



Scale through Structure

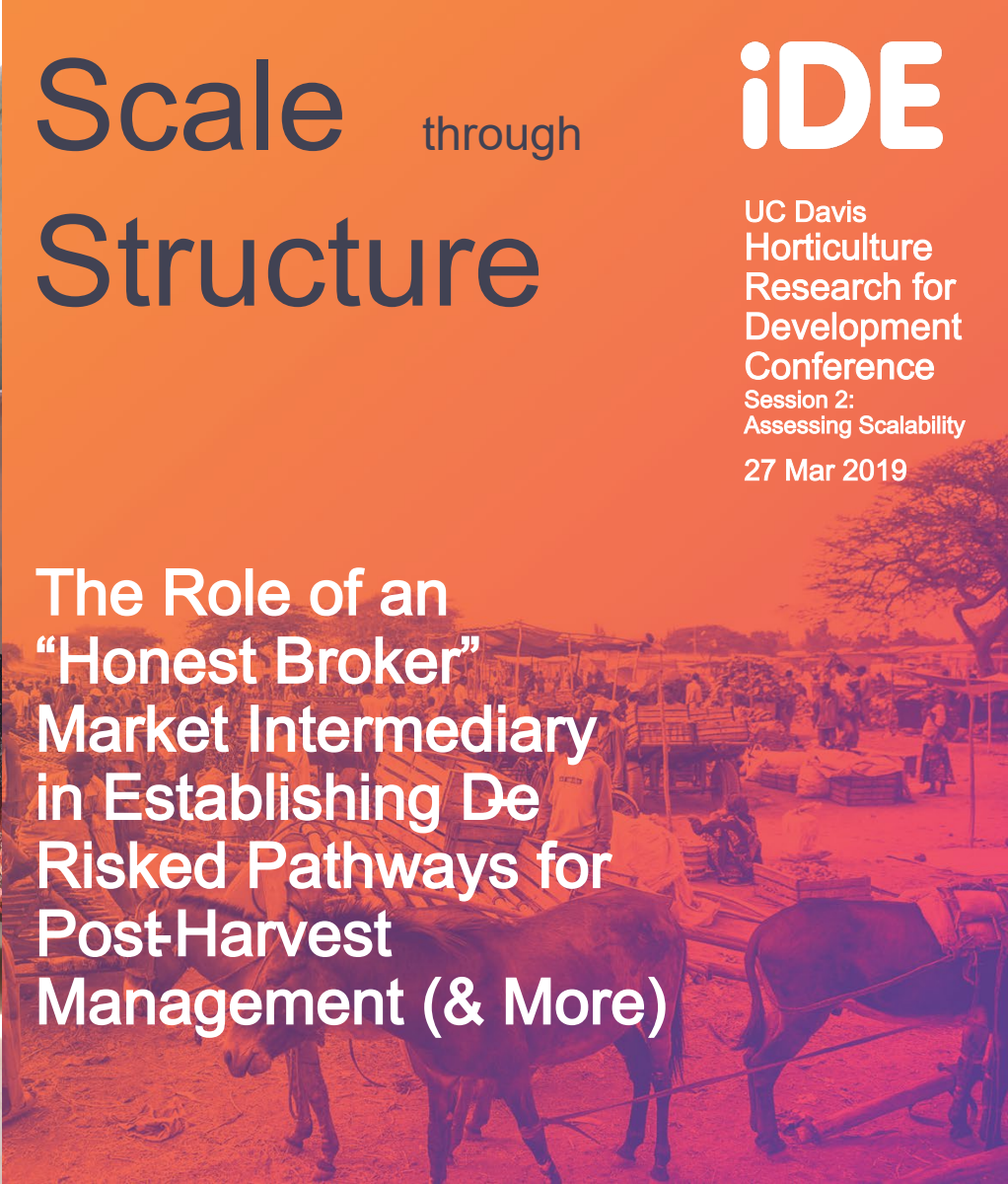
iDE

UC Davis
Horticulture
Research for
Development
Conference

Session 2:
Assessing Scalability

27 Mar 2019

The Role of an
“Honest Broker”
Market Intermediary
in Establishing De
Risked Pathways for
Post-Harvest
Management (& More)



Part 1

The “Do It All” NGO

Historical Programming in Post-Harvest Mgmt as a Market Intermediary

Market Structures

- Collection centers
- Marketing Committees
- Pre-Season Production & Sales Planning
- MSEs & hubs
- Technology Centers

Solutions

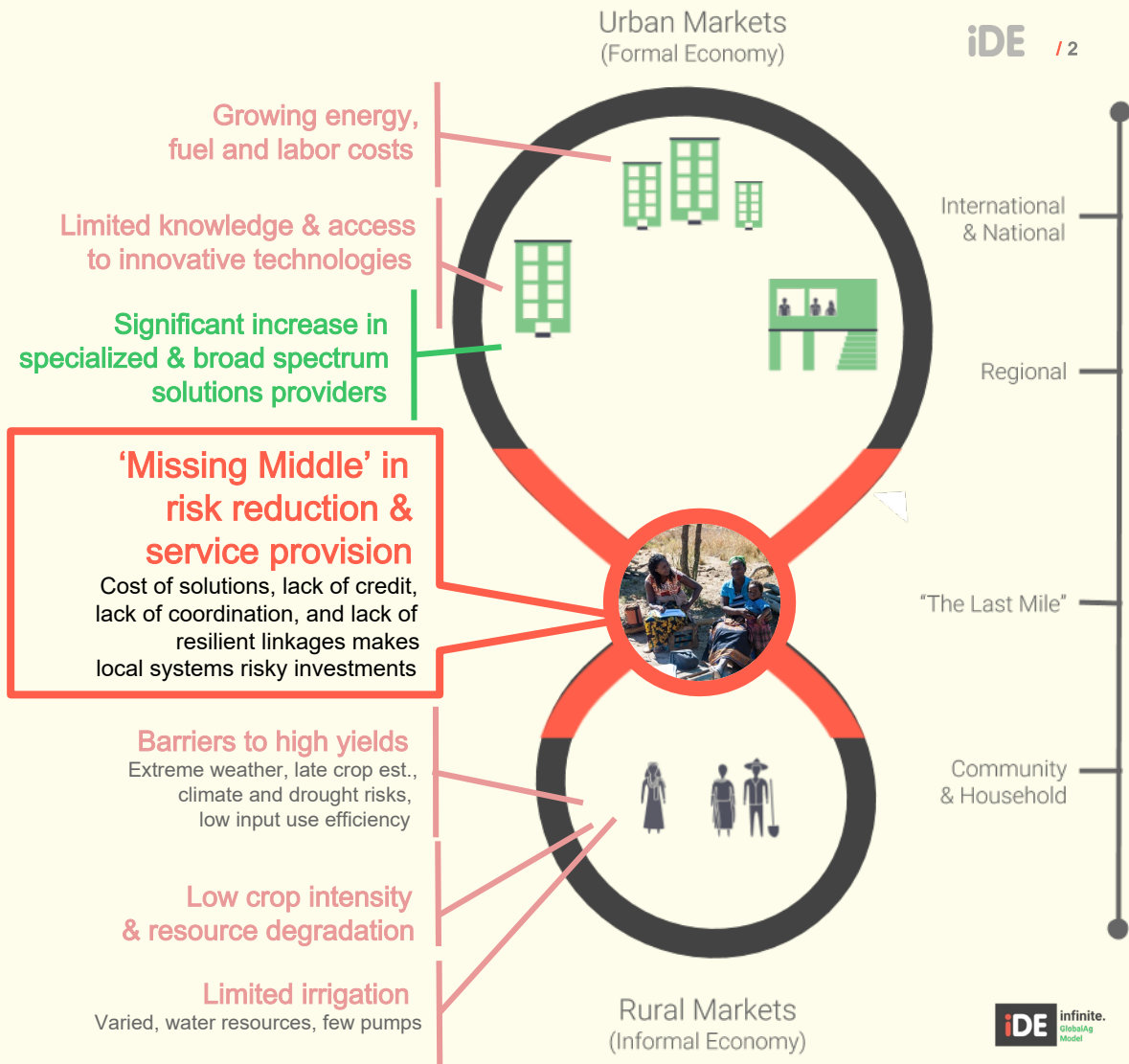
- Cold storage
- Hermetic storage (bags, siloes)
- Washing, sorting, grading, packing
- Transportation (crates)
- Training processes (GAP)
- Multiple-Use Water System (MUS)

Historical Approach

- **CONTENT & PLATFORM MODEL**
- Direct technology development, prototyping, and adaptation
- Concurrent technology & structure development

Results

- Trying to determine solutions at every level
- Costly
- Riskier (for us & private partners)



Part 2

The Honest Broker

Evolving our role from “doing it all” to providing targeted structural de-risking of missing middle

Market Structures

- Commercial Pockets
- FBA Networks
- Model Farms & Gardens
- Micro Technology Clearinghouses

Solutions

- Performance Management & Monitoring
- Mediation
- Mkt. **GOVERNANCE** through mkt. **INFRASTRUCTURE**
- Blockchain

Project Approach

- **PLATFORM+ MODEL**
- Market systems devt.
- Facilitation focus
- Microenterprise networking
- Human-centered design

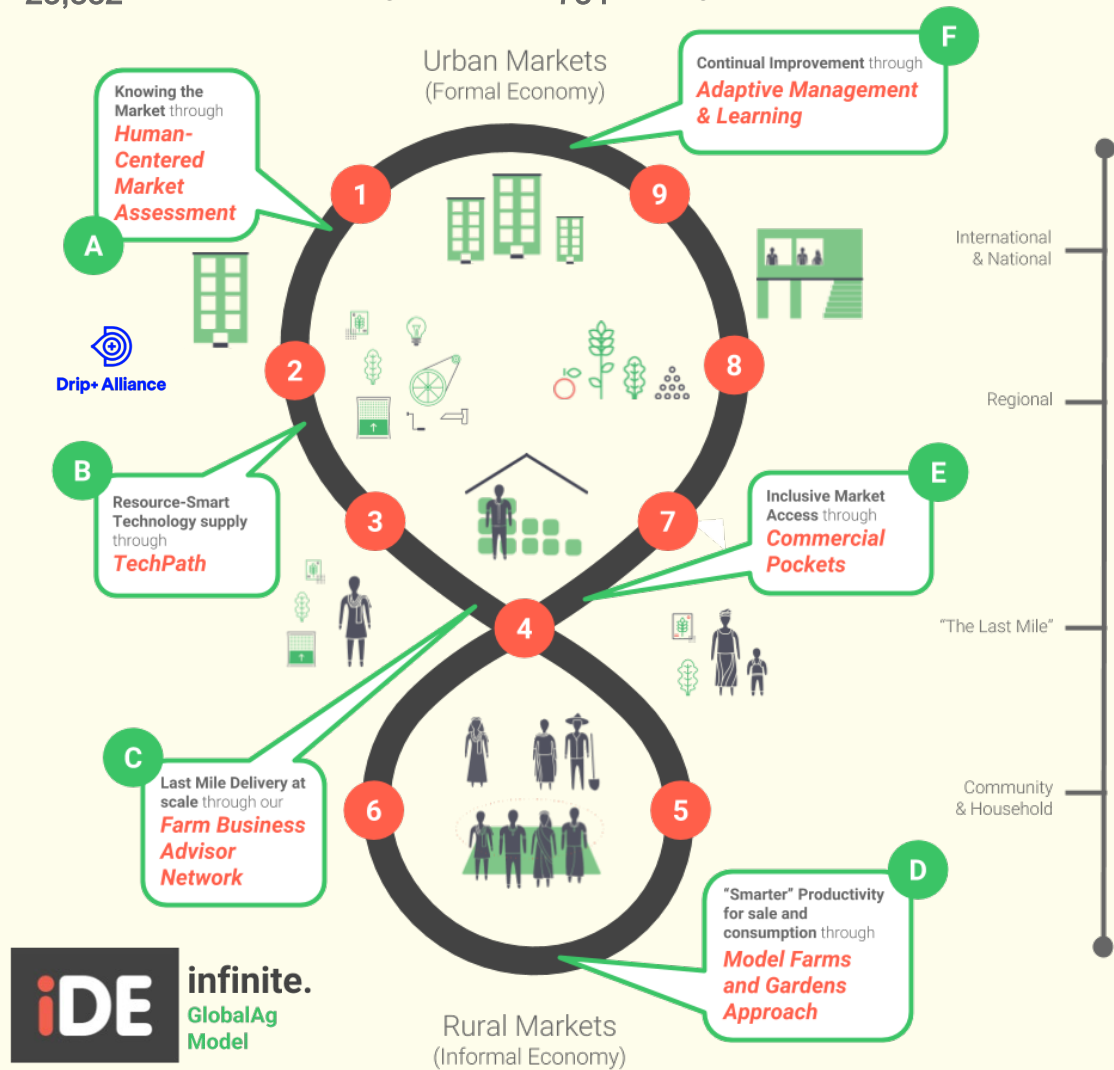
Results Foci

- **DE-RISKING LOCAL MARKET ECOSYSTEMS**
- **UNBLOCKING** supply chain barriers
- **ACCELERATING** investment process (screening, due diligence, piloting, scaling)

595,792 Active Farmer Clients
23,832 Active Model Farms and Gardens

3,556 Active Farm Business Advisors
734 Active Commercial Pockets

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Assess & Adapt

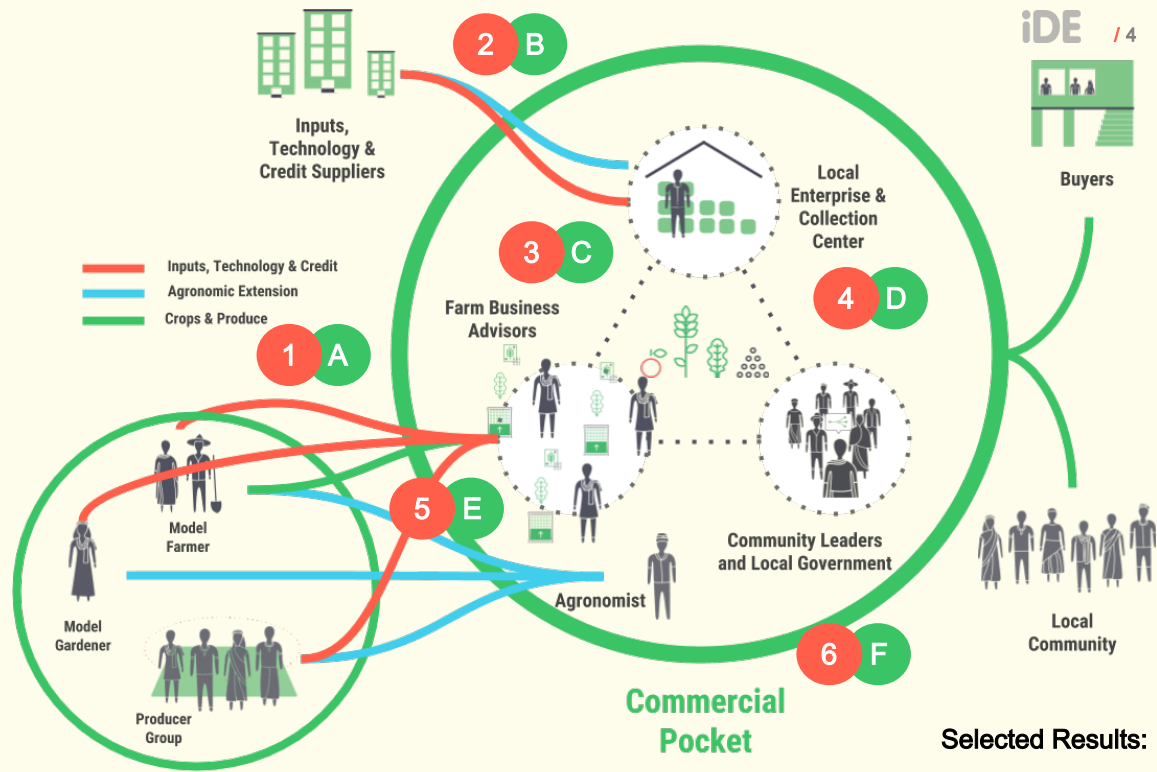
Anukulan Project+Commercial Pockets for

Assessing for Scale

Adapting toward Scale

- 1 Prioritize early-stage & continual field-based user feedback
- 2 Build feedback loops between lead firms & developing Commercial Pockets
- 3 Aggressively scope financial incentive structures in mkt.
- 4 Continually observe how the market uses PHM technologies & document leading Pockets
- 5 Observe triggers and barriers b/w input and output mkt. behaviors
- 6 Consistent performance tracking of overall Pocket, FRAs etc

- A Rapid Human-Centered Design prototyping & testing (structures & tech)
- B Restructure firm agreements from MoUs to Pockets Investment Plans & CPs to adaptation investment plans
- C Shift production planning method toward demand-driven crops first
- D Accelerate/facilitate horizontal (Pocket-to-Pocket) & vertical dissemination (lead firms) of results
- E Prioritize early-stage promotion of solutions that provide value for input & output fcn. (e.g. MUS)
- F Refined, simplified performance tracking framework for data collection & sharing



Selected Results:

- £5 million funding
- 102,210 direct HHs through CPs
- £156/year avg.
- Adaptation investment plans covering 1.5 million people
- Integration of grading, sorting, and transport across CPs

Key Takeaways

iDE's thinking in PHM looking forward

Lessons Learned

- Invest enough time & resources for combining effective methodologies that undergird a platform model
- Balance platform devt. & deployment: sprint & iterate
- Invest adequate resources in understanding standardization vs. contextualization elements

Unresolved Challenges

- Linkages with inclusive financing
- Further financial modeling on cost-benefit of Commercial Pockets Approach (& further maxing ROI)
- PSE process refinement with Pockets as core offering
- Anticipated challenges to promising tech like blockchain (e.g. verification, process uptake)

- Overcoming scaling challenges in Post-Harvest Management requires a combination of **SPECIALIZED ROLES** amongst partners more than many other technical programming components:
 - **CONTENT** Providers
 - **PLATFORM** Providers
- For iDE, PostHarvest Management is a challenge area that we can best contribute to by focusing on generating better **MARKET GOVERNANCE** linkages through more considered and resilient **MARKET INFRASTRUCTURE**
- This new market infrastructure can more quickly achieve scale impacts through private sector investment that is more:
 - **DE-RISKED** (prepared, screened, & impact oriented)
 - **ACCELERATED** through **FOCUS** (enabling experts to do what they do best in an efficient manner)
 - **SYMMETRIC & EQUITABLE** through clearly framed performance monitoring & expectations mgmt. framework