Feed the Future
Market Systems and Partnerships
COLLABORATING, LEARNING, AND ADAPTING (CLA) PLAN

October 2020

Feed the Future Market Systems and Partnerships (MSP)

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Durable, systemic, and inclusive agriculture-led growth

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Acronyms

A-COR	Alternate Contracting Officer's Representative
CLA	Collaborating, Learning, and Adapting
COR	Contracting Officer's Representative
DAI	DAI Global
EOI	Expression of Interest
FCDO	UK Government's Foreign, Commonwealth & Development Office
MEL	Monitoring, Evaluation, and Learning
MSD	Market Systems Development
MSP	Market Systems and Partnerships
PSE	Private Sector Engagement
RFS	Bureau for Resilience and Food Security
SDC	Swiss Agency for Development and Cooperation
USAID	United States Agency for International Development
USG	United States Government

1. Introduction

This Collaboration, Learning, and Adapting (CLA) Plan describes how the United States Agency for International Development (USAID) Bureau of Resilience and Food Security Feed the Future Market Systems & Partnerships (MSP) Activity integrates CLA as the managing framework for the Activity. CLA is inherent to maximizing MSP's impact in achieving its goals and objectives. The goal of MSP is to advance learning and good practice on market systems development (MSD), private sector engagement (PSE), and CLA across USAID, USAID partners, and market actors. This will be achieved by developing and improving upon the evidence, capacity, tools, technical assistance, and/or services required to design, implement, monitor, and evaluate activities that lead to inclusive and resilient agriculture-led economic growth, improved food security and nutrition, and increased incomes for the poor.

CLA will maximize MSP's impact across objectives by enabling evidence-based decision-making to hone activities and operations to increase efficiency and impact. MSP takes a systemic approach to learning, by facilitating peer-to-peer and bidirectional learning between the field and Washington through the development of dispersed local leaders in MSD, PSE, and CLA and by integrating learning on best practices to promote the uptake of learning into technical activities. MSP's CLA Plan facilitates the extensive collaboration required of MSP to build on ongoing learning, bring in new ideas to further develop the knowledge base of MSD, PSE, and CLA, and promote uptake of best practices in the broader development community. The CLA approach will also provide MSP with the agility needed to adapt as new learning shifts technical focal areas for the Activity and to adapt in a changing operational environment. At the same time, MSP will strengthen understanding of best practices in CLA and foster the adoption of CLA in program design, implementation, and monitoring and evaluation by USAID and its implementers through the technical activities of the MSP Activity.

This CLA Plan first provides an overview of MSP's purpose and objectives. The second section details MSP's approach to CLA and summarizes the program stakeholder engagement plan and provides specific CLA actions and activities for each stakeholder group.

2. Activity Description

MSP will support USAID to bring about a major cultural and operational transformation by integrating PSE across activities, while at the same time deepening MSD and facilitative approaches across the Feed the Future program cycle. MSP is a Feed the Future Activity operated under USAID's Bureau for Resilience and Food Security (RFS) and is designed to advance learning and good practice of USAID/Washington, USAID Missions, and other U.S. Government (USG) Operating Units and their international and local implementing partners. MSP will support the design, implementation, monitoring, and evaluation of MSD and PSE activities that lead to inclusive and resilient agricultural-led economic growth, improved food security and nutrition, and increased incomes for the poor. MSP supports Feed the Future in PSE and MSD approaches in areas such as partnership development, partnership management, market research and analytics, monitoring data collection and evaluation services, data collection and analytics, research studies, and training development and delivery. MSP ultimately seeks to improve the effectiveness of Feed the Future, USAID, and other USG programs to bring about sustained development outcomes at scale. PSE and MSD approaches to programming support USAID's Journey to

Self-Reliance[1] initiative in that they emphasize in-country resourcing and enterprise-driven growth, placing local systems at the heart of sustainable results, and identifying strategic partners best positioned to advance self-reliance and share accountability.[2]

2.1 MSP Objectives

MSP has four objectives that fall into two broad categories: Field Support Functions that have potential for buy-ins to conduct discrete activities within MSP's technical and strategic scope; and Global Leadership Functions that are focused on advancing global goods and are primarily funded with central core funding. While the functional objectives lend themselves predominantly to one or the other of these categories there may be instances when they converge, for example if a mission provides a buy-in for a specific capacity building activity.

Field support functions:

- **Objective 1**: To support effective private sector partnership development and management.
- **Objective 2**: To provide analytical and other services in support of design, implementation, monitoring, and evaluation of market systems and private sector engagement activities.

Global leadership functions

- **Objective 3**: To generate knowledge on both market systems development and private sector engagement.
- **Objective 4**: To build capacity to design, implement, monitor, evaluate, and learn from market systems and private sector engagement activities.

The CLA approach detailed in this plan will ensure that MSP decision-making is informed by monitoring and learning, is regularly reviewed and adapted, that the team and consortium partners communicate constructively in the pursuit of USAID and Feed the Future goals.

2.2 MSP Stakeholders

MSP has a diverse set of stakeholders depicted in Figure 1. Some already have deep expertise in PSE, MSD, and CLA and are looking to advance learning and best practice and further develop the evidence base. Others still must be convinced that PSE and MSD approaches really do increase the scale and sustainability of impact more than other ways of doing development. The MSP team also recognizes that not all stakeholders need to become deep experts in PSE and MSD and might only need to know when to engage expertise to design, implement, or evaluate an activity. MSP will tailor CLA activities and tools to the interests and objectives of these stakeholders:

- **USAID Missions, Bureaus, and Independent Offices**

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[1] USAID. *The Journey to Self-Reliance: Supporting partner countries to lead their own development challenges*: https://bit.ly/3cnpAtB
[2] USAID. Integrating the Journey to Self-Reliance into Project Design: https://bit.ly/2RL3lUQ

- o **USAID staff** that are seeking to advance learning, best practice, and adoption of PSE and MSD approaches or to use these approaches to achieve their development objectives. Engagement with these partners focuses on evidence and analytics to advance learning and establish good practice. Collaboration, learning, and related communications relevant to these stakeholders will also focus on answering tactical questions and expanding practice based on *how* best to utilize PSE and MSD approaches in program design and implementation and to meet Performance Management Plan targets.

  Figure 1. MSP Stakeholder Groups

- o **USAID staff** that are not currently seeking to utilize PSE or MSD approaches to achieve development objectives. Collaboration and learning with these stakeholders will focus on *why* utilizing PSE and MSD can be useful in achieving development objectives.
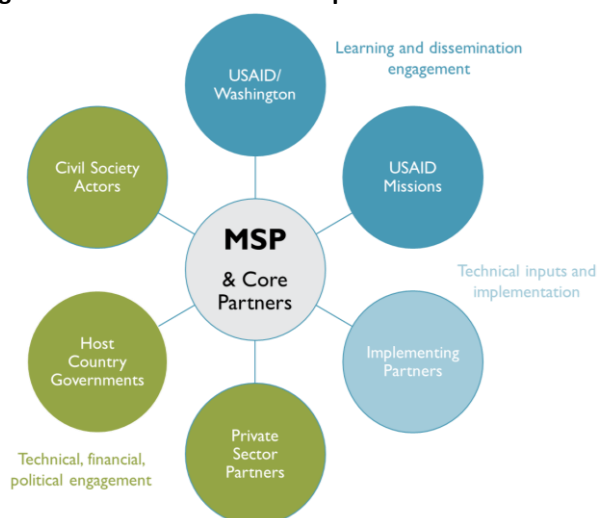
- **Implementing Partners** of USAID, both international and local, that are already implementing programs with PSE and MSD or are interested in doing so. Engagement with these stakeholders will focus on strategies and tools to strengthen, facilitate, and standardize their work.

- **Market Actors** including multi-nationals, US private firms and local micro, small and medium enterprises MSMEs, partner governments, and civil society. These partners have a wide range of experience with USAID programs, as well as with the theory and practice of PSE and MSD. They may be entirely unfamiliar with USAID processes and terms, or they may have some or even a great deal of experience. MSP activities with these stakeholders will be tailored to the needs and preferences of partners. MSP will begin with efforts to better understand how these actors learn and want to engage.

For the purposes of CLA, there is an additional stakeholder group, which is the MSP Activity team itself. For the sake of efficiency in CLA implementation, we categorize these MSP stakeholders into three CLA stakeholder groups:

1. MSP activity team—the MSP management team, core partners (subcontractors), and USAID CORs and in some cases, buy-in activity managers;
2. USAID and implementing partners—USAID/Washington, USAID Missions, other USG operating units, and local and international implementing partners;
3. Market actors—private sector, host country governments, and civil society actors.

We have grouped USAID and implementing partners together in MSP's CLA design and implementation because many of the CLA activities and mechanisms are similar or shared between these two groups. That said, at times some distinction will be needed between USAID and implementers and even among them, to ensure that MSP learning engages both Missions and USAID/Washington and smaller implementing partners. In contrast market actors have very different learning systems, even distinct learning systems with the different types of market actors, and operate according to different timelines, priorities, and principles. Thus, MSP will develop differentiated CLA activities for different types of

market actors. While these specific CLA stakeholder groups are helpful for organizational purposes, MSP will promote strong collaboration between groups to facilitate cross-group learning whenever feasible. MSP will implement feedback loops, described in the text below, that promote input from all stakeholders and interweaving of CLA across the groups. The following sections are organized by CLA stakeholder group and describe our CLA approach for each. In addition, MSP will launch an initial cross-stakeholder group activity in developing a Stakeholder Analysis and Communications Plan.

3. CLA Plan

CLA in the service of MSD and PSE is a technical focus area for MSP. CLA also provides a framework to guide technical and operational management of the Activity. Advancing Learning is Objective 3 of MSP, but it is also the ultimate objective of all MSP interventions across all four objectives, as depicted in Figure 2. There is also significant interconnection among the learning in the four MSP objectives. The field support activities in Objective 1 and 2 (PSE implementation and providing PSE and MSP services to USAID to support the program cycle) will enable MSP to conduct action research and extract learning from the field, while also applying learning from other areas of the Activity. Objective 4, capacity building, will draw on that learning to build capacity of a dispersed set of local leaders in PSE, MSD, and CLA. MSP aims to strengthen a learning system that enables the flow of learning not just from the Activity out, but also from the field to DC and in peer-to-peer learning between Missions, implementers, and market actors.

MSP's CLA strategy integrates the approach through the adoption of collaborative leadership to drive the inclusiveness of the Activity; creating a culture of learning within the Activity team; and advancing learning in the core technical areas by building on existing research and tools. CLA is also central to implementation of the MSP Learning Agenda, which defines the Activity's learning focus, opportunities for facilitating learning between and among stakeholders, and describes stakeholder engagement and learning dissemination efforts. In addition, the MSP MEL Plan will provide critical data on the success of our CLA approach by capturing evidence of impact through indicators of influence. The internal organization of MSP's CLA strategy is driven by key questions including:

- Is MSP moving beyond publication of learning products to developing best practice for how to promote the uptake of new learning and practices?
- Are MSP's collaboration strategies leading to success in strengthening existing learning systems and building on existing learning?
- IS MSP creating the space for stakeholders to contribute meaningfully and share ownership of the collaborating, learning, and adapting required for the success of MSP?
- Do MSP learning activities contribute to critical decision-making to advance knowledge and good practice in PSE and MSD?
- Is the MSP Activity using new information to strengthen our decisions and are we adjusting our activities as necessary?

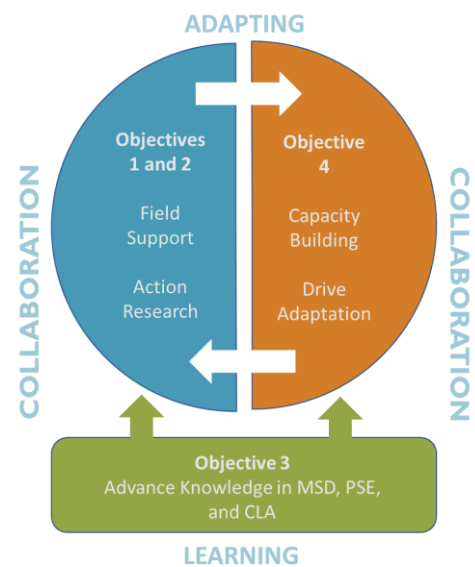## 3.1 Stakeholder Analysis and Communications Plan

One of MSP's first activities in implementing the CLA Plan is to develop a Stakeholder Analysis and Communications Plan. MSP aims to drive cultural change within USAID and its implementing partners to advance learning and good practice in PSE, MSD, and CLA. As such, MSP will facilitate the development

of and strengthen the learning system within and between our stakeholders. To effectively do so, MSP will develop an initial Stakeholder Analysis and Communications Plan to identify key partners for collaboration; to better understand how these different MSP stakeholders collaborate, learn, and adapt; and to structure MSP learning and implementation activities to build on our stakeholders' existing learning systems. This will strengthen MSP's capacity to develop and disseminate evidence for good practice in PSE, MSD, and CLA, increase the uptake of these good practices, and improve the economic and social impact of partnerships within market systems.

This Stakeholder Analysis and Communications Plan will outline our strategy for collaboration. As described above, this is essential to avoid duplication of effort and build on ongoing learning; bring in new ideas to further develop the knowledge base of MSD, PSE and CLA; and promote uptake of best practices in the broader development community.

Figure 2: MSP Program Overview

MSP must effectively collaborate with a wide variety of stakeholders, not only those associated with USAID, but also with the Swiss Agency for Development and Cooperation (SDC), the UK Foreign Commonwealth & Development Office (FCDO), and the private sector. The list of potential collaborators is extensive, including USAID's PSE Hub, the RFS PSE Community of Practice, the BEAM Exchange, the Donor Committee for Enterprise Development, and the host of Activities conducting research and implementation in MSD and PSE.

3.2 CLA Across Activity Stakeholders

MSP's overarching management approach is rooted in collaborative leadership. Specifically, the MSP systems are inclusive, avoid silos, embrace variability, and promote evidence-based decision-making and transparency. These principles will support the development of a culture of learning across the Activity, fostering collaboration, creativity, and innovation while increasing comfort with uncertainty. The CLA approach in this plan will ensure that MSP's decision-making is informed by monitoring and learning; is regularly reviewed and adapted; and that the team and consortium partners communicate constructively in the pursuit of Feed the Future goals. The following sections outline specific CLA actions and activities for each stakeholder group.

MSP Activity Team

For the purposes of the CLA plan and implementation, the MSP team includes the MSP Activity staff, core partners (subcontractors), and the USAID COR and Alternate COR (A-COR). Collaboration and sharing information are essential across all stakeholder groups, beginning with the MSP team, who will be encouraged to understand the "why" of the work we are doing and how each person's role contributes to the broader objectives. This extends to the USAID CORs and core partners, who will be deeply engaged in the technical aspects of program implementation and learning. CLA will promote a growth mindset among the Activity Team and employ principles of evidence-based decision-making, including effective use of M&E, inclusiveness, and transparency. MSP's CLA framework enables the required adaptive management for this complex Activity with significant uncertainty, given that the activities are primarily driven by buy-ins.

Illustrative Activities

Strategic Collaboration

- Weekly COR Meetings: MSP Chief of Party meets with the COR and A-COR on a weekly basis to review the MSP Activity Tracker and discuss new information or issues. These meetings ensure a regular flow of formal and informal communications.
- Communication with Core Partners: strong communications with our core partners is a key element of MSP's management approach. MSP will provide regular updates on activities through pause and reflect meetings (see below), emails, and calls. The exact nature of these communications is expected to evolve over the life of the Activity, but could include monthly emails to MSP Core Partners, an MSP Activity Tracker for MSP Core Partners, and period team meetings.
- Weekly MSP Staff Meetings: On a weekly basis the MSP staff discusses all technical and operational issues.

Learning

- Tech Talks: MSP staff and partners will convene to discuss technical or operational learning and issues at least twice a month. This will enable MSP to utilize skills from across the team to address and resolve issues and promote learning across Activity objectives.
- Learning Stream Technical Advisors: MSP will identify individuals from among staff and core partners to provide technical direction to each Learning Stream in the Learning Agenda. These Learning Stream Leaders will play a central role in implementing learning activities that fall under that stream, including capturing learning from activities focused on implementation under Objectives 1 and 2. In addition, they will helping to shape the direction of the Learning Stream, and in ensuring cross-fertilization of learning between streams and across the MSP portfolio of activities.

Opportunities for Reflection for Adaptation

- Pause-and-Reflect Sessions: The MSP team will share learning, review and refine the Learning Agenda, and adapt MSP activities in pause-and-reflect sessions, initially planned to be held twice per year. Pause and reflect meetings will also support the preparation of semi-annual reports and annual work plans. In addition, MSP will organize quarterly pause-and-reflect sessions and after-action reviews for each buy-in with the USAID Activity Managers, partners, and other relevant stakeholders to capture learning from results achieved and challenges experienced. These sessions will contribute to the program's learning culture, by providing feedback for rapid adaptation, enabling learning across Learning Streams, and ensuring collaboration within MSP.
- Feedback Loops: The Activity will use feedback loops from the activities described above, as well as from the monitoring, evaluation, and learning (MEL) system, to enable iterative learning and increase agility required of the demand-driven MSP Activity. Adaptation on the operations side is as important as adaptation in our technical approach, as MSP's technical innovation will require operational innovation. Feedback will be collected through listening sessions, key informant interviews, and surveys which will then be used to refine our approach to increase transparency and efficiency. Significant adaptations will be captured in a change log to capture internal learning.

USAID and Implementing Partners

Collaboration is key to maximizing impact and MSP will collaborate with a broad variety of stakeholders to ensure the program advances learning and does not duplicate ongoing efforts. Knowledge and uptake of MSD and PSE are at varying levels, with stakeholders holding diverse expertise. The program team will therefore coordinate closely with those implementing the Feed the Future Learning Agenda,

Resilience Framework, and PSE Evidence and Learning Plan at USAID, as well as with a host of USAID programs conducting learning and implementation in PSE and MSD area. The program will also pursue close collaboration with other donors, including the SDC and FCDO, with whom DAI is a leading implementer of MSD.

Illustrative Activities

Strategic Collaboration

- Developing the MSP Stakeholder Network: The MSP stakeholder network will include a variety of organizations, firms, and consultants that are involved with the Activity as collaborators (defined by MSP's MEL plan as direct contributors or advisors to an MSP technical deliverable), as well as those interested in staying abreast of program learning and activities. The Stakeholder Analysis and Communications Plan and the outreach for the initial MSP Learning Agenda will initiate the development of the network, which will continually expand throughout the life of the Activity.
- Communities of Practice: For certain topics, MSP will establish or link to existing Communities of Practice to convene experts and interested parties seeking more regular and coordinated engagement to advance learning on a specific topic. For example, MSP plans to establish a Market Systems Resilience Community of Practice in order to share learning from implementers and researchers working in this relatively new technical area and engage them in new MSP research and tool development. MSP will also explore opportunities to engage with the RFS PSE Community of Practice and others to facilitate peer-to-peer learning and capture learning for broader dissemination.
- Monthly Newsletters: MSP will develop and disseminate an informal and brief monthly email newsletter to keep interested stakeholders updated on MSP buy-in activities and learning.

Table 1. Draft Learning Streams

Draft Learning Streams
Transformational Partnerships
Practical Application of MSD
Market Systems Resilience
Driving Organizational Change
Social Inclusion
MEL and CLA

Learning

- Learning Agenda and Work Plan Development and Review: The MSP team developed the initial Learning Agenda and Work Plan through a highly participatory process. The Activity team developed an initial draft in a participatory workshop with core partners and USAID technical staff and is continuing to seek feedback from stakeholders to refine the Learning Agenda. The initial draft Learning Streams are shown in Table 1. The Learning Agenda will be a living document that continues to evolve over the life of the Activity through an iterative process depicted in Figure 3. MSP will review and adapt the Learning Agenda and Work Plan during the semi-annual pause and reflect sessions.

Figure 3. Developing the Learning Agenda
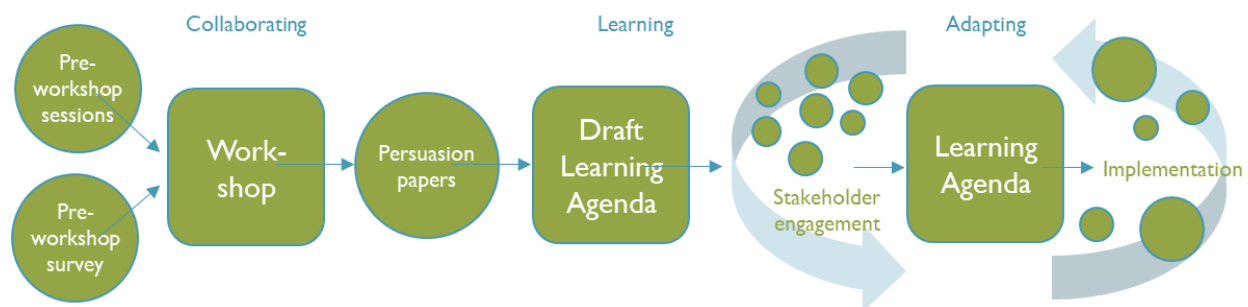
- Promoting Uptake of MSP Learning: One of MSP's Learning Streams is expected to focus on driving organizational change, which includes promoting the uptake of MSP learning in PSE, MSD, and CLA through organizational change. In addition, MSP will promote learning through sharing learning products such as blogs, articles, guidance documents, and webinars through Marketlinks and Agrilinks, important resources for MSP's existing target audiences. MSP will also facilitate learning sessions with other donor activities. MSP will also have an online presence with Agrilinks and Marketlinks to store and share our learning products.
- Implementation of MSP Learning Activities: MSP will engage a variety of actors in implementing MSP learning activities beyond our initial core subcontractors. This could include the dispersed local leaders within USAID that are already experts in PSE, MSD, and CLA, as well as other local and international implementers engaged in new subcontracts.

Opportunities for Reflection for Adaptation

- Stakeholder Engagement Sessions: As part of MSP's ongoing management of the Learning Agenda and learning activities, we will seek input on the Learning Agenda from our stakeholder network about the design of activities and existing learning that MSP can build from. This will take place in a variety of formats, including focus groups with key stakeholder groups such as the USAID Local Systems Network, the USAID PSE Hub, and the Market Systems Symposium participants, as well as surveys and guided interviews with key informants such as market actors, implementers and USAID staff.
- Client Satisfaction Survey: As described in the MEL Plan, MSP will conduct a client satisfaction survey with the Activity Managers for each buy-in semi-annually or at the conclusion of the buy-in activity. The survey also solicits qualitative feedback from clients to capture nuance unique to each client/deliverable. The results of this survey will contribute to an average score that MSP will report to USAID and the team will use the results to adjust activity implementation as necessary.

Market Actors

Market actors are the stakeholders that comprise the market system – private firms, host-country governments, and at times local civil society organizations. While each play important roles in the market system, given MSP's emphasis on PSE, the Activity will mostly focus on the private sector in this stakeholder group, but can engage with other market actors as the opportunity arises. Close collaboration and learning with these stakeholders is fundamental to Activity success, but it may also represent the most significant challenge for MSP as learning systems and methods of engagement are often quite different from the other MSP stakeholders. Each group of market actors will collaborate, learn, and adapt differently from MSP and from one another, which will require MSP to listen carefully to

diverse stakeholders, learn to speak a common language, and promote multi-directional CLA. To achieve this goal, MSP will identify and be intentional about creating pathways for communication and leveraging engagement at multiple points across the program cycle.

Illustrative Activities

Strategic Collaboration

- Targeted Industry Platforms: MSP will identify and engage with existing industry platforms to learn what is top-of-mind for firms and investors across a variety of agricultural subsectors. Insight gained from participation in these industry alliances will inform MSP's approach to private sector engagement and partnerships, under Objective 1, as well as to shape Activity service delivery under Objective 2 to provide PSE support to Missions across the program cycle. Illustrative industry platforms could include the World Cocoa Foundation, Business Fights Poverty, Massachusetts Institute for Technology's Practical Impact Alliance, and the Aspen Network of Development Entrepreneurs. MSP will solicit input from firms and investors on which industry platforms are most productive and relevant as part of its stakeholder engagement around the Learning Agenda.
- Co-Creation: At the outset of all engagements, MSP will build in time for co-creation between USAID, and MSP in collaboration with private sector partners, host country governments, and civil society actors. While in some cases program design may need to happen quickly or with a lighter touch, MSP is committed to standardizing collaboration as part of the design of partnerships transactions and broader-based engagements.
- Investment Support and Facilitation: Some MSP field support buy-ins may include outreach to corporate actors to identify bottlenecks to investment within a particular sector. MSP would subsequently use aggregated information from such outreach to develop multi-stakeholder action plans, alongside host-country government, to accelerate investment in priority areas.

Learning

- Stakeholder Analysis and Communications Plan: The MSP team will use the Stakeholder Analysis to better understand private sector learning systems including researching how different categories of companies consume information, the kinds of information products they find most useful, and which platforms and venues they use to gather information. The MSP team will then design PSE-targeted learning products and outreach strategies to maximize potential impact.
- Private Sector Landscape Assessments and Strategy Development: Our approach will include comprehensive and systematic identification of and outreach to firms and investors within target sectors. We will incorporate the aggregated insights gained from these analyses into the design of partnership solicitations, individual transactions, and broader private sector collaborations to ensure a systemic impact, rather than just creating benefit for a single corporate actor.
- Public Events: MSP will identify public events (e.g., United Nations Food Systems Summit 2021, the World Food Prize, etc.) to attend or present at, with selection based on their relevance for MSP's private sector partners. These events will serve as venues for learning exchange, as well as initial touchpoints for further collaborations.

Opportunities for Reflection for Adaptation

- Adaptive partnerships: MSP will capture and implement best practices that provide flexibility into the design of partnership agreements. This will allow MSP partners to learn and adapt as their needs and contexts change. Examples include structuring milestones with room to adjust and scheduling pause and reflect sessions during the partnership timeframe.

Table 2. Illustrative CLA Activities

	Activity Leader	Weekly	Monthly	Annual	As needed
Internal					
COR Meetings	COP	X			
Staff Meetings	COP	X			
Core Partner Communications	COP				X
Tech Talks	Sr. Learning and Comms Advisor		X		
Learning Stream Leaders	COP/ Sr. Learning and Comms Advisor				X
Pause and Reflect Sessions	COP/ Sr. Learning and Comms Advisor			X	X
External USAID and IPs					
The Stakeholder Network	COP/ Sr. Learning and Comms Advisor				X
Communities of Practice	Sr. PSE Advisor/COP			X	X
Monthly Newsletters	Sr. Learning and Comms Advisor		X		
Learning Agenda & Work Plan Development and Review	COP/Sr. Learning and Comms Advisor			X	X
Promoting Uptake of MSP Learning	Sr. Learning and Comms Advisor		X		
Implementation of MSP Learning Activities	COP				X
Stakeholder Engagement Sessions	MSP Team				X
Client Satisfaction Surveys	MEL Manager			X	X

External Market Actors					
Targeted Industry Platforms	Sr. PSE Advisor				X
Co-creation	COP/ Sr. PSE Advisor				X
Investment Support and Facilitation	Sr. PSE Advisor				X
Stakeholder Analysis and Communications Plan	Sr. Learning and Comms Advisor				X
Private Sector Landscape Assessments and Strategy Development	Sr. PSE Advisor			X	X
Public Events	Sr. PSE Advisor			X	X
Adaptive Partnerships	Sr. PSE Advisor			X	X

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