

INSPIRED

By People in Need

4 | DEC 2018



Photo: Tereza Hronová, PIN

MARKET SYSTEMS DEVELOPMENT

CAMBODIA:

Making Livestock Markets Work Better for Poor Farmers

PHILIPPINES:

Enhancing Sustainable Income

ETHIOPIA:

Supporting Youth Employment in the Leather Sector

5 Ways to Use This Edition of INSPIRED

1.

Take it to your next donor or partner meeting

This edition of INSPIRED outlines and describes PIN's use of market systems development approaches in our development work. Filled with varied examples of our programming, donors and partners can easily find material that is relevant and interesting. Encourage them to take a copy.

Display it at events and conferences with partners and stakeholders

With smart graphics and readable but informative content, INSPIRED is a great material to have to hand when discussing PIN's work and experience globally. Again, encourage people to take a copy for their office or organisation.

4.

Read it before your next programme meeting

Get INSPIRED! Learn more about how PIN country programmes are using market systems development approaches in other contexts. Questions? You can contact the country programmes directly, or get in touch with PIN's Market Systems Development Advisor to find out more.

5.

Keep copies on display

You never know when you, a visiting donor or partner, might have an extra few minutes waiting for a meeting to start. Keep a copy on display in meeting rooms and an extra one in the kitchen too for a quick read while the kettle boils!

3.

Introduce and circulate it at your next all-staff meeting

The magazine's primary audience is PIN staff. Full of quotes and contributions by our colleagues and including removable annexes with internal information and contacts, this magazine is for our use as much as anyone else's. Take a minute at your next staff meeting to introduce it so that everyone knows what PIN is up to around the world.

2.





Welcome to this fourth issue of the People in Need bulletin, INSPIRED! In this issue, we explore different ways of engaging the private sector and market systems in order to enhance the impacts of our development work. Over recent decades, the development industry has come under increasing criticism. We often hear questions like **“How sustainable are the changes that development organisations make?”**, **“How many people does our support really reach?”** and **“Are we really addressing the root causes of development challenges?”** The Market Systems Development (MSD) approach emerged as a way to find practical answers to these questions.

At the core of MSD is the aim to achieve greater sustainability, impact and scale in development interventions that target poor women and men. While not a panacea for all development issues, it has generated a growing base of evidence across a range of sectors, resulting in mounting interest from donors. The approach is based on the premise that even the poorest and most remote communities are reliant on markets – as producers (smallholder farmers, micro-entrepreneurs), consumers (buyers and users of goods and services) and employees - but that these markets fail to function effectively for poor people. External interventions are required to help make these markets function more inclusively. This often involves working to transform the behaviours and practices of market actors, such as shop sellers, service providers, national companies and government institutions that influence how markets work. These actors have a critical role to play in creating demand for, supplying, and facilitating access to the products, services and employment opportunities poor people need. Over the last five years, PIN has generated some valuable experience with the approach, and there is growing interest and application across our country programmes.

In this issue, we take you through examples of MSD approaches used in PIN's projects across the globe. We describe how MSD approaches can increase farmers' access to profitable markets in the Philippines, facilitate access to animal health services in Cambodia, support organic farmers in Moldova, and generate skills and employment opportunities for youth in Ethiopia's leather sector. Also featured are Alliance2015's recommendations for engaging the private sector to enhance nutrition outcomes, and the experience of our Swiss Alliance2015 partner, Helvetas, making markets work for extremely poor women in Bangladesh.

For further inspiration and guidance, this issue also shows you where to find practical tools and resources (including newly developed guides) that PIN has developed to assist practitioners implement MSD approaches.

Julien Brewster
Market Systems Development Advisor



MARKET TRADERS TRANSPORTING calamansi produce in Eastern Samar, the Philippines.

© Leonides Yape



5 WAYS TO USE INSPIRED 2

FOREWORD..... 3

PRACTITIONERS' PERSPECTIVES..... 6

SUPPORTING YOUTH EMPLOYMENT IN ETHIOPIA'S LEATHER SECTOR..... 7

MAKING CAMBODIA'S LIVESTOCK MARKETS WORK BETTER FOR POOR FARMERS..... 10

A FRUITFUL PARTNERSHIP: PEOPLE IN NEED AND THE PRIVATE SECTOR IN MOLDOVA..... 12

THE ROLE OF THE PRIVATE SECTOR IN FOOD AND NUTRITION SECURITY: GLOBAL LESSONS LEARNED 14

ENHANCING SUSTAINABLE INCOME IN THE PHILIPPINES..... 16

MAKING MARKETS WORK FOR POOR WOMEN IN BANGLADESH..... 18

CAPACITY BUILDING FOR MARKET SYSTEMS DEVELOPMENT..... 20

OUR SOCIAL MEDIA AT A GLANCE..... 22

Practitioners perspectives



Penhpheak Bun
Market Development Coordinator,
Cambodia

In many cases, when charity-based development projects finish, a lot of what was supported or created disappears or stops being used. In a charity-based approach, project staff manage everything (from training to monitoring etc.) whereas in Market Systems Development projects, staff have to mobilize market actors and other local stakeholders. This way, the beneficiaries will not ask for more support from us, but will request it from other local actors. Sometimes our recommendations to communities are less effective than those coming from private companies. For example, when a company buying chickens from local farmers asked farmers to minimize the use of company feed and use more local feed – the farmers listened and changed their practices in a way that they did not when PIN suggested the same thing directly. MSD approaches are effective for supporting mutual benefits and long-term collaboration.



Zuzana Filipová
Programme Coordinator,
Zambia

Like many of you, I assume, I sometimes wonder about the real results of our work. We distribute seeds, livestock or provide vocational training over and over and yet, we still don't see that changes we want in the lives of people across whole villages, communities or countries. For me, market systems development approaches offer this much wanted (and needed) alternative to providing aid. If done well, the benefits of our work will be long lasting and reach many more people than individualized support. Working with motivated, innovative and proactive people, who have the desire to run businesses, provide services and make a good living, seems to be a much more long-lasting and viable option. I believe that our role should be to fill in the missing puzzle piece within the market system and give talented entrepreneurs the chance to show what they can really do given the right opportunity.



Elenio Yap
Deputy Programme Manager,
Philippines

A commonly used modality in addressing the needs of marginalized and/or vulnerable people is direct intervention. For example, if farmers say that their problem is a lack of capital, development institutions might provide this capital directly. However, experience shows that this is often not cost-effective and has yielded mixed results. Market systems development approaches look at the bigger picture of the industry. MSD implementers main role is that of a facilitator. They work with private sector actors to address the weak points in the market system instead of simply treating the symptoms. Private sector actors can often address these weak points in a more efficient, effective and sustainable manner than development institutions. Thus, meaningful private sector engagement is a pillar of MSD. By engaging the private sector, development institutions are able to tap into vast reserves of industry knowledge, networks and experience.



Dashtseren Urana
Project Manager,
Mongolia

PIN Mongolia applies the MSD approach in the implementation of the Empowered People Improved Livelihoods project. The project has been supporting cooperatives grow their businesses in rural areas where there are limited economic opportunities. The project aims for change by working through and strengthening local actors that provide supporting functions to the cooperatives, like information and government rules and policies, as a way to facilitate improved supply of and demand for the cooperatives products

and services. The EPIL target groups (members of the cooperatives) evidently were more active, better informed and successful compared to the target groups of another project implemented by one of the implementing partners, that focuses only on supporting the cooperatives (using a direct implementation approach). So, with a better understanding of MSD, People in Need including PIN Mongolia has gained a competitive advantage. We are very interested in expanding our use of this approach.



A YOUNG MAN in Ethiopia makes shoes from leather.

Photo: Tereza Hronová, PIN

Supporting Youth Employment in Ethiopia's Leather Sector

Ethiopia has one of the world's largest livestock populations, and the largest cattle population in Africa. Such high quantities of livestock coupled with the country's reputation for supplying quality hides make the country's leather industry a priority area for investment and development.



Mathewos Bogale
Project Manager,
Ethiopia



Zemene Yohannes
Communication Officer,
Ethiopia

People in Need has been supporting the development of the leather industry in Ethiopia since 2011. An ongoing project in Ethiopia's Southern Nations, Nationalities and Peoples' Region (SNNPR), funded by the [Czech Development Agency](#), aims to increase youth employment in the leather

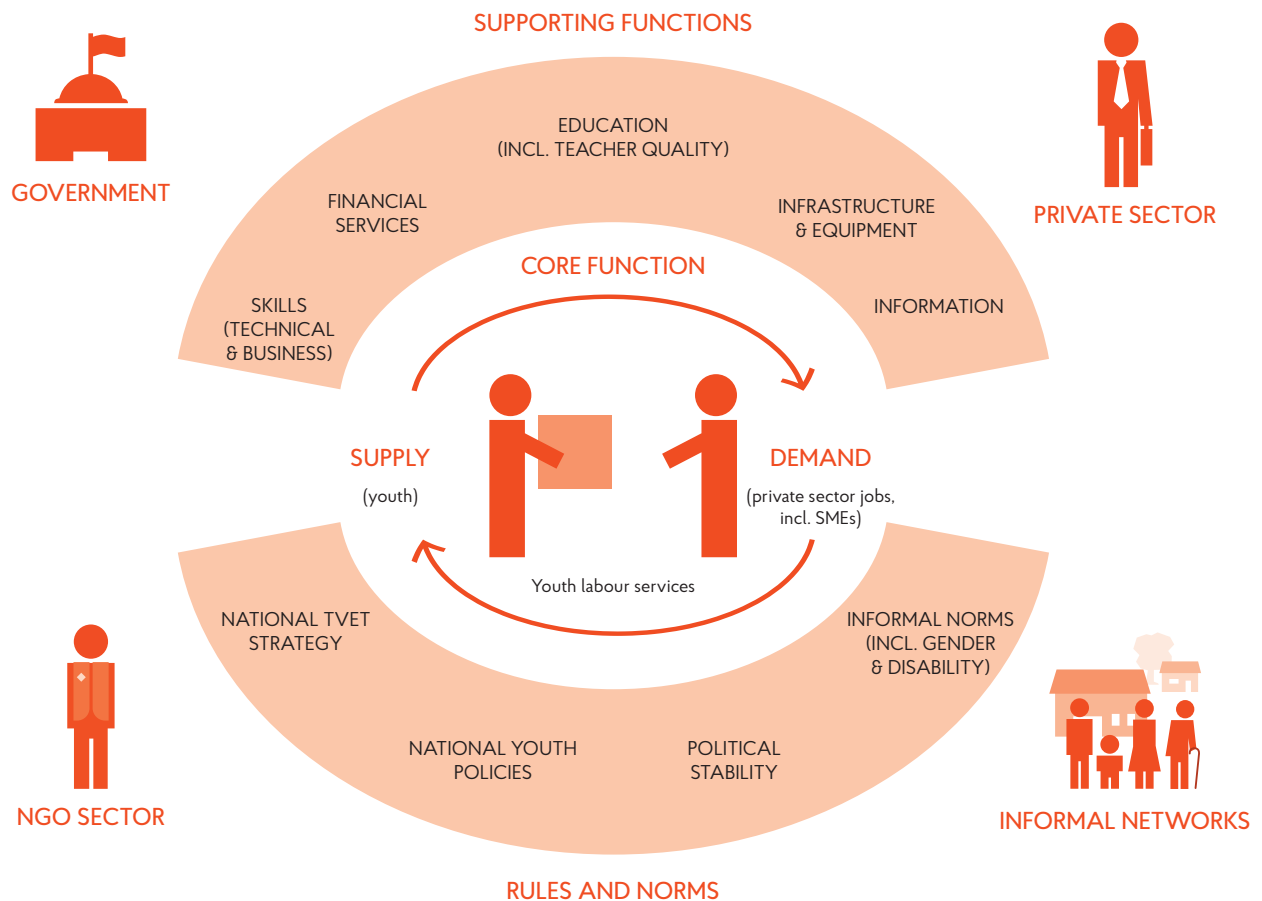
sector by providing vocational training opportunities and supporting graduates to find jobs and start businesses. Since 2013, the project has introduced leather as a new training topic in TVET colleges in three major towns, and supported 906 male and female youths graduate from technical and vocational education trainings (TVET). To support self-employment amongst new graduates, the project has facilitated the establishment of youth-run enterprises that produce and sell leather goods. 21 active enterprises provide income to over 100 employees, with some enterprises selling their products nationwide and

generating a monthly sales revenue of 15K USD.

A systems approach to developing the leather sector

PIN's intervention in the leather sector is guided by a systems approach, which involves identifying and addressing underlying 'systemic' constraints that prevent youth from accessing employment. For example, in a systems approach, rather than trying to directly solve the problems unemployed youth face by working in the 'core' of the market (e.g. by training youth ourselves or

YOUTH LABOUR MARKET SYSTEM IN ETHIOPIA'S LEATHER SECTOR



providing them with loans), we instead work through permanent market actors that provide critical ‘supporting functions’, (e.g. vocational training institutions providing skills or financial institutions providing financial services). This systems approach allows us to reach a higher number of youth and allows the impacts of our interventions to continue and grow without the project’s ongoing involvement.

The diagram visualises the market system, dividing it into three parts: the

core function and the **supporting functions** (referred to above), and the **rules and norms**, which include formal or informal rules that shape behaviour i.e. social norms towards people with disabilities.

In order to improve opportunities for youth employment (and self-employment) in the leather sector, People in Need is working to address systemic constraints in the following ways:

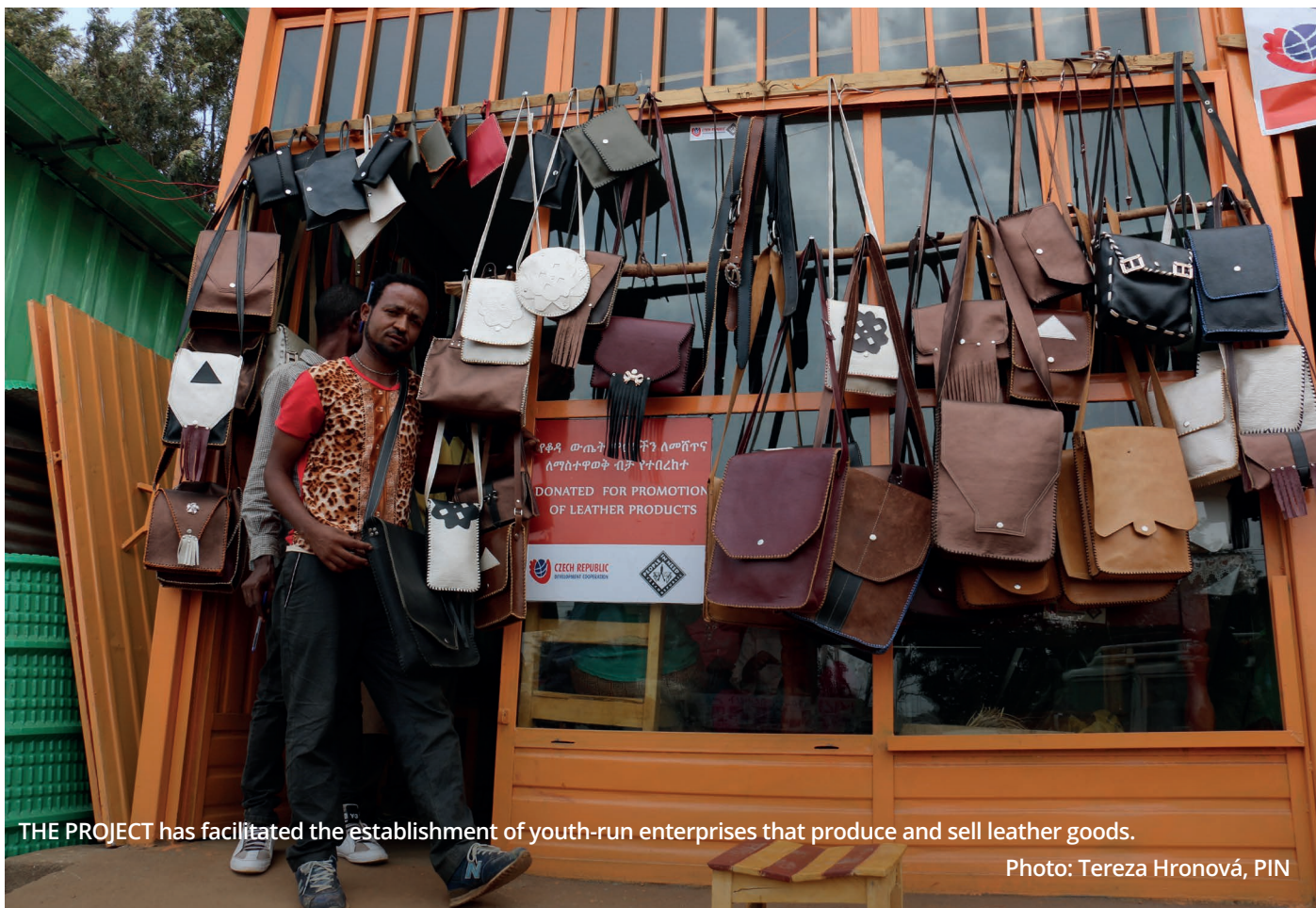
Improving youth access to vocational training and skills

Many TVET colleges in Ethiopia fail to meet standards for establishing effective teaching and learning processes. A key factor is the lack of machinery available on which students can learn how to produce leather products. PIN has cost-shared machinery costs, supported curriculum revision and the engagement of employers in this process, facilitated access to training for trainers of vocational skills.

i Case study

Tarekegn Zaza, a 20-year old young man from a remote district in Southern Ethiopia, had never had a job despite continuous search. Having contracted polio as a child, he has problems with his legs and has struggled to find work. “If you are a person with a disability here, you are considered incapable of doing anything at all. It was demotivating even to try to survive with that stigma,” says Tarekegn. Tarekegn saw an opportunity to increase his chances of work after learning that a leather processing class was being offered at a nearby TVET college. “I chose leather processing because it requires my mind more than my body,” Tarekegn explains. PIN and the Czech Development Agency support two colleges in

the area, equipping them with machinery, providing trainings to new teachers and making the colleges accessible for people with disabilities. Students can choose from three month or one-year courses, which include entrepreneurship training. Tarekegn’s college had previously lacked the machinery required to teach leather production. “Now, the school is equipped with certain machines that can help students learn the skills of making leather-made goods,” explains the college Vice Dean, Enku Abebe. Tarekegn and his classmates have learned how to produce bags, belts, and wallets. The classmates plan to start a small joint business together and have already saved 45,000 Ethiopian birr to start their venture.



THE PROJECT has facilitated the establishment of youth-run enterprises that produce and sell leather goods.

Photo: Tereza Hronová, PIN

Improving business and marketing skills of small and medium-sized enterprises (SMEs)

The project has also aimed at increasing the accessibility, quality and relevance of business trainings and coaching available to students and TVET graduates who have formed small enterprises. PIN has cooperated closely with other actors to strengthen the support being provided by the Department of Trade and Industry (DTI) to leather SMEs, in order to help them improve the marketing and sale of their leather products. Sunday markets have been one of the most effective sales channels and have assisted leather SMEs generate market linkages with other sellers.

Improving access to finance

Youth-run small enterprises making leather products in Ethiopia were often unable to meet the collateral requirements necessary for accessing loans. This prevented them from purchasing the equipment and materials necessary to expand their businesses. PIN initially set out to understand

the market for financial services for small enterprises, and the constraints that microfinance institutions (MFIs) faced in providing services to such businesses. Based on this assessment, PIN established a credit guarantee fund to a leading MFI through a grant. This allowed the MFI to lower the collateral

requirements for loans provided to small leather enterprises. The MFI used this support to manage a revolving fund specifically tailored to supply loans to youth-run small enterprises. Five years after its establishment, the fund is still operational and more than 22 leather SMEs have received loans.

i Lessons learned

Engaging MFIs to facilitate long-term access to credit services. This has proved to be a more sustainable and scalable approach than directly allocating project grants to SMEs.

Complementing classroom-based learning with on the job coaching and mentoring (by project and government staff). This was not only key to helping youth-run SMEs develop the required skills and confidence, but was also critical to building trust with the business owners.

Supporting business-to-business linkages between smaller and larger leather SMEs. Larger and more established SMEs can provide advisory services to newer SMEs (e.g. on design skills, business management etc.), which presents a much more sustainable source of support than the project team. Projects can help to facilitate these linkages through experience-sharing visits, explaining the benefits of cooperation to both parties, and helping both businesses develop cooperation agreements.

Supporting enterprises to ensure good quality of their leather products. This is key for winning the hearts and minds of customers and for forging market linkages with larger leather enterprises and shops engaged in selling and exporting quality leather products.



FARMERS selling their chickens to traders during a collective sales event, Cambodia.

Photo: Penhpeak Bun, PIN

Making Cambodia's Livestock Markets Work Better for Poor Farmers



Bunleng Pheap
Communication Officer,
Cambodia



Julien Brewster
Market Systems
Development Advisor

PIN's approach to inclusive rural development in Cambodia

Since 2013, PIN and its partners have been working to improve the livelihoods of poor rural livestock farmers in Cambodia. Our approach is two-fold: on the one hand, we support local vets and veterinary companies improve the supply of quality, affordable, commercial veterinary services, and on the other, we work to increase demand for these services from smallholder

livestock farmers. Such services include vaccinations, treatments for diseases, and advice or training on how to effectively raise and sell livestock. The outcomes are win-win: farmers are able to boost their incomes from livestock production while service providers are able to increase their profits.

PIN and partners (SORF, EPDO, PNKA, AARR and TDSP) were supporting livestock market development in two provinces in Cambodia between 2013 and 2016 under a [European Union](#) and [Czech Development Agency](#)-funded project called **Community Livestock Market Development (CLIMAD)**. The lessons from this project were then scaled up between 2016 and 2018, with funding from the same donors, under the **Civil Society, Authorities and**

Markets for Sustainable Community Animal Production, Livelihoods and Environment (CAM-4-SCALE) project. Under CAM-4-SCALE, PIN and partners ([CIRD](#), EPDO and PNKA) stepped up efforts and targeted 11,000 farmers in 220 villages across eight Cambodian provinces.

Supporting sustainable market linkages

The Findings

In carrying out these projects, PIN adopted elements of the market systems development approach, which focuses on strengthening the private sector's capacities and incentives to provide services to poorer farmers. Through conducting research, the project team was able to identify weaknesses in

the provision of services from veterinary companies to vets, as well as from vets to livestock farmers (the research can be accessed [here](#)). A key finding was that vets had limited access to business and marketing skills and this prevented their business growth.

The Actions

The project tackled these service provision weaknesses by strengthening the market linkages between companies and vets and between vets and farmers. To improve the linkage between companies and vets, we provided the companies with training-of-trainer support to help them improve their vet-training modules and focus more on business topics. To strengthen the linkages between vets and farmers, promotion events at the village level were organised. Also, a user-pays approach to training was set up, whereby farmers paid a small fee (approx. 15-50 US cents each) to join technical trainings provided by the vets. This helped establish an ongoing market relationship between vets and farmers and improved the quality of training outcomes when compared to the results of trainings that had been fully subsidised by the project.

i Video

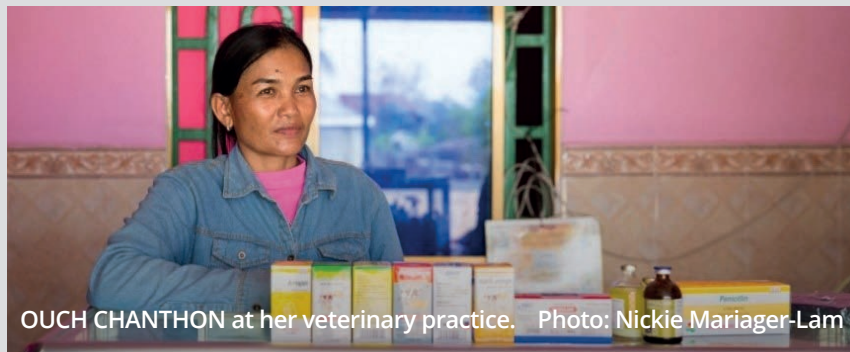


A video showcasing the project's approach can be found [here](#).

The Results

The stronger market linkages resulted in improvements to the quality and quantity of veterinary services provided. Companies were able to provide vets with more advisory services on how to run and grow their businesses. The extent of fee-for-service animal health services also increased and reached poorer farmers, leading to improved livestock productivity. For example, the project's endline assessment found a 31% increase in farmers accessing veterinary services (from 52 to 83 percent), a 22% reduction in mortality

i Case study



Ouch, a widowed village vet in Kompong Chnang, took part in the CAM-4-SCALE project to help grow her business. She joined the project in 2016 after she took over her husband's business. As a village vet, she provides health information to local livestock farmers and helps them maintain the good health of their livestock with various services, including vaccinations, providing biosecurity guidelines, and explaining proper animal feeding and breeding.

Ouch took part in trainings and found the marketing and business promotion session particularly useful. "I became more strategic with the business and prioritised building trust with my customers. When they saw I could do the job, I asked them to refer me and give my phone number to other livestock farmers that they thought might also need my services." Ouch is also grateful for the technical sessions because they restored her confidence in her ability as a vet. "After years of not practicing, it was good to have an overview of the technical skills required. I learned how to diagnose specific illnesses in animals, how to provide and store vaccinations, and which medicines were appropriate for each illness."

After completing the trainings and applying her newly-gained knowledge to her business, Ouch began to see the results. "In the first three months, I earned just over 500 USD from my veterinary services. That was a big jump – the year before it had only been about 25 USD a month," says Ouch, with a broad smile.

rates for chickens, and nearly a three-fold increase in incomes generated from chicken raising (from 60 USD to 169 USD, quarterly). Chourn Bunnara, PIN's CAM-4-SCALE project manager, outlines the sustainability goals of the project: "Our intention was to ensure that livestock farmers would become self-reliant and independent. We didn't want them to become dependent on the project. We wanted to achieve a bigger and more sustainable impact, which would continue to grow after the project came to an end."

Lessons Learned

After working to develop the livestock sector for more than six years, the project team learned the following important lessons:

- The approach proved to be more sustainable, scalable, and impactful than government-run veterinary extension systems and previous NGO-subsidised systems. Supporting

commercialised village-based veterinary services boosted growth and provided farmers with long-term access.

- Closely collaborating with the private sector and local authorities as well as coordinating with other NGOs were important elements in the success of the project.
- The user-pays approach to farmer trainings was very effective, with the quality of training and interest among trainees improving significantly. NGOs were able to facilitate the process.
- Convincing local partners of the benefits of the market-based approach was an important outcome, but one that took a lot of intensive capacity-building. Initially, some local partners were reluctant, believing that farmers would never pay for trainings. However, after successfully piloting the approach and seeing the results, partners came on board and now very much favour the scheme.



A GROUP OF FARMERS visiting the field of organic naked oats cultivated by Mihai Gasper.

Photo: Natalia Rotaru, PIN

A Fruitful Partnership: People in Need and the Private Sector in Moldova

In Moldova, People in Need's partnership with the private sector is helping Moldovan farmers reach foreign markets and promoting organic agriculture.



Natalia Rotaru
Communication Officer,
Moldova

The village of Furceni in Moldova's Orhei district offers picturesque countryside views for tourists and residents alike. But its beauty is not the only thing that attracts people to the area. Furceni is one of a number of villages in which People in Need (PIN) has organised open-air activities, called 'field days'. These events provide Moldovan farmers with opportunities to learn and share experiences, especially when it comes to organic agriculture. Farmers get the chance to visit demo plots and talk to national experts and other farmers already involved in the organic system. This gives new farmers

a better understanding of organic agriculture techniques and allows them to observe how efficient they can be in practice.

The idea to set up demo plots and hold field days came about as a result of a partnership between PIN and PROBIO, a private company from the Czech Republic. Rarely do NGOs and the private sector share the same priorities, but our experience in Moldova has shown that this type of collaboration can be beneficial in various ways.

NGOs and businesses: partners not competitors

PROBIO, a company established by two engineers Martin Hutař and Karel Matěj in 1992, was the first Czech

producer of organic food products and is now an important supplier of a wide range of quality organic products in the Czech Republic. To further expand his business, Martin Hutař began looking for international partners interested in, or already working in, organic agriculture. In 2014, after several visits to Moldova where they engaged in discussions with local farmers, Hutař saw the opportunity for Moldovan farmers to grow crops locally and sell them on the international market. For PROBIO, this meant they could import crops from Eastern Europe instead of bringing them from Turkey or China.

The partnership between PIN and PROBIO developed naturally after these visits. As a private company entering into business in a new

country, it was crucial for them to understand from the beginning what the potential of the sector was and to connect with local farmers. At that time, PIN knew the context in Moldova and had already established contacts among farmers willing to engage in organic farming. Sharing this useful information with PROBIO was the start of our partnership in Moldova.

PIN and PROBIO joined forces to train farmers in the methods and trade of organic agriculture. While PIN introduced the methodology and know-how related to improving soil quality through crop rotation and the use of organic fertilisers, PROBIO brought their international experience in growing and trading organic products, which was crucial for motivating Moldovan farmers to play an active role in the organic movement in the country. Year upon year, the ties between PIN and PROBIO strengthened, helping to implement our vision of building the skills of local farmers and promoting Moldova as a producer of organic food.

Organic farming starts with dedication

Mihai Gaşper, a well-known farmer from Furceni village, was among the first farmers to enter the organic sector, and did so with an open heart and mind. When PIN's team approached him and asked if he would be interested in moving from conventional to organic agriculture, he did not hesitate. After years of working in the field, originally as a mechanic responsible for maintaining and repairing agricultural equipment, he had observed how farmers used chemicals to "push" the soil into yielding greater harvest, which convinced him that only organic agriculture could keep the soil and people healthy.

Mihai cultivates more than 400 hectares of land and whenever he gets the chance does what he can to promote organic agriculture among younger farmers. Indeed, Mihai hopes organic agriculture one day becomes the norm: "I wish all of my ten grandchildren could eat only organic products." He also expresses a wider aspiration that more organic products made in Moldova become available for consumers throughout the country and in Europe.



PROBIO field in Furceni village in Orhei district.

Photo: Natalia Rotaru, PIN

Collaborating to create opportunities for exporting organic products

As partners, both PIN and PROBIO aim to develop the organic sector, each from its own perspective – non-profit and private. Business values and priorities are meeting social and environmental needs, thus creating a vision that goes beyond simply looking for ways to increase profit. Veronika Semelková, Project Manager for Moldova at PROBIO, explains how having joint values has strengthened its collaboration with PIN: "Our interest is in having reliable suppliers that grow quality crops. But to be able to do that, we need to transfer know-how to Moldova, to the farmers. The benefit is that educating farmers ultimately strengthens the whole sector."

Organic farmers, PIN and PROBIO are striving to achieve one thing – sustainability. Training programmes and activities, such as the field days, are organised with the support of PIN and offer farmers a theoretical and practical basis to grow organic products, while the collaboration with PROBIO ensures that these products are exported through clear channels. The key lesson learned is the importance of fulfilling our responsibility in our own roles and tasks in order to build partnerships in a continuously growing sector.

For Mihai 2018 was an important year, as his first organic harvest of

corn and naked oats reached European consumers. This meant Mihai was able to penetrate a greater sales market and obtain higher prices, a reward for the time, effort and money he invested. "With organic agriculture, there are several ways to cultivate the land without poisoning it and yet still end up harvesting good quantities of crops. By applying crop rotation and using green fertilisers – plants that fix azote and other necessary elements in the soil – farmers can get quality products through an organic system. I see no difference in the quantities of organic crops compared to the harvest I used to have when I was involved in conventional agriculture. The only important difference is the health and taste of my crops," says Mihai proudly.

Beyond the results of 2018, future projects aimed at developing organic agriculture in Moldova will also revolve around a strategic vision, with support coming from principle donors, the [Czech Development Agency](#) and [USAID](#) Moldova. Outlining clear goals for the sector will lead to greater coordination in action, more responsibility and efficiency, and greater impact. We hope that our experience will encourage other companies to invest in Moldova's agricultural development and inspire other NGOs and private companies in Moldova to build partnerships in other sectors.

The Role of the Private Sector in Food and Nutrition Security: Global Lessons Learned

Sustainability is at the core of solutions to malnutrition throughout the world, and private sector engagement can contribute significantly towards food and nutrition security for all.



Camila Garbutt
Advisor for Multisectoral
Nutrition and Public Health



Julien Brewster
Market Systems
Development Advisor

Global food and nutrition security

Malnutrition remains an immense challenge worldwide, with at least one in three people affected globally. Overweight and obesity are also on the rise in almost every country, leaving many countries with the double burden of malnutrition: the co-existence of undernutrition together with overweight, obesity or diet-related non-communicable diseases.

In general, food systems are geared towards meeting demand and generating commercial returns, not towards improving diets. The private sector naturally plays a huge role in the food system. However, in order to improve diets and food and nutrition security, NGOs can work with the private sector to support the stages of the value chain in a nutrition-sensitive manner. The diagram below shows ways in which NGOs and private sector actors can make value chains more nutrition-sensitive.

A Case Study from South Sudan

Between 2014 and 2016, PIN carried out a **European Commission**-funded **Resilient Agriculture for Improved Nutrition (RAIN)** project in South Sudan. The objective was to improve resilience, nutrition and food security in 5,580 rural households. And to that end, it was crucial to engage the private sector. The project encouraged local shop owners to improve the availability of key agricultural and veterinary inputs, which are essential

for ensuring long-term food and nutrition security and creating demand for farmers' produce.

The project intervened at different levels of the value chain:

- **Inputs:** We established Farmer Field Schools (FFS) in order to promote sustainable production of nutrient-rich vegetables in an area prone to droughts and cyclic food insecurity. PIN used a voucher system to enable poor farmers to access required inputs from local shops, and also attempted to strengthen demand for these inputs through a series of thematic trainings.
- **Production:** The FFS managed to produce 12 different vegetable varieties in the dry cycle.

i Food systems

Food systems to enhance nutritional outcomes: A food system is defined as the production, marketing, transformation and purchase of food and the consumer practices, resources and institutions involved in these processes. ([GPAFSN, 2014](#))

- **Storage and processing:** Cooking demonstrations and trainings on methods for conserving fruits and vegetables were organised by PIN to encourage proper processing of the produce.
- **Distribution and transport:** Based on prior assessments, in which 43% of respondents cited difficulties accessing local markets, PIN provided each FFS with a bicycle for better market access.
- **Trading and marketing:** PIN supported local agriculture traders and improved the linkage between traders and target communities

through voucher distribution and village promotion campaigns.

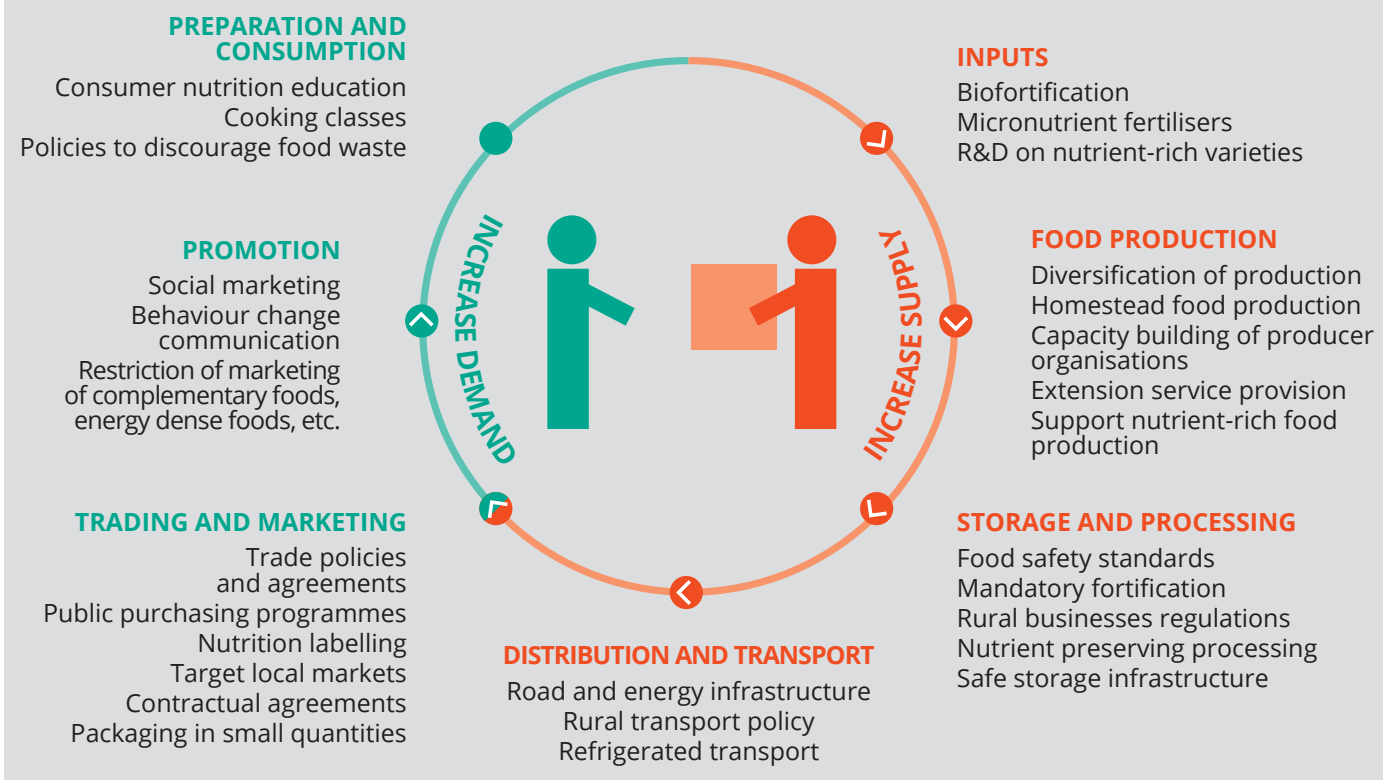
- **Promotion:** PIN conducted health and hygiene campaigns, designed to a large extent on Barrier Analysis, which consisted of a number of nutrition- and WASH-related sessions aimed at promoting behavioural change among target groups.
- **Food Preparation and Consumption:** PIN organised cooking classes to demonstrate good feeding practices, especially for infants.

Impact of RAIN on food and nutrition security

The project's final evaluation identified a number of notable achievements. Key amongst these was a reduction in malnutrition in our project's target areas from 6.4% to 2%, which contrasted starkly with findings from nearby areas outside of the project implementation, where malnutrition actually increased from 8.6% to 21.3%. Contributing factors to this outcome included an increase in food diversification and income generation for FFS members and notable successes in behavioural change in terms of hygiene and nutrition practices. Another important factor was the strengthened linkages between farmers and shops, which improved the access of poor farmers to products and services.

According to the project's endline assessment, 94% of FFS members knew where to buy seeds, and 86% of pastoralist field school members knew where to buy veterinary drugs. In comparison, the baseline revealed that only 2.2% of people interviewed knew where to buy seeds and 8.8% knew where to buy veterinary medicines. Shop owners also confirmed an increase in client numbers.

STRATEGIES FOR NUTRITION-SENSITIVE VALUE CHAIN DEVELOPMENT



Global lessons learned and recommendations for increasing our impact on food and nutrition security

A research paper, written by [Alliance2015](#) in 2018, provides an overview of practical approaches to engaging with the private sector towards improving food and nutrition security. PIN has also developed a quality standard checklist on nutrition-sensitive agriculture, which provides detailed practical guidance on how to integrate these principles into new or ongoing projects. Here are some key recommendations based on these sources:

→ **Conduct context analysis to identify opportunities for leveraging food and nutrition security:** Merely producing more food does not ensure food security and improved nutrition, while agriculture interventions do not always contribute to positive nutritional outcomes. We have to understand the causes of food and nutrition insecurity in order to design effective interventions. For example, are particular food groups missing from diets or is there a significant lean

season where people do not have enough food?

- **Include explicit nutrition goals and actions:** Explicit nutrition goals and actions to improve food and nutrition security need to be incorporated in the project design phase. Being explicit about expected nutrition outcomes will help prioritise the inclusion of specific activities, generate additional resources and allow for careful monitoring of changes to nutrition-related outcomes.
- **Target the nutritionally vulnerable:** Ensure that nutritionally vulnerable groups, including women, adolescents and small-scale farmers, are targeted as consumers or as actors along the value chain. It is important to differentiate between target groups during the conception of the project, as there is a need to tailor activities to meet the specific needs of different target groups.
- **Address barriers that hinder women's economic empowerment and improve equity:** Empower women by ensuring access to productive resources, income opportunities, extension services

and information, credit, labour and timesaving technologies. It is possible to support women's voices in household and farming decisions by involving community leaders in changing gender norms and fostering more equitable decision-making processes at the household level (FAO, 2015) (Norell, et al., 2016).

- **Incorporate a nutrition behaviour change component:** Nutrition education and promotion should be encouraged not only to increase the demand and production of nutritious foods, but also to promote spending on food and nutrition security. Appropriate consumer education will help caretakers make informed choices when providing nutrition, hygiene and health services to their families. Examples include incorporating nutrition within agricultural extension, product labelling, nutrition messages on packaging, and public sector health promotion.

i The full research

The full research paper can be accessed [here](#).



Enhancing sustainable income in the Philippines

People in Need (PIN) and Alliance2015 partner Helvetas Swiss Intercooperation (Helvetas) have adopted a market-led approach to development and community resilience in Eastern Samar in the Philippines.



Manuel Gheno
EU AID Volunteer
(Business Development)

The Philippines is one of the most dynamic economies in the East Asia region. However, while urban areas benefit from rapid growth, the same cannot be said of the more rural regions facing natural disasters, poverty and underdeveloped market systems.

When People in Need set up operations in Eastern Samar in the aftermath of Typhoon Haiyan in 2013, it was evident that for the market to flourish a great deal of time and

effort would be required. Not only is the region prone to natural disasters, but its remoteness, lack of basic infrastructure and underdeveloped market systems have hampered development.

At that time, Eastern Samar was crowded with international aid agencies providing in-kind aid to the population. And while farmers were initially happy to get free seedlings and tools, they had no links to buyers or traders. This meant they had trouble selling their produce, while the volume and quality of their yields failed to meet market demands.

Taking on a Facilitation Role

In pursuit of a more sustainable and long-lasting approach, PIN and Helvetas embarked on a project called **Enhancing Sustainable Income in the Philippines**. Funded by Swiss Solidarity and designed using a market systems development methodology, the project involved PIN and Helvetas taking on a facilitation role. Rather than directly implementing activities, the project instead served as a 'connector', bringing local actors together with the aim of building relationships, filling in knowledge gaps, and facilitating the activities of permanent local players.

Expanding access to services

A key aim of the project was to expand farmers' access to services. To that end, the project adopted a local service provision model. Local Service Providers (LSPs) tend to be lead farmers or traders with whom poor farmers interact regularly. Not only do LSPs have a deep understanding of both the geographic area and the agriculture sectors, they also sell inputs (feeds, seeds and fertilisers), buy and consolidate farmers' produce, and offer business and technical advice.

One of the ways the project helped to develop and expand the services of LSPs was by improving the advice that farmers received from LSPs. The project delivered tailored trainings and capacity-building sessions to LSPs, who, once fully trained, were able to share their knowledge with farmers. The farmers, in turn, become empowered market actors, rather than just the recipients of tools and services.

Enhancing agricultural processing, increasing market reach and leveraging investment

The project also sought to enhance the system of processing agricultural products and to increase

i The Case of Triple L

In 2016, a home-based micro-enterprise called Triple L was processing an average of 50 kg of fresh bananas per day into banana chips. Aided by the project, Triple L participated in trainings as well as national trade fairs and exhibitions, which significantly expanded its market access and led to a steady increase in production and sales. This led to an increase in sustainable income and positive effects for the entire value chain.

Triple L is now able to process more than 350 kg of fresh bananas per day, which is having a very positive impact on the local farmers' ability to sell their banana produce for a fair price. Business and financial coaching services, and access to loans from financial institutions, are also being facilitated by the project in order to expand Triple L's operational range and enable them to penetrate the international market.

the reach of products on the market. To these ends, it was important to strengthen the capacities of agriculture micro-enterprises, which buy agricultural commodities from farmers and then process them. These enterprises process products such as bananas, pineapples, seaweed and spices and turn them into banana chips, calamansi juice, seaweed pickles, turmeric powder and other foodstuffs.

The project helped a total of 20 enterprises reach new, important markets and expand their operational range. This was all achieved by increasing their effective participation in trade fairs, exhibitions and markets, and scouting out new investment opportunities. As a result, the enterprises were able to grow and

absorb greater quantities of produce, which had positive effects for all of the actors involved.

One important outcome of this approach has been leveraging the engagement and additional investments from both government and private sector actors. For example, in the case of the cacao value chain, PIN's efforts have resulted in the establishment of a new official coordinating body – The Eastern Samar Cacao Industry Development Council, and a 20,000 USD investment from a cacao seed supplier into a cocoa nursery that PIN helped establish. Seeing the opportunities this presents for growth in the region, the local government has also committed to a 100,000 USD investment to improve road and bridge access to this nursery.

i Lessons learned

Carefully select your local service providers, as their motivation and empowerment will improve the overall sustainability of the market system.

When the project started, LSPs were identified by the local communities and given high monetary incentives despite not all having relevant business backgrounds. This quickly proved inefficient and the intervention was reshaped. From then on, LSPs were selected from among business-oriented people, mostly traders or consolidators, while the project team assumed a supervisory role, delivering moderate incentives on a performance basis. This resulted in significant improvements in terms of both performance and sustainability.

Ensure that beneficiaries are linked to microfinance institutions and that they fully understand what the different financial services entail.

The project identified and cooperated with these institutions, but also delivered relevant trainings to the farmers and other actors in the value chain (e.g. traders and processors) to make sure that they were in a position to understand the services proposed. These steps are necessary for enhancing the sustainable income of the beneficiaries.

Build trust between all actors and develop a conducive environment for development.

In order to be fully effective, the intervention needs to be understood and fully supported by all of the actors involved. This helps to convince all of the participating stakeholders about the added value of the project's long-lasting and inclusive strategy.



BANANA CHIPS for sale in a local shop. Photo: Leonides Yape



THE SAMRIDDDHI PROJECT improves access to dignified economic opportunities for very poor women.

Photo: Samriddhi project team

Making Markets Work for Poor Women in Bangladesh

It can be difficult to engage extremely poor people, especially women, in market and value-chain development, at least in a manner that brings dignity and sustainable benefits. The ‘Samriddhi’ project in Bangladesh proves a case to the contrary.

i The full study

The full study can be found [here](#).

Authors of the study: Jane Carter, Md. Gias Uddin Talukder, Zenebe Bashaw Uraguchi

www.helvetas.org/en/switzerland

Samriddhi, which means “prosperity” in Bengali, is the name of a project in Northern Bangladesh designed to contribute to the sustainable well-being and resilience of poor households through economic empowerment. Since 2010, the project has adopted the M4P approach, “Making Markets Work for the Poor”, which involves promoting specific markets and value chains as well as supporting human and institutional development (HID).

Samriddhi is supported by the Swiss Agency for Development and Cooperation (SDC) and implemented by **Helvetas**, an Alliance2015 partner of People in Need. Both SDC and Helvetas have clear policies regarding the promotion of gender equality and, accordingly, the project has consistently sought to include women as well as men in its activities. Initially, a gender equity mainstreaming (GEM) approach was adopted, which aimed to include women in activities and raise general awareness of gender amongst project stakeholders. Later, however, this was adapted in order to deliberately increase the number of women actively participating in the project.

Including a Women’s Economic Empowerment (WEE) perspective from the start

The experience of Samriddhi echoes the broader recommendation of the M4P-WEE guidelines, which set women’s economic empowerment as an explicit goal for progress towards making markets work for the poor. This means that it is necessary to incorporate WEE into the project cycle from the beginning, and to make sure it is reflected in the logical framework, indicators and baseline data (ensuring that data is sex-disaggregated). Similarly, monitoring and evaluation must then be carried out in a sex-disaggregated manner. The importance of emphasising gender awareness among men should not be underestimated: a women-

centred approach will not be successful if it is opposed by men.

One of the most crucial aspects for the involvement of women in a market support project – both as clients and as service providers – is the choice of value chain. In Samriddhi, 12 value chains were adopted, spanning a wide range of producers, including rearers of livestock (large and small), fruit and vegetable growers, basket weavers, and garment manufacturers. An analysis of these value chains reveals major differences in overall economic potential between chains – both in terms of achieving added value for the producer and for sustainable growth. Likewise, there are also differences in inclusiveness, i.e. the level of involvement of women and the very poor.

The graph makes clear the correlation between their financial potential and women's involvement, with women tending to be involved in value chains that have the least potential for added value. Value chains that are considered socially appropriate for women generally tend to be those that are located close to, or not far from, the home, or those that require particular dexterity or patience and/or a degree of nurturing. Unfortunately, most of these value chains (bull fattening being an exception) are not highly profitable.

From a gender perspective, Samriddhi focused on building the engagement of women using two types of value chains: those generally regarded as “suitable for women”, i.e. cotton crafts, medicinal herbs, traditional poultry, ducks and goats; and those offering potential for women and men to work together, such as milk production, bull fattening, and fruit and vegetable production. In the latter case, it is important that women are explicitly supported and trained from the start to ensure that they are able to play an active role that is respected by men.



MAKING MARKETS WORK for Poor Women in Bangladesh. Photo: Régis Defurieux

The business case for women's involvement

During the design of the project, the business case for involving women in particular value chains was not specifically argued. Rather, the objective was simply to improve the incomes of both poor men and women. However, the following arguments could be used in favour of involving women specifically.

Cheap, willing and flexible labour

There are limited earning opportunities for rural women in Bangladesh. All of the value chains supported by Samriddhi are considered preferable to agricultural labour. In many ways, women represent a desirable labour force for outside companies (particularly in the garment and medicinal plant sectors), since they are generally compliant, flexible, and inexpensive. However, the potential for exploitation is very serious and the challenge of making sure that women receive a fair wage for the work they do should not be underestimated.

Specialist skills

Although the skills that women are

widely acknowledged to possess, such as dexterity, patience and care, are not highly valued in financial terms, they can be used to make a business case. Furthermore, given the relatively strong gender role differentiation in Bangladesh, there is also a preference for women to receive services from other women. In service provision, women report no difficulty in attracting clients or being paid the same for the same or similar services; they consider their specialist skills to be in considerable demand.

Reliability

In the micro-credit industry in Bangladesh, women are known to be more reliable with timely loan repayments than men. The reliability of women in producing goods or services according to agreed deadlines is probably a business case that could be argued more strongly.

Key learnings from Samriddhi

Whilst it can indeed be difficult to engage very poor people, especially women, in market and value-chain development, the experience of Samriddhi – and other projects like it in Bangladesh – proves that it is certainly possible. The resourcefulness and degree of business acumen of some poor, landless women can be a source of inspiration. Perhaps one of the strengths of Samriddhi was the range of support it offered. Not only did it build the capacities of women as individuals and in groups, it also strengthened their income-generating potential and thus their financial assets, enabling them to have a greater voice in the household.

i Five key takeaways to share from the Samriddhi project

- Carefully consider the selection of partners and market actors, since this directly impacts on whether women are included or excluded.
- Women are often constrained from participating in value-chain activities. Such constraints need to be pro-actively identified and addressed.
- Build capacities to recognise and challenge gender inequalities with project staff, partners and the community.
- The greater the scale-up potential for an intervention involving women, the greater the potential impact on women's lives overall.
- A good context analysis is essential and should be coupled with a clear definition of the business case for women when choosing the sector(s) for intervention.



MSD TRAINING participants in Prague, September 2018.

Photo: PIN Archive

Capacity Building for Market Systems Development

How People in Need is helping equip staff from Czech Development institutions with new skills, resources, and approaches.



Julien Brewster
Market Systems
Development Advisor

Background

Despite a high level of interest in market systems development (MSD), and some positive experience with implementation, Czech development actors often lack practical guidance and technical expertise on how to apply MSD approaches in practice. The limited range of international trainings on offer and their high cost also make it challenging for practitioners to access training. A market systems approach also requires a mindset shift amongst staff and can require the development of new skills, particularly 'soft' skills in the areas of facilitation, coaching and communication with companies, which can require further training and on-the-job coaching. To address these constraints, People in Need has been implementing a **Czech Development Agency** (CzDA)-funded capacity-strengthening project in 2018 called "Enabling Czech development

actors to maximize their impacts through greater capacity to work with and through the private sector in their programming." The project involved an initial assessment of experience and attitudes, a range of trainings, coaching, experiencesharing, and the development of a range of practical guidance materials for practitioners.

Training and Coaching

A three-day training (and two-day internal PIN Sharing) was facilitated in September and attended by 30 participants from six different Czech development institutions, including officials from the CzDA. The training and follow-up coaching was facilitated by experts from **Fair and Sustainable Consulting**, a Netherlands-based consulting firm. The training itself was very practical and hands-on in order to turn MSD theory into practice. It made ample use of four different ongoing projects which project staff offered as case studies to be used throughout the training. Due to the range of experience

participants had with MSD, it also involved a lot of peer-to-peer experience sharing.

Some important themes and learning from the training:

- An important focus during the training was on the **facilitation role** of staff in a MSD project, and the different role, skills and mindset this can require of project staff compared to a conventional ('direct delivery') project. For example, participants learned that direct training of farmers by the project is often not the best option for knowledge transfer; other value chain actors may be in a better position to conduct training and this will be more sustainable post-project.
- Many participants liked the **'result chain'**, which was a new tool for them. Similar to a theory of change, result chains are a monitoring and evaluation tool that expand on a project's logframe and provide a more detailed overview of the intermediate changes that are necessary to achieve an overall goal, and the assumptions and indicators that underpin these changes.

- The **attendance of donors** was very relevant for the training as they play a critical role in the acceptance and application of MSD in the field. They were very supportive of the approach and its potential to increase impact and sustainability.
- An important theme that emerged from the training was that **MSD can be implemented and adopted in small steps**, and ongoing programmes (that may not be using an MSD approach) can still greatly benefit from the tools and perspectives.
- It was useful to allocate a half-day of **Action Planning** after the training for participants to plan how they can practically apply their new knowledge.



Guidance Resources and Materials

Good Practice Guides:

Four Best Practice Guides have been developed by the project. These are designed to give practitioners access to simply explained guidance, tools, templates and real examples on topics relevant to their work. To ensure they meet practitioners' needs, the Guides are in a user-friendly, brief, and practical format, with lots of field examples.

New MSD Indicators

A list of new market systems development-related indicators for PIN's **IndiKit** website (an online platform of Monitoring and Evaluation guidance), have been developed by PIN with inputs from external practitioners. These can be used to improve the monitoring and evaluation of your projects.

Online Directory with the Most Practical Learning Materials

The most useful private sector development tools and materials have been uploaded to PIN's new **Knowledge and Learning Centre** to enable PIN staff and external actors to easily search for and find the most useful know-how and resources to support their programming.

The MSD materials can be accessed at: msd.peopleinneed.cz.



ENABLING POOR PEOPLE'S ACCESS TO ESSENTIAL PRODUCTS AND SERVICES

INCREASING POOR PEOPLE'S DEMAND FOR ESSENTIAL PRODUCTS AND SERVICES



IMPROVING SMALL PRODUCERS' ACCESS TO PROFITABLE MARKETS

IMPROVING EMPLOYMENT OPPORTUNITIES THROUGH MARKET-DRIVEN VOCATIONAL EDUCATION AND TRAINING



Want to stay connected with developments in this field?

Communities of practice, such as learning networks and online communities, are a great way of learning and staying informed about MSD best practices and ideas. Here are some of the ones we find the most useful.

Tip: signing up to their newsletters is a great way to stay up to date with news, events and upcoming trainings.

BEAM Exchange - Helpful tools and the latest thinking on good practice in MSD. Includes a good **introduction to MSD** (including two videos), an **evidence map** showing evidence for MSD interventions across sectors, and **blogs and Webinars** by practitioners on a range of MSD-related topics.

The Donor Committee for Enterprise Development (DCED) - A forum for learning about the most effective private sector development approaches. Includes knowledge pages on all approaches to private sector development, including women's economic empowerment, and how to engage the private sector in fragile and conflict-affected environments. Also includes information on Measuring Results and the Donor Committee for Enterprise Development (DCED) Standard.

SEEP Network - A global network dedicated to combating poverty through promoting inclusive markets and financial systems. Includes resources on a broad range of thematic areas.

Marketlinks - A USAID-supported community of practice with guidance resources on market development, economic growth, and cross-cutting issues. Provides access to a range of useful and free online courses.

Our Social Media at a Glance



People in Need @people_in_need

October 22

People in Need [#Cambodia](#) is improving road conditions by laying concrete and raising the level of the road surface in [#PhnomPenh](#).

We can ensure key roads and community lifelines are not disrupted thanks to [@Europeaid](#) and [@CzechAid](#).



People in Need - Official

January 15

Abdul Rahim was born to a poor family in a very insecure area in Afghanistan. He had to escape the war with his family and flee to the city of Herat where he felt lost. Everything changed after he attended a mobile repair training given by People in Need and was able to open his own repair shop. Now, he earns enough to get by. The project was funded by [European Commission - Development & Cooperation - EuropeAid](#) and [Česká rozvojová agentura - CzechAid](#).



People in Need - Official

January 10

People living in sheltered housing in Baldiceni village in Moldova prepared early for the cold season.

We helped them move from residential institutions into a house we bought in the community. Here, residents are assisted by a social worker who helps them in their daily activities like cooking and gardening.



people_in_need_official

January 2

This is a story from Zambia with a happy ending! When Mutete realized that her son was [#underweight](#) she participated in our cooking sessions and learned to prepare healthy porridge from locally available foods. Over the course of 12 days, Mutete's child gained enough weight to not be malnourished!

[#peopleinneed](#) [#zambiazm](#)



INSPIRED

MARKET SYSTEMS DEVELOPMENT

4 | DEC 2018

INSPIRED is an internal PIN publication intended primarily for Relief and Development Department staff and sharing with relevant donors and partners.

INSPIRED is produced by the Communication & Advocacy Department in cooperation with the Knowledge and Learning Department of PIN.

The views expressed in **INSPIRED** are those of the authors and do not necessarily reflect those of PIN or any of its partners. PIN encourages the printing and copying of information exclusively for personal and non-commercial use, provided that the source is clearly acknowledged.

THIS ISSUE WAS PREPARED BY:

Issue Coordinator: Kateřina Gabrielová and Eleanor Davis

Technical Advisor: Julien Brewster

Graphic Designer: Martin Kovalčík and Nina Damová

Editors: Michael FitzGerald and Anna Munter





PEOPLE IN NEED
peopleinneed.cz

People in Need is a Czech, non-governmental organisation (NGO) that has been providing aid in troubled regions and supporting respect for human rights since 1992. People in Need has since grown to become one of the largest NGOs in Central Europe. Today, its work focuses on relief and development aid, advocacy for human rights and democratic freedom, field social work, and education, awareness and information.



CZECH DEVELOPMENT AGENCY
www.czechaid.cz/en

This issue of Inspired was financially supported by the Czech Development Agency. The Czech Development Agency is a state organisation under the authority of the Ministry of Foreign Affairs of the Czech Republic and an implementing body of the development cooperation of the Czech Republic. The main aims of the Czech Development Agency include reducing poverty, improving quality of life and supporting sustainable development. The Czech Development Agency connects three groups of actors: state sector and local authorities, non-profit sector with universities and private sector.

Alliance 2015

towards the eradication of poverty

ALLIANCE 2015
alliance2015.org

Alliance2015 is a strategic partnership of eight European NGOs engaged in humanitarian and development activities. Besides People in Need (Czech Republic), Alliance2015 members are ACTED (France), Cesvi (Italy), Concern Worldwide (Ireland), HELVETAS Swiss Intercooperation (Switzerland), Hivos (The Netherlands), Ayuda en Acción (Spain) and Welthungerhilfe (Germany).

www.peopleinneed.cz

