

> Does MSD really work? Evidence from recent ex-post evaluations

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Almir Tanovic
Senior Program Officer,
Employment
**Embassy of Switzerland in
Bosnia and Herzegovina**



Gareth Davies
Director
Tandem



Ben Fowler
Co-Founder and CEO
**MarketShare
Associates**



Kristin O'Planick
Independent
(formerly USAID)

> Webinar overview



Almir Tanovic & Kristin O'Planick

- > The donor perspective (I): why did we fund the ex-post evaluations, and how did we plan for them?
- > The donor perspective (II): what was the value of the ex-posts, what did we learn, and why aren't donors funding more of them?



Gareth Davies & Ben Fowler

- > Evidence from 3 recent ex-post evaluations: MarketMakers (Bosnia & Herzegovina), Naatal Mbay (Senegal), and ADVANCE II (Ghana).

> The donor perspective (I)



Why did you fund the ex-post evaluations?

How did you plan for the ex-post evaluations?



> Evidence from MarketMakers ex-post



Project overview:

- > **Goal:** increased and better employment opportunities for young women and men in Bosnia & Herzegovina.
- > **Approach:** MSD.
- > **Three phases:** 2013 to 2023.
- > **Sectors:** BPO, IT, food production and processing, and tourism.
- > Fully-funded by SDC; implemented by HELVETAS and Kolektiv.

> Evidence from MarketMakers ex-post



Evaluation methodology:

- > **Four 'deep-dives':** BPO and IT sector promotion, e-commerce, non-formal education (nFE), and freelancing.
- > **Mixed methods:** document reviews, field observation, interviews with partners, Key Informant Interviews...
- > No major challenges with securing interviews with partners or with recall bias...
- > ... but, some challenges with data access from partners / non-partners, and securing interviews with non-partners.

> Interventions with strong sustainability: Sector associations



End-of-project results (2023)

- > New associations established in 3 sectors.
- > Delivering a range of services / functions.
- > Building a membership base and revenue streams... but not all yet considered fully sustainable.



Post-project results (2026)

- > All 3 associations still active.
- > Delivering a similar range of services / functions, while adding additional offerings.
- > Stable or growing membership base.
- > Contributing to industry growth / employment.

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IT career? How and where to start?



Achieving an IT career is not an impossible mission!

Do I have to have only an IT degree?



Find out how to use your current knowledge and interests for a job in IT

How to find internship and first IT job?



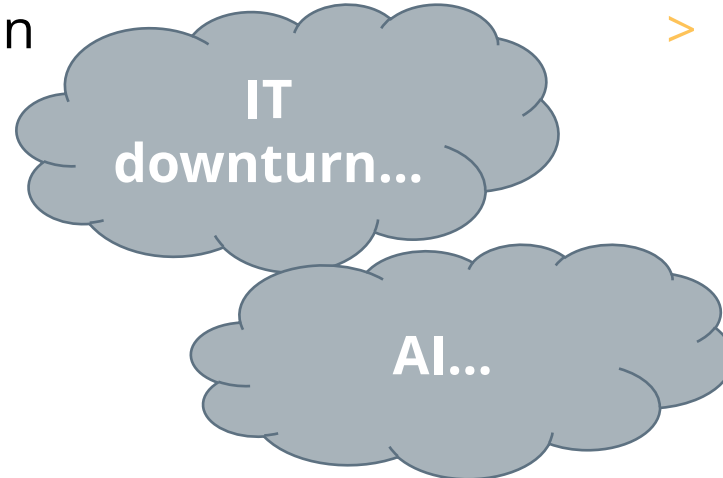
From college to the workplace

> Interventions with mixed sustainability: Non-Formal Education (nFE)



End-of-project results (2023)

- > Supported 10 companies to launch 'Company Academies'.
- > 9 sustained beyond first training cycle.
- > 2 coordination / information platforms launched.



Post-project results (2026)

- > 3 of 6 companies interviewed had sustained the Company Academy model (0 of 3 IT companies).
- > Neither platforms sustained.
- > Limited evidence of replication.

> Evidence from MarketMakers ex-post: Reflections



MSD 'works'!

- > Strong evidence of sustainability and systemic change across many of the 'deep-dive' interventions.
- > Not every intervention was sustainable – but some degree of 'failure' is to be expected. Mitigated (to a degree) through a portfolio approach.
- > Sustainability was central to the design and delivery of interventions and partnerships.
- > Carefully thought-through partner's will and skill (but, overestimated in some cases).

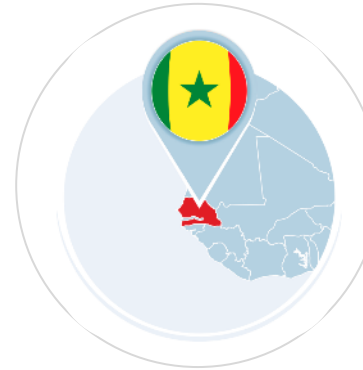
Introduction to the Naatal Mbay & ADVANCE II ex-posts

Selection Criteria

- ✓ USAID-funded and closed for at least 3 years
- ✓ Had a delay prior to follow-on USAID programming
- ✓ Intentionally sought to facilitate systemic change
- ✓ Had emerging evidence of systemic change at closure

To focus resources, the ex-posts studied specific intervention areas and related systemic changes rather than the entire project.

Ex-Posts Conducted



Naatal Mbay

Senegal
2015 to 2019 (2nd phase)
3.5 years ex-post
Domestic rice

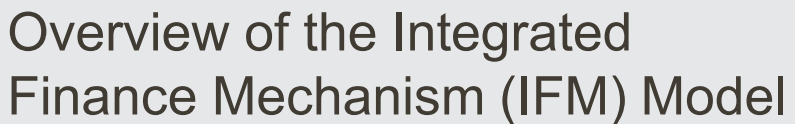


ADVANCE II

Ghana
2014 to 2020 (2nd phase)
3 years ex-post
Rice, soybean, maize

Rice and Diversified Crops

An additional ex-post in Bangladesh was designed and about to start when USAID funding was frozen then eliminated.



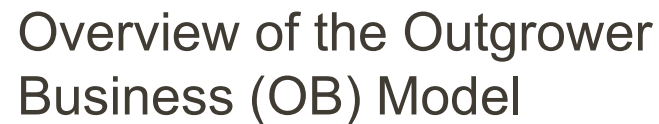
The diagram illustrates a three-step process for credit flow from a Financial Service Provider (FSP) to processors. It features three circular icons connected by arrows: a crop bag icon, a document with a dollar sign icon, and a hands holding a dollar sign icon. The steps are detailed in text boxes below the icons.

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graph LR; A((Crop Bag)) --> B((Document with $)); B --> C((Hands holding $));
```

Financial Service Provider (FSP) Grants Input Credit to Farmers secured through contracts with crop buyers

Processors Access Lines of Credit from FSP with collateral management company tracking quality, volume, and value stored in warehouses

Processors Make Sales, Payments First Applied to Processors' Credit Balance at FSP, then 3rd party holding company releases sold product to buyers



The flowchart illustrates the agricultural value chain with the following components and interactions:

- Smallholder Farmer** (Central node, orange box)
- Outgrower Business** (Below Smallholder Farmer, orange box)
- Aggregators** (Above Smallholder Farmer, dark grey box)
- Buyers & processors** (Above Aggregators, dark grey box)
- Rural agro-dealers & village agro-agents** (To the left of Outgrower Business, dark grey box)
- Input companies, mechanization manufacturers, distributors** (Below Outgrower Business, dark grey box)
- Financial service providers** (Bottom right, dark grey box)

Interactions (Arrows):

- Product and service** (Grey arrow): From Aggregators to Buyers & processors; from Smallholder Farmer to Outgrower Business; from Outgrower Business to Aggregators; from Rural agro-dealers & village agro-agents to Outgrower Business; from Input companies to Outgrower Business; from Financial service providers to Input companies.
- Payment** (Black arrow): From Buyers & processors to Aggregators; from Aggregators to Smallholder Farmer; from Outgrower Business to Smallholder Farmer; from Outgrower Business to Rural agro-dealers & village agro-agents; from Outgrower Business to Input companies; from Financial service providers to Outgrower Business.

Additional Information:

- Info, training, inputs**: Provided by Aggregators to Smallholder Farmer and by Rural agro-dealers & village agro-agents to Outgrower Business.
- SHFs payback with maize, rice, soybean**: From Smallholder Farmer to Outgrower Business.
- OBs provide info, inputs, credit & services**: From Outgrower Business to Smallholder Farmer.
- Last mile distribution**: Represented by a truck icon, showing the flow from Outgrower Business to Buyers & processors.
- Buyers provide inputs on credit against maize, rice and soybean**: Represented by a truck icon, showing the flow from Buyers & processors to Smallholder Farmer.

The **ex-post studies sought to build** the evidence base for **sustainability, scale, and impact** on target populations from use of the MSD approach.



KEY FINDINGS

- Most system changes underway at project closure **sustained, evolved, and scaled**.
- The sectors' competitiveness and growth advanced.
- Smallholders' **yields, income, and scale** were maintained or increased.
- This evidence **bolsters the case for investing in MSD**.



In Senegal, the IFM expanded to **five more value chains**, is formally endorsed by the national government, and is enabling **37%** more companies to access **377%** more in inventory-backed lending.



In northern Ghana, a **higher presence of input companies, buyers, and processors** is fueling **agricultural growth**.



Applying core MSD approach principles has been critical to this legacy. For example, where heavy subsidies were given to farmers to purchase agricultural equipment without addressing systemic finance constraints, few changes remained.

There were Variations in What System Level Changes Endured

STRENGTHENING NETWORKS



- ✓ Contracting between producers and processors is a widespread practice in the rice sector. *(Senegal)*
- ✗ Farmers have enhanced and expanded digital access to agricultural information. *(Senegal)*
- ✓ Input companies and dealers see a profitable business case for promoting quality inputs to remote farmers. *(northern Ghana)*
- ✓ There is better and more timely access to agricultural inputs and services targeting smallholder farmers. *(northern Ghana)*

SHIFTING BUSINESS NORMS

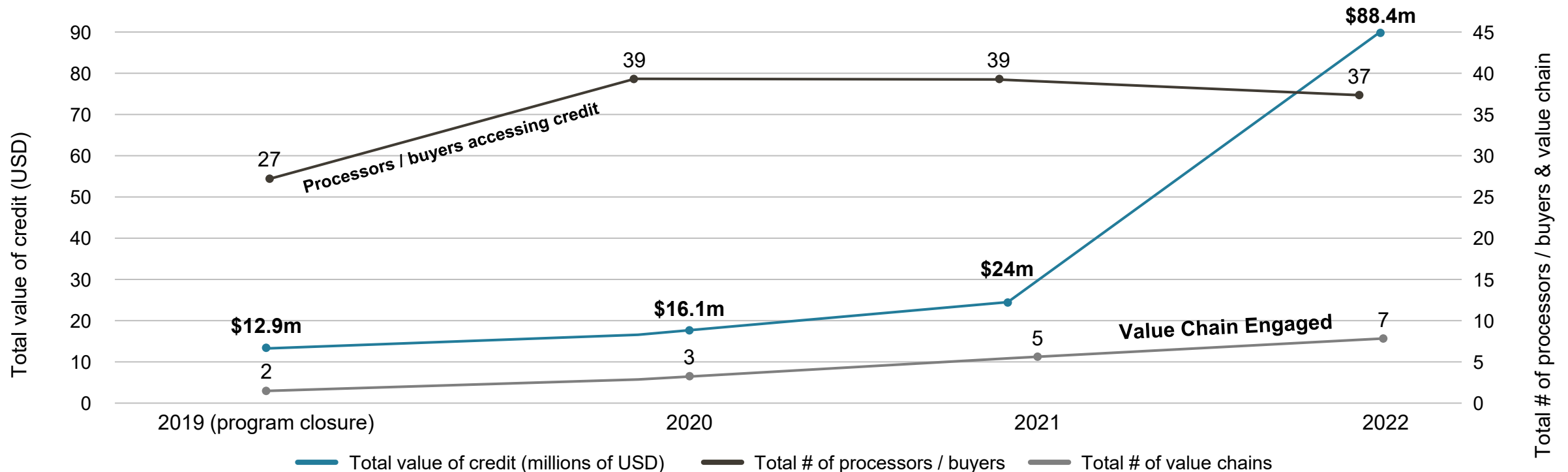


- ✓ Senegalese rice effectively competes in higher value local markets. *(Senegal)*
- ✓ Market actors accept signed contracts and secured crop as collateral on which to provide increased amounts of credit at reduced risk. *(Senegal)*
- ✓ Buyers and processors consider northern Ghana an attractive and consistent source of high-quality cereals. *(northern Ghana)*
- ✗ Agricultural lenders see smallholder farmers as viable borrowers for agricultural equipment. *(northern Ghana)*

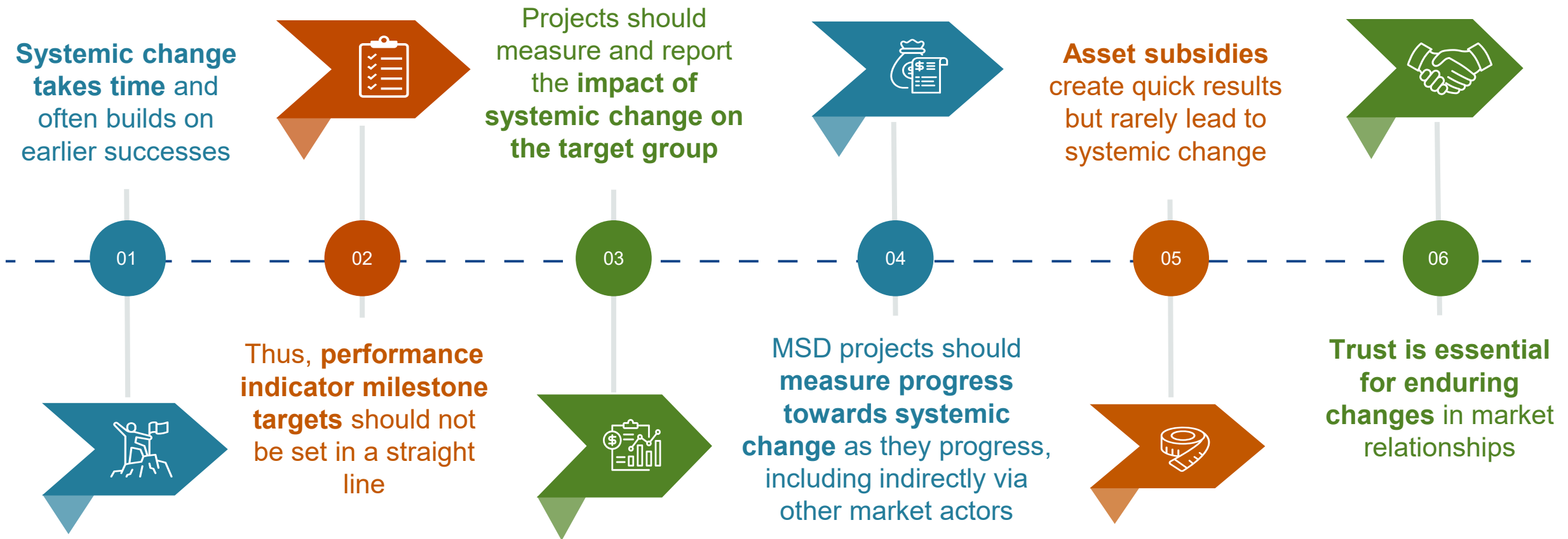
Change in Scale: Tremendous Growth in Sector Financing As IFM Spreads Beyond Rice in Senegal

IFM financing spread from two to seven value chains following Activity closure.
Nearly 700% more credit was issued 3 years ex-post.

Scalable Growth of Collateralized Finance Following Project Closure



Six Implications for System-Focused Programming



> The donor perspective (II)



What was the value of the ex-posts, and what did you learn?

Why aren't donors funding more ex-post evaluations?



Q&A

