



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



Feed the Future Rwanda Orora Wihaze

Market Systems Development Design and Implementation Manual

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List of Abbreviations

ADD	Activity Design Document
ASF	Animal Sourced Foods
ARM	Activity Review Meeting
CLA	Collaborate, Learning, Adapting
CoP	Chief of Party
COR	Contracting Officer's Representative
DCOP	Deputy Chief of Party
DNA	District Nutrition Advisor
DPM	District Portfolio Manager
FMA	Finance and Administration Manager
GUC	Grant Under Contract
GSI	Gender and Social Inclusion Advisor
IMP	Intervention Monitoring Plan
MEL	Monitoring, Evaluation, Learning
MoU	Memorandum of Understanding
MSA	Market Systems Advisor
MSD	Market Systems Development
PWD	Person with disabilities
RfP	Request for Proposal
SBC	Social Behavior Change Integration Advisor
SPID	Senior Policy and Institutional Development Advisor
TA	Technical Assistance
TAC	Technical Assistance Collaboration
USAID	United States Agency for International Development


I. Introduction

The Feed the Future Rwanda Orora Wihaze Activity (Orora Wihaze) is a USAID-funded 5-year project. Orora Wihaze, translated to “Raise Animals for Self-Sufficiency” in English, works with local partners and various private sector actors in Rwanda to strengthen the animal-sourced foods (ASF) market system. The goal of Orora Wihaze is to sustainably increase the availability of, access to, and consumption of ASF through the development of a profitable market. The Activity will achieve this goal by addressing two objectives: (i) strengthening inclusive private sector led ASF value chains, specifically small ruminants (goat and sheep), fish, pigs and chicken, and (ii) increasing the demand for ASF consumption by women and children. Orora Wihaze’s target beneficiaries are ASF producer and consumer households in eight administrative districts: Burera, Gakenke, Nyamagabe, Nyamasheke, Rutsiro, Ngororero, Kayonza and Ngoma. The Activity specifically targets women, youth, and persons with disabilities (PWD). By utilizing a market system development (MSD) approach, Orora Wihaze will integrate evidence-based social and behavior change (SBC) strategies across production, marketing and nutrition interventions to stimulate a market system that better supports inclusive livestock value chains and ASF consumption.

II. Purpose of This Document

The MSD design and implementation manual is a document that has been developed to guide the Orora Wihaze team during the design and implementation of the Activity. It is intended to complement information contained in other deliverables including the Activity work plan and the MEL plan. This manual is a living, working document that will be updated from time to time during the lifetime of the Orora Wihaze Activity.

Table 1: Document development plan and change log

Date	Detail	Authors
March 30, 2020	Submission of 1st draft to USAID Development of 1 st draft of document Completion of Step 3, 4, 5, and Annex I, II, III Draft of Step 1, 2, 6	
May 12, 2020	Submission of 2nd draft to USAID Completion of Step 1, 2, 6 Update of Step 3, 4, 5. Development of contracting templates	

III. Orora Wihaze Delivery Structure

As a market systems development Activity, Orora Wihaze aims to identify systemic constraints, and facilitate the implementation of sustainable market-based solutions, policies and regulations that address the identified constraints. This requires an operational structure that offers the following:

- **Adaptability:** Is flexible and allows for the portfolio and the overall strategic approach to evolve as Orora Wihaze responds to evolving market conditions and learns from its implementation
- **Accountability:** Provides clarity to both the implementer and USAID on why activities are being

- designed and implemented
- **Strategic clarity:** Clearly explains how interventions, sub-interventions and activities are working together to achieve the overall goals of Orora Wihaze
- **Simplicity:** Has processes that are simple to follow and don't overburden the implementing team with lengthy bureaucracy and paperwork

Orora Wihaze portfolio structure

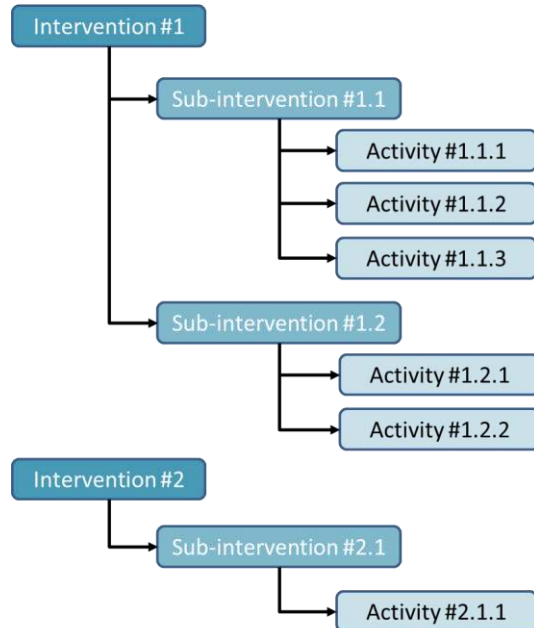
Table 2: Portfolio levels

Level	Definition	Features
Objective	<p>The ultimate goal of Orora Wihaze is to <i>sustainably increase the availability of, access to, and consumption of animal sourced foods in Rwanda through the development of a profitable market</i>. To achieve this, Orora Wihaze aims to work towards two overarching <u>objectives</u>:</p> <ol style="list-style-type: none"> 1. Private-sector led ASF value chain strengthening 2. Increase in demand for ASF consumption for women and children <p>Orora Wihaze's interventions will broadly align to either one of the objectives above, but it's possible that some interventions will overlap across both.</p>	
Intervention	An intervention refers to the high-level objective that Orora Wihaze seeks to achieve.	<p>They are not market-actor specific They are not value-chain specific They usually sit under one of the two objectives</p>
Sub-intervention	Refers to the solution that Orora Wihaze aims to introduce to target a constraint so that the intervention-level objective is achieved.	<p>At least <u>one constraint (symptom)</u> must be clearly identified Sub-interventions can either be value-chain specific or cut across more value chains. The value chains that they target must be specified</p>
Activity	<p>What Orora Wihaze plans to do to target the constraint. An activity usually refers to a series of related actions that Orora Wihaze will take. Activities are often either organized by market actor or by market-based solution/business model/practice. The following actions can all follow under the same activity:</p> <ul style="list-style-type: none"> ● Carrying out a feasibility study ● Supporting a market actor <u>piloting</u> a new practice ● Supporting a market actor <u>scaling-up</u> a new practice ● Leading an industry-wide dissemination 	<p><u>The permanent market actor types</u> whose behavior Orora Wihaze wishes to change must be identified At least <u>one root cause/key constraint</u> that the activity targets must be clearly identified</p>

	event	
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Portfolio numbering and labelling structure

Figure SEQ Figure * ARABIC 1: Portfolio



The number of interventions, sub-interventions and activities implemented by Orora Wihaze will be dynamic and reviewed as Orora Wihaze is being implemented.

- **Interventions / sub-interventions:** A preliminary number of intervention and sub-intervention areas were identified in Orora Wihaze’s Performance Work Statement (PWS). Additional intervention areas will be added to Orora Wihaze as constraints are identified following the completion of the inception phase and as Orora Wihaze is implemented.
- **Activities:** Orora Wihaze’s Performance Work statement lists possible activities that Orora Wihaze will implement. Activities will be designed and integrated into Orora Wihaze’s implementation portfolio as implementation progresses and these are co-created with market actors and approved by USAID (See figure 2 Step 5 for illustration).

Portfolio management, ownership and responsibilities

Figure 2: Orora Wihaze organogram

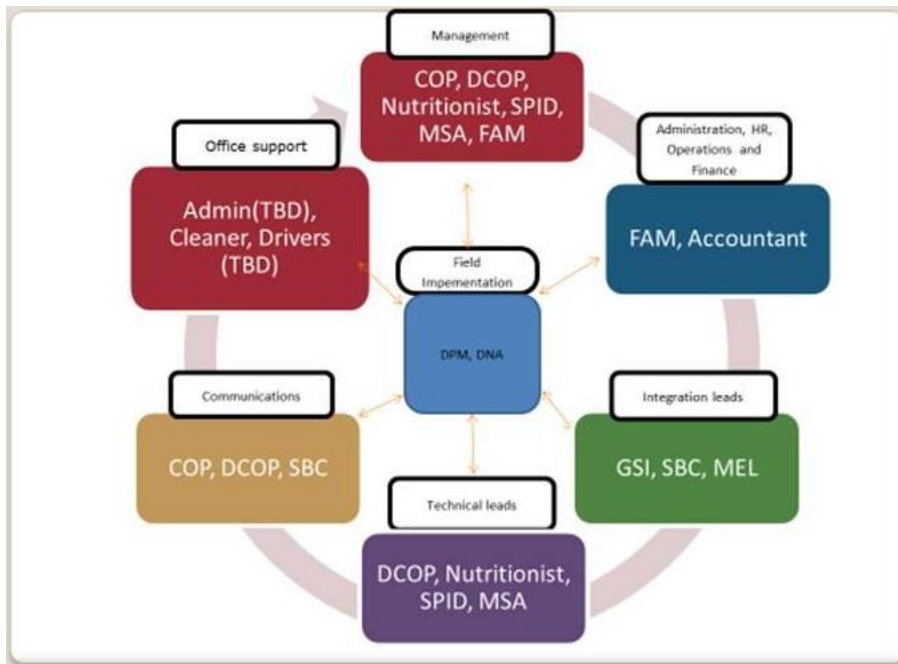


Figure 2 provides an overview of the Orora Wihaze delivery structure. This shows how delivery is driven by the field implementation team (comprised of District Portfolio Managers and District Nutrition Advisors), supported by various enabling functions, such as the Management Team, Office Support, Administration, the Technical team, the Communication team, etc.

Orora Wihaze’s portfolio approach requires different members of staff to own its strategy and implementation at the different levels.

Table 3: Portfolio management roles and responsibilities

Level	Owner	Detail
Orora Wihaze strategy	COP / DCOP	The Orora Wihaze strategy provides high-level guidance and the identification of priority constraints and intervention areas. The ownership of the Orora Wihaze strategy sits at the COP/DCOP level
Intervention	COP / DCOP	
Objective	Objective 1: DCOP Objective 2: Nutritionist	All sub-interventions falling under the objective fall under the oversight of the Objective lead.
Sub-intervention	Technical team	The owners of each sub-intervention are responsible for overseeing the underlying set of activities and ensuring that there are synergies across the activities to best target the priority constraint identified.
Activity	Member of the Technical team or Field Implementation team	Although the sub-intervention owners are responsible for leading on the design of the individual activities, as soon as activities are signed-off, an individual from either the Field Implementation team or the Technical team will become the appointed Activity Lead . Activity Lead will then be responsible for its implementation and monitoring, and for managing day-to-day relationships with implementing partners.

IV. MSD design and implementation lifecycle

Figure 3: MSD lifecycle diagram

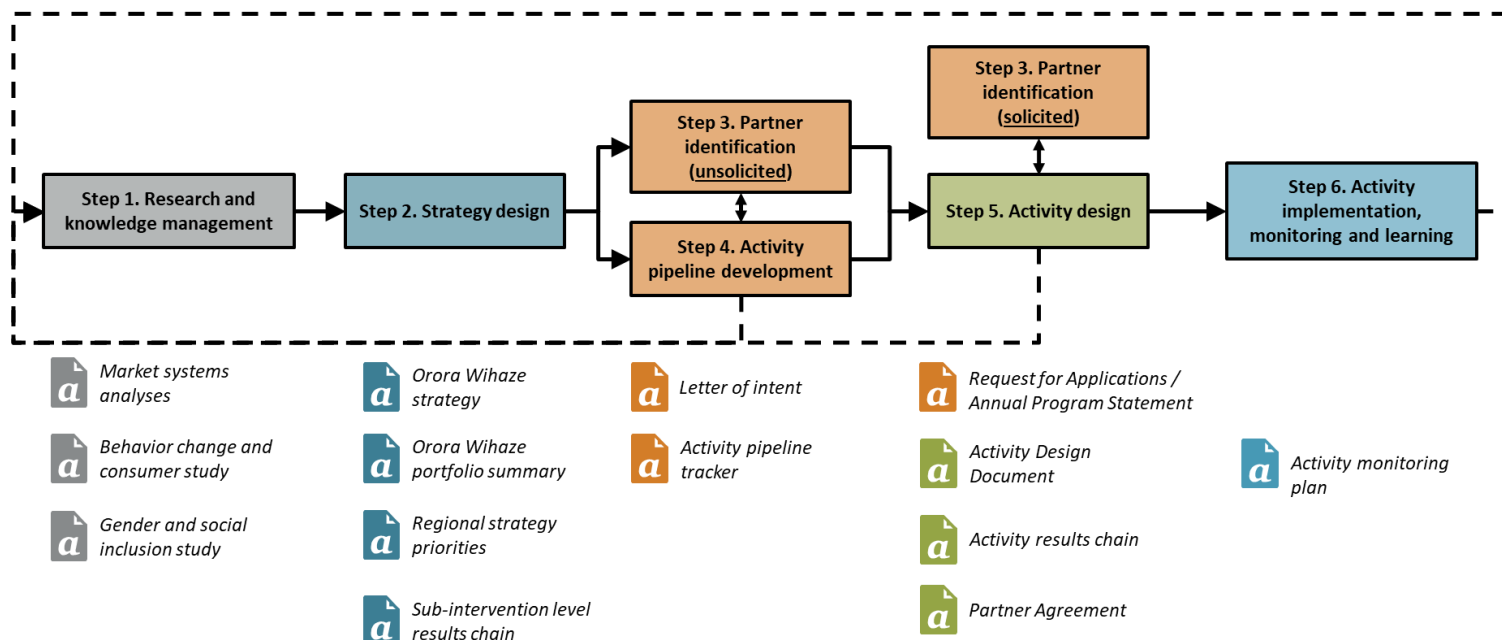


Table 4: Summary of supporting documentation and templates

Step	Document	Objectives	Storage	Update frequency	Owner
Step 1	Market systems analyses	Overview of value chain systems, actor maps, constraints and opportunities.	Powerpoint	Yearly	Market systems advisor
	Behavior change and consumer study	Overview of nutrition consumer behavior and behavioral drivers	Word doc	One-off	Behavior change advisor
	Gender and social inclusion study	Overview of household and gender dynamics during nutrition decisions	Word doc	One-off	Nutrition lead
Step 2	Orora Wihaze Strategy	Provides a narrative summary of the Orora Wihaze portfolio, and its priority constraints and objectives	Word document	Quarterly	COP and DCOP
	Orora Wihaze portfolio	List of all interventions, sub-interventions and activities implemented by Orora Wihaze	Google sheet	Weekly	Market systems advisor

	tracker				
	Regional strategy priorities	Matrix providing an overview of the priority of each sub-intervention at the regional level	Summary Matrix Narrative Word doc (see template in Annex I)	Quarterly	Regional leads
	Sub-intervention level results chain	Shows synergies between activities	Google sheet	Quarterly	Sub-intervention leads
Step 3 – unsolicited	Letter of intent	Clarifies the intention to engage with market actor	Email	One-off for each partner	Activity leads
Step 3 – solicited	Request for Applications / Annual Program Statement	Seeks submissions from any market actors interested in partnering with Orora Wihaze	Sharepoint (see instructions in Annex III)	One-off for each activity	Activity leads
Step 4	Activity pipeline tracker	Tracks the activity development process and allows the prioritization of project resources	Google sheet	Weekly	Market systems advisor
	Concept Note	Simplified first two sections of the ADD, in powerpoint format, to provide a high-level outline of a proposed activity, with a focus on the constraint and the root causes targeted	Google sheet	One-off, for each activity	Activity leads
Step 5	Activity Design Document (ADD)	Outlines the purpose and scope of an activity	Sharepoint (see template in Annex II)	One-off, for each activity; Revised if activity pivots	Activity leads
	Activity results chain	Outlines how the activity will contribute to Orora Wihaze’s goals and allows to develop monitoring and evaluation tools.	Google sheet	Quarterly To be updated throughout implementation	Activity leads
	Partner Agreement	Describes the relationship between Orora Wihaze and project partners. This can be a Memorandum of Understanding or a Grant Under Contract, as described in Table 14.	Cobblestone (see instructions in Annex III , templates TBC)	One-off	Activity leads
Step 6	Activity	Build on the results chain to include	Google sheet	Quarterly	Activity

	Monitoring Plan	KPIs and other business-level indicators, and how this data is going to be collected throughout the implementation of the activity		To be updated throughout implementation	leads
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The diagram in Figure 3 provides an illustration of the key steps of the Orora Wihaze engagement lifecycle. A summary of the six steps is provided below.

Step 1: Research and knowledge management

Orora Wihaze adopts an evidence-based implementation approach. This requires processes that generate actionable knowledge, and make this body of knowledge accessible to project staff, so that it can be easily referenced and incorporated into the ongoing strategy design and implementation approaches.

While some core-research activities will be carried out during the inception phase of Orora Wihaze, the process of generating research and storing actionable information and data will be ongoing throughout the implementation.

Step 2: Strategy design

Adopting market systems development principles, the Orora Wihaze’s strategy will evolve throughout implementation. A series of core, evolving strategy documents will outline the approach that Orora Wihaze is adopting, and how its different interventions, sub-interventions and activities will work together and contribute to the overall goals of the Activity.

Step 3: Partner identification

The partner identification process happens throughout Step 1-3, as Orora Wihaze staff will be engaging with prospective partners throughout the phases of active research and strategy design.

However, there is a key decision-making step during which initial partnerships are signed off, and partners prioritized ahead of others. Orora Wihaze will make use of both unsolicited and solicited partner identification strategies. This process is described here.

Step 4: Activity pipeline development

As constraints and priority interventions and sub-interventions are defined in the Orora Wihaze Strategy, the implementing team will start investigating the viability of possible partnerships and activities. The process of activity pipeline development and management is described under Step 4.

Step 5: Activity design

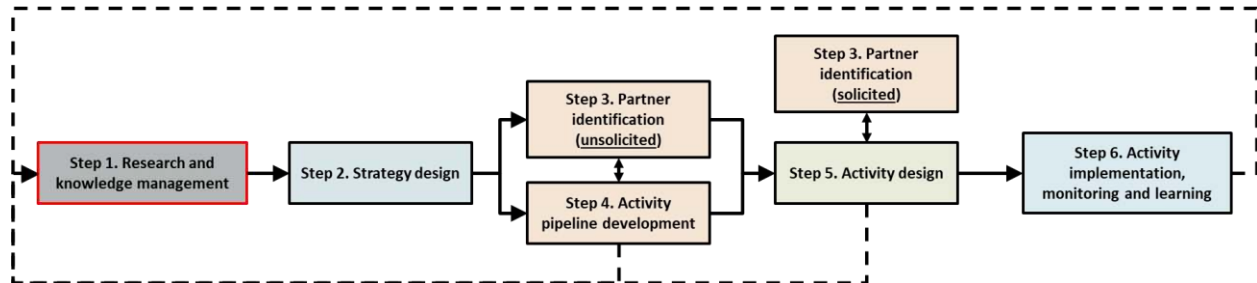
Once activities have been prioritized, the early-stage concepts have evolved, and partners have been identified, Orora Wihaze enters into an activity design co-creation process with the prospective partner. This will culminate into the full design and launch of the activity, which needs to be vetted both internally by Orora Wihaze’s management team and signed off by USAID.

The activity design process ends with a partnership agreement between Orora Wihaze and a market actor, formalized through either a Memorandum of Understanding (MoU, Technical Assistance Collaboration Agreement (TAC agreement) or Grant Under Contract (GUC)

Step 6: Activity implementation, monitoring and learning

As the activity is implemented, a series of processes will be launched to monitor the activity and learn from its implementation.

Step 1. Research and knowledge management



Overview

Orora Wihaze adopts an evidence-based implementation approach. This requires processes that generate actionable knowledge and make this body of knowledge accessible to project staff, so that it can be easily referenced and incorporated into the ongoing strategy design and implementation approaches.

While some core-research activities will be carried out during the inception phase of Orora Wihaze, the process of generating research and storing actionable information and data will be ongoing throughout the implementation.

Key documents

Table 5: Step 1 – Key documents

Document	Objectives	Storage	Update frequency	Owner
Market systems analyses	Overview of value chain systems, actor maps, constraints and opportunities.	Powerpoint	Yearly	Market systems advisor
Behavior change and consumer study	Overview of nutrition consumer behavior and behavioral drivers	Word doc	One-off	Behavior change Integration Specialist
Gender and social inclusion study	Overview of household and gender dynamics during nutrition decisions	Word doc	One-off	Gender and Social inclusion Specialist

Market systems analyses

Purpose and rationale

The analysis aims to confirm and further elaborate on the constraints to the production and consumption of ASF identified at the proposal stage. The Market Systems Analysis maps out the markets systems relationships and pain points for the different value chains and for nutrition extension, as well as to

understand the market actors' incentives, capabilities, relationships with one another, and learn how their role in the system could evolve to align with Orora Wihaze's objectives.

Development and use

The market systems analysis will first be developed during the inception phase of Orora Wihaze. Given the dynamic nature of the market systems in which Orora Wihaze operates, it is important that the market systems analysis is updated on a yearly basis.

The market systems analysis will be drafted in power point, and provide an easy-to-access reference guide of the market systems that Orora Wihaze is operating in.

Consumption study

Purpose and rationale

A qualitative study on producer and non-producer households with children in their first 1,000 days in each of the eight Activity districts. The study interviews caregivers and their partners, plus one other family member, as appropriate. The interviews will document general dietary patterns, ASF availability, procurement, preparation, intra-family distribution and eating/feeding patterns, and the factors influencing each of these. Such factors may range from cultural norms and perceptions of ASF, to decision making and resource control within the household, to practical issues around preservation and preparation of these foods in appropriate ways for young children.

Development and use

The data from this study will be analyzed using a qualitative software and used to develop a behavior change strategy that will be part of the Orora Wihaze Strategy. This will be a one-off study conducted during the inception phase of Orora Wihaze.

Gender and social inclusion study

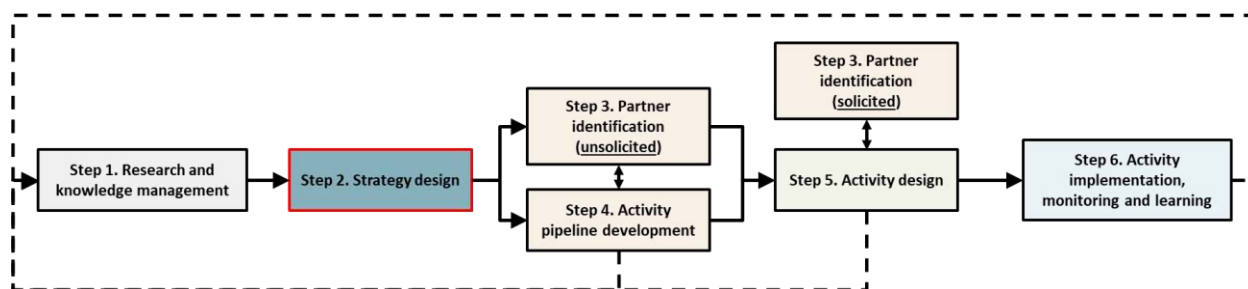
Purpose and rationale

This assessment will include the identification of barriers and opportunities for engagement of women, youth and PWDs in the production and distribution of ASF. CRS will also coordinate with TMG to include questions in the household study to develop an understanding of intra-family consumption patterns of ASF, with specific interest being given to women of reproductive age and children within the 1000-day period, household procurement patterns and decision-making regarding ASF, differing perceptions of ASF across the family unit and potential avenues for behavior change.

Development and use

The data from this study will be analyzed using a qualitative software. This will be a one-off study conducted during the inception phase of Orora Wihaze.

Step 2. Strategy design



Overview

Adopting market systems development principles, the Orora Wihaze’s strategy will evolve throughout implementation. A series of core, evolving strategy documents will outline the approach that Orora Wihaze is adopting, how the strategy design process will draw from the Orora Wihaze research and analysis, and how its different interventions, sub-interventions and activities will work together and contribute to the overall goals of the Activity.

Key documents

Table 6: Step 2 – Key documents

Document	Objectives	Storage	Update frequency	Owner
Orora Wihaze Strategy	Provides a narrative summary of the Orora Wihaze portfolio, and its priority constraints	Word document	Quarterly	COP and DCOP
Orora Wihaze portfolio tracker	List of all interventions, sub-interventions and activities implemented by Orora Wihaze	Google sheet	Weekly	Market systems advisor
Regional strategy priorities	Matrix providing an overview of the priority of each sub-intervention at the regional level	Summary matrix in Google sheet Supporting narrative Word doc (see template in Annex I)	Quarterly	Regional leads
Sub-intervention level results chain	Shows synergies between activities	Google sheet	Quarterly	Sub-intervention leads

Orora Wihaze strategy document

Purpose and rationale

The Orora Wihaze strategy document will outline:

- The systemic constraints to be prioritized;

- A summary of the interventions to implement: Each intervention will explain how the Activity plans to target a specific systemic constraint, the practices that Orora Wihaze aims to introduce, and how each intervention will contribute to the Activity’s impacts, objectives and goal;
- The phasing of interventions: Some interventions will need to be prioritized as they target binding constraints that need to be solved before others can be addressed, while some others will have to be deprioritized or delayed to a later stage when the right market conditions are in place;
- A plan explaining how the interventions will work together to achieve systems change: While each intervention will target a specific constraint, there will be significant overlaps across them. It is important that the Orora Wihaze Strategy highlights where these take place, as well as any path dependencies between interventions. Far from resulting in redundancy, the interrelated nature of the interventions and cohesive implementation under a single Activity can result in synergies that produce stronger results than could be accomplished under a siloed approach.

Use and development

Following the Activity’s MSD principle of adaptive management, the Orora Wihaze Strategy will function as a living document that will be updated on a quarterly basis, as the Activity learns from its implementation and ongoing market analysis and research.

Orora Wihaze Portfolio tracker

Purpose and rationale

Orora Wihaze will be implementing a dynamic portfolio of interventions, sub-interventions and activities that will be in continuous evolution. This requires a simple tracker that lists the work that Orora Wihaze is implementing and can be quickly referenced to if needed.

Use and development

The market systems change advisor will update the tracker as:

- New constraints and sub-interventions are included in the Orora Wihaze portfolio
- New activities are finalized and launched

Regional strategy priorities document

Purpose and rationale

Orora Wihaze is implemented across four regions/provinces, 8 districts, and in four different value chains. The design of activities will be primarily driven by the partnership engagement processes, and the opportunities are identified at the district and/or regional level. However, not all priority constraints identified in the Orora Wihaze strategy will apply to every region or will require intervention in each region.

This document allows the Orora Wihaze team to adopt a more focused approach in each region, by outlining which value chains and sub-interventions are more of a priority in which region of implementation.

Use and development

The regional strategy document provides a more focused approach that’s tailored to each region based on prioritized interventions and value chains developed based on market analysis of data collected and ongoing update by the field implementation team of the changes in the selected market systems.

Sub-intervention level results-chain document

Purpose and rationale

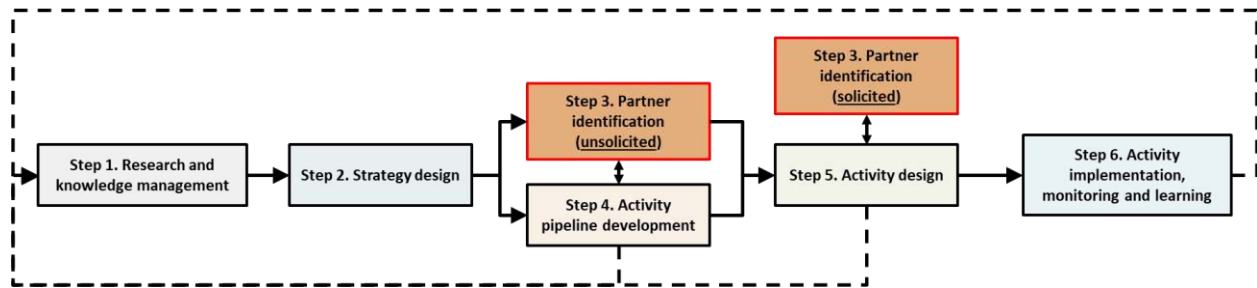
Sub-intervention results chains are key strategy documents that provide an overview of how the various activities are working together to target the prioritized systemic constraints.

The purpose of these results chains is purely for strategy design and internal and external communication. These results chains will not be used for developing monitoring and evaluation tools.

Development and use

Sub-intervention results chains are updated by the sub-intervention lead as an activity is launched, to visualize how the activity fits into the overall sub-intervention strategy, leading to the achievement of the Orora Wihaze Activity goal.

Step 3. Partner identification



Overview

Orora Wihaze will make use of both unsolicited and solicited partner identification strategies throughout its implementation. For more information on conditions and eligibility criteria of both partner identification approaches, please refer to **Grants Phase 2 in Annex III (Grants Plan)**.

Unsolicited partner identification (restricted eligibility)

Orora Wihaze will directly engage with potential grant recipients at various stages of its implementation, and will continuously assess the market actors' incentives, pain points, alignment with Orora Wihaze's goals objectives, and capabilities to implement activities. A key feature of the Orora Wihaze Market Systems Development approach which differentiates it from many other grants-focused programs funded by USAID is that a large number of grant recipients will be proactively identified by Orora Wihaze staff, rather than respond to an open call for applications. This will happen in a variety of ways, including:

- **Market actor-led innovations:** Market actors often have innovative ideas that align with the objectives of a Market Systems Development Activity but have a lack of resources or a low appetite for risk.
- **Win-win pitches:** Orora Wihaze will build from its strategy design process and identification of market barriers and opportunities to pitch new practices and business models to market actors that have the skill/will to collaborate with Orora Wihaze.

Orora Wihaze will seek to identify these opportunities and provide grants under contract to these market actors where possible and feasible. All activities designed following unsolicited partnership identification tactics will follow the activity design process described in Step 5 of this document, and reviewed against the criteria provided in Table 10.

Box 1: Unsolicited partner identification – considerations and risks

Market systems development programs tend to make heavier use of unsolicited partner identification techniques for the following reasons:

- MSD programs tend to rely on a co-creation process, whereby new practices that align with market actors and donors objectives are designed in close collaboration between the Activity and prospective partners
- MSD programs tend to engage with market actors that have strong commercial incentives, and limited experience seeking support from donors. These market actors have a stronger deal-making attitude, and often do not have the capabilities, or the interest to apply for funding through structured channels

However, relying on unsolicited partner identification tactics can bring some risks. Below are some possible risks and the mitigation strategies that Orora Wihaze is putting in place:

- **Risk:** Since launching these partnerships relies on a proactive engagement by Orora Wihaze with market actors, there is the risk that the ownership of the initiative remains with Orora Wihaze, and market actors do not have the incentive to continue implementation once the partnership ends
 - **Mitigation:** Orora Wihaze must ensure that co-creation processes are carefully managed and that: 1) Partners commit reasonable resources to an activity, 2) The ownership of any new practice is fully with the partner, rather than Orora Wihaze, and 3) There is a clear business model or incentive structure that ensures that the partner continues the implementation of the activity beyond the lifetime of Orora Wihaze
- **Risk:** Approaching prospective partners directly, can raise unreasonable expectations among the partner that funding is going to be approved
 - **Mitigation:** As early during the partnership engagement process as possible, Orora Wihaze must clarify to the prospective partner 1) how the co-creation process functions, 2) activity design timelines, 3) the steps needed to seek funding approval, and 4) the requirements that activities will need to satisfy to be signed off by the Orora Wihaze management and USAID.
- **Risk:** Unsolicited partnerships can create potential for conflict of interests or corruption
 - **Mitigation 1):** Orora Wihaze has in place clear guidelines to manage potential conflicts of interest, such as a conflict of interest register, and processes to manage conflicts of interest between Activity staff and prospective partners
 - **Mitigation 2):** Partnerships do not happen in a vacuum, and must align to an overall programmatic strategy. All partnerships go through a thorough review and vetting process to ensure that all disbursements are justified.

Solicited partner identification (unrestricted eligibility)

Requests for Applications or Annual Program Statements will be targeted to the sub-intervention or activity level. Some examples when Orora Wihaze might rely on solicited partner identification strategies are the following:

- Orora Wihaze has not yet identified market actors to partner with under specific sub-interventions or activities
- There are too many market actors that Orora Wihaze could partner with under a specific sub-intervention or activity, and Orora Wihaze decides to put in place a more competitive process for partner identification and selection.

The partner identification step via solicitations generally happens after the submission and approval of an Activity Design Document (see Step 5 for more detail), which outlines the overall purpose of the activity, and the rationale for following this process. This is more likely in the second year of implementation when the project team has more information of the market dynamics.

Key documents

Table 7: Step 3 – Key documents

Document	Purpose	Storage	Update frequency	Owner
Letter of intent	Clarifies the intention to engage with market actor	Email	One-off for each partner partner	Activity leads
Request for Applications / Annual Program Statement	Seeks submissions from any market actors interested in partnering with Orora Wihaze	Sharepoint (see instructions in Annex III)	One-off for each activity.	Activity leads

Letter of intent

Purpose and rationale

Since the co-creation process generally requires the investment of some resources from both Orora Wihaze, as well as the prospective partner, a letter to express the interest of Orora Wihaze to collaborate during the co-creation process can be shared with the prospective partner.

Development and use

An example of Letter of intent is provided in the box below.

Letters of intent can trigger one of several next steps (from more hands-on to more hands-off):

- Submission by Orora Wihaze to the partner of a proposal for collaboration
- Agreement of a series of 1:1 meeting between Orora Wihaze and the partner to discuss the details of the partnership
- Request to the partner to submit a partnership and support concept

Box 1: Example letter of intent

<p>Dear [REDACTED],</p> <p>It was great getting to learn more about Afrisol's work from you and Shingai when I visited Lishe Feeds earlier this month. It has been especially insightful to learn more about the poultry project pilot in partnership with One Acre Fund. My colleagues [REDACTED] who are on Orora Wihaze's project leadership team are copied on this email.</p> <p>The purpose of this email is to express our interest in exploring possible partnership opportunities between Orora Wihaze and Afrisol, and especially around how:</p> <ul style="list-style-type: none"> • Orora Wihaze can support Afrisol in strengthening and scaling up the current poultry project • Orora Wihaze can work with Afrisol to identify and target value chain barriers/constraints, such as: <ol style="list-style-type: none"> 1. Opening new markets for Afrisol 2. Addressing demand-side barriers such as underdeveloped poultry processing capacity <p>If Afrisol is interested in discussing a possible partnership further, I would like to invite you to an initial remote meeting to discuss the following:</p> <ul style="list-style-type: none"> • Overview of OW's objectives • Overview of OW's partnership mechanism and timelines • Summary of Afrisol's business model, challenges and strategic priorities

• *Discussion of possible areas for collaboration*
What's your availability next week? Looking forward to hearing back from you,
Thank you,

██████

Request for Applications / Annual Program Statement

Purpose and rationale

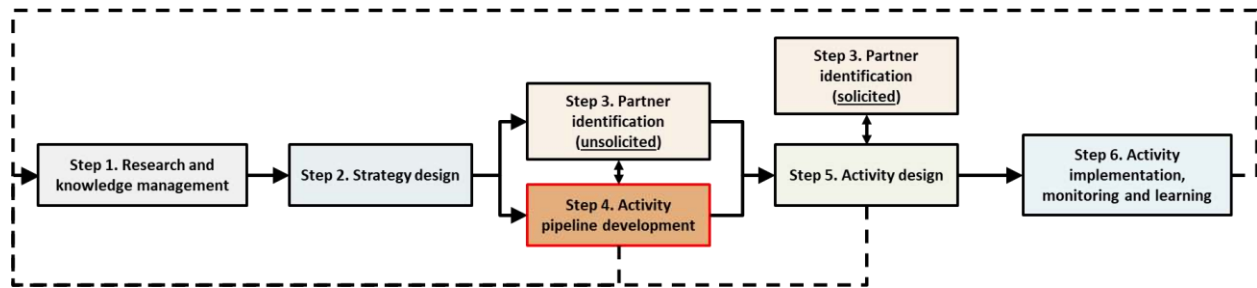
Where necessary, Orora Wihaze will solicit potential partners using competitive requests for application or annual program statements.

Development and use

Competitive requests for application will be developed as required and will likely outline the market outcome that Orora Wihaze seeks to achieve (often defined as addressing a key market systems constraint that Orora Wihaze has identified, such as low fish feed quality, or lack of formal market linkages), to solicit creative solutions to the barrier.

Potential partners will submit expressions of interest in response to requests for applications or annual program statements that will be reviewed by Orora Wihaze against pre-determined selection criteria.

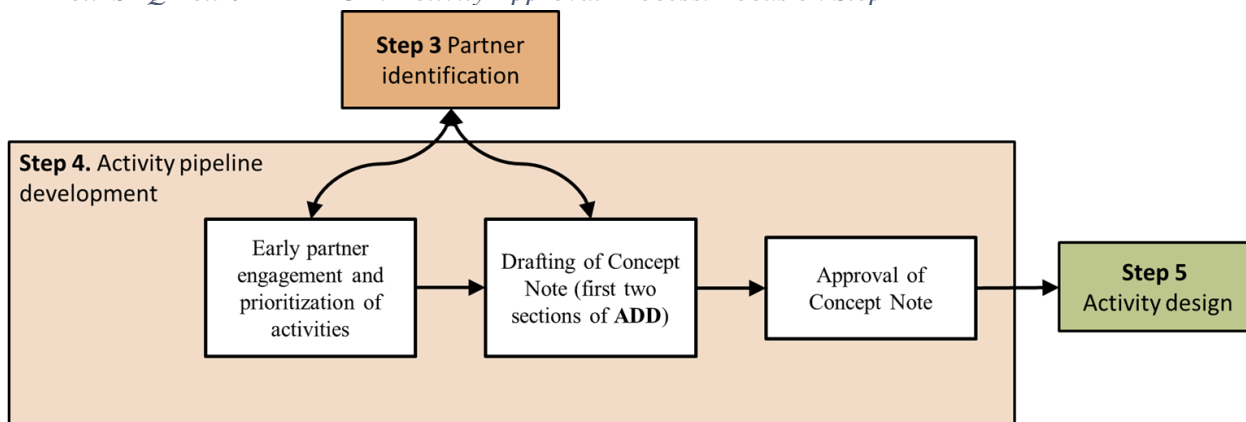
Step 4. Activity pipeline development



Overview

The activity pipeline development process is important as it ensures that Orora Wihaze is able to launch new activities with regularity, and that there is a screening process to ensure that appropriate resources are dedicated to the design of the right activities.

*Box SEQ Box * ARABIC 2: Activity Approval Process. Focus on Step 4*



Managing the Activity Pipeline involves the following:

- All Orora Wihaze team members, drawing from the strategic direction provided by the Orora Wihaze strategy (see **Step 2** for more detail), identify possible activities
- Activity concepts are entered into the Activity Pipeline Tracker
- The Orora Wihaze team engages with market actors to research gaps, explore the viability of activities, and possible partner skill and will (see **Step 3**)
- The activities in the pipeline tracker are reviewed on a weekly basis during the regular Technical Team Meeting
- A short activity concept is drafted for high priority activities (see **Concept Note** below)
- The **Concept Note** is reviewed during the Technical Team Meeting, and activity signed-off for Activity Design (see **0**)

Key documents

Table 8: Step 4 – Key documents

Document	Objectives	Storage	Update frequency	Owner
Activity pipeline tracker	Tracks the activity development process and allows the prioritization of project resources	Google sheet	Weekly	Market systems advisor
Concept Note	Simplified first two sections of the ADD, in Powerpoint format, to provide a high-level outline of a proposed activity, with a focus on the constraint and the root causes targeted	Google sheet	One-off, for each activity.	Activity leads

Activity Pipeline Tracker

Purpose and rationale

- Ensures that there is transparency across the whole of Orora Wihaze of the activities that are being designed and the partnerships that the team is negotiating at any point in time
- Avoids that the same prospective partner is contacted by different Orora Wihaze staff member across multiple regions
- Ensures that internal resources are most efficiently allocated to the development of the partnerships with the most potential
- Allows the Orora Wihaze management team to keep USAID informed of the ongoing activity design process

Development and use

- Updated by sub-intervention leads on a regular basis
- Reviewed during the weekly technical team meeting

Concept Note

Purpose and rationale

The Concept Note allows the Orora Wihaze Technical team to discuss the evolution of initial activity concepts, and if they deserve the investment of resources for the Activity Design step.

The Concept Note is in Powerpoint format, and the template has been designed to provide an overview of the constraint and root causes targeted by the activity, of the market transformation that the activity is supposed to drive (including how this targets nutrition and income goals), and the proposed partnership.

Development and use

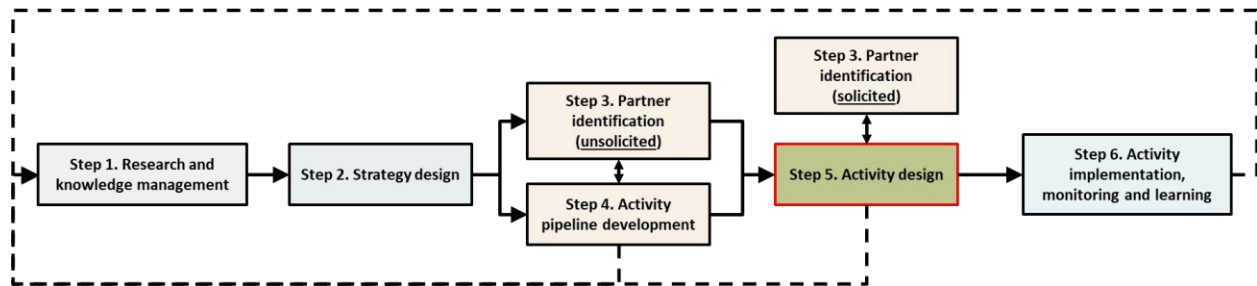
The development of the Concept Note is led by a designated Activity Lead, who will eventually be responsible for managing the implementation of the activity and the day-to-day relationship with the implementing partner.

If the Activity Lead is a district-level staff, a member of the Technical Team is appointed to support the Activity Lead during the Concept Note development. During this step, the designated Activity Lead is responsible for completing the Concept Note in collaboration with various Orora Wihaze members of staff (see table below), and for presenting it to the Technical Team. The Concept Note is reviewed during the weekly technical meeting.

Table 9: Concept Note development roles and responsibilities

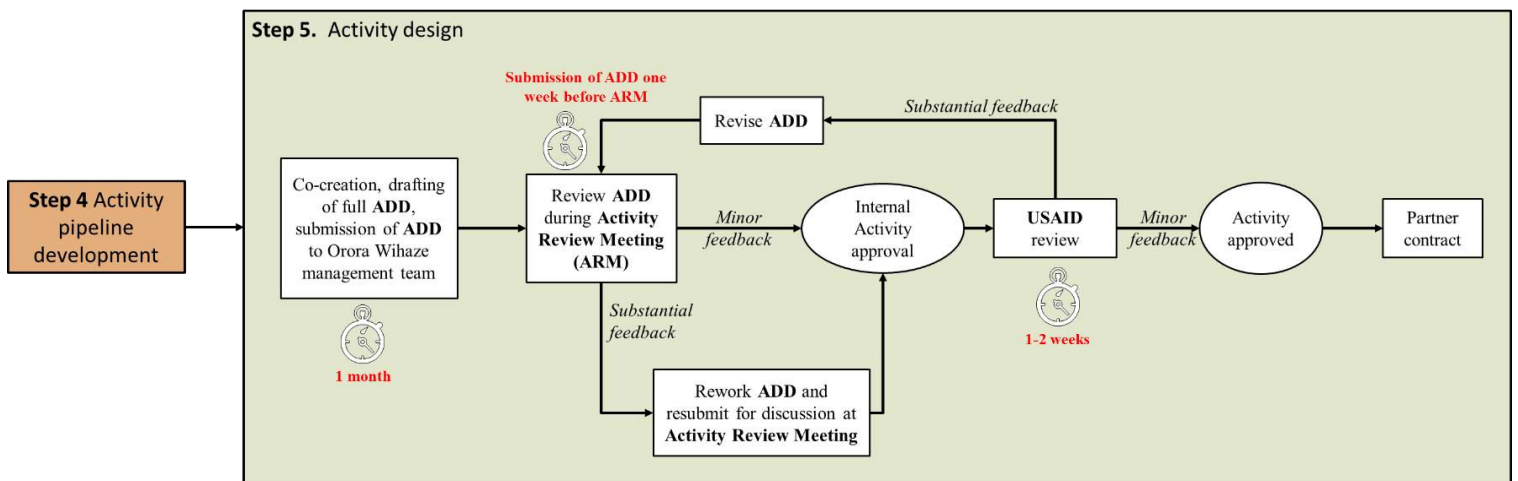
Role	Individual
Owner and lead developer	Activity lead
Collaborators	Portfolio advisor / Nutrition advisor (depending on who is not the Activity lead) Member of the Technical team Integration leads
Reviewers and approvers	Technical Team

Step 5. Activity design



Overview

Figure 4: Activity Approval Process. Focus on Step 5 (indicative timelines in red where relevant)



Once the high-level activity concept has been signed off (see **Step 4**), activities enter the design process outlined in this step. This includes the following (see also Figure 4 for more detail):

- Detailed design of activity. This includes co-creation and collaboration with Partner if the partner identification is unsolicited.
- Development of two documents:
 - Activity Design Document
 - Activity Results Chain
- Internal approval of ADD
- USAID review and approval of ADD
- Contracting of partner

Box 3: Activity design

During the activity design process, depending on the needs identified, the following disbursements might be requested in the ADD:

1. Additional research to investigate gaps

2. Resources to carry out feasibility studies
3. Technical assistance to a market actor
4. Cost-sharing of activities for market actor

While Orora Wihaze will aim to ensure that activities are implemented in partnership with a market actor as often as possible, there will be instances where some research or early feasibility studies (see points #1 and #2 above) will need to be launched without a pre-identified partnership agreement, to scope the market further, assess intervention feasibility, and develop stronger win-win pitches for market actors.

Internal Activity Approval process

- Activities must be presented and discussed with the Orora Wihaze Management team during an Activity Review Meeting (ARM)
- At least 50% of the Orora Wihaze management team must be present at the review meeting
- At least one between the COP and DCOP must be present during the meeting
- For an activity to be approved, all attending members must unanimously approve
- Activities are reviewed in line with the criteria provided in Table 10

Table 10: Internal Activity approval criteria

Criteria	Question	Minimum approval requirement
Strategic alignment	Does this intervention fit within the Orora Wihaze strategy? Does this activity target the constraints prioritized by Orora Wihaze?	Constraint targeted is a priority constraint in the OW Strategy
	Is there a clear link between this activity and Orora Wihaze's goals outlined in the MEL Plan?	Link is clear and is supported by validated assumptions. If link is not clear, appropriate monitoring and learning processes are in place to verify the link as implementation takes place.
Partnership feasibility and activity sustainability	Does the partner have the necessary skill and will to implement the activity? If not, have mitigating measures been put in place?	Neither skill nor will are rated as "low" for the proposed partner Partner was engaged and played a leading role during the co-creation process
	Is this intervention targeting a root cause, or are there other binding constraints that might be preventing the success of the activity?	There is a clear root cause identified
	Is there a business plan? Once support from Orora Wihaze ends, is the partner likely to continue implementing independently? If not, what measures should be put in place to ensure that this happens?	The business model is clear and assumptions valid, or There is a clear plan to ensure that the practice will sustain itself eventually
	Is the approach "facilitative" enough? Does the partner have enough 'skin in the game' and the incentives to make the activity a success?	OW is investing a reasonable proportion of the total activity cost The new practice aligns to the partners' strategic goals

Scale	Is the activity bringing appropriate returns to Orora Wihaze for the money invested?	Outreach is proportional to the cost of the activity, or Activity leverages significant investment, or Activity is critical to targeting a systemic constraint
Environment	Does the activity take into account appropriate environmental mitigation measures?	Appropriate mitigation measures as per the environmental mitigation plan are proposed.
Gender and social inclusion	How does the activity consider the needs and priorities of women, youth and people with disability marginalized populations? Do the activity leverage opportunities to engage with women, youth and other marginalized populations as identified in the gender and social inclusion study? Could the activity cause harm to women, youth and people with disability?	The activity design incorporates lessons from the gender and social inclusion study The activity is not expected to cause harm to women, youth and people with disability

Key documents

Table 11: Step 5 – Key documents

Document	Objectives	Storage	Update frequency	Owner
Activity Design Document (ADD)	Outlines the purpose and scope of an activity	Sharepoint (see template in Annex II)	One-off, for each activity. Revised if activity pivots	Activity leads
Activity results chain	Outlines how the activity will contribute to Orora Wihaze’s goals, and allows to develop monitoring and evaluation tools.	Google sheet	Quarterly To be updated throughout implementation	Activity leads
Partner Agreement	Describes the relationship between Orora Wihaze and project partners. This can be a Memorandum of Understanding or a Grant Under Contract, as described in Table 14.	Cobblestone (see instructions in Annex III , templates TBC)	One-off	Activity leads

Activity Design Document (ADD)

Purpose and rationale

The ADD provides a detailed overview of an activity, its purpose, how it fits within Orora Wihaze’s strategy, how it will contribute to Orora Wihaze’s goals, and the resources that Orora Wihaze will have to dedicate to its implementation.

The ADD is important as the Activity Lead will draw from the ADD to create a Grants Program Description, as per the Grants Plan described in **Annex III, Grants Phase 4: Develop and Negotiate**

Grant (FOAM 18.1.6). A full Activity Design Document contains all of the required inputs to an MOU or grant template.

Development and use

The development of the ADD is led by a designated member of the technical team, in close collaboration with the Activity Lead, who will eventually be responsible for managing the implementation of the activity and the day-to-day relationship with the implementing partner.

The development of the ADD is a collaborative process led by the Activity lead, to which all of Orora Wihaze’s technical and integration leads are consulted

Table 12: ADD development roles and responsibilities

Role	Individual
Owner and lead developer	Activity lead Member of the Technical team
Collaborators	Portfolio advisor / Nutrition advisor (depending on who is not the Activity lead) Technical team Integration leads
Reviewers and approvers	Activity Review Team ¹ during Activity Review Meeting

Activity results chain

Purpose and rationale

The results chain outlines the logic of the intervention and its impact pathways, and how it links to Orora Wihaze’s impacts. The results chain is important as:

- It provides clarity and communication by articulating on paper the intervention strategy
- It enables the Orora Wihaze MEL system to design monitoring and evaluation tools to track the activity’s progress and results

Development and use

The activity results chain must be developed as part of the activity approval process.

However, it must be revised on a quarterly basis to ensure that any pivots in activity strategy are reflected in the activity results chain.

Table 13: Step 5, intervention results chain roles and responsibilities

Role	Individual
Owner and lead developer	Activity Lead
Collaborators	Portfolio advisor / Nutrition advisor (depending on who is not the partnership lead) Market Systems Advisor

¹ This will primarily be composed by the management team, however, additional expertise will be identified to participate to the Review Team depending on the technical content of the ADD. These could include Market Systems Development Advisor, Program Director, representants from The Manoff Group, etc.

Reviewers and approvers	MEL Manager
--------------------------------	-------------

Partner contract

Purpose and rationale

After an activity is approved by USAID, Orora Wihaze will sign an MOU or grant agreement with the project partner that will outline the split of responsibilities between the two parties, the funding amount (if any), and the funds that the partner commits to invest along with conditions for payment as described in the Activity Detail Description.

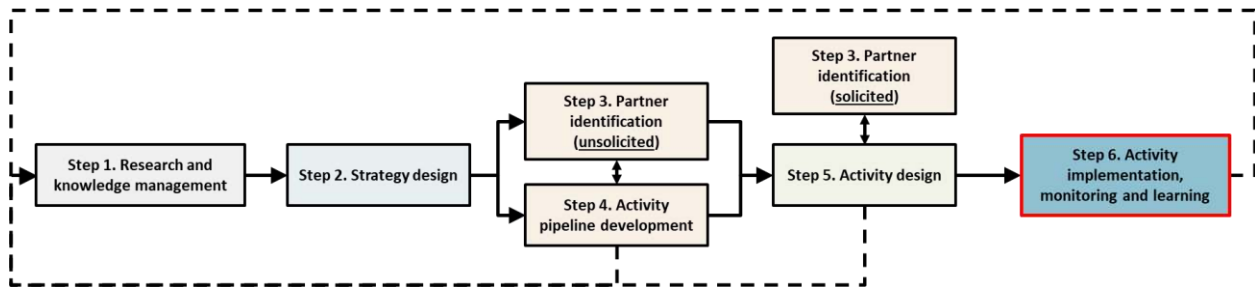
Development and use

Orora Wihaze will use MOUs and Grants Under Contract to engage with partners. More detail on how Grants Under Contract will be employed are provided in **Annex III: Grants Plan**.

Table 14: Summary of Orora Wihaze contract types

Contract type	Primary type	Description
Memorandum of Understanding	Without technical assistance	Describes the plans and non-binding commitments of one or more parties in relation to Orora Wihaze objectives. These are particularly common with public institutions.
	With technical assistance	Describes the plans and non-binding commitments of one or more parties in relation to Orora Wihaze objectives. These are particularly common with public institutions. Orora Wihaze may provide direct technical assistance as part of this instrument type.
Grant Under Contract	Cost reimbursement grant	Provides reimbursement for reasonable, allocable, and allowable costs incurred by the grantee while completing activities agreed in the Activity Design Document and formalized in a grant agreement. Orora Wihaze may provide direct technical assistance as part of this instrument type.
	Fixed amount grant	Provides fixed payments based on achievement of agreed milestones described in the Activity Design Document as formalized in a grant agreement. Orora Wihaze may provide direct technical assistance as part of this instrument type.
	In-kind grant	Transfers equipment and supplies for use on activities agreed to in the Activity Design Document and formalized in a grant agreement. Orora Wihaze may provide direct technical assistance as part of this instrument type.

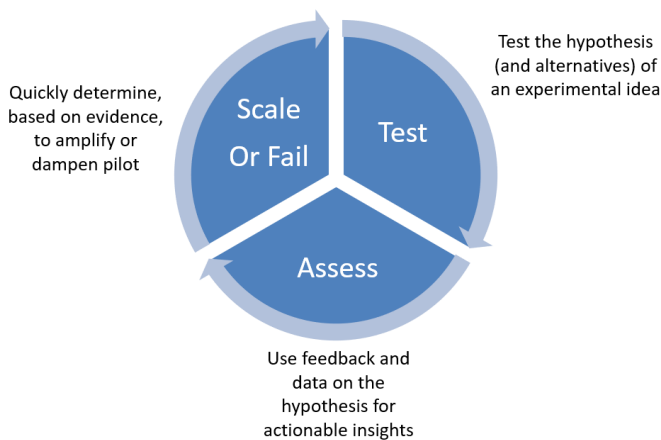
Step 6. Activity implementation, monitoring and learning



Overview

As the activity is implemented, a series of processes will be launched to monitor the activity and learn from its implementation. This section will align to the MEL plan.

Figure 5: Orora Wihaze agent-level measurement success



As Orora Wihaze starts working with partners, they will begin setting up a tailored measurement approach. During the co-creation phase for the innovation, the MEL staff will work with the partner and district staff to select metrics that will help quickly determine if the innovation is working in order to decide to scale or fail. The data from these innovation testing metrics will be used to determine viability from multiple perspectives²:

- **For the partner:** Can the partner sustain this innovation as an organization?
- **For the target populations:** Does the innovation provide more value to the target populations?
- **For the market systems:** Is the innovation significantly disruptive to change collective behavior?

² “Complex aspects of systems are characterized by a diversity of perspectives about desired results and pathways to achieve results. Diverse perspectives are important for at least two reasons. First, in complexity, knowledge of the system is partial and predictability is low. Second, how actors perceive a situation motivates their behavior. Understanding the system from different perspectives will help any single actor create a more holistic and useful picture.” USAID complexity aware monitoring guidance note page 10

During the innovation testing stage, we test the assumptions underpinning the experiment to address a market constraint as visualized in a results chain. If data from the innovation testing metrics demonstrates positive changes for the partner, target populations, and the market system, then Orora Wihaze will work with the partner to scale them as interventions and establish an intervention baseline. If not, the innovation will be adapted or dropped.

Key documents

Document	Objectives	Storage	Update frequency	Owner
Activity Monitoring Plan	Build on the results chain to include KPIs and other agent-level monitoring and evaluation indicators, and how this data is going to be collected throughout the implementation of the activity.	Google sheet	Quarterly To be updated throughout implementation	Activity leads

Activity Monitoring Plan

Purpose and rationale

All interventions will have a scaled intervention MEL plan to define targeted results in line with the Activity’s objectives and goal, enabling the intervention managers and the business owners to regularly review and report progress against agreed targets and milestones, and to adopt necessary adjustments to the intervention plan in response to changing market dynamics. The targeted results will be clarified and agreed upon with the partner and clearly defined in the partnership agreement or MOU to ensure accountability.

Development and use

The activity monitoring plan will be developed with guidance from the MEL specialist working in collaboration with the intervention manager and tailored to the intervention and agreed upon with the selected market actor for periodic reporting as will be determined.

Annex I: Regional strategy priorities template

Value chain		Pork	Fish	Goat	Chicken
		H/M/L ³	H/M/L	H/M/L	H/M/L
Intervention	Sub-intervention				
1. Development of ASF production	1.1 Increase innovation in farm inputs and distribution channels	H/M/L			
	1.2 Improve the capacity of extension and animal health services	H/M/L			
2. Development of end market access	2.1 Improve reach of aggregation models	H/M/L			
	2.2 Facilitate innovative market access support systems	H/M/L			
3. Development of financial services market	3.1 Support development of and access to innovative financial products	H/M/L			
4. Development of nutrition extension	4.1 Embed ASF consumption messaging into decentralized and national-level strategies	H/M/L			
	4.2 Expand ASF consumption in nutrition extension networks	H/M/L			
5. Development of ASF product market	5.1 Develop and market innovative ASF products	H/M/L			
	5.2 Increase the availability of ASF in rural areas	H/M/L			
6. Development of women empowerment programming	6.1 Embed ASF-related women's empowerment messaging in national strategies	H/M/L			
	6.2 Expand ASF sector women's empowerment	H/M/L			

Value chain

Explain in 2 short paragraphs why the prioritization.

- Which value chain is produced the most/least in this region? Why?

³ H/M/L stands for High/Medium/Low

- Which ASF product is consumed the most/least in this region? Why?

Intervention 1: Development of ASF production

Sub-intervention 1.1: Increase innovation in farm inputs and distribution channels

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Sub-intervention 1.2: Improve the capacity of extension and animal health services

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Intervention 2. Development of end market access

Sub-intervention 2.1: Improve reach of aggregation models

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Sub-intervention 2.2: Facilitate innovative market access support systems

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Intervention 3. Development of financial services market

Sub-intervention 3.1: Support development of and access to innovative financial products

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Intervention 4. Development of nutrition extension

Sub-intervention 4.1 Embed ASF consumption messaging into decentralized and national-level strategies

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Sub-intervention 4.2: Expand ASF consumption in nutrition extension networks

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Intervention 5. Development of ASF product market

Sub-intervention 5.1: Develop and market innovative ASF products

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Sub-intervention 5.2: Increase the availability of ASF in rural areas

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Intervention 6. Development of women empowerment programming

Sub-intervention 6.1: Embed ASF-related women's empowerment messaging in national strategies

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Sub-intervention 6.2: Expand ASF sector women's empowerment

Explain in 2 short paragraphs why the prioritization

- *Is this a priority constraint in this region?*
- *Is it feasible to intervene to address this particular constraint in this region?*

Annex II: Activity Design Document template

Overview (1 page)

Provide an overview of the following:

What is the key constraint addressed and what is the root cause?

How does this constraint impact out target groups?

What changes in the system would address this constraint in a sustainable way?

How does this activity align to Orora Wihaze strategy and Orora Wihaze's goals?

Explain how this activity would be sequenced or overlap with other activities and why.

Summary table: [insert activity name and #]

Intervention #	
Sub-intervention #	
Constraint	
Root causes	
Relevant value chains	
Relevant regions	
Partnership agreement instrument	Memorandum of Understanding, Memorandum of Understanding with Technical Assistance, Cost-reimbursement Grant, Fixed Amount Grant, In-Kind Grant
Implementing partner	
Total Orora Wihaze contribution	
Total Partner contribution	
Start date	
End date	

Activity concept (1 page)

Provide an overview of the following:

What is the practice/business model that Orora Wihaze plans to introduce?

How does the practice/business model work in practice and how does it address the constraint and root cause identified by Orora Wihaze?

How can this practice be sustained beyond the lifetime of Orora Wihaze? What is the long-term plan?

What is the workplan?

Table 15: Sample workplan

Sample tasks	M1	M2	M3	M4- M10	M10- 12	M13- M18	M18- M20
Carry out market research							
Design marketing strategy and distribution model							
Launch pilot marketing strategy and distribution model							
Assess pilot							
Support first-mover scale-up							
Disseminate findings							
Engage with “second movers”							

Partnership (1 page)

Rationale for market actor selection and background

Provide an overview of the following:

Who is/are the market actor(s) that Orora Wihaze plans to partner with?

Why has/have this/these market actor(s) been selected?

What are the skill/will of the market actor(s)?

How does this activity align to the market actor(s) incentives?

Why has this practice not been implemented by the market actor(s)? What is Orora Wihaze’s additionality? Why is our support needed?

Partnership Agreement Instrument

Provide an overview of the following:

What support will Orora Wihaze provide and why? (Describe if this will be a:

- Memorandum of Understanding*
- Memorandum of Understanding with Technical Assistance*
- Cost-reimbursement Grant*
- Fixed Amount Grant*
- In-kind Grant*

Theory of change (1.5 page)

Provide an overview of the following:

How does this intervention improve the incomes of our target group? By how much?

How does this intervention lead to the nutrition goals of Orora Wihaze?

What are the nutrition pathways?

How many households/beneficiaries across our target group are projected to benefit from this activity? Why/How/When?

Gender and social inclusion

Provide an overview of the following:

How does this activity aligns to Orora Wihaze’s Gender Action Plan

How does this activity consider the needs of women and marginalized groups?

How does this activity leverage the potential of women and marginalized groups?

Environmental mitigation and management plan

Provide an overview of the following:

How does this intervention align to Orora Wihaze’s Environmental Mitigation Plan?

Orora Wihaze Support (1 page)

Provide an overview of the following:

Provide a budget for the contribution of Orora Wihaze, as well as a budget for the contribution of the project partner

Include the delivery milestones and indicative payment schedule

Table 16: Orora Wihaze contribution

Item	Units	Unit cost	Total cost
		\$	
		\$	
		\$	
		\$	
Total			\$

Table 17: Market actor contribution

Item	Units	Unit cost	Total cost
		\$	\$
		\$	\$
		\$	\$
		\$	\$
Total			\$

Table 18: Split of contributions

	Contribution	% of total contribution
Orora Wihaze	\$	%
Partner	\$	%
Total	\$	100%

Table 19: Milestone payment schedule

Milestone and timing	Mean of verification	%	Amount
#1: At launch of pilot	Signing of partnership contract	30%	
#2:		50%	
#3:		20%	

Risks (0.5 pages)

Table 20: Activity risks table

Risk	Likelihood	Impact	Mitigation actions	Post-mitigation likelihood	Post-mitigation impact
Import restrictions	Medium	High			
Drought	Low	Medium			

Monitoring and Reporting (0.5 pages)

Provide an overview of the following:

What type of report, if any, is needed from this partner?

Frequency of the report

Who will prepare the report and who will receive it?

What steps will Orora Wihaze use to monitor the partner? Visits, reviewing reports, reviewing receipts and expenses, gathering third-party data, etc.

What is needed from this partner for Orora Wihaze to adequately report to USAID?

Special Conditions (bulleted list)

Provide an overview of the following:

Are there any special conditions that will be attached to this partnership agreement which resulted from the pre-award risk assessment?

Annex III: Grants Plan

Introduction

This Grants Plan Annex to the Market Systems Development Design Processes document describes how Venture37 and its consortium subcontractors will use grants under contract as a tool to successfully implement the Rwanda Orora Wihaze Activity. The Orora Wihaze work plan describes the types of partnership agreements which will be used to achieve the project objectives: 1) grants under contract, 2) technical assistance provided as part of a memorandum of understanding, and 3) memoranda of understanding. This Grants Plan provides details on how grants under contract will be prepared, managed, and presented to USAID for approval.

Use of Grants Under Contract

Grants under contract will be issued by Land O'Lakes Venture37 under the authority provided in the Rwanda Orora Wihaze contract, section H.17 Grants Under USAID Contracts. Venture37 will comply in all material respects with USAID's Automated Directives System (ADS) Chapter 303 (including mandatory and supplementary references) in awarding and administering grants, as well as the Code of Federal Regulations (CFR) 2 CFR 200, 2 CFR 700 and 22 CFR 216. In addition, Venture37 will comply with the specific requirements of the subject contract listed in section H.17.

For all partners selected for grants under contract funding, the grants process will follow the Venture37 subaward management and monitoring process described in the Land O'Lakes Venture37 Field Operations and Administration Manual with appropriate modifications for an MSD approach. The modifications from and clarifications to the Field Operations and Administration Manual which will specifically apply to grants issued under the Orora Wihaze contract are described in this document.

Market Innovation Fund

Grants under contract are budgeted in the Rwanda Orora Wihaze contract under the \$1.62 million Market Innovation Fund. Grants values will vary widely from less than \$10,000 to over \$500,000 and there is no target value for the average grant. USAID involvement selecting and approving grant recipients varies based on the estimated value of the grant and these differences are described below.

Grant Phases

Grants under contract will follow the seven grant phases as described in the Field Operations and Administration Manual (FOAM) with any clarifications or deviations described below. Each phase below refers to the FOAM section that contains detailed procedures on that phase.



Grants Phase 1: Design and Plan (FOAM 18.1.3)

Grants under contract are one of three partnership agreement types that will be used on the Rwanda Orora Wihaze Activity. Because this is a facilitative market systems project, our approach to partnering aims to engage in light-touch interventions – providing the minimum level of support needed to catalyze change. Accordingly, grants under contract will be used in addition to or instead memoranda of understanding to infuse capital when formal lending is not feasible.

When the partnership between Orora Wihaze and the partner includes transfer of funds or donated property then Orora Wihaze will issue a grant under contract. The primary grant types will be fixed amount grants, in-kind grants, and cost reimbursement grants. Grant types will be selected by the Rwanda Orora Wihaze Grants Specialist in collaboration with the Portfolio Advisor or Nutrition Advisor based on the scope of work and the assessed capacity and risk of the prospective grantee. The grant type will be discussed internally and with the potential grantee during MSD Design steps two, three, four, and five before a final grant type is selected.

Grants Phase 2: Solicit, Evaluate and Select (FOAM 18.1.4)

This grants phase occurs during MSD Design process Step 3 – Partner Identification (solicited or unsolicited). The Rwanda Orora Wihaze Activity will solicit potential partners using competitive requests for application or annual program statements (unrestricted eligibility). Orora Wihaze will also directly engage potential partners without solicitation using restricted eligibility based on the pre-approved conditions outlined in ADS 303.3.6.5(b).

Unrestricted Eligibility

Requests for Applications or Annual Program Statements will be targeted to the sub-intervention or activity level. They will be most likely used when:

- Orora Wihaze has not yet identified market actors to partner with under specific sub-interventions or activities

- There are too many market actors that Orora Wihaze could partner with under a specific sub-intervention or activity, and Orora Wihaze decides to put in place a more competitive process for partner identification and selection.

Restricted Eligibility Based on Pre-Approved Conditions

Orora Wihaze will directly engage with potential grant recipients at various stages of its implementation, and will continuously assess the market actors' incentives, pain points, alignment with Orora Wihaze's goals objectives, and capabilities to implement activities. A key feature of the Orora Wihaze Market Systems Development approach which differentiates it from many other grants-focused programs funded by USAID is that a large number of grant recipients will be proactively identified by Orora Wihaze staff, rather than respond to an open call for applications. This will happen in a variety of ways, including:

- **Market actor-led innovations:** Market actors often have innovative ideas that align with the objectives of a Market Systems Development Activity but have a lack of resources or a low appetite for risk. Orora Wihaze will seek to identify these opportunities and provide grants under contract to these market actors where possible and practical.
- **Win-win pitches:** Orora Wihaze will build from its strategy design process and identification of market barriers and opportunities to pitch new practices and business models to market actors that have the skill/will to collaborate with Orora Wihaze.

The pre-approved conditions to restrict eligibility for a grant under contract and issue it without an open competition are as found in ADS 303.3.6.5(b)(2) and (3). Restricted eligibility refers to:

- A funding opportunity that is limited to a specific type of entity or otherwise narrows the pool of applicants that may compete for a grant or cooperative agreement, or
- An award or other assistance action that is limited to one or a limited number of recipients.

Orora Wihaze will make a determination to restrict eligibility based on one of the following pre-approved conditions:

- (2) Eligibility will be limited to organizations that have received less than \$25 million in USAID funding, at any tier, over the past five years; or
- (3) The award is at or below the simplified acquisition threshold, which is currently \$250,000.

Eligibility must not be restricted for:

- Personal preference, for example, personal relationships with key personnel, the perceived burden of a competitive process, or other non-programmatic rationales;
- Avoidance of mobilization or demobilization costs;
- Lack of adequate planning; or
- Concerns about the availability of funds, such as expiring funds.

Form of Applications

Potential partners will submit expressions of interest in response to requests for applications or annual program statements. Alternately they will co-develop with Orora Wihaze staff a partnership concept to be included in the activity pipeline. Concepts will be evaluated by the Orora Wihaze Technical Team on a rolling basis; applications presenting the best fit with program objectives and the highest score according to selection criteria will be selected for partnerships and development of an Activity Design Document.

Evaluation Criteria

In determining which partnerships to pursue, objective evaluation criteria designed in Strategy document will be used. Illustrative criteria for selection include:

- a) Partnership aligns with the priorities identified in the Orora Wihaze Activity strategy and contributes to the achievement of the Activity's goals.
- b) Proposed partnership activity will not distort the market.
- c) Proposed new practice or products provide a sustainable solution to a clearly identified problem.
- d) The proposed approach or product is innovative or novel.
- e) The proposed approach is inclusive and provides opportunities for women and persons with disabilities.
- f) Proposed partner commits resources/match/leverage.
- g) A clear exit strategy is articulated.

Selection

The selection process will follow the MSD Design Step 5 - Activity Design Internal Approvals phase.

Grants Phase 3: Assess Risk - Due Diligence (FOAM 18.1.5)

This phase occurs concurrently with the Activity Design Document development. It is led by the Grants Specialist following the Venture37 Due Diligence Toolkit. There are no deviations from the detailed process described in the Field Operations and Administration Manual and the Due Diligence Toolkit.

Grants Phase 4: Develop and Negotiate Grant (FOAM 18.1.6)

The Rwanda Orora Wihaze Portfolio Advisor or Nutrition Advisor is responsible for developing the full Activity Design Document which will be wholly incorporated into the grant document. The Portfolio Manager completes a Negotiation Memorandum and provides these inputs to the Orora Wihaze Grants Specialist who develops a grant using templates developed for the Rwanda Orora Wihaze contract.

The Grants Specialist will obtain internal approval for the grant from The Grants Specialist will obtain internal approval for the grant from Portfolio manager, the DCOP, the COP, Sr. Finance and Administration Manager for grants under \$50,000 and additionally the HQ project manager and Program Director for grants over \$50,000.

The Grants Specialist will request approval to issue the grant under contract from the USAID Contracting Officer Representative (with copy to the Contracting Officer's Representative). The Grants Specialist will attach the following two documents to the approval request:

1. The draft grant, including:
 - a. The Activity Design Document
 - b. The Grant Targets
 - c. The Grant Reporting Requirements
 - d. The Grant Monitoring Plan
 - e. The Environmental Monitoring and Mitigation Plan
 - f. The Grant Budget
2. Negotiation Memorandum, including:
 - a. Method of grantee selection
 - b. Choice of grant instrument
 - c. Price or cost analysis of the budget
 - d. Description of any negotiations that occurred to develop the grant

Grants Phase 5: Start Up (FOAM 19.1.3)

The grants management team will be comprised of the assigned Portfolio Advisor or Nutrition Advisor, Grants Specialist, Sr. Finance and Administration Manager, DCOP, and COP. The Portfolio Advisor or Nutrition Advisor will hold a kick-off meeting with the grantee and will be responsible for creating the grantee monitoring and tracking tool.

Grants Phase 6: Manage and Monitor (FOAM 19.1.4)

The Orora Wihaze Portfolio Advisor or Nutrition Advisor is responsible for the overall relationship with the grantee starting from the issuance of the grant and lasting through the close out or termination of the grant. In addition to providing coaching and points of connection to grantees, they will also be monitoring progress against the partnership grant agreements to monitor compliance with the scope of work, deliverables and reporting requirements. The DCOP, Nutritionist and COP will hold regular meetings with the district staff to stay abreast of developments and guide on how to optimize grantee performance. Grants to partners who fail to perform will be terminated or phased out. Partners who have not received grants, but who have demonstrated strong potential for impact and a need for grant-style support will be encouraged to submit a revised concept for co-creation with the technical team and consideration for selection by the selection committee.

Modifications

The following types of modifications will not require additional approval by USAID:

- Changes to the period of performance.
- Decreases to the budget ceiling or obligated amount.
- Increases to the obligated amount within the approved budget ceiling.
- Increases to the budget ceiling by less than 10% of the total ceiling amount.
- Changes to the grant reporting requirements.
- Changes to the grant targets.
- Adjustments to the total number or value of Donated Items under in-kind grants.
- Budget realignments under cost-reimbursement grants.
- Adjustments of up to 10% of milestone values under fixed amount grants.
- Changes to financial reporting frequency.
- Removal of special award conditions once they are met.

Other modifications require approval by the USAID Contracting Officer before they are issued.

Grants Phase 7: Close out (FOAM 19.1.5)

All grants must be closed out prior to the estimated completion date of the Rwanda Orora Wihaze contract. Venture37 must comply in all material respects with Additional Help Document for ADS 302 and 303 titled ‘Guidance on Closeout Procedures for A&A Awards.’ <https://www.usaid.gov/sites/default/files/documents/1868/302sat.pdf>.

Prior to grant closeout Venture37 will request the USAID Contracting Officer to approve disposition to the grantee of property granted via an in-kind grant or purchased under a cost-reimbursement grant.

Annexes:

1. Illustrative Activities and Partnerships

This section provides an overview of possible activities and partnerships that Orora Wihaze is considering, and highlights which partnership have the greatest potential to be quick-win activities.

INTERVENTIONS

Intervention	Inputs	Quick – Win	Other Options
1. Development of ASF Production	Explore partnerships with input, extension and animal health service providers to increase productivity of target value chains.		
Increase innovation in farm inputs and distribution channels:	<p>Co-investment grants</p> <p>Product development STTA</p> <p>Research in forage</p> <p>Training in animal nutrition</p>	<p>Animal Nutrition: Evaluate opportunities to co-invest with feed manufacturers to improve mill performance, develop innovative products for small livestock producers, and expand distribution.</p> <p>Support development of forage solutions with RAB research stations to improve household goat nutrition.</p>	<p>Genetics: Co-create with chick importer, breeder and hatchery interest (easyHATCH, Vision Agribusiness Farm, Kigembe Fishery Station, RAB goat breeding) to explore co-investing in models for smallholder distribution.</p> <p>Pharmaceuticals: Partner with Rwanda Council of Veterinary Doctors (RCVD) and suppliers to strengthen agrovet networks.</p>
Improve the capacity of extension and animal health services.	<p>Expert guidance</p> <p>STTA</p> <p>Policy and regulatory guidance and advocacy</p>	<p>Extension services: Collaborate with RCVD, University of Rwanda, local extension and animal health service providers to design and establish partnerships with private sector that improve the breadth and depth of farm extension and health services.</p>	<p>Regulatory: Partner with ASF sector associations, such as the Rwanda Pig Farmers Association, to develop their capacity to gather evidence and advocate for policy and regulatory change based on industry needs.</p>
2. Development of End Market Access	Partner with input, extension and animal health service providers to increase productivity of target value chains. Pilot and scale new livestock aggregation models and final market support systems to increase farmer and firm annual sales.		
Improve reach of aggregation models	<p>Co-investment grants</p> <p>Expert advice on cross-industry linkages</p>	<p>Infrastructure: Co-invest with producers and trade networks to support development of animal market and abattoir infrastructure.</p>	<p>Trade Networks: Facilitate linkages and information sharing between traders and producer organizations (fish pond and poultry cooperatives, producer</p>

			associations) to improve market transparency and trust.
Facilitate innovative market access support systems	Co-investment grants	<p>Transport: Partner with third party logistics (3PL) firms that are interested in expanding services or co-investing in equipment for livestock transport.</p> <p>Sales: Pilot marketing and sales platforms that integrate market information and utilize mobile money payments.</p>	
3. Development of Financial Services Market	Strengthen commercial financial institutions and MSMEs to develop sustainable relationships in target districts, leading to increased agriculture-related financing.		
Support development of and access to innovative financial products	<p>Expert advice in banking and livestock industry</p> <p>Analytics</p> <p>Financial product development and testing</p>	<p>Linkages: Partner with Nguriza Nshore and other FI's to connect their current finance and investment networks to ASF firms.</p>	<p>Products: Partner with MFIs supported by Access Finance Rwanda to adapt their financial products to the unique needs of the ASF sector.</p> <p>Evaluate e-banking loans to lower transaction costs.</p>
4. Development of Nutrition Extension	Engage GOR public health and nutrition, private sector entities and development programs. Key influencers test nutrition messaging innovations and co-create solutions to raise public awareness and understanding about the nutritional benefits of ASF.		
Embed ASF consumption messaging into decentralized and national-level strategies	<p>Develop working groups</p> <p>Research and analytics</p> <p>Support advocacy and influence communications</p>	<p>Advocacy: Present evidence to raise the profile of ASF consumption, advocating for ASF to be a specific dietary priority in policy documents. i</p>	<p>Analysis/Communication : Review existing public private partnerships and current SBC strategies to inform and influence National SBCC messaging.</p>
Expand ASF consumption in nutrition extension networks.	<p>Expert advice</p> <p>Consumption Study</p> <p>Co=fund communication pieces</p>	<p>Take inventory of gov. and non-governmental program materials for what and how they are promoting ASF and identify weakness in the basic inclusion of ASF</p>	<p>Social Media: Work with local government and extension networks to understand existing SBC activities and support scaling of delivery through social and mass media.</p>

5.Development of ASF Product Market	Facilitate private sector investment in ASF production, processing and distribution models that place more affordable and appropriate ASF products closer to target households. Partner with rural ASF enterprises, producer associations and financial institutions to develop better supply chains to get ASF.		
Develop and market innovative ASF products	Co-investment grants for product development and package design Business and marketing advice Sponsor product testing	Products/Packaging: Co-invest with processors, butchers and retailers to develop and test new safe and affordable ASF products and innovative packaging with preparation instructions that increases shelf life.	Social Marketing: Partner with local governments and the private sector to organize ASF days at existing community events such as district open days, Umuganda that promote sampling and promotions of new ASF products.
Increase the availability of ASF in rural areas	Co-investment grants Business management, technical, and marketing advice	Local Partnerships: Identify local partner and co-invest with abattoirs or food manufacturing facilities to expand production, improve cold storage, pilot cold chain innovations, and create more efficient supply chains.	Production for Consumption: Scale improved Tworore Inkoko Twunguke (TIT) GDA model through Gikuriro’s Village Nutrition Schools or link CRS’s Savings and Internal Lending Communities (SILC) network to out-growers.
6.Development of Women’s Empowerment Programming	Target women’s empowerment at the household and community level		
ASF-related women’s empowerment messaging in national strategies	Collaboration Cost-sharing initiatives Technical advice	Take inventory of gov. and non-governmental program materials for what and how they are promoting women empowerment messaging related to ASF	GOR Programming: Deepen CRS’ collaboration with MIGEPROF on their Indashyikirwa approach to combat Gender Based Violence. USAID Programming: Scale ASF-related women’s empowerment messaging in partnership with Gikuriro and Family Nutrition Project in overlapping target districts.
ASF sector women’s empowerment	Pilot co-investment grant Business coaching	Production: Pilot an initiative to scale successful women-run fishpond cooperatives	Services: Collaborate with RCVD, University of Rwanda, local extension and animal health service

	<p>Business management, technical, and marketing advice</p>	<p>established under the PAIGELAC project</p> <p>Pilot initiative to scale successful women-owned layer businesses such as Child Love in Rwamagana</p>	<p>providers to promote small stock specializations for veterinary students to diversify career opportunities and promote gender equality in hiring practices for female extension and animal health service providers.</p>
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