's lots of different types of promotional events I guess we're trying to figure out and that leads into eventually the things like trying to get radio stations involved in them, covering them for their own purposes and using other technologies such as the customer survey tools to essentially follow-up on promotions.

Speaker 1: I think we might have time for one last question from the webinar.

Audience: This is Jindra Cekan from Cekan Consulting. Having worked a lot in rural areas I'm also curious whether there's a gender distinction here because women so often have women farmers that I've worked with, particularly in Africa, have so much less social capital as well as financial capital access to resources in order to access the inputs. So I'm wondering if you have a different outreach strategy for women farmers, especially given that they're the majority in 80 percent of food, blah, blah, blah is produced by them.

Margie Brand: Thank you and could you – I think the webinar question relates to gender as well so if you could ask that as well.

Speaker 2: A couple people asked this question about gender. Let me see if I can find it here. Could you please address whether there are any specific gender considerations in your work? Are you doing anything specifically to enhance women owned businesses or women farmers?

Margie Brand: Great, Mike?

Mike Field:

Sure. I think some of the things we're doing are more systemic so they wouldn't necessarily be defined as gender but we've seen anecdotally that it actually affects women quite a bit. This issue of lack of social capital is a _____ one. So a lot of the access to spray services in particular, so if a woman headed household is going to access spray services, she would have to use her social capital to get in the list or the line to access, whatever the spray equipment is in the area and usually she would be pretty low on that list.

So we're trying to do is professionalize and commercialize spray services so that anybody who has the cash can essentially pay for it. We also then you know obviously linking in financial service where appropriate. And we're seeing that as actually somewhat a game changer 'cause in a lot of cases, especially when you're talking about vulnerable households. They really don't have the labor to manage the land but they have the management capacity probably manage the land if they can get the right services ____ cost effective with 'em. That's one side.

We're in the middle right now of doing the relatively extensive gender strategy, taking into consideration social norms, the political norms, the economic issues, what the women are doing in terms of the economic activity and whether or not there could be ways for us to essentially get them better access either through another woman village agent for example that would make it easier for them to interact with them. So we're looking at those dynamics right now so we can have a little bit more understanding of what are the kind of limitations? Are they social cultural? Are they capital and some ways financial capital that are limiting the women's participation?

Marge Brand:

And so they actually – the project's looking at both the gender and a youth strategy at the moment in terms of what is being impacted and how to adapt some of the offerings and tactics because of that.

Jeanne Downing:

Well I would like us to thank Mike and Margie, Margie for a wonderful presentation and Mike for a wonderful Q&A. Thank you. Also wonderful to have DFID join us so that was great. I want to say to you that our contract with QED is ending and we will have something new eventually. So we'll have a bit of hiatus but we hope to see you in about a month. I know this is a very sad way to end. But before that we're – there is another seminar happening on Tuesday. This is Tetra Tech is sponsoring this but we are offering the space here for it.

And you know so one of the issues that came up today was about flexible and that adaptive programming and so engineers without borders is going to do this presentation. They've been working with Tetra Tech in Uganda and they're going to talk about how they've done sort of rolling, adaptive

programming which I think is really interesting idea and an interesting programming approach for market system development. So anyway hope to see you all on Tuesday and other than that we'll see you in a month or so.

[End of Audio]

