

# INCLUSIVE SYSTEMS DEVELOPMENT

## CAPABILITY STATEMENT



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## ABOUT HELVETAS

Helvetas USA is a 501(c)(3) non-profit organization incorporated in 2014 in the State of Minnesota and headquartered in Washington, DC. Helvetas USA belongs to an international network of independent affiliate members working in development cooperation and humanitarian response.

With about 300 projects worldwide, Helvetas is present in 30 countries worldwide, initiating real change in the lives of over 3 million disadvantaged people each year. All affiliated members share a common vision and mission and subscribe to common working principles and policies.

## HOW HELVETAS WORKS

The impact of our work is the product of a three-pronged approach: project work, thematic and methodological advice, as well as policy dialogue at local, regional, and international levels. Helvetas has three practice areas which are: Skills, Jobs, and Income; Water, Food, and Climate; and Voice, Inclusion and Cohesion.

We are convinced that development can only be effective if the conditions of long-term engagement are met. To achieve its objective, in partnership with various local and international actors, the organization applies multiple proven approaches such as the inclusive systems approach.

## ABOUT INCLUSIVE SYSTEMS DEVELOPMENT

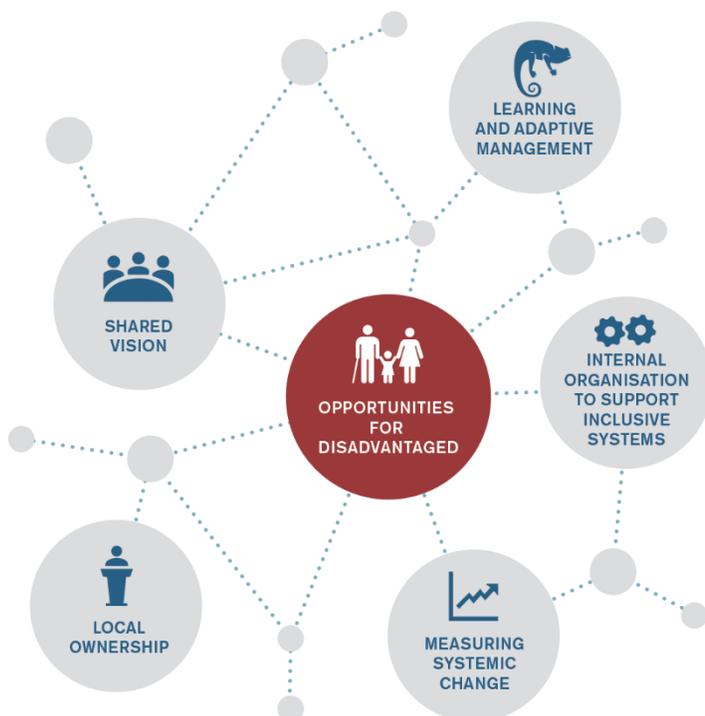
Since 2009, Helvetas has mainstreamed the **Inclusive Systems Development** approach, also referred to as **Market Systems Development (MSD)** or **Making Markets Work for the Poor (M4P)**, into its global projects. While the MSD approach is derived from the field of private sector development, it has increasingly served as a strategic framework for development work in other thematic fields such as governance, education, infrastructure, environment, policy and science, etc. Due to the multi-faceted and extensive use of this approach, it is quite often referred to as the 'inclusive systems approach'.

The Inclusive Systems Development approach aims to identify the key constraints in the market system that prevent it from functioning for the benefit of the main target groups (farmers, micro entrepreneurs, employees), and looks for opportunities to introduce a positive change in the system that makes it perform better.

Helvetas' Inclusive Systems Development approach is not an additional method, but provides a common frame, which helps to mainstream Helvetas' systemic work further. We believe that the local ownership is key for systemic change, and hence adopt a facilitating role (see the figure to the right).

Our tested practices in using the inclusive systems approach come from the application of three core principles:

- a **clear vision** for sustainable and scalable change.
- a **deep understanding** of the market system.
- a pledge to put local partners in the lead using a **facilitative** approach that emphasizes **local ownership** of the change processes.



## Multi-Stakeholder Approach

Helvetas believes that change is driven through local ownership and initiative of system actors. In our approach, we work not only with the private sector, but also with the public sector actors and civil society organizations. We always ask ourselves who the best fit is to make systems more inclusive. We avoid performing permanent functions within systems and thereby distorting them. Instead, we take the role of a facilitator, stimulating system actors to support change within targeted systems for a large-scale impact.

Besides project implementation, Helvetas provides **technical advisory services** to various clients, including the US and the Swiss Governments. These can be trainings or technical assistance.

We conducted training courses in more than 20 countries worldwide for such clients as USAID Bureau for Resilience and Food Security, the Swiss Agency for Development and Cooperation (SDC), Swedish International Development Cooperation Agency (SIDA), International Fund for Agricultural Development (IFAD), Swiss State Secretariat for Economic Affairs (SECO) and a number of NGOs.

Our technical experts provide thematic advice to and support knowledge management of **SDC's e+i (employment and income) network** in the areas of systemic approaches to private sector and financial sector development, and vocational skills development.



Participatory Monitoring, Evaluation, Accountability and Learning (MEAL) in Pemba, Mozambique. ©Helvetas/Simon B. Opladen

## Our impact

- In 2020, HELVETAS supported **5,455,599 people** (out of which 47% were women and 53% disadvantaged) through more than **370 projects** and programs in 30 partner countries to lift themselves out of poverty.
- **791,594** women and men obtained gainful employment and income opportunities from skills and private sector development.
- **4,232,960** women and men gained better access to services and farming resources.
- **11,383** people attended conflict resolution and peace-building courses in 2020.
- **431,045** people, especially women, got empowered to participate in decision-making processes. Helvetas supports displaced people and works with governments to develop favorable conditions for social cohesion.
- The organization has contributed to pro-poor policy processes and triggered systemic changes in 14 of its partner countries.
- **149 projects**, adding up to \$6,4M, were adapted or initiated in 2020 to protect vulnerable people from conflict situations and coronavirus and mitigate the pandemic's economic fallout.
- **26,562** young women and men learned a trade in 2020, either during a short practical training or through a longer course.
- Youth employment has been particularly fostered in projects in Eastern Africa, applying a systemic approach to labor market development.
- Several pro-poor innovations have been not only introduced but replicated beyond the initial project partners, thus leading to enhanced sustainability and scale of the results.

### Systemic approach to sustainable agriculture

**Sustainable agricultural market systems –** Helvetas promotes effective management of natural resources and supports private and public service providers to spread agricultural practices that protect soil types and increase output. In addition, we foster the efficient use of water as part of productive, diversified and resilient farming systems, including agro-ecology.

Where appropriate, we also promote organic agriculture and fair trade that showcase viable alternative business cases with positive impact on several sustainability goals. Moreover, we support sustainable land management practices and the restoration of degraded soil to increase community resilience and adaptation to climate change. To that end, we have developed our own field-tested [methodology](#) to assess and address climate risks in agricultural market systems.

**Nutrition and food market systems –** Nutrition is an integral part of food security that can benefit largely by the inclusive market systems approach. At Helvetas, we seek to reduce hunger through strategies like improved cropping practices, reduction of post-harvest losses, promotion of local food market systems, and the creation of alternative income sources. Reducing post-harvest losses is an important strategy to improve food security that complements the widely recognized necessity to increase produce. We have projects that take an explicit inclusive system approach to post-harvest management in Benin, Madagascar, Mozambique, and Tanzania, among others.

**Every year, up to 1,000,000 poor and disadvantaged women and men are supported to sustainably produce more crops and better market their products and services. In the past five years, over 4,000,000 people have learned more efficient and sustainable production.**

### Private sector development, entrepreneurship, and financial inclusion

Helvetas fosters the development of market systems to strengthen MSMEs, including farming households, in creating jobs, sustainable wage and self-employment, and entrepreneurship, especially for youth. We promote sustainable growth of MSMEs in both agriculture value chains (production, processing, labelling and trade) and in non-farm sectors such as manufacturing, construction, food-processing, and services like ICT, tourism and hospitality. Our strength lies in understanding that micro and small enterprises need sustainable access to business development services and financial services (credit, savings, insurance). We cultivate partnerships with rural finance and micro- insurance institutions and improve financial literacy in our target groups.

For example, in Kyrgyzstan, we facilitate the development of business advisory services and improve access to and the usage of financial services for emerging farm and non-farm small and micro enterprises in cattle, tourism, apiculture and handicraft sectors, including new businesses headed by youth and women. We also strengthen the capacities of market actors in promoting improvement of the regulatory frameworks.

### Youth employment and skills development

Youth unemployment is a major problem. Helvetas addresses this challenge with an inclusive system approach by understanding labor markets as systems consisting of a demand for and supply of workforce, and its related supporting functions and connected policies. Depending on the context, we select different entry points: improvement of the skills development system, fostering investment by private sector companies into job creation, strengthening supporting services like job matching, or facilitating effective dialogue and advocacy mechanisms for a conducive policy environment. We place particular emphasis on Gender and Social Equity.

### Collaboration with the private sector in market systems

Helvetas has applied the inclusive systems approach to target increased water use efficiency and water productivity in commodity value chains. The approach aims at systemic change in small-scale agriculture in order to achieve large scale impacts and to sustainably improve the livelihoods of farmers (women and men), including the livelihoods of the more vulnerable.

What is important in these approaches is: i) the collective action by multiple stakeholders of the relevant sectors, notably the partnership between public and private sectors, ii) the linkages between interventions at farm level up to the national level, notably through evidence-based policy dialogue and iii) strengthening the capacity of stakeholders, to support local ownership and accelerate replication of best practices within and across countries.

A tool developed by Helvetas proven to be effective is the [Push-Pull-Policy approach](#), implemented in partnership with government institutions, local or international private companies, and CSOs. This innovative approach effectively combines the training of farmers in water-saving practices and technologies in key value chains (the Push component), the articulation of companies' demand and their incentives for reduced water consumption and crop diversification (the Pull component), and the support for an enabling policy environment (the Policy component).



Rice production in Pakistan, WAPRO project. ©Helvetas

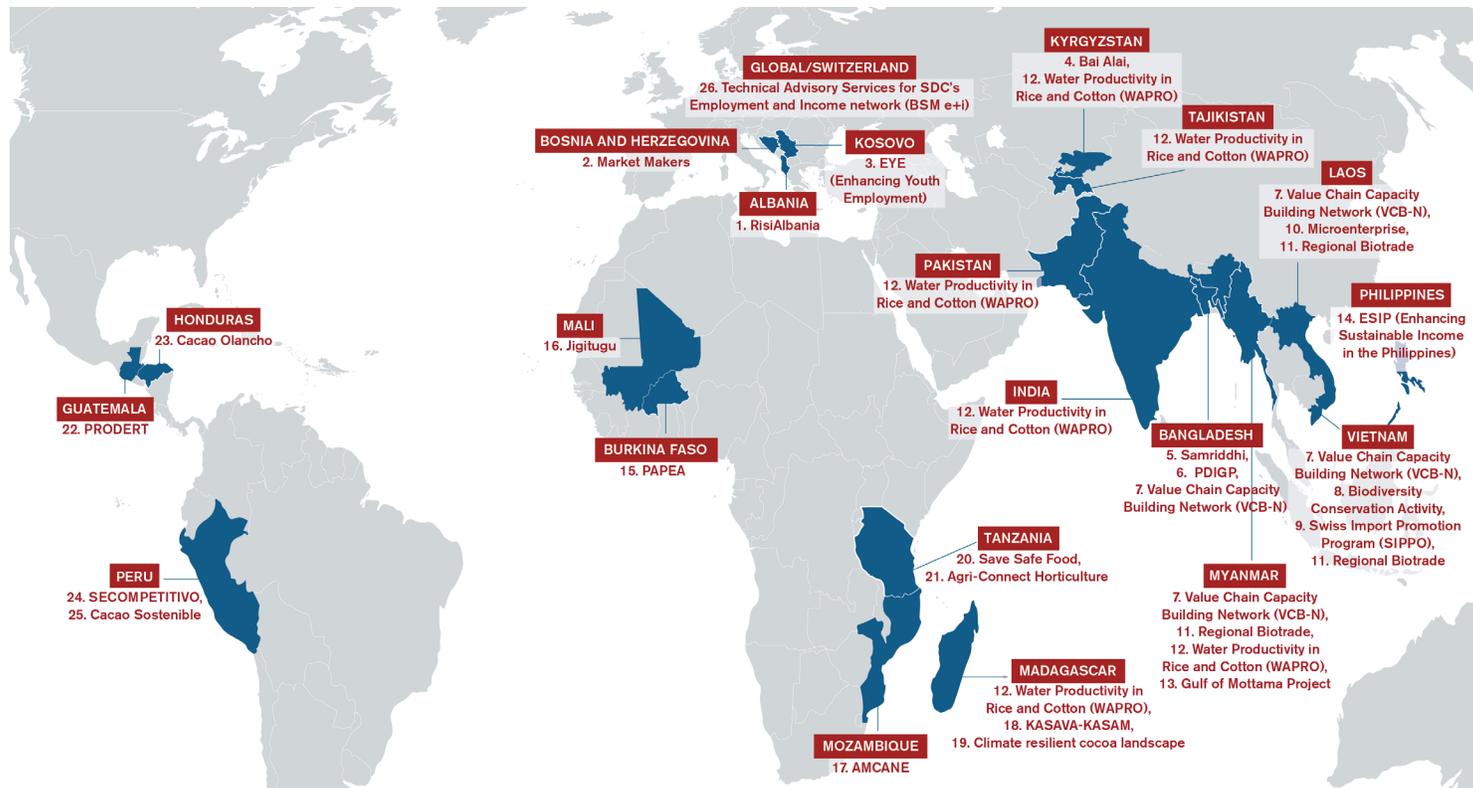
### Economic recovery after emergencies and crises

Developing economies need a crisis response that is systemic and sustainable and considers both the humanitarian and the development aspects. Many [emergency responses to crisis situations](#) often fail to take into consideration the local supply chains of food and non-food items that provide essential services to the affected populations.

Emergency response can potentially weaken the existing systems if the referenced supply chains are not considered at the time of the response. Helvetas believes that emergency responses should be implemented with emphasis on avoiding negative impacts (do no harm) by understanding how market systems work and involving local actors to the extent possible.

In its humanitarian engagement Helvetas seeks to combine expertise in skills development with the engagement with the private sector to revive local market systems that bring communities back on the path to long-term development. In the post-emergency context, we have implemented projects with a market systems development approach to increase the income and improve the resilience of poor and vulnerable communities by way of strengthening and further developing the income generating skills and opportunities for the women and men of the regions.

The main strategy intends to strengthen local market systems so that results are sustainable beyond the project intervention following humanitarian disasters.



- 1. RisiAlbania**  
**Albania**  
Contributing to socially inclusive and sustainable employment for young women and men
- 2. Market Makers**  
**Bosnia and Herzegovina**  
Strengthening inclusive labor market system for employment of young women and men
- 3. EYE (Enhancing Youth Employment)**  
**Kosovo**  
Creation of job opportunities through marketable skills development, effective matching of labor market supply/demand
- 4. Bai Alai**  
**Kyrgyzstan**  
Increasing income and employment, in particular for women and youth, in tourism, cattle, handicraft and apiculture
- 5. Samriddhi**  
**Bangladesh**  
Economic empowerment of poor households through the promotion of specific markets and value chains
- 6. PDIGP**  
**Bangladesh**  
Economic empowerment of persons with disabilities and their households in rural Bangladesh
- 7. Value Chain Capacity Building Network (VCB-N)**  
**Vietnam, Laos, Bangladesh, Myanmar**  
Establishing a network of centers of excellence for capacity building on value chain development
- 8. Biodiversity Conservation Activity**  
**Vietnam**  
Development of conservation-friendly enterprises in forest dependent communities
- 9. Swiss Import Promotion Program (SIPPO)**  
**Vietnam**  
Fostering integration of Vietnamese exporters into world trade
- 10. Microenterprise**  
**Laos**  
Development and growth of microenterprises in agriculture
- 11. Regional Biotrade**  
**Vietnam, Laos, Myanmar**  
Conservation of biodiversity through ethical biotrade of natural ingredients
- 12. Water Productivity in Rice and Cotton (WAPRO)**  
**Madagascar, India, Pakistan, Kyrgyzstan, Tajikistan, Myanmar**  
Addressing water efficiency issues in rice and cotton production using a Push-Pull-Policy approach.
- 13. Gulf of Mottama Project**  
**Myanmar**  
Improving livelihoods and sustainable management of resources in coastal areas
- 14. ESIP (Enhancing Sustainable Income in the Philippines)**  
**Philippines**  
Increase the income of the poor farmers and improve the resilience towards natural disasters
- 15. PAPEA**  
**Burkina Faso**  
Rural and peri-urban entrepreneurship for income and jobs in agriculture
- 16. Jigitugu**  
**Mali**  
Income generation through rural youth entrepreneurship
- 17. AMCANE**  
**Mozambique**  
Improving the livelihoods of small farmers and small business owners in cashew and peanut value chains
- 18. KASAVA-KASAM**  
**Madagascar**  
Improving traceability, sustainability and revenues in cocoa supply chain
- 19. Climate resilient cocoa landscape**  
**Madagascar**  
Sustainable management of a cocoa landscape, essential environmental services, resilience of the local population.
- 20. Save Safe Food**  
**Tanzania**  
Promote improved postharvest management for maize
- 21. Agri-Connect Horticulture**  
**Tanzania**  
Improve the income and nutrition of small-scale women and youth farmers
- 22. PRODERT**  
**Guatemala**  
Increasing income and employment, in particular for indigenous women, in various local market systems
- 23. Cacao Olancho**  
**Honduras**  
Strengthening small cocoa producers' market access, productivity and quality production
- 24. SECOMPETITIVO**  
**Peru**  
Contributing to more and better job opportunities in Peru due to improved competitiveness
- 25. Cacao Sostenible**  
**Peru**  
Sustainable management of cocoa-producing landscapes based on competitive, inclusive and compatible production chains
- 26. Technical Advisory Services for SDC's Employment and Income network (BSM e+i)**  
**Global/ Switzerland**  
Technical advisory services in the areas of private sector development, financial sector development, vocational skills development and communications

## OUR PROJECT EXPERIENCE IN ASIA

### SAMRIDDDHI – BANGLADESH

**CLIENT/ FUNDING SOURCE:** Swiss Agency for Development and Cooperation (SDC)  
**IMPLEMENTED BY:** HELVETAS Bangladesh  
**DURATION:** 2010-2015  
**VOLUME:** \$9,441,000

### Making Markets Work for Poor Women in Bangladesh

The [Samriddhi](#) project aimed to contribute to the sustainable well-being and resilience of poor households in selected areas (in Rajshahi and Rangpur divisions and Sunamganj district) of Northern Bangladesh through economic empowerment. It did this through the promotion of specific markets and value chains, alongside human and institutional development. The project has adopted an explicit M4P approach entailing careful value chain analysis and selective interventions. The M4P approach was applied in 12 value chains to allow the poor men and women to make use of improved employment and income generating opportunities facilitated through value-chain and enterprise development, and to have sustainable access to quality services (information, skills, technology, etc.).

Thanks to Samriddhi, 750,000 farmers accessed rural advisory services that were provided by almost 5,000 local service providers. Furthermore, the project established local service centers that currently serve as initial contact points for local producers and as collecting centers for smallholders' produce.

The result led to a significant resource pool of skilled and motivated individuals, open to development opportunities.

## ENHANCING SUSTAINABLE INCOME (ESIP) – PHILIPPINES

**CLIENT/ FUNDING SOURCE:** Swiss Solidarity and Helvetas  
**IMPLEMENTED BY:** HELVETAS  
**DURATION:** 2017-2019 (Phase 2)  
**VOLUME:** \$2,388,000

### Embracing and Managing Aid-Intensity Through Diffusion of Commercial Services

The [ESIP](#) ("Enhancing Sustainable Income in the Philippines") project applied the MSD approach to economic recovery after Typhoon Haiyan, one of the most powerful tropical cyclones ever recorded. The overall objective was to increase the income of 12,000 poor farmers in Eastern Samar and, thus, improve their resilience towards natural disasters such as typhoons. The Project put the poor and vulnerable women and men farmers at the center with the vision of averting a recurring need for humanitarian/recovery assistance, through better and more sustainable income.

Thanks to the project 6,771 farmers increased their agricultural yields by at least 30%. 5,178 farmers increased their sales at least by 30%, and 6,505 farmers reported better functioning market system.

This was done by identifying and strengthening Local Service Providers and their techniques in service delivery to enable better access of poor and vulnerable farmers to improved technologies and quality inputs for increased production. Simultaneously, agricultural start-ups were initiated and technically supported so that they would be capable to meet increased demand. This was facilitated by the establishment of effective coordination mechanism among the stakeholders for a pro-poor service provision system.

The Project also facilitated dialogues among the private and public sector organizations for creating access of poor and vulnerable farmers to support mechanisms.

## SMALL BUSINESS AND INCOME CREATION PROGRAM – KYRGYZSTAN

**CLIENT/ FUNDING SOURCE:** SDC  
**IMPLEMENTED BY:** HELVETAS Kyrgyzstan  
**DURATION:** 2018-2022 (Phase 3)  
**VOLUME:** \$3,334,000

### Creating Jobs to Escape Poverty

Started in 2013, the [Small Business and Income Creation Program in Alai and Chon Alai](#) (Bai Alai) aims at increasing economic inclusion of producing households in Alai and Chon Alai through increased income and employment. The project in its Phase III is focusing on the development of four different sectors: cattle, apiculture, tourism, and handicraft.

The underlying approach of the Project is the MSD approach, which provides the basis for achieving sustainable and widespread impact by promoting systemic changes implemented by market participants. Through capacity building of market participants and the establishment of incentives, the project supports market participants in developing sustainable solutions aimed at removing key constraints in each of the selected subsectors.

By the end of 2019, the total number of beneficiaries of the program's third phase reached 6,779 people, with 49% of them being female, and 25% youth. At the same period of time, the total value of sales by local producers and entrepreneurs in selected sectors (cattle, agriculture, tourism, and handicraft) was \$994,592.



Community-based tourism in KGZ. ©Helvetas/Simon B. Opladen

## BIOTRADE SOUTHEAST ASIA – MYANMAR, VIETNAM, LAOS

**CLIENT/ FUNDING SOURCE:** Swiss State Secretariat for Economic Affairs (SECO)  
**IMPLEMENTED BY:** HELVETAS Vietnam, HELVETAS Myanmar, HELVETAS Laos  
**DURATION:** 2020-2024 (Phase 2)  
**VOLUME:** \$5,231,000

### Ethical Trade in Botanicals

Working in Vietnam, Laos, and Myanmar, the [Regional BioTrade](#) project aims at conserving biodiversity through promotion of sustainable trade of natural ingredients in a way that would increase the competitiveness of local exporters and producers and improve the livelihood of the rural population, while taking into account all relevant Sustainability Standards and Ethical Bio Trade (EBT) principles and criteria. Together with producers, companies and traders, the project works out feasible measures and facilitates access to know-how needed to operate sustainable value chains effectively and efficiently.

During the first phase of the Regional Biotrade project, Helvetas worked with traders, processors and import and export companies that integrate the core values of sustainable use of the environment and social ethics into their everyday business practices. We successfully introduced the new concept of Biotrade into regional supply chains and established significant new exports of Biotrade products from Mekong region countries. As a result of Phase 1, 19 companies started successfully exporting Biotrade products, and 16 value chains developed in compliance with at least one appropriate sustainability standard. The project impacted 17,575 beneficiaries with increased income and additional employment and led to USD 17,5 million export turnover.

While the project impact targets are primarily poor and rural women and men and the preservation of biodiversity, the intervention involves a wide range of market actors and stakeholders interested in supporting social, environmental, and economic sustainability. This includes private and public sector, as well as civil society service providers, government institutions and civil organizations interested to advocate for sustainable and fair-minded production and trade.

## USAID BIODIVERSITY CONSERVATION ACTIVITY (BCA) – VIETNAM

**CLIENT/ FUNDING SOURCE:** USAID  
**IMPLEMENTED BY:** HELVETAS Vietnam  
**DURATION:** 2021-2025  
**VOLUME:** \$3,600,000

### Conservation-friendly enterprises

Helvetas Vietnam, in consortium with WWF USA (lead), IUCN and FFI, is implementing USAID's Vietnam [Biodiversity Conservation Activity](#), a \$38 million, 5-year project covering five provinces of central Vietnam. Helvetas Vietnam has the overall responsibility for the conservation-friendly enterprise development component of the project, targeting forest-dependent communities bordering national parks. The Inclusive Market Systems Development (IMSD) is the overarching methodological approach utilized by this project.

In order to provide forest-dependent communities with incentives and opportunities to move toward diversified conservation-friendly income streams, Helvetas' activities will encourage growth of forest and biodiversity friendly value chains for non-timber forest products, high-value agriculture and products that have clear established and unmet demand. The project will also support the development and expansion of community-based ecotourism that encourages individuals, communities, and companies to value forests and biodiversity in new and sustainable ways, thereby incentivizing their preservation and internalizing environmental opportunity costs.

Additional efforts will be made to transition professional hunters and loggers out of illegal trade into legal businesses and employment.

## USAID MICROENTERPRISE ACTIVITY – LAOS

**CLIENT/ FUNDING SOURCE:** USAID  
**IMPLEMENTED BY:** HELVETAS Laos  
**DURATION:** 2018-2023  
**VOLUME:** \$5,231,000

### Increasing Access to Markets and Finance

Helvetas Laos, in consortium with ACIDI/VOCA (lead), aims to support the development and growth of Microenterprises in Agriculture in Xiangkhouang province. Based on market demand for relevant commodities produced in Xiangkhouang, lead firms will be identified ready to invest in their supply chains. The idea is that firms will pull more MEs into their expanding supply chains, improving access to cash markets, technology, infrastructure, value chain finance, training, and services.

Rural MEs will be supported toward commercial viability through the transfer of financial literacy and entrepreneurship skills, access to technologies, credit, and services, and economies of scale. The project will promote access to finance and dialogue in public fora on enabling environment issues that constrain ME growth. The project will leverage existing systems and resources, including partnering with GOL at the provincial and district levels to build their capacity to deliver enterprise training.



Tea growers in Laos. ©Helvetas/Patrick Rohr

## OUR PROJECT EXPERIENCE IN EASTERN EUROPE

### ENHANCING YOUTH EMPLOYMENT (EYE) – KOSOVO

**CLIENT/ FUNDING SOURCE:** Swiss Agency for Development and Cooperation (SDC)  
**IMPLEMENTED BY:** HELVETAS Kosovo  
**DURATION:** 2012-2024 (Phases 1-3)  
**VOLUME:** \$21,351,000

#### Young future

Helvetas works with the public and private sector to promote youth employment in Kosovo.

The first phase of the [Enhancing Youth Employment \(EYE\)](#) focused on furnishing information about the employment market, career counseling and job placement. The overall goal of EYE phase 2 was a dynamic and socially inclusive labor market which provides more and decent jobs including self-employment for young women and men in Kosovo.

This was achieved in a socially inclusive and sustainable way through systemic interventions in three interrelated areas:

- 1) improved skills that meet market requirements as result of a better functioning formal and non-formal education system
- 2) more effective and efficient matching of labor market supply and demand through improved access to information and services for youth as well as employers
- 3) private sector investment through better access to business services and a more conducive business environment generating new job opportunities.

Labor market information, career counseling, education and job placement helped young people land jobs. Helvetas supported the development of a TV show that entertainingly informs the viewing public about the labor market and job applications has gained nationwide popularity. During Phase 2, 11,923 young women and men were employed, 7,568 youth had received training, 2,487 full-time equivalent new jobs had been generated for young people, and 9,436 women and men found jobs as a result of changes in matching facilitated by EYE.

### MARKET MAKERS – BOSNIA AND HERZEGOVINA

**CLIENT/ FUNDING SOURCE:** Swiss Agency for Development and Cooperation (SDC)  
**IMPLEMENTED BY:** HELVETAS Bosnia and Herzegovina  
**DURATION:** 2012-2020 (Phases 1 – 2)  
**VOLUME:** \$12,019,000

#### Making Markets and Jobs

The goal of [MarketMakers](#) is to contribute to increased employment and self-employment of young women and men in Bosnia and Herzegovina. The project achieves this by stimulating market systems to deliver services and to establish rules and regulations that work better for the private sector. The project also provides access to growth opportunities, investment, and thus an increased demand for labor. Helvetas works in IT and business process outsourcing, as well as the food industry and tourism sectors, to build a better environment for private enterprises in these industries to create jobs for young people; link up actors in the employment market; and remove legal or perceptual obstacles to sectoral development. Market Makers has so far helped to generate around 1,500 jobs for young people. Additionally, Helvetas has supported the creation of an association, which has grown to around 20 IT companies from across the country. The association, among other things, is investing in improving vocational and university education.



Continuing education in the IT sector. ©Helvetas/Patrick Rohr

## OUR PROJECT EXPERIENCE IN AFRICA

### JIGITUGU (FULFILLING HOPES) – MALI

**CLIENT/ FUNDING SOURCE:** Liechtenstein Development Service (LED)  
**IMPLEMENTED BY:** HELVETAS Mali  
**DURATION:** 2017-2020  
**VOLUME:** \$4,177,000

#### Dynamizing Agriculture for the Youth

Through [Jigitugu](#) (Fulfilling Hopes) young farmers received training in agricultural occupations in everything from organic farming and marketing new kinds of vegetables to poultry farming. Established farming methods were modernized as production was geared to match local or regional markets.

76 young, qualified local service providers now offer local agricultural advisory support to farmers on good agro-ecological production practices, gardening and commercial negotiations and intermediation of inputs and agricultural products.

More than 19,000 (including 24% women) family farms have modernized their production systems in the selected agricultural sectors based on sustainable agriculture (including organic) through this access to agricultural advice. 2,065 poultry farmers (including 481 women and 352 young people) corrected their practices, having benefited from para-veterinary care services and through 7 distribution points for improved poultry feed. These farms were further able to increase their output by on average 10% (maximum observed: 56%)

1,401 young people (including 376 women) received innovative professional training in the fields of poultry farming, gardening, fattening, agro-food processing, photovoltaics and in the management and development of simplified business plans. 801 (25% of whom are women) of them provide local advisory support services.

The marketing of the multifunctional “Jigitugu” seed drill (plowing, sowing and weeding) was acclaimed by market players. Marketing began with a sale of 28 registered seed drills at the end of June 2019.

### SUSTAINABLE CASHEW AND PEANUT SME PROJECT – MOZAMBIQUE

**CLIENT/ FUNDING SOURCE:** Helvetas  
**IMPLEMENTED BY:** HELVETAS Mozambique  
**DURATION:** 2018-2020 (Phase 2)  
**VOLUME:** \$2,841,000

#### Nutritious food for local consumers

Through a market systems development approach Helvetas together with Aga Khan Foundation and PAKKA is supporting the commercialization of the cashew and peanut value chains with the aim to increase the sustainability of production systems, enhance income of smallholder farmers and small entrepreneurs, and to make good quality nutritious food accessible to local consumers.

The primary stakeholders are smallholder farmers in Nampula and Cabo Delgado. The specific objectives are to help smallholder farmers use improved, sustainable production practices, increase productivity and product quality, increase their income, assist smallholder farmers and local entrepreneurs to operate profitable businesses for the production, processing and marketing of peanuts and cashew nuts; and to ensure that appropriate regulatory frameworks (policies, standards, norms) and enabling environment (services) for quality management in food value chains are enhanced.

In 2019, i.e. by the second year of project implementation, the project reached directly 1, 208 producers (323 women and 885 men) through trainings, workshops, business meetings, studies, trials. All of those farmers were using improved methods and 500 were in the process for certification.

Additionally, the project facilitated the commercialization of 41t of Raw Cashew Nuts (RCN) through service providers to buyers. 20 service providers were established to provide services and products to small holder famers.

## OUR PROJECT EXPERIENCE IN LATIN AMERICA AND THE CARIBBEAN

### PRODERT IXOQI'B (TERRITORIAL RURAL ECONOMIC DEVELOPM.) – GUATEMALA

**CLIENT/ FUNDING SOURCE:** Swedish International Development Agency (SIDA)  
**IMPLEMENTED BY:** HELVETAS Guatemala  
**DURATION:** 2018-2021  
**VOLUME:** \$2,841,000

#### Promoting Indigenous Women's Agro-entrepreneurship in the Highlands

The [PRODERT IXOQI'B](#) (2015 – 2021) project aims to create employment and income for 8,800 rural vulnerable women and men, especially indigenous women, building on their local sustainable productive potential. It adopts a systemic approach and strengthens all the relevant actors for the main agricultural and small livestock value chains. The project works with small groups that produce, save and lend collectively, and whose cooperative assist them to market their produce effectively and profitably.

The main objectives are to improve productivity, profitability, and sales of producers, increase women's participation in the value chains; ensure producers and processors improved access to markets, and enable women's economic empowerment.

In 2019, 250 new business networks had been formed and supported; and 180 business networks created in the previous years were recovered. These included small producers of chickens, pigs, sheep, honey, potatoes, vegetables for local consumption and export, and coffee and amaranth. Some 60% of the positions at the management councils of the business networks were held by women.

Qualitative and quantitative analyses showed that 88% of the women were satisfied with their own performance when engaging in economic activities, 83% of their husbands supported their work in the business networks, and 32% of the women gained the power to make decisions about their own family income and could use their own earnings independently (as compared to only 15% outside of the project).

### SECOMPETITIVO (PRIVATE SECTOR COMPETITIVENESS) – PERU

**CLIENT/ FUNDING SOURCE:** Swiss State Secretariat for Economic Affairs (SECO)  
**IMPLEMENTED BY:** HELVETAS Peru  
**DURATION:** 2018-2022 (Phase 2)  
**VOLUME:** \$12,833,000

#### Contributing to More and Better Job Opportunities

The main objective of [SeCompetitivo](#) is to support Peru in improving the competitiveness of the private sector, thus contributing to sustainable economic development and poverty reduction. More specifically, the project focuses on supporting the public and private sector in increasing productivity, fostering skills development and facilitating access to international markets, aiming at the creation of more and better jobs. The project strengthens value chains with links to international markets which have the potential to become drivers of competitiveness of their regions and also fosters inclusive and decentralized economic development in Peru. The project has three implementation mechanisms:

- Support initiatives at a national policy level. Helvetas provides technical assistance to public entities in the design and/or implementation of policies that lead to greater productivity and competitiveness.
- Support initiatives in competitive value chains. We strengthen value chains at the regional level in order to increase productivity and export offers and to support employment generation. The program focuses on four sectors: coffee, cocoa, agroindustry, and tourism.
- Provide specialized Swiss Expertise. We provide specialized advice through a network of Swiss experts, and also promote policy dialogue and knowledge management.

In 2019, the implementation of 6 value chain projects began in the following areas: cocoa, coffee, tourism, bananas, sugarcane, and sacha inchi. The project aims to benefit 16,293 people, of whom 12,062 are considered vulnerable populations.

## OUR EXPERIENCE WITH GLOBAL PROGRAMS

### TECHNICAL ADVISORY SERVICES FOR SDC'S EMPLOYMENT AND INCOME NETWORK (BSM e+i)

**CLIENT/ FUNDING SOURCE:** SDC  
**IMPLEMENTED BY:** HELVETAS Swiss Intercooperation  
**DURATION:** 2020-2024 (contract since 1996)  
**VOLUME:** \$2,098,000

#### Together for a better world

The multi-year technical advisory or [backstopping contract](#) provides thematic advice and supports knowledge management in the areas of communication, private sector development, financial sector development and vocational sector development to SDC's staff working in the employment and income (e+i) domain.

Helvetas ensures that SDC is knowledgeable and informed on the state-of-the-art knowledge and experience in those areas. For this purpose, the backstopping team conducts regular e-discussions and webinars (e.g. on Local Economic Development (LED), Women's Economic Empowerment (WEE), etc.), writes guidance papers (e.g. forming partnerships with the private sector in MSD, how to manage MSD/M4P projects), organizes events (e.g. thematic event on social entrepreneurship, side-events on results measurement in PSD), and provides ad-hoc advice and coaching to both the SDC headquarters as well as directly the SDC cooperation office staff.

It also supports SDC's headquarters in promoting improved knowledge and practice among SDC staff working on e+i and partners and, last but not least, contributes to the dissemination of innovation and experience of SDC projects.

### WATER PRODUCTIVITY IN RICE AND COTTON PROGRAM IN ASIA AND AFRICA (WAPRO)

**CLIENT/ FUNDING SOURCE:** SDC  
**COORDINATED BY:** HELVETAS Swiss Intercooperation  
**DURATION:** 2015-2021  
**VOLUME:** \$18,000,000

#### Multi-stakeholders join forces to enhance water productivity

To contribute to improved income and food and nutrition security for small-holder farmers, Helvetas has started and/or expanded several public-private development partnership (PPDP) projects in close collaboration with Swiss, international and local private sector partners. One such example is the [WAPRO](#) - a multi-stakeholder initiative to address water efficiency issues in agriculture. The project was first implemented between 2015 and 2018 in four countries in Asia by a consortium of nine partners with a budget of about \$7 million. It involved 23,600 farmers.

By 2019, the project had grown to 16 countries in Asia and Africa, 22 partners, and a budget of about \$16 million, aspiring to improve the lives of 60,000 farmers. Diverse stakeholders – from farmers and local NGOs to corporations and governments – take joint responsibility for the precious resource from which we all benefit. In 2019, the project started its second phase, engaging private companies such as Mars, Coop, IKEA, etc., in several Asian countries and Madagascar.

## MORE INFORMATION

[HELVETAS USA](#)

[HELVETAS Inclusive Systems Blog](#)

[HELVETAS Market Systems Development Webpage](#)

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