



USAID
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STATE OF THE SECTOR REPORT

COUNTRY-LEVEL PRACTICE & LEARNING RELATED TO MARKET SYSTEMS DEVELOPMENT

LEO

Leveraging Economic Opportunities

REPORT NO. I



APRIL, 2014

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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INTRODUCTION

This report considers the state of the sector as it relates to market systems strengthening, Making Markets Work for the Poor (M4P), value chain development and enterprise development. These terms are often used interchangeably or at least exhibit significant cross cutting areas to be grouped together for the purposes of this report. The report considers both learning networks in each region and key donor-funded projects in each region.

LEARNING NETWORKS

The following is a list of existing learning networks for donors and their implementing partners that self-identify as being organized around the technical area of market systems development, value chain development, enterprise development, or M4P.

These are all presented in more detail under the relevant geographical area later in the report. Each learning network is discussed in terms of its key characteristics: Who are the primary members/stakeholders? What are their primary roles and services? What are opportunities to strengthen the network’s capacity and improve growth and/or effectiveness? What, if any, are unique features of the network (in terms of structure, activities, objectives, etc.)? How is success of the network measured?

The most mature networks include the Market Development Forum (MDF) in Bangladesh, COPEME in Peru, and the Business Development Services Donor Coordination Group (BDCG) in Kenya.

LEVERAGING ECONOMIC OPPORTUNITIES

Leveraging Economic Opportunities (LEO) is a three-year contract to support programming that fosters *inclusive growth* through markets. Building on USAID’s value chain approach, LEO focuses on:

- (1) *a systems approach* to markets, acknowledging the complex interrelationships among market actors, market and household systems, climate change, nutrition, the policy environment, and sociocultural factors, including poverty and gender; and
- (2) *inclusion*, recognizing the role that a spectrum of actors—from resource-poor households and small-scale enterprises to larger and more formal firms—play in catalyzing market change and growth that benefits the poor

Table 1: Key Learning Networks by Region

Region	Key Learning Networks
Africa	<ul style="list-style-type: none"> ● Business Development Services Donor Coordination Group (BDCG) (Kenya) ● Business Action for Africa (SSA) ● Market Development East Africa (MDEA)
Asia	<ul style="list-style-type: none"> ● Market Development Forum (Bangladesh) ● ACCESS India’s Livelihoods Forum (India) ● Making Markets Work for the Poor Network (India) ● Market Development Forum (Nepal) ● Nepal Market Development Practitioners Forum (Nepal) ● GTZ Assets for Asia
Latin America & Caribbean	<ul style="list-style-type: none"> ● ASOCAM (Latin America) ● COPEME (Peru)

Global	<ul style="list-style-type: none"> • Business Action for Africa (BAA) • Business Call to Action (BCtA) • Business Fights Poverty (BFP) • Donor Committee on Enterprise Development (DCED) • Market Systems Development Platform (working title) • Market Facilitation Initiative (MaFI) • SDC Employment and Income Network
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LEARNING PROJECTS

The following is a list of key donor-funded projects in each country that focus directly on learning as it relates to the technical area of market systems development, value chain development, enterprise development, or M4P. Each of these projects is presented in more detail under the relevant geographical area later in the report.

Table 2: Key Learning Projects by Region

Region	Key Learning Projects
Africa	<ul style="list-style-type: none"> • Agriculture Knowledge, Learning and Documentation Project (AKLDP) (Ethiopia) • Resilience Learning Project (Ethiopia, Somalia, Kenya, sub-Saharan Africa) • Monitoring, Evaluating and Learning Program (or the Learning Contract) (Uganda) • Sahel Resilience Learning Project (SAREL Project) (Niger and Burkina Faso)
Global	<ul style="list-style-type: none"> • Enabling Agricultural Trade (EAT) • Leveraging Economic Opportunities (LEO)

TECHNICAL PROJECTS

The following is a list of key donor-funded projects in each country related specifically to the technical area of market systems development, value chain development, enterprise development, or M4P. Each of these projects is presented in more detail under their relevant geographical area later in the report.

Table 3: Key Technical Projects by Region and Country

Region	Country	Key Technical Projects
Africa	Ethiopia	<ul style="list-style-type: none"> • Agricultural Growth Program—Livestock Market Development (AGP-LMD) • Agricultural Growth Program—Agribusiness and Market Development (AGP-AMDe) • Pastoralist Areas Resilience Improvement and Market Expansion (PRIME)
	Ghana	<ul style="list-style-type: none"> • Agricultural Development and Value Chain Enhancement II (ADVANCE II) • Agricultural Development and Value Chain Enhancement I (ADVANCE I) - <i>completed</i>
	Kenya	<ul style="list-style-type: none"> • Financial Sector Deepening (FSD) Trust Kenya • Kenya Agricultural Value Chain Enterprises (KAVES)

	<ul style="list-style-type: none"> • Market Assistance Programme (MAP II) • Resilience and Economic Growth in the Arid Lands–Accelerated Growth (REGAL-AG) • Kenya Horticulture Competitiveness Project (KHCP) - <i>completed</i>
Liberia	<ul style="list-style-type: none"> • Food and Enterprise Development (FED) • Grow Liberia
Malawi	<ul style="list-style-type: none"> • Multi-Donor Financial Sector Deepening Trust (MFSDT) • Integrating Nutrition in Value Chains (INVC)
Mali	<ul style="list-style-type: none"> • Cereal Value Chain (CVC) • Integrated Initiatives for Economic Growth in Mali (IICEM) - <i>completed</i>
Mozambique	<ul style="list-style-type: none"> • InovAgro
Nigeria	<ul style="list-style-type: none"> • Growth and Employment in States (GEMS1) – Meat and Leather • Growth and Employment in States (GEMS2) – Construction and Real Estate • Growth and Employment in States (GEMS3) – Support for Improved Business Regulations • Growth and Employment in States (GEMS4) – Wholesale and Retail Trade • Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites (Markets II) • Propcom Mai-karfi • Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE) - <i>completed</i> • Promoting Pro-Poor Opportunities in Commodity and Service Markets (PrOpCom) - <i>completed</i>
Rwanda	<ul style="list-style-type: none"> • Renewable Energy and Adaptive Climate Technologies (REACT)
Senegal	<ul style="list-style-type: none"> • Economic Growth Project (PCE) - <i>completed</i>
Sierra Leone	<ul style="list-style-type: none"> • Market Development Programme
South Sudan	<ul style="list-style-type: none"> • Food, Agribusiness and Rural Markets (FARM)
Tanzania	<ul style="list-style-type: none"> • Coastal Rural Support Programme • Financial Sector Deepening Trust Tanzania • Rural Livelihoods Development Programme (RLDP) • Tanzania Staples (NAFAKA) • Business Environment Strengthening for Tanzania – Advocacy Component • Cluster Competitiveness Programme - <i>completed</i> • Cotton Sector Development Programme - <i>completed</i>
Uganda	<ul style="list-style-type: none"> • Enabling Environment for Agriculture • Northern Karamoja Growth Health and Governance (GHG) • Feed the Future Agricultural Inputs Activity • Feed the Future Commodity Production and Marketing Activity • Uganda Financial Services Inclusion Programme

		<ul style="list-style-type: none"> • Livelihoods and Enterprises for Agricultural Development (LEAD) – <i>completed</i> • Revitalizing Agricultural Incomes and New Markets (RAIN)
	Zambia	<ul style="list-style-type: none"> • Making Agricultural Markets Work for Zambia • Mawa • Production, Finance and Improved Technology Plus (PROFIT+) • Production, Finance and Improved Technology (PROFIT) - <i>completed</i>
Asia & Near East	Bangladesh	<ul style="list-style-type: none"> • Agricultural Value Chains (AVC) Program • Agro-Inputs Program (AIP) • Katalyst Phase III • Making Markets Work for the Chars (M4C) • Agro Forestry Improvement Partnership (AFIP) - <i>completed</i> • Katalyst Phase II - <i>completed</i> • Samriddhi - <i>completed</i> • Strengthening the Dairy Value Chain Project (SDVC) - <i>completed</i>
	Cambodia	<ul style="list-style-type: none"> • Cambodia Agricultural Value Chains (CAVAC) Program • Helping Address Rural Vulnerabilities and Ecosystem Stability (Harvest) • Micro, Small and Medium Enterprises Strengthening 1 and 2 Project (MSME 1 and 2) - <i>completed</i>
	Nepal	<ul style="list-style-type: none"> • Promoting Climate Resilient Agriculture Nepal • Rural Access Programme • SAMARTH-Nepal Market Development Programme • Market Access for Smallholder Farmers (MASF) - <i>completed</i>
	Pakistan	<ul style="list-style-type: none"> • USAID Agribusiness Project (UAP)
Latin America & Caribbean	Multi-country	<ul style="list-style-type: none"> • COMPETE Caribbean IDB
	Guatemala	<ul style="list-style-type: none"> • Rural Value Chain Program – Horticulture • Rural Value Chain Program – Coffee
	Haiti	<ul style="list-style-type: none"> • AVANSE or Feed the Future North (FTFN) • Local Enterprise and Value Chain Enhancement (LEVE)
	Honduras	<ul style="list-style-type: none"> • ACCESO • Rural Economic Diversification (RED) - <i>completed</i>
Eastern Europe & Eurasia	Armenia	<ul style="list-style-type: none"> • Markets for Meghri (M4M) Phase II
	Bosnia & Herzegovina	<ul style="list-style-type: none"> • Market Makers / Making Markets Work for the New Generation (MMW4NG)
	Georgia	<ul style="list-style-type: none"> • Market Opportunities for Livelihood Improvement (MOLI)
	Kosovo	<ul style="list-style-type: none"> • Enhancing Youth Employment (EYE) • New Opportunities for Agriculture (NOA)

The following table summarizes the key technical projects by donor in each country.

Table 5: Key Technical Projects by Donor

USAID	Country	Key Technical Projects
Africa	Ethiopia	<ul style="list-style-type: none"> • Agricultural Growth Program—Livestock Market Development (AGP-LMD) • Agricultural Growth Program—Agribusiness and Market Development (AGP-AMDe) • Pastoralist Areas Resilience Improvement and Market Expansion (PRIME)
	Ghana	<ul style="list-style-type: none"> • Agricultural Development and Value Chain Enhancement II (ADVANCE II) • Agricultural Development and Value Chain Enhancement I (ADVANCE I) - <i>completed</i>
	Kenya	<ul style="list-style-type: none"> • Kenya Agricultural Value Chain Enterprises (KAVES) • Resilience and Economic Growth in the Arid Lands—Accelerated Growth (REGAL-AG) • Kenya Horticulture Competitiveness Project (KHCP) - <i>completed</i>
	Liberia	<ul style="list-style-type: none"> • Food and Enterprise Development (FED)
	Malawi	<ul style="list-style-type: none"> • Multi-Donor Financial Sector Deepening Trust (MFSDT) - <i>co-funded with World Bank and DjID</i> • Integrating Nutrition in Value Chains (INVC)
	Mali	<ul style="list-style-type: none"> • Cereal Value Chain (CVC) • Integrated Initiatives for Economic Growth in Mali (IICEM) - <i>completed</i>
	Nigeria	<ul style="list-style-type: none"> • Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites (Markets II)
	Senegal	<ul style="list-style-type: none"> • Economic Growth Project (PCE) - <i>completed</i>
	South Sudan	<ul style="list-style-type: none"> • Food, Agribusiness and Rural Markets (FARM)
	Tanzania	<ul style="list-style-type: none"> • Tanzania Staples (NAFAKA)
	Uganda	<ul style="list-style-type: none"> • Enabling Environment for Agriculture • Northern Karamoja Growth Health and Governance (GHG) • Feed the Future Agricultural Inputs Activity • Feed the Future Commodity Production and Marketing Activity • Livelihoods and Enterprises for Agricultural Development (LEAD) - <i>completed</i>
	Zambia	<ul style="list-style-type: none"> • Mawa • Production, Finance and Improved Technology Plus (PROFIT+) • Production, Finance and Improved Technology (PROFIT) - <i>completed</i>

Asia & Near East	Bangladesh	<ul style="list-style-type: none"> • Agricultural Value Chains (AVC) Program • Agro-Inputs Program (AIP)
	Cambodia	<ul style="list-style-type: none"> • Helping Address Rural Vulnerabilities and Ecosystem Stability (Harvest) • Micro, Small and Medium Enterprises Strengthening 1 and 2 Project (MSME 1 and 2) - <i>completed</i>
	Pakistan	<ul style="list-style-type: none"> • USAID Agribusiness Project (UAP)
Latin America & Caribbean	Guatemala	<ul style="list-style-type: none"> • Rural Value Chain Program – Horticulture • Rural Value Chain Program – Coffee
	Haiti	<ul style="list-style-type: none"> • AVANSE or Feed the Future North (FTFN) • Local Enterprise and Value Chain Enhancement (LEVE)
	Honduras	<ul style="list-style-type: none"> • ACCESO • Rural Economic Diversification (RED) - <i>completed</i>
Eastern Europe & Eurasia	Kosovo	<ul style="list-style-type: none"> • Enhancing Youth Employment (EYE) • New Opportunities for Agriculture (NOA)
USDA	Country	Key Technical Projects
Africa	Uganda	<ul style="list-style-type: none"> • Revitalizing Agricultural Incomes and New Markets (RAIN)
DfID	Country	Key Technical Projects
Africa	Kenya	<ul style="list-style-type: none"> • Market Assistance Programme (MAP) • Financial Sector Deepening (FSD) Trust Kenya (co-funded with SIDA)
	Malawi	<ul style="list-style-type: none"> • Multi-Donor Financial Sector Deepening Trust (MFSDT) - <i>co-funded with World Bank and DfID</i>
	Nigeria	<ul style="list-style-type: none"> • Propcom Mai-karfi • Growth and Employment in States (GEMS1) – Meat and Leather • Growth and Employment in States (GEMS2) – Construction and Real Estate • Growth and Employment in States (GEMS3) – Support for Improved Business Regulations • Growth and Employment in States (GEMS4) – Wholesale and Retail Trade • Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE) - <i>completed</i> • Promoting Pro-Poor Opportunities in Commodity and Service Markets (PrOpCom) - <i>completed</i>
	Rwanda	<ul style="list-style-type: none"> • Renewable Energy and Adaptive Climate Technologies (REACT)
	Sierra Leone	<ul style="list-style-type: none"> • Sierra Leone Market Development Programme
	Tanzania	<ul style="list-style-type: none"> • Coastal Rural Support Programme (co-funded with SIDA) • Cotton Sector Development Programme • Financial Sector Deepening Trust Tanzania (co-funded with SIDA)

		<ul style="list-style-type: none"> • Business Environment Strengthening for Tanzania – Advocacy Component (co-funded with SIDA) - <i>completed</i> • Cluster Competitiveness Programme - <i>completed</i>
	Uganda	<ul style="list-style-type: none"> • Uganda Financial Services Inclusion Programme
Asia & Near East	Bangladesh	<ul style="list-style-type: none"> • Katalyst Phase III (co-funded with SDC) • Katalyst Phase II (co-funded with SDC) - <i>completed</i>
	Nepal	<ul style="list-style-type: none"> • Rural Access Programme • SAMARTH-Nepal Market Development Programme • Market Access for Smallholder Farmers (MASF) - <i>completed</i>
Latin America & Caribbean	Multi-country	<ul style="list-style-type: none"> • COMPETE Caribbean (co-funded with IDB, and the Foreign Affairs, Trade and Development Canada (DFATD))
SIDA	Country	Key Technical Projects
Africa	Kenya	<ul style="list-style-type: none"> • Financial Sector Deepening (FSD) Trust Kenya (co-funded with DfID)
	Liberia	<ul style="list-style-type: none"> • Grow Liberia
	Tanzania	<ul style="list-style-type: none"> • Coastal Rural Support Programme (co-funded with DfID) • Financial Sector Deepening Trust Tanzania (co-funded with DfID) • Business Environment Strengthening for Tanzania – Advocacy Component (co-funded with DfID) - <i>completed</i>
	Zambia	<ul style="list-style-type: none"> • Making Agricultural Markets Work for Zambia
Asia & Near East	Nepal	<ul style="list-style-type: none"> • Promoting Climate Resilient Agriculture Nepal
SDC	Country	Key Technical Projects
Africa	Mozambique	<ul style="list-style-type: none"> • InovAgro
	Tanzania	<ul style="list-style-type: none"> • Rural Livelihoods Development Programme (RLDP)
Asia & Near East	Bangladesh	<ul style="list-style-type: none"> • Agro Forestry Improvement Partnership (AFIP) • Katalyst Phase III (co-funded with DfID) • Making Markets Work for the Chars (M4C) • Katalyst Phase II (co-funded with DfID) – <i>completed</i> • Samriddhi - <i>completed</i>
Eastern Europe & Eurasia	Armenia	<ul style="list-style-type: none"> • Markets for Meghri (M4M) Phase II
	Bosnia & Herzegovina	<ul style="list-style-type: none"> • Market Makers / Making Markets Work for the New Generation (MMW4NG)
	Georgia	<ul style="list-style-type: none"> • Market Opportunities for Livelihood Improvement (MOLI)
	Kosovo	<ul style="list-style-type: none"> • Enhancing Youth Employment (EYE)

AusAID	Country	Key Technical Projects
Asia & Near East	Cambodia	<ul style="list-style-type: none"> • Cambodia Agricultural Value Chains (CAVAC) Program
Bill & Melinda Gates Foundation	Country	Key Technical Projects
Asia & Near East	Bangladesh	<ul style="list-style-type: none"> • Strengthening the Dairy Value Chain Project (SDVC) - <i>completed</i>
Inter-American Development Bank	Country	Key Technical Projects
Latin America & Caribbean	Multi-country	<ul style="list-style-type: none"> • COMPETE Caribbean (co-funded with DfID, and the Foreign Affairs, Trade and Development Canada (DFATD))
World Bank	Country	Key Technical Projects
Africa	Malawi	<ul style="list-style-type: none"> • Multi-Donor Financial Sector Deepening Trust (MFSDT) (co-funded with USAID and DfID)

COUNTRY-LEVEL SYNOPSIS: AFRICA

MULTI-COUNTRY

KEY LEARNING PROJECTS

Project name: **Resilience Learning Project**
Donor: USAID East Africa
Primary implementer: Not yet awarded
Funding: USD 10 million
Country/region: Horn of Africa (Ethiopia, Somalia, Kenya)
Dates: 2014 – 2018
Brief: The project aims to break the cycle of droughts and humanitarian emergencies in the Horn of Africa (including Kenya, Ethiopia, and Somalia) by improving drought resilience policy and programming within USAID, USAID regional projects, national partners and regional partners (such as IGAD and its member states). This will be done by enhancing mutual learning and knowledge management activities on resiliency through such activities as peer learning networks; resiliency innovation dissemination; knowledge management institutional capacity building; developing/testing/documenting humanitarian and development models; synthesizing evaluations and conducting meta evaluations; addressing gender-resiliency issues.

Project name: **Sahel Resilience Learning Project (SAREL Project)**
Donor: USAID
Primary implementer: Not yet awarded
Funding: Approximately USD 11.5 million
Country/region: Focus on Niger and Burkina Faso
Dates: 2014 – 2018
Brief: The purpose of Sahel Resilience Learning Project (SAREL) is to provide monitoring, evaluation, collaboration and learning support to USAID resilience programming in the Sahel. SAREL's emphasis on shared learning and joint action will support the stated objectives of African governments, development partners, and USAID – to harmonize efforts, integrate investments and engage in new approaches. This requires (1) expanding and accelerating the adoption of resilience-enhancing technologies and innovations already underway; (2) developing, testing and catalyzing widespread adoption of new models that integrate humanitarian and development assistance; (3) promoting ownership, building the capacity of national and regional institutions, and coordinating humanitarian and development interventions in the zone of intervention; (4) addressing Gender Issues Key to Resilience and Growth; and (5) conducting baseline assessment and impact evaluation for REGIS-ER and REGIS-AG. To this end, SAREL will base its approach on USAID's Collaborative, Learning and Adaptation (CLA) model.

ETHIOPIA

KEY LEARNING PROJECTS

Project name:	Agriculture Knowledge, Learning and Documentation Project (AKLDP)
Donor:	USAID
Primary implementer:	Tufts University
Funding:	USD 8.5 million
Country/region:	Ethiopia
Dates:	2014 – 2018
Brief:	The purpose of the Agricultural Knowledge, Learning, Documentation and Policy (AKLDP) program is to help advance rural development in Ethiopia. AKLDP will support evidence-gathering from a wide range of agriculture, livestock, nutrition and food security projects as part of USAID’s Feed the Future initiative. Working with the Government of Ethiopia, aid donors, USAID and local universities and research institutes, the AKLDP will conduct real-time analyses, evaluations and reviews and provide coordination support. The evidence will be used to guide improvements to programming and to support development policies and strategies, particularly those geared towards assisting poorer households to benefit from various agricultural growth programs.

KEY TECHNICAL PROJECTS

Project name:	Agricultural Growth Program – Livestock Market Development (AGP-LMD)
Donor:	USAID (Feed the Future)
Primary implementer:	CNFA
Funding:	USD 35 million
Country/region:	Ethiopia
Dates:	2012 - 2017
Value chains:	Meat/live animals, dairy, hides and skins
Approach:	Value chain development approach
Brief:	The goal of the Agricultural Growth Program-Livestock Market Development (AGP-LMD) is “to end poverty and enhance growth” which aligns with Feed the Future’s goal to “sustainably reduce poverty and hunger.” AGP-LMD follows a holistic value chain development approach and is developing the capacity of value chain businesses. Its operations take place in highly-productive highland “woredas” of Ethiopia that have the largest livestock populations with large number of small-holder producers. The vision of the program is to create a vibrant and competitive livestock industry driven and built on public and private investment that generates employment and income for smallholder families and provides affordable, high-quality, nutritious livestock products for consumers, particularly vulnerable households.

Project name: **Agricultural Growth Program - Agribusiness and Market Development (AGP-AMDe)**

Donor: USAID (Feed the Future)

Primary implementer: ACDI/VOCA

Funding: USD 49 million

Country/region: Ethiopia

Dates: 2011 - 2016

Value chains: Sesame, chickpeas, wheat, maize, coffee, honey

Approach: Value chain development approach

Brief: The Agricultural Growth Program – Agribusiness and Market Development (AGP-AMDe) program uses a value chain approach to strengthen the agriculture sector, enhance access to finance and stimulate innovation and private sector investment in Ethiopia. Through the target value chains of wheat, maize, sesame, chickpeas, coffee and honey, AGP-AMDe is increasing supply and quality of target commodities to meet international and domestic market demand through improved inputs, effective post-harvest handling and storage facilities and expanded value addition through agro-processing and market linkages. The program also works with SMEs and investors to increase equity investments in SMEs and is addressing selected policy constraints, such as promoting competitive input distribution system, based on requests for support from government agencies as well as working to effectively improve overall understanding of diet diversity.

Project name: **Pastoralist Areas Resilience Improvement and Market Expansion (PRIME)**

Donor: USAID (Feed the Future)

Primary implementer: Mercy Corps

Funding: USD 57 million

Country/Region: Ethiopia

Dates: 2013 - 2018

Value chains: Livestock

Approach: Market systems development approach

Brief: The Pastoralists Areas Resiliency Improvement and Market Expansion (PRIME) project aims to increase household incomes and improve the resiliency and adaptive capacity of pastoral communities to climate change through market expansion. PRIME implements in the selected districts (woredas) of Somali, Afar and Oromia Regions targeting 250,000 households as direct beneficiaries. PRIME’s overall goal is to reduce hunger and poverty. The project objective is to increase household incomes and enhance resilience to climate change through market linkages. The design and implementation of the project is based on the interaction between ‘climate change, pastoralism/livestock and chronic vulnerability’ The attainment of these objectives is through a multiple approach; (a) fostering the growth and competitiveness of livestock value chains; (b) addressing the needs of the very poor and chronically food insecure households through reaching down to this population through value chain interventions and addressing their needs through interventions; (c) improving the policy environment through a continuous evaluation and learning process through collaboration and linkages.

GHANA

KEY TECHNICAL PROJECTS

Project name: **Agricultural Development and Value Chain Enhancement I (ADVANCE I)**
Donor: USAID (Feed the Future)
Primary implementer: ACDI/VOCA
Funding: USD 32 million
Country/region: Ghana
Dates: 2009 - 2014
Value chains: Maize, soy, rice
Approach: Value chain development approach
Brief: The goal of ADVANCE was to facilitate a transformation of Ghana’s agricultural sector in selected agricultural staples (maize, rice and soybean) to achieve a greater degree of food security among the rural population in the North while increasing competitiveness in the domestic markets. The program adopted a value chain approach where smallholder farmers were linked to markets, finance, inputs and equipment services and information through relatively larger nucleus (commercial) farmers and large traders (aggregators) who have the capacity to invest in these chains. The program built the capacity of smallholder farmers to increase the efficiency of their farm business with improved production and post-harvest handling practices that included improved seed varieties and access to quality inputs, mechanization services and market access. ADVANCE collaborated at the national, regional and district levels with Ghana’s Ministry of Food and Agriculture in planning and implementing Ghana’s Medium Term Agriculture Sector Investment Plan. It also worked with medium and large-scale agro-processors, farmer-based organizations, financial institutions, and input suppliers to develop the targeted value chains in a sustainable manner.

Project name: **Agricultural Development and Value Chain Enhancement II (ADVANCE II)**
Donor: USAID (Feed the Future)
Primary implementer: ACDI/VOCA
Funding: USD 35 million
Country/region: Northern Ghana
Dates: 2014 – 2019
Value chains: Maize, rice, soya
Approach: Value chain development approach
Brief: ADVANCE II aims to increase per capita household expenditures by 30 percent for 100,000 smallholder farmers through a strategic framework that strengthens incentives for investment; builds local capacity; and broadens and catalyzes relationships to increase agricultural productivity, expand access to markets and trade, and improve the enabling environment. Through a facilitation approach, ADVANCE II will ensure that private sector actors remain the drivers of change, while the government of Ghana and local stakeholders are empowered to lead as facilitators through enhanced capacity building and learning.

KENYA

KEY LEARNING NETWORKS

Network:	Business Development Services Donor Coordination Group (BDCG)
Overview:	The BDCG Kenya is a network of practitioners and donors that are managing large multi-year projects in Kenya, including enterprise and market development programs funded by bilateral donors such as DFID/UK, USAID, Danida, EU, GIZ and multilaterals such as the World Bank. The main objective is to enhance the capacity of value chain stakeholders managing and coordinating market development programs in the region and at the same time, enhance the pool of experts knowledgeable in value chain analysis and promotion. The activities include the organization of an annual conference for the region, meetings to promote sharing on market and value chain development with participation from key government officials, and working on developing a pool of local experts by conducting specialized trainings and Training of Trainers.
Managed by:	Secretariat: Micro Enterprises Support Programme Trust (MESPT)
Network:	Market Development East Africa (MDEA)
Managed by:	Kenya Markets Trust (KMT)
Funded by:	Founded through DfID's Market Assistance Programme implemented by Adam Smith International (ASI)
Date founded:	2013
Members:	Practitioners and donors
Websites:	Online discussion group: Linked In (93 members as of Dec 2013)

KEY TECHNICAL PROJECTS

Project name:	Financial Sector Deepening (FSD) Trust Kenya
Donor:	DFID, Sida, World Bank, Government of Kenya, Bill and Melinda Gates Foundation, & Agence Francaise de Developpment
Country/Region:	Kenya
Dates:	2005 – 2015
Brief:	The Financial Sector Deepening (FSD) Trust was established in 2005 to support the development of financial markets in Kenya as a means to stimulate wealth creation and reduce poverty. FSD aims to develop the capacity of the financial services industry, working directly with a diverse range of financial institutions, business service providers, and support institutions.
Project name:	Kenya Agricultural Value Chain Enterprises (KAVES)
Donor:	USAID (Feed the Future)
Primary implementer:	Fintrac
Funding:	USD 40 million
Country/region:	Kenya
Dates:	2013 – 2017
Value chain:	Maize, dairy, horticulture, dryland staple crops
Approach:	Value chain development approach

Brief: The KAVES project promotes value chain growth and diversification, increases the productivity and incomes of smallholder farmers and other actors along the value chain working in the dairy, maize and other staples and horticulture sectors. The project will work with more than 30 Kenyan government and private sector organizations. The project develops smallholder enterprises that combine maize, high value horticultural crops, and dairy farming to generate wealth, thereby enhancing food security, improving nutrition, and increasing economic opportunities for women, youth and other vulnerable populations. Engagement with the private sector in a meaningful, comprehensive way will ensure the sustainability of the project's work.

Project name: **Kenya Horticulture Competitiveness Project (KHCP)**
Donor: USAID (Feed the Future)
Primary implementer: Fintrac
Funding: USD 32.5 million
Country/region: Kenya
Dates: 2008 – 2013
Value chain: Horticulture
Approach: Value chain development approach
Brief: The Kenya Horticulture Competitiveness Project (KHCP) is improving food security and nutrition and raising incomes for over 200,000 smallholder farmers. KHCP is helping farmers to grow more and better quality fruits, vegetables, and flowers, with a special focus on strengthening the value chains related to eight crops: Sweet potato, Irish potato, passion fruit, mango, banana, tomato, cabbage, peas and beans. The Kenya Horticulture Competitiveness Project is also expanding the processing of horticultural produce, linking small-scale farmers with local and export markets, and improving the overall agricultural policy environment.

Project name: **Market Assistance Programme (MAP II)**
Donor: DFID, the Embassy of the Kingdom of Netherlands, and Gatsby Charitable Foundation
Primary implementer: Adam Smith International (ASI) and Kenya Markets Trust (KMT)
Funding: GBP 15.9 million
Country/region: Kenya
Dates: 2011 – 2016
Value chains: Dairy, livestock, supply chain management, water, inputs, and media
Approach: Market systems development approach
Brief: MAP II scales up the MAP component under PRIME. MAP II focuses on eight markets with potential to impact the situation of the poor and fund the Kenya Gatsby Charitable Trust. It aims to reduce poverty in Kenya by enabling poor people to benefit from better functioning markets, and by building greater awareness among influential decision makers of how markets can work better for the poor.

Project name:	Resilience and Economic Growth in the Arid Lands–Accelerated Growth (REGAL-AG)
Donor:	USAID (Feed the Future)
Primary implementer:	ACDI/VOCA
Funding:	USD 20 million
Country/region:	Kenya
Dates:	2012 – 2017
Value chains:	Livestock
Approach:	Value chain development approach
Brief:	The REGAL-Accelerated Growth (REGAL-AG) project uses a facilitation approach that stimulates market improvement without becoming a direct part of the market system. This is accomplished through project activities that forge effective, sustainable relationships among value chain actors to create a more vibrant livestock value chain. REGAL-AG prioritizes the following cross-cutting issues that are critical to achieving the program’s objectives: a) a policy, legal and regulatory environment that creates incentives for investment by all value chain actors, with clear benefits flowing to male and female pastoralists alike b) access to financial services all along the value chain c) gender-equitable solutions to improved competitiveness, productivity and livestock-related enterprise development and d) sustainable natural resource management that supports effective management of grazing land, water and other natural resources and increases resilience to climate change stresses.

LIBERIA

KEY TECHNICAL PROJECTS

Project name:	Food and Enterprise Development (FED)
Donor:	USAID (Feed the Future)
Primary implementer:	DAI
Funding:	USD 75 million
Country/region:	Liberia
Dates:	2011 – 2016
Value chains:	Rice, cassava, vegetables
Approach:	Value chain development approach
Brief:	The Food and Enterprise Development (FED) project has a market-led and value chain-driven methodology which builds indigenous capacity, and focuses on benefiting Liberia’s women and youth. New market linkages are catalyzing income and job growth and increases in the production, processing, marketing, and nutritional utilization of rice, cassava, and vegetables in Bong, Lofa, Nimba, Grand Bassa, Montserado, and Margibi counties, a region targeted as a development corridor that fosters commerce, simultaneously improving food availability and access and dietary diversity.

Project name: **Grow Liberia**
 Donor: Sida
 Primary implementer: Adam Smith International (ASI)
 Country/region: Liberia
 Dates: 2014 – 2018
 Approach: M4P approach
 Brief: This project uses an M4P approach with the objective to substantially increase incomes and employment opportunities for a large number of poor women, men and youth, created through market development in agriculture.

MALAWI

KEY TECHNICAL PROJECTS

Project name: **Multi-Donor Financial Sector Deepening Trust (MFSDT)**
 Donors: World Bank, USAID, and DFID
 Funding: USD 28 million
 Brief: Funds will be pooled for supporting commonly agreed development objectives and activities alongside conventional project components supervised by the World Bank.

Project name: **Integrating Nutrition in Value Chains (INVC)**
 Donor: USAID (Feed the Future)
 Primary implementer: DAI
 Funding: USD 24.6 million
 Country/region: Malawi
 Dates: 2012 – 2015
 Value chains: Legumes (groundnuts, soy), dairy
 Approach: Value chain development approach
 Brief: INVC promotes gender-equitable, agriculture-led, integrated economic growth approaches to increase the competitiveness of the legume and dairy value chains; improve productivity through soil and water management practices; reduce chronic under-nutrition; foster innovation in agricultural value chains; and develop the capacity of local organizations and systems to promote climate change resilience.

MALI

KEY TECHNICAL PROJECTS

Project name: **Cereal Value Chain (CVC)**
 Donor: USAID (Feed the Future)
 Primary implementer: ACIDI/VOCA
 Funding: USD 21.5 million
 Country/region: Mali
 Dates: 2013 – 2018
 Value chains: Sorghum, millet, rice
 Approach: Facilitation

Brief: The Cereal Value Chain (CVC) program takes a facilitative approach to value chain development, ensuring that project efforts lead to sustainable partnerships and increased benefits for all actors operating within the value chains, as well as enhanced long-term food security in the target areas. CVC promotes integration, empowerment of women and inclusive development in the sorghum/millet and rice value chains in Mali and contributes to strengthening resilience of vulnerable communities and populations. This includes key activities necessary for value chain integration and competitiveness such as production, research and technology dissemination, marketing, processing, trade, finance, capacity building and elements of policy reform. Key aspects of the implementation approach include: a) Capacity building across an array of business development services and agricultural production skills b) Strengthening of relationships among value chain actors and c) Support services and promoting an enabling environment necessary for long-term competitiveness.

Project name: **Integrated Initiatives for Economic Growth in Mali (IICEM)**
Donor: USAID
Primary implementer: Abt Associates
Funding: USD 38.6 million
Country/region: Mali
Dates: 2007 – 2013
Value chains: Rice, maize, millet, sorghum, horticulture, shallots
Brief: In the Economic Growth in Mali (IICEM) project, Abt Associates promoted more competitive, prosperous and sustainable agricultural development to spur economic growth. IICEM supported market-driven agricultural production and productivity. The project focused on improving product quality and raising production levels to satisfy market demand, thereby boosting incomes and access to food security and enabling Malians to emerge from poverty.

MOZAMBIQUE

KEY TECHNICAL PROJECTS

Project name: **InovAgro (Innovation for Agribusiness)**
Donor: SDC
Primary implementer: DAI
Country/region: Northern Mozambique
Dates: 2011 – 2019
Value chains: Soybeans, pigeon peas, maize, sesame, and groundnuts
Approach: M4P approach
Brief: This private sector-led agricultural growth project takes the M4P approach to identify value chains in which existing private sector players are operating that also provide significant scope for smallholder participation. The formal project begins in January 2014 with the facilitated support for the development of commercially viable seed industries.

NIGERIA

KEY TECHNICAL PROJECTS

Project name: **Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE)**

Donor: DfID

Primary implementer: Adam Smith International (ASI) with Springfield Centre

Funding: GBP 12 million

Country/region: Nigeria

Dates: 2008 – 2013

Approach: Market systems development approach

Brief: ENABLE employed a market systems approach to improve the quality and quantity of business advocacy and public-private dialogue in Nigeria. The project facilitated systemic change in the market for business environment reform. This project identified the media as an effective platform for dialogue, and information and research as the basis for evidence-based advocacy and policy, legal, and regulatory responses.

Project name: **Growth and Employment in States (GEMS1) - Meat and Leather**

Donor: DfID

Funding: GBP 7.7 million

Country/region: Nigeria (3 states)

Dates: 2010 – 2015

Value chains: Meat, leather

Approach: M4P approach

Brief: The project aims to identify the underlying constraints to competitiveness in the meat and leather industry and work with the private sector and government to overcome these constraints. There may be learning networks (or at least working groups) as part of this project.

Project name: **Growth and Employment in States (GEMS2) - Construction and Real Estate Sector**

Donor: DfID

Primary implementer: Coffey International

Country/region: Nigeria

Dates: 2010 – 2015

Value chains: Construction and real estate

Approach: M4P approach

Brief: The project seeks to facilitate improved functioning of markets for human resource development to ease skill shortages for the sector and provide greater opportunities for gainful employment for the work force.

Project name: **Growth and Employment in States (GEMS3) - Support for Improved Business Regulations**

Donor: DfID

Primary implementer: Adam Smith International (ASI)

Country/region: Nigeria

Dates: 2010 – 2015
Value chains: Land and tax administration and investment promotion
Approach: M4P approach
Brief: This project addresses issues relating to land and tax administration and investment promotion and facilitation. It provides a flexible facility to respond to new opportunities to reduce barriers to investment in targeted states.

Project name: **Growth and Employment in States (GEMS4) - Wholesale and Retail Trade**
Donor: DfID
Primary implementer: Coffey International
Country/region: Nigeria
Dates: 2012 – 2017
Value chains: Wholesale and retail sector
Approach: M4P approach
Brief: The project aims to improve income and employment opportunities within the wholesale and retail sector. This project is working to increase local capacity and change market incentives so that the wholesale and retail sector better meets the long-term needs of the poor.

Project name: **Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites (Markets II)**
Donor: USAID (Feed the Future)
Primary implementer: Chemonics
Funding: USD 34 million
Country/region: Nigeria
Dates: 2012 – 2017
Value chains: Rice, cowpea, sorghum, sesame
Brief: The Markets II program continues to work to improve the Nigerian agriculture sector by providing assistance to stakeholders in the agriculture value chain, enhancing the quality of production and processing and connecting Nigerian farmers with lucrative markets and interested buyers. The project also works with local farmers and other small- and medium-scale enterprises to increase their access to investment capital. Participation of new financial institutions like Unity Bank will result in increased loans available to rural clients, allowing farmers to improve their farms, increase productivity, and see higher profits.

Project name: **Promoting Pro-Poor Opportunities in Commodity and Service Markets (PrOpCom)**
Donor: DfID, Sail Associates
Primary implementer: Chemonics
Funding: GBP 16.6 million
Country/region: Nigeria
Dates: 2002 – 2011
Value chains: Agriculture, forestry, fisheries
Approach: M4P approach

Brief:	PrOpCom aimed to facilitate the functionality and efficiency of Nigerian commodity and service markets to assure benefit to the poor.
Project name:	Propcom Mai-karfi (Propcom II)
Donor:	DfID
Primary implementer:	GRM International
Funding:	GBP 26.5 million
Country/region:	Northern Nigeria
Dates:	2011 – 2017
Value chains:	Soy, ‘soap with hand washing’, village chicken, fertilizer, tractors
Approach:	M4P approach
Brief:	PrOpCom Mai-karfi builds on PrOpCom (2002-2011), with the aim of increasing the incomes of over 500,000 poor people in the north of Nigeria through facilitating change in key market sectors. Aims to increase incomes for the poor through enhanced employment opportunities.

RWANDA

KEY TECHNICAL PROJECTS

Project name:	Renewable Energy and Adaptive Climate Technologies (REACT)
Donor:	DfID
Primary implementer:	Africa Enterprise Challenge Fund (AECF)
Funding:	USD 24 million
Country/region:	Rwanda
Dates:	2010 – 2016
Brief:	Operates as a social venture capital fund, seeking and engaging with companies to find those project and business ideas with the greatest rate of return against the project’s objectives. Helps to support private sector investment in increased access to low cost, clean energy for rural businesses and households, products and services to help smallholder farmers adapt to climate change, and financial services to increase such access.

SENEGAL

KEY TECHNICAL PROJECTS

Project name:	Economic Growth Project (PCE)
Donor:	USAID (Feed the Future)
Primary implementer:	Engility (IRG)
Funding:	USD 47 million
Country/region:	Senegal
Dates:	2009 – 2014
Value chains:	Rice, maize, millet
Approach:	Value chain development approach
Brief:	The project works to improve food security, working to boost investment in the agriculture sector and to significantly increase the contribution of agriculture to the

national economy. This project adopted a facilitation approach to facilitate the use of contracts and quality standards, disseminate technical productivity packages through farmer networks managed by value chain partners, promote acquisition of post-harvest, processing, and storage equipment, and create market linkages.

SIERRA LEONE

KEY TECHNICAL PROJECTS

Project name:	Sierra Leone Market Development Programme
Donor:	DfID
Primary implementer:	Adam Smith International
Funding:	GBP 4.37 million
Country/region:	Sierra Leone
Dates:	2013 - 2015
Value chains:	Agricultural sectors
Approach:	M4P approach
Brief:	The Market Development Programme supports the development of agricultural markets and light manufacturing in Sierra Leone. The project's objective is to design and implement interventions by addressing market failures in agriculture and manufacturing sectors which will result in improvements to market systems and enable poor people to participate more effectively in the markets, resulting in increased incomes and creation of new jobs and economic opportunities.

SOUTH SUDAN

KEY TECHNICAL PROJECTS

Project name:	Food, Agribusiness and Rural Markets (FARM)
Donor:	USAID (Feed the Future)
Primary implementer:	Abt Associates
Funding:	USD 55 million
Country/region:	South Sudan
Dates:	2010 - 2015
Value chains:	Maize, sorghum, cassava, groundnuts
Brief:	The Food, Agribusiness and Rural Markets (FARM) Project is helping South Sudan to rapidly increase agricultural productivity in selected commodities, increase trade and improve the country's capacity to develop commercial small-holder agriculture. The project is initially focused on four staple crops: maize, sorghum, cassava and groundnuts and it focuses its work in the three Greenbelt states of West, Central, and East Equatoria -areas of great agricultural potential.

TANZANIA

KEY TECHNICAL PROJECTS

Project name:	Cotton Sector Development Programme
Donor:	DfID
Primary implementer:	Gatsby Charitable Foundation / Tanzania Gatsby Trust
Funding:	GBP 7.32 million
Country/region:	Tanzania
Dates:	2011 – 2015
Value chains:	Cotton
Approach:	M4P approach
Brief:	This project aims to raise the income of 360,000 smallholder farmers in the rural lake zone of Tanzania by providing support to farmers and the Tanzania Cotton Board to increase cotton yields each year.
Project name:	Business Environment Strengthening for Tanzania-Advocacy Component
Donor:	Sida, DfID
Primary implementer:	Technoserve
Country/region:	Tanzania
Dates:	2008 – 2013
Brief:	This is a business advocacy program which focused on enhancing the quality and credibility of private sector organizations to engage effectively in private-public dialogue and to advocate for improvements in the business environment in the country.
Project name:	Cluster Competitiveness Programme
Donor:	DfID
Country/region:	Tanzania
Dates:	2009 – 2012
Value chains:	Horticulture, food processing, tourism, tea, livestock – dairy and beef, fishing, textiles/apparel, and transport logistics
Approach:	Cluster approach
Brief:	Project used the comprehensive cluster approach to mobilize stakeholders in those clusters and to encourage buy-in, targeting private enterprises.
Project name:	Coastal Rural Support Programme
Donor:	Sida, DfID
Primary implementer:	AKF
Country/region:	Tanzania (two of the most impoverished regions)
Dates:	2010 – 2015
Value chains:	Rice, sesame
Brief:	This project targets 60,000 households living in rural villages and aims to increase incomes and food security for smallholder farmers.

Project name: **Financial Sector Deepening Trust Tanzania**
Donor: Sida, DfID
Country/region: Tanzania
Market system: Financial
Dates: 1999 – 2015
Brief: This project aims to provide greater access for more people to engage with the financial system throughout Tanzania, and focuses completely on financial sector deepening.

Project name: **Rural Livelihoods Development Programme (RLDP)**
Donor: SDC
Primary implementer: NGO registered in Tanzania
Country/region: Tanzania: 7 poverty-stricken, semi-arid regions of central Tanzania
Market systems: Agricultural sector
Approach: M4P approach (adopted approach in 2008)
Dates: 2004 – 2016
Brief: The project aims to reduce rural poverty by linking the poor producers and processors with markets.

Project name: **Tanzania Staples (NAFAKA)**
Donor: USAID (Feed the Future)
Primary implementer: ACIDI/VOCA
Funding: USD 30 million
Country/region: Tanzania
Value chains: Rice, maize
Dates: 2011 – 2016
Brief: NAFAKA integrates agricultural, gender, environment and nutritional development efforts to improve smallholder farmer productivity and profitability within the maize and rice value chains in Morogoro, Dodoma, and Manyara. NAFAKA works with rural communities and the Tanzanian Ministry of Agriculture to analyze the local maize and rice value chains and develop a strategy to strengthen them.

UGANDA

KEY LEARNING PROJECTS

Project name: **Monitoring, Evaluating and Learning Program (or the Learning Contract)**
Donor: USAID
Primary implementer: QED Group LLC
Funding: USD 15 million
Country/region: Uganda
Dates: 2012 – 2017
Brief: This program is central to USAID/Uganda's broader organization learning and development policy effort called Collaborating, Learning, and Adapting (CLA). It creates the conditions to enable USAID/Uganda to become a more adaptive, modern, and effective development enterprise. It provides technical assistance, mentoring,

training and capacity building to USAID/Uganda and implementing partners' to strengthen systems and practices in M&E, learning, and adaptation. Facilitates professional relationships and network building.

KEY TECHNICAL PROJECTS

Project name: **Enabling Environment for Agriculture**
Donor: USAID (Feed the Future)
Primary implementer: Chemonics
Funding: USD 20.2 million
Country/region: Uganda
Approach: Facilitation approach
Dates: 2013 - 2016
Brief: The project aims to improve the policy, legal, and regulatory framework that affects agricultural production and trade to make it easier for farmers and agribusinesses to do business.

Project name: **Agricultural Inputs Activity (Ag-Inputs)** (also referred to as **PAID** in the past)
Donor: USAID (Feed the Future)
Primary implementer: TetraTech /ARD
Funding: USD 7.5 million
Country/region: Uganda's FTF focus districts
Approach: Market systems development approach
Dates: 2012 – 2017
Brief: Following up on LEAD (see below), FTF Ag-Inputs aims to increase the use of high quality agricultural inputs in Uganda. It focuses on increased availability of inputs to farmers and decreased prevalence of counterfeit agricultural inputs.

Project name: **Commodity Production and Marketing Activity**
Donor: USAID (Feed the Future)
Primary implementer: Chemonics
Funding: USD 23 million
Country/region: Uganda
Approach: Value chain development approach
Dates: 2013 – 2018
Brief: The project's goal is to achieve a sustainable increase in the production and marketing of high quality maize, beans, and coffee.

Project name: **Northern Karamoja Growth Health and Governance (GHG)**
Donor: USAID
Primary implementer: Mercy Corps
Country/region: Karamoja region of Uganda
Approach: Market systems development approach
Funding: USD 53 million
Dates: 2012 – 2017

Brief: GHG takes a long-term market development programming approach with targeted assistance to the critically vulnerable, along with a strong focus on the sub-region's complex gender dynamics.

Project name: **Livelihoods and Enterprises for Agricultural Development (LEAD)**

Donor: USAID

Primary implementer: TetraTech/ARD

Country/region: Uganda

Value chains: Maize, bean, coffee, inputs

Approach: Market systems development approach

Funding amount: USD 35 million

Dates: 2008 – 2013

Brief: LEAD worked through strategic entry points to the agriculture sector, including agro-dealers/stockists, input companies, input associations, and government entities. The project improved the linkages between 160,000 smallholder farmer households and over 110 private sector firms. Incomes of the participating households increased from around \$610 to \$1,100 over the lifetime of the project.

Project name: **Revitalizing Agricultural Incomes and New Markets (RAIN)**

Donor: US Department of Agriculture

Primary implementer: Mercy Corps

Country/region: Acholi region of Northern Uganda

Dates: 2011 – 2015

Funding: USD 6.6 million

Brief: The project stimulates economic prosperity and food security by building the capacity of agricultural service providers. Among many activities, RAIN uses the agent model to get agricultural inputs to rural smallholder farmers as well as providers of commercial tillage and post-harvest storage.

Project name: **Uganda Financial Services Inclusion Program**

Donor: DfID

Funding: GBP 17 million

Country/region: Uganda

Market system: Financial

Approach: M4P approach

Dates: 2012 - 2016

Brief: Builds on successful financial deepening program being implemented by DFID in Tanzania and Kenya. Aims to improve the capacity of financial institutions, strengthen the financial sector by providing support services, and support an appropriate legal and regulatory structure for the delivery of services to the poor.

ZAMBIA

KEY TECHNICAL PROJECTS

Project name: **Making Agricultural Markets Work for Zambia**
Donor: DfID, Sida
Primary implementer: Musika (Zambian NGO)
Country/region: Zambia
Dates: 2012 – 2016
Brief: Project focused on the agricultural market. Through technical support and a range of investments and interventions, the project aimed to deepen commercial market engagement with the rural poor to benefit both sides of the transaction.

Project name: **Mawa**
Donor: USAID (Feed the Future and PEPFAR)
Primary implementer: CRS
Funding: USD 10 million
Country/region: Zambia
Dates: 2013 – 2017
Brief: This project aims to help more than 21,000 vulnerable and very poor rural households in targeted areas become more food secure through activities that accelerate agricultural production and better nutritional and health practices.

Project name: **Production, Finance and Improved Technology (PROFIT)**
Donor: USAID
Primary implementer: CLUSA
Funding: USD 15 million
Country/region: Zambia
Dates: 2005 – 2010
Value chains: Beef, cotton, agricultural inputs
Approach: Market systems development approach
Brief: PROFIT's main aims were to strengthen connections within selected value chains to increase the provision of inputs and services to farmers with the objective of improving productive output and quality, therefore increasing household incomes. The project worked with lead firms and communities to develop agent networks in order to reach rural areas. It also used an industry-based strategy, meaning that all interventions targeted individual enterprises with the aim of improving the overall functioning of the industry and to foster the development of commercial mechanisms to address critical production constraints.

Project name: **Production, Finance and Improved Technology Plus (PROFIT+)**
Donor: USAID (Feed the Future)
Primary implementer: ACIDI/VOCA
Funding: USD 24 million
Country/region: Zambia
Value chains: Soybean, sunflower, maize, groundnut, horticulture
Approach: Value chain development approach

Dates: 2012 – 2016
Brief: The program targets smallholder farmers and agro-enterprises to increase agricultural productivity and facilitate inclusive access to markets and private sector investment in target value chains. The project focuses on three objectives: 1) improved smallholder productivity; 2) greater access to markets and trade; and, 3) increased private sector investment in agriculture-related activities. Applying both “push” and “pull” interventions to create pathways out of poverty for smallholders, PROFIT+ will ensure that vulnerable households and women benefit equitably from increased productivity and investment.

Project name: **Zambia Economic Resilience for Improved Food Security (ZERS)**
Donor: USAID (Feed the Future)
Primary implementer: CRS
Funding: USD 10 million
Country/region: Zambia, with a focus on Eastern Province
Dates: 2012 – 2017
Brief: This project aims to build assets, improve nutrition practices, and increase economic opportunities for very poor households through an integrated approach linking vulnerable households to productive agricultural value chains and investing in community, district, and provincial health systems.

COUNTRY-LEVEL SYNOPSIS: ASIA & NEAR EAST

MULTI-COUNTRY

KEY LEARNING NETWORKS

Network:	GTZ Assets for Asia
Members:	Donor-based/focused network
Resources:	http://www.gtz.de/en/weltweit/asien-pazifik/8880.htm

BANGLADESH

KEY LEARNING NETWORKS

Network:	Market Development Forum (MDF)
Overview:	Member-led networking organization that brings together market development practitioner organizations including donors, NGOs and private sector institutions that are working on strengthening the private sector in Bangladesh. Aims to facilitate greater collaboration and coordination among organizations and projects applying different market development practices by providing a platform for its member organizations to share best practices and experiences, to support effective, synchronized and sustainable application. The services provided by the Forum include meetings for learning, general discussion events, workshops and field trips.
Formation:	Established in 2005. MDF was initiated as a joint collaboration between CARE-Bangladesh, GTZ PROGRESS, Katalyst and IFC-SEDF. In 2012 the Forum was in the process of formalizing and establishing itself as an autonomous entity free from donor agendas, with members building the organizational vision and agenda, based on their needs and market demand. SDC was to fund a portion of the budget and the rest was to come from member contributions.
Key contacts:	Rajiv Pradhan, Executive Director, IDE-Bangladesh rajiv.pradhan@ide-bangladesh.org Mr. Adnan Kabir of CARE Bangladesh, Interim MDF Coordinator
Members:	Forum has 34 members that are active in market development initiatives in agriculture, agri-business, handicraft production, light engineering and health. It is a loosely affiliated network, which welcomes any organization or body interested in similar issues regarding private sector development.

KEY TECHNICAL PROJECTS

Project name:	Agricultural Value Chains (AVC) Program
Donor:	USAID (Feed the Future)
Primary implementer:	DAI
Funding:	USD 34.2 million
Country/region:	Southern Delta of Bangladesh

Dates: 2013 – 2018
Value chains: Fruits, vegetables, pulses
Approach: Value chain development approach
Brief: The project aims to achieve broad-based economic growth and enhance long-term food security.

Project name: **Agro Forestry Improvement Partnership (AFIP)**
Donor: SDC
Primary implementer: HELVETAS
Country/region: Bangladesh
Dates: 2004 – 2012
Brief: Targeted smallholder farmer households to establish a sustainable system for production and distribution of quality planting materials.

Project name: **Agro-Inputs Program (AIP)**
Donor: USAID (Feed the Future)
Primary implementer: CNFA
Funding: USD 14 million
Country/region: Southern Delta of Bangladesh
Dates: 2013 – 2017
Value chains: Agricultural inputs
Brief: The project aims to increase agricultural productivity, reduce rural poverty, and to improve food security in the southern delta of Bangladesh. The program will create a sustainable Agro Input Retailers Network (AIRN) to deliver training, improved inputs and related services to at least 3,000 agro input retailers. An additional output will be the creation of an Ag-Inputs Monthly Price Outlook Bulletin and a Geographic Information System (GIS) for visual representation of input distribution.

Project name: **Katalyst Phase II**
Donor: DfID, SDC
Primary implementer: Swisscontact
Funding: Approximately GBP 11.8 Million
Country/region: Bangladesh
Dates: 2008 – 2013
Value chains: 16 key rural and urban sectors including vegetables, prawn, potatoes, maize, jute, furniture, fish, tourism, seed, fertilizer, and ICT
Approach: M4P approach
Brief: Using an M4P approach, Katalyst II aimed to contribute to increased income for men and women in rural and urban areas by increasing the competitiveness of 16 key rural and urban sectors. These sectors are relevant to large numbers of poor people and which have the greatest potential for inclusive growth and sustainable change.

Project name: **Katalyst Phase III**
Donor: DfID, SDC
Primary implementer: Swisscontact, GIZ
Funding: GBP 12 million
Country/region: Bangladesh
Dates: 2013 – 2017
Approach: M4P approach
Brief: Katalyst, now entering its third phase, is a market development project that aims to increase the competitiveness of farmers and small enterprises in Bangladesh by facilitating changes in services, inputs, and product markets.

Project name: **Making Markets Work for the Chars (M4C)**
Donor: SDC
Primary implementer: Swisscontact
Funding: CHF 8.2 million
Country/region: Bangladesh
Dates: 2011 – 2016
Value chains: Agriculture crops (including maize, chili, jute, groundnut) and non-farm sectors such as handicrafts and transport
Approach: M4P approach
Brief: M4C aims to improve the market systems for the poor people living on the chars of ten districts in Northern and North Western Bangladesh, opening up new opportunities for job and income generation. The project partners with private and public entities to address the constraints and opportunities of char producing households; supports innovative business models; facilitates systemic changes; considers empowerment of women in economic activities; and considers means to mitigate affects of disaster shocks.

Project name: **Samriddhi**
Donor: SDC
Primary implementer: HELVETAS
Country/region: Bangladesh's Rajshahi Division and Sunamganj District
Dates: 2010 – 2014
Approach: M4P and "Human and Institutional Development" (HID) Approaches
Brief: Project focused on strengthening the resiliency of poor and extreme poor households through social and economic empowerment.

Project name: **Strengthening the Dairy Value Chain Project (SDVC)**
Donor: The Bill & Melinda Gates Foundation
Primary implementer: Care
Country/region: Bangladesh
Dates: 2007 – 2012
Value chain: Dairy
Approach: Value chain development approach

Brief: The goal of this project was to improve the dairy-related incomes of 35,000 small-holder farmers in northwest Bangladesh, by addressing the major challenges to improving smallholder participation in the value chain. The challenges include farmer mobilization and education, access to markets for their milk, and access to productivity-enhancing inputs.

CAMBODIA

KEY TECHNICAL PROJECTS

Project name: **Cambodia Agricultural Value Chains (CAVAC) Program**

Donor: AusAid

Primary implementer: Cardno

Funding: AU 32 million

Country/region: Cambodia

Dates: 2010 – 2015

Value chain: Rice

Brief: This project provides assistance in four areas, including agribusiness, water management and irrigation, research and extension, and business enabling environment.

Project name: **Helping Address Rural Vulnerabilities and Ecosystem Stability (Harvest)**

Donor: USAID (Feed the Future)

Primary implementer: Fintrac

Funding: USD 56.8 million

Country/region: Cambodia

Dates: 2010 – 2015

Brief: HARVEST is a five-year integrated food security and climate change program, which seeks to reduce poverty and malnutrition by diversifying and increasing food production and income for up to 70,000 rural households.

Project name: **Micro, Small and Medium Enterprises Strengthening 1 and 2 Project (MSME 1 and 2)**

Donor: USAID

Primary implementer: DAI

Funding: USD 26 million

Country/region: Cambodia (17 rural provinces)

Dates: 2005 – 2012

Value chains: Aquaculture, pigs, tile manufacturing, water, honey, resin, ecotourism

Approach: Value chain development approach

Brief: These projects employed a market-driven, grassroots strategy to alleviate poverty and foster economic growth. The projects goals were to build business and technical skills for actors throughout the value chain and promote business relationships between these actors and the government.

INDIA

KEY LEARNING NETWORKS

Network:	Livelihoods India Initiative
includes:	Making Markets Work for the Poor Network ACCESS Livelihoods Platform
Managed by:	ACCESS Development Services India
Brief:	The ACCESS Livelihoods India initiative developed from experience gained through the CARE-CASHE microfinance program and includes the Making Markets Work for the Poor Network and the ACCESS Livelihoods Platform. The Platform brings together experiences and issues faced by livelihoods promoting agencies to promote a discussion of the key challenges faced by the sector in livelihoods promotion of the poor. ACCESS works with local NGOs, to build their capacity, develop community based strategies and design models that can be replicated across contexts and regions. At the regional level, ACCESS provides technical and managerial support to stakeholders and undertaking impact studies to contribute to the wider knowledge pool within the sector. At the national level, ACCESS seeks to bring together all stakeholders for identifying key constraints affecting the sector, share experiences and discuss, delve into and devise solutions. ACCESS livelihoods projects are implemented under three broad sub-sectors, i.e. sustainable agricultural development, forest-based activities and handicrafts. The key points of focus include the introduction of prudential norms, discipline and sustainability of resources invested in livelihoods intervention. Producers are provided with need-based services to integrate them into value chains. In addition, ACCESS organizes the Annual Livelihoods Conference and produces the Annual State of India's Livelihoods Report.

NEPAL

KEY LEARNING NETWORKS

Network:	Market Development Forum Network (MDFN)
Type:	In-person network
Founded:	2013
Managed by:	SAMARTH Nepal
Participants:	20 participants (as of December 2013) with SAMARTH project actively facilitating meetings and increased membership. Includes: SAMARTH, Kisani (Winrock), Mercy Corps, Sappros, SwissContact, GIZ, Practical Action, SNV, Ceapred, Devtec, Forward Nepal, Helvetas, and IDE
Network:	Nepal Market Development Practitioners Forum (MD Forum)
Type:	Online network only
Founded:	2011
Managed by:	Set up by staff member of Practical Action, Regional Office, South Asia – unsure if actively managed through this office

Platform: http://www.linkedin.com/groups/Nepal-Market-Development-Practitioners-Forum-4198738?home=&gid=4198738&trk=anet_ug_hm
Members: 132 members (as of December 2013)

KEY TECHNICAL PROJECTS

Project name: **Market Access for Smallholder Farmers (MASF)**
Donor: DfID
Primary implementer: Practical Action
Country/region: Nepal
Funding: USD 2.02 million
Dates: 2010 – 2012
Value chain: Dairy
Approach: Value chain development approach
Brief: This project aimed to help more than 10,000 poor dairy farmers in rural areas, including marginalized hill areas. It was focused on strengthening dairy value chain and seeking to address key market constraints—veterinary service access, cooperative-led organization, access to forage, fodder and processed feed.

Project name: **Promoting Climate Resilient Agriculture Nepal**
Donor: IFC
Primary implementer: Practical Action
Country/region: Nepal
Funding: USD 1 million
Dates: 2013 – 2017
Value chains: Rice, maize, sugarcane
Brief: This project aims to help more than 15,000 farmers to make their agricultural activities more climate resilient through their linkages with rice, sugar and feed processors and to further national lead practice on climate resilient agriculture. Tripartite relationships among farmers, lead firms and local agrovets and input dealers will drive efforts to upgrade practices, with a focus on high yield varieties, water management practices, ICT based information, and access to finance.

Project name: **Rural Access Programme**
Donor: DfID
Primary implementer: International Medical Corps
Country/region: Nepal
Funding: USD 3.3 million
Dates: 2014 – 2018
Value chains: Goat, vegetable, spices
Brief: This project aims to promote socio-economic activities around road corridors of remote areas. The main objective is to help more than 10,000 poor and vulnerable people around road corridors to capitalize on market opportunities created by road connections.

Project name:	SAMARTH-Nepal Market Development Programme
Donor:	DfID
Primary implementer:	Adam Smith International (ASI)
Funding:	GBP 14,540,295
Country/region:	Nepal
Dates:	2011 – 2016
Value chains:	Vegetables, aquaculture, pigs, ginger, dairy
Approach:	Market Systems Development Approach
Brief:	This project is a rural market development program that aims to reduce poverty in Nepal by increasing incomes of 300,000 smallholder farmers and small-scale entrepreneurs. The program has a particular focus on poor and disadvantaged women and men.

PAKISTAN

KEY TECHNICAL PROJECTS

Project name:	USAID Agribusiness Project (UAP)
Donor:	USAID
Primary implementer:	Agribusiness Support Fund (a Pakistani non-profit) with support from CNFA
Funding:	USD 90 million
Country/region:	Pakistan
Dates:	2012 – 2016
Value chains:	Horticulture, livestock
Approach:	Value chain development approach
Brief:	This project strengthens local capacity within key value chains to increase sales in domestic and foreign markets. The program aims to increase economic growth, employment opportunities and to amplify the competitiveness of horticulture and livestock value chains.

COUNTRY-LEVEL SYNOPSIS: LATIN AMERICA & THE CARIBBEAN

MULTI-COUNTRY

KEY LEARNING NETWORKS

Network:	Foundation ASOCAM Intercooperativa Latin America (ASOCAM)
Website:	http://www.asocam.org/index.shtml
Region:	Based in Ecuador, serving Bolivia, Cuba, Ecuador, El Salvador, Nicaragua, Honduras, Peru and Switzerland
Brief:	ASOCAM is a platform to facilitate knowledge exchange in Latin America on strategies for rural development in the region. ASOCAM releases publications organized by theme: water and climate change, local economic development, policy advocacy, rural enterprises, and monitoring and evaluation. ASOCAM has a very broad reach, capturing experiences from all the different countries, and aggregating the information.
Members:	Based in Quito, Ecuador, they have 50 members from 8 countries Bolivia, Cuba, Ecuador, El Salvador, Nicaragua, Honduras, Peru and Switzerland.

KEY TECHNICAL PROJECTS

Project name:	COMPETE Caribbean IDB
Donor:	Inter-American Development Bank (IDB), DFID, and the Foreign Affairs, Trade and Development Canada (DFATD)
Funding:	Approximately USD 40 million
Brief:	Private sector development program that provides technical assistance grants and investment funding to support productive development policies, SME development activities, and business climate reforms in the Caribbean region. It aims to improve the enabling environment for business development, trade, and integration; to increase the consensus and focus on strategic interventions to promote private sector development; and to enhance the capacity of clusters and firms to increase productivity.

GUATEMALA

KEY TECHNICAL PROJECTS

Project name:	Rural Value Chain Program - Horticulture
Donor:	USAID (Feed the Future)
Primary implementer:	Exporters' Association (AGEXPORT)
Funding:	USD 24 million
Country/region:	Guatemala

Dates: 2012 – 2017
Value chain: Horticulture
Approach: Value chain development approach
Brief: The objective of this project is to improve household access to food by expanding and diversifying rural income and to continue to improve the nutritional status of families benefitted under this program.

Project name: **Rural Value Chain Program - Coffee**
Donor: USAID (Feed the Future)
Primary implementer: National Coffee Association (ANACAFÉ)
Funding: Approximately USD 20 million
Country/region: Guatemala
Dates: 2012 – 2017
Value chain: Coffee
Approach: Value Chain Development Approach
Brief: The objective of this project is to improve household access to food by expanding and diversifying rural income and to continue to improve the nutritional status of families benefitted under this program.

HAITI

KEY TECHNICAL PROJECTS

Project name: **AVANSE¹ or Feed the Future North (FTFN)**
Donor: USAID (Feed the Future)
Primary implementer: DAI
Funding: USD 87.8 million
Country/region: Northern region of Haiti
Dates : 2013 – 2018
Value chains: Maize, beans, rice, plantains, cocoa
Brief : The flagship Feed the Future program in the region, AVANSE looks to increase incomes while also developing local companies into direct partners of USAID's funding to Haiti. The project aims to increase agricultural productivity; improve watershed stability above selected plains; strengthen agricultural markets by increasing access to financial products; and improve transportation infrastructure.

Project name: **Local Enterprise & Value Chain Enhancement (LEVE)**
Donor: USAID
Primary implementer: RTI
Funding: USD 32.6 million
Country/region: Haiti (primarily Port-au-Prince, Cap Haitien, and Saint-Marc)
Dates: 2013 – 2018
Value chains: Garments, construction, and agribusiness

¹ Appui a la Valorisation du potentiel Agricole du Nord, a la Securite Economique et Environnementale

Brief: The project with increase employment in Haiti through support to MSMEs and the value chains in which they operate.

HONDURAS

KEY TECHNICAL PROJECTS

Project name: Rural Economic Diversification (RED)
Donor: USAID
Primary implementer: Fintrac
Funding: USD 11.7 million
Country/region: Honduras
Dates: 2005 – 2010
Brief: This four-year project’s objective was to increase incomes and employment opportunities in rural communities of Honduras. It focused on increasing the competitiveness of micro, small and medium-sized enterprises, expanding their local sales, exports and investments and promoting an increase in the production and investment in increased value and value-added products.

Project name: ACCESO
Donor: USAID (Feed the Future)
Primary implementer: Fintrac
Funding: USD 24million
Country/region: Honduras
Dates: 2011 – 2015
Value chain: High value cash crops and off-farm MSEs
Approach: Value chain development approach
Brief: This project works to lift rural households out of poverty and malnutrition conditions through access to economic development opportunities and improved health and nutrition practices. By introducing good agricultural practices and market-driven production program for high value cash crops, the project is aiming to increasing sales and incomes.

PERU

KEY LEARNING NETWORKS

Network: Consortium of Private Organizations promoting the development of small and Micro Enterprise (COPEME)
Website: www.copeme.org.pe
Overview: COPEME focuses on local economic development, sustainable development and gender equality. Advocacy initiatives include formulation of technical and policy proposals in local economic development, research studies and books, and advisory services to political offices. Skills development includes product development and technical training, training of trainers, technical assistance support in monitoring, evaluation, impact measurement and organization of internships. COPEME provides advisory services to local governments, including diagnostics and studies, plan

preparation, implementation of operational plans, and monitoring. Training programs are offered to local governments, including sensitization workshops, and specialized modules and materials.

Founded:

Founded in 1990 as a not for profit civil association comprised of over 50 NGOs and private institutions in Peru to promote and develop economic opportunities at the national and local level, and to engage representatives of different stakeholders from the government including unions, local and regional governments.

COUNTRY-LEVEL SYNOPSIS: EASTERN EUROPE AND EURASIA

ARMENIA

KEY TECHNICAL PROJECTS

Project name:	Rural Development in the Region of Meghri / Markets for Meghri (M4M) Phase II
Donor:	SDC
Primary implementer:	HELVETAS Swiss Intercooperation, Swiss Foundation for Development and International Cooperation
Funding:	Approximately USD 3.9 million
Country/region:	Meghri region of Armenia
Dates:	2012 – 2016
Value chains:	Fig, persimmon, pomegranate
Brief:	The project goal is an increased and sustainable income of small-scale horticulture producers (value chains of fig, persimmon and pomegranate) through higher profitability of production and enhanced access to markets.

BOSNIA AND HERZEGOVINA

KEY TECHNICAL PROJECTS

Project name:	Market Makers / “Making Markets Work for the New Generation” (MMW4NG)
Donor:	SDC
Primary implementer:	HELVETAS Swiss Intercooperation
Funding:	Approximately USD 5.5 million
Country/region:	Bosnia and Herzegovina
Dates:	2012 – 2017
Approach:	M4P approach
Brief:	The main aim of the Market Makers program is to promote the creation of decent job opportunities for young men and women in Bosnia and Herzegovina. By using the M4P Approach, the program will aim to facilitate change processes in market systems in order to allow poor people to reap additional benefits, e.g., in terms of improved employment opportunities, from their participation in the market. Key constraints and their underlying systemic causes in different economic subsectors relevant for youth employment will be identified and targeted interventions to address the identified systemic causes designed.

GEORGIA

KEY TECHNICAL PROJECTS:

Project name:	Market Opportunities for Livelihood Improvement (MOLI)
Donor:	SDC
Primary implementer:	HEKS-EPER with partnership of HELVETAS Swiss Intercooperation
Funding:	Approximately USD 4.88 million
Country/region:	Kakheti region of eastern Georgia
Dates:	2011 – 2015
Value chains:	Milk and meat
Brief:	The project facilitates the development of the milk value chain from improved animal breed to milk processing and the development of the meat value chain.

KOSOVO

KEY TECHNICAL PROJECTS

Project name:	Enhancing Youth Employment (EYE)
Donor:	SDC
Primary implementer:	HELVETAS Swiss Intercooperation (along with Management Development Associates)
Funding:	USD 8.5 million
Country/region:	Kosovo
Dates:	2012 – 2016
Approach	M4P approach
Brief:	The project will facilitate the improvement of labor market conditions for young Kosovar women and men. Based on the requirements of the private sector, the project will work with skills development services to provide more adequate training and education which would lead to more job opportunities. The EYE project will enable job seekers to better access vacant positions and make informed decisions about their career paths. The intervention strategy of the EYE program is guided by the M4P Approach as strategic framework. As a facilitator, the EYE program will identify relevant constraints for youth employment in the labor market and related support functions and will enable relevant actors to play more valid roles.

Project name:	New Opportunities for Agriculture (NOA)
Donor:	USAID
Primary implementer:	Tetra Tech ARD
Funding:	USD 15.9 million
Country/region:	Kosovo
Dates:	2011 – 2015
Value chains:	Apples, gherkins, lettuce, table grapes, berries, and will expand to flower bulbs, asparagus, lettuce/chicory new varieties, berries (blueberries/cranberries, gooseberries/currants), kiwi fruit, and saffron.
Approach:	Value chain development approach

Brief:

NOA bases development of value chains on the principle of demand drives supply, using backward linkages from market to producer. NOA will identify, build, or strengthen the links in the value chains to add value, ensure competitiveness in the market, and ensure fair returns to each link for their efforts and risk.

COUNTRY-LEVEL SYNOPSIS: GLOBAL

KEY LEARNING NETWORKS

Network:	Business Action for Africa (BAA)
Website:	www.businessactionforafrica.org
Overview:	Interested in catalyzing collective business-led advocacy, on-the-ground programs, and knowledge sharing. Current focus is on business drivers for growth (such as trade and promoting Africa as an investment destination), and inclusive business partnerships (including SME financing in value chains).
Members:	Africa-based and Africa-facing businesses, international donor agencies. BAA has around 150 members.
Main sponsors:	Anglo American, BAT, Coca-Cola, De Beers, Diageo, Pfizer, SABMiller, Shell, Unilever, DFID, CDC, IBLF. General membership is free.
Network:	Business Call to Action (BCtA)
Overview:	Launched in 2008, BCtA aims to accelerate progress towards the MDGs by challenging companies to develop inclusive business models that offer the potential for both commercial success and development impact.
Main stakeholders:	Multinational businesses
Main sponsors:	Several donor agencies, including Australian Agency for International Development, the Dutch Ministry of Foreign Affairs, the UK Department for International Development, the US Agency for International Development, the United Nations Development Programme, the United Nations Global Compact, the Clinton Global Initiative, and the International Business Leaders Forum.
Network:	Business Fights Poverty (BFP)
Website:	www.businessfightspoverty.org
Overview:	An online community of practice and venue to share knowledge and network with peers. Does not generate knowledge - primarily acts as a venue to showcase knowledge, to facilitate engagement around that knowledge, and to encourage user-generated content. It is an open forum. Membership is free. Has over 8,000 members.
Main audience:	Professionals in the field of business and development; roughly equal share from business and NGOs, and smaller percentage from Government.
Main sponsors:	Ad hoc sponsors of eDiscussions and eConferences (e.g. World Bank, UNDP), and longer-term Knowledge Zone sponsors (e.g. SABMiller)
Network:	Donor Committee on Enterprise Development (DCED)
Website:	http://www.enterprise-development.org/
Primary implementer:	23 Member Agencies
Country/Region:	Global

Overview: The Donor Committee for Enterprise Development reduces poverty by agreeing the most effective practices in the creation of economic opportunities and jobs – based on the experiences of DCED members and others. The DCED has also become the leading source of knowledge about Private Sector Development (PSD) – documenting and disseminating the successes and lessons learned to improve the results of PSD programs in developing countries.

Network: **Market Systems Development Platform** (working title)
Donor: DfID, SDC
Primary implementer: PriceWaterhouseCoopers LLP
Funding: GBP 3 Million
Country/region: N/A
Dates: 2014-2017
Brief: A policy and practitioner learning community to promote inclusive market systems approaches in development. It will pursue a responsive agenda of research, development and innovation, and support better evaluation practices to build the evidence base for market systems approaches in donor programs.

Network: **Market Facilitation Initiative (MaFI)**
Managed by: SEEP Network, Washington DC

Network: **SDC Employment and Income Network**
Website: <http://www.sdc-employment-income.ch/>
Members: Donor-based/focused network

KEY LEARNING PROJECTS

Project name: **Enabling Agricultural Trade (EAT)**
Donor: USAID (Feed the Future)
Primary implementer: Fintrac
Country/region: Bangladesh, Ghana, Jordan, Kenya, Mali, Nepal, Palestine, Papua New Guinea, Rwanda, Uganda, and Zambia
Brief: This project promotes inclusive agricultural sector growth by creating enabling environments for agribusinesses that encourage private sector investment and promote food security. The project aims to meet this goal by i) creating actionable analysis to assist USG, policymakers, and practitioners, ii) through technical assistance, and iii) by promoting leadership and collaboration among the development community.

Project name: **Leveraging Economic Opportunities (LEO)**
Donor: USAID
Primary implementer: ACDI/VOCA
Funding: Ceiling of USD 21 million
Country/region: Global
Dates: 2013 – 2016
Value Chain: N/A
Approach: Market systems development approach

Brief:

The project fosters inclusive growth through markets. Building on USAID’s value chain approach, LEO focuses on 1) a systems approach to markets, acknowledging the complex inter-relationships among market actors, market and household systems, climate change, nutrition, the policy environment, and socio-cultural factors, including poverty and gender; and 2) inclusion, recognizing the role that a spectrum of actors—from resource poor households and small-scale enterprises to larger and more formal firms—play in catalyzing market change and growth that benefits the poor. A key objective of LEO is to improve practice in inclusive market systems development. To achieve this objective, LEO is centered on a collaborative learning and dissemination strategy. LEO seeks to leverage the results of research and analyses conducted through complementary mechanisms—such as the Feed the Future Innovation Labs, the Food Security Service Center, the Enabling Agricultural Trade project and others—to facilitate practitioner learning on how to apply these results to the design, implementation and M&E of market development projects.

Table 6: At a Glance: Projects and Networks by Donor

Key: Grey = Learning-focused Projects & Learning Networks, Blue = Technical Projects FtF = Feed the Future

Network or Project	USAID	DFID	SDC	SIDA	World Bank	Swiss Contact	IDB	Other
MULTI-COUNTRY								
Resilience Learning Project	X							
Agriculture Knowledge, Learning and Documentation Project (ASKDP)	X							
Sahel Resilience Learning Project (SAREL Project)	X							
ETHIOPIA								
Agricultural Growth Program – Livestock Market Development (AGP-LMD)	X (FtF)							
Agricultural Growth Program - Agribusiness and Market Development (AGP-AMDe)	X (FtF)							
Pastoralist Areas Resilience Improvement and Market Expansion (PRIME)	X (FtF)							
GHANA								
Agricultural Development and Value Chain Enhancement II (ADVANCE II)	X (FtF)							
<i>Completed:</i> Agricultural Development and Value Chain Enhancement I (ADVANCE I)	X (FtF)							
KENYA								
Business Development Services Donor Coordination Group (BDCG)								
Market Development East Africa (MDEA)		X						

Network or Project	USAID	DFID	SDC	SIDA	World Bank	Swiss Contact	IDB	Other
Financial Sector Deepening (FSD) Trust Kenya		X		X				
Kenya Agricultural Value Chain Enterprises (KAVES)	X (FtF)							
Market Assistance Programme (MAP)		X						
Resilience and Economic Growth in the Arid Lands–Accelerated Growth (REGAL-AG)	X (FtF)							
<i>Completed:</i> Kenya Horticulture Competitiveness Project (KHCP)	X (FtF)							
LIBERIA								
Food and Enterprise Development (FED)	X (FtF)							
Grow Liberia				X				
MALAWI								
Multi-Donor Financial Sector Deepening Trust (MFSDT)	X	X			X			
Integrating Nutrition in Value Chains (INVC)	X (FtF)							
MALI								
Cereal Value Chain (CVC)	X (FtF)							
<i>Completed:</i> Integrated Initiatives for Economic Growth in Mali (IICEM)	X							
MOZAMBIQUE								
InovAgro			X					
NIGERIA								
Growth and Employment in States (GEMS1) – Meat and Leather		X						
GEMS2 – Construction and Real Estate Sector		X						

Network or Project	USAID	DFID	SDC	SIDA	World Bank	Swiss Contact	IDB	Other
GEMS3 – Support for Improved Business Regulations		X						
GEMS4 – Wholesale and Retail Trade		X						
Maximizing Agricultural Revenue and Key Enterprises in Targeted Sites (Markets II)	X (FtF)							
Propcom Mai-karfi (Propcom II)		X						
<i>Completed:</i> Enhancing Nigerian Advocacy for a Better Business Environment (ENABLE)		X						
<i>Completed:</i> Promoting Pro-Poor Opp in Commodity and Service Markets (PrOp-Com)		X						
RWANDA								
Renewable Energy and Adaptive Climate Technologies (REACT)		X						
SENEGAL								
<i>Completed:</i> Economic Growth Project (PCE)	X (FtF)							
SIERRA LEONE								
Sierra Leone Market Development Programme		X						
SOUTH SUDAN								
Food, Agribusiness and Rural Markets (FARM)	X (FtF)							
TANZANIA								
Coastal Rural Support Programme		X		X				
Financial Sector Deepening Trust Tanzania		X		X				
Rural Livelihoods Development Programme (RLDP)			X					

Network or Project	USAID	DFID	SDC	SIDA	World Bank	Swiss Contact	IDB	Other
Tanzania Staples (NAFAKA)	X (FtF)							
Cotton Sector Development Programme		X						
<i>Completed: Business Environment Strengthening for Tanzania-Advocacy Component</i>		X		X				
<i>Completed: Cluster Competitiveness Programme</i>		X						
UGANDA								
Monitoring, Evaluating and Learning Program	X							
Enabling Environment for Agriculture	X (FtF)							
Northern Karamoja Growth Health and Governance (GHG)	X							
Feed the Future Agricultural Inputs Activity (FTF Ag-Inputs)	X (FtF)							
Feed the Future Commodity Production and Marketing Activity	X (FtF)							
Uganda Financial Services Inclusion Programme		X						
Revitalizing Agricultural Incomes and New Markets (RAIN)								X
<i>Completed: Livelihoods and Enterprises for Agricultural Development (LEAD)</i>	X							
ZAMBIA								
Making Agricultural Markets Work for Zambia		X		X				
Mawa	X (FtF)							
Production, Finance and Improved Technology Plus (PROFIT+)	X (FtF)							
Zambia Economic Resilience for Improved Food Security (ZERS)	X (FtF)							
<i>Completed: Production, Finance and Improved Technology (PROFIT)</i>	X							

Network or Project	USAID	DFID	SDC	SIDA	World Bank	Swiss Contact	IDB	Other
MULTI-COUNTRY								
GTZ Assets for Asia								GTZ
BANGLADESH								
Market Development Forum (MDF)			X					Others
Agricultural Value Chains (AVC) Program	X (FtF)							
Agro-Inputs Program (AIP)	X (FtF)							
Katalyst Phase III		X	X					
Making Markets Work for the Chars (M4C)			X					
<i>Completed:</i> Agro Forestry Improvement Partnership (AFIP)			X					
<i>Completed:</i> Katalyst Phase II		X	X					
<i>Completed:</i> Samriddhi			X					
<i>Completed:</i> Strengthening the Dairy Value Chain Project (SDVC)								Gates
CAMBODIA								
Cambodia Agricultural Value Chains (CAVAC) Program								X
Helping Address Rural Vulnerabilities and Ecosystem Stability (Harvest)	X (FtF)							
<i>Completed:</i> Micro, Small and Medium Enterprises Strengthening 1 and 2 Project (MSME 1 and 2)	X							
INDIA								
Livelihoods India Initiative								

Network or Project	USAID	DFID	SDC	SIDA	World Bank	Swiss Contact	IDB	Other
NEPAL								
Market Development Forum Network (MDFN)		X						
Nepal Market Development Practitioners Forum (MD Forum)								
Promoting Climate Resilient Agriculture Nepal								IFC
Rural Access Programme		X						
SAMARTH-Nepal Market Development Programme		X						
<i>Completed:</i> Market Access for Smallholder Farmers (MASF)		X						
PAKISTAN								
USAID Agribusiness Project (UAP)	X							
MULTI-COUNTRY								
ASOCAM			X					X
COMPETE Caribbean IDB		X					X	X
GUATEMALA								
Rural Value Chain Program-Horticulture	X (FtF)							
Rural Value Chain Program-Coffee	X (FtF)							
HAITI								
AVANSE / Feed the Future North (FTFN)	X (FtF)							
Local Enterprise and Value Chain Enhancement (LEVE)	X							

Network or Project	USAID	DFID	SDC	SIDA	World Bank	Swiss Contact	IDB	Other
HONDURAS								
ACCESO	X (FtF)							
<i>Completed: Rural Economic Diversification (RED)</i>	X							
PERU								
COPEME								X
ARMENIA								
Markets for Meghri (M4M) Phase II			X					
BOSNIA & HERZEGOVINA								
Market Makers / Making Markets Work for the New Generation (MMW4NG)			X					
GEORGIA								
Market Opportunities for Livelihood Improvement (MOLI)			X					
KOSOVO								
Enhancing Youth Employment (EYE)			X					
New Opportunities for Agriculture (NOA)	X							
Business Action for Africa (BAA)								
Business Call to Action (BCtA)	X	X						
Business Fights Poverty (BFP)					X			

Network or Project	USAID	DFID	SDC	SIDA	World Bank	Swiss Contact	IDB	Other
Donor Committee on Enterprise Development (DCED)								
Market Systems Development Platform (working name)		X	X					
Market Facilitation Initiative (MaFI)	X							
SDC Employment and Income Network			X					
Enabling Agricultural Trade (EAT)	X (FtF)							
Leveraging Economic Opportunities (LEO)	X							

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