

Find the full cartoon learning series at: <https://www.microlinks.org/library/cartoon-learning-series>

Market SYSTEMS Development
LEARNING Series
for Field Practitioners


ANALYZING IMPLEMENTATION STRATEGIES in Buyer Market Systems



USAID
FROM THE AMERICAN PEOPLE

Produced by EcoVentures International
for USAID's Leveraging Economic Opportunities (LEO) project

LEO
Leveraging Economic
Opportunities

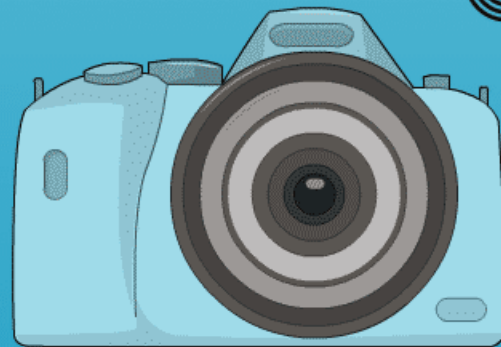


I'm a smallholder farmer trying to make ends meet.

I work for a donor-funded project.

I'm a local buyer buying crops to process in my factory.

What does the
State of the Market
System often look
like?



CLICK



Confrontational business relationships
are the norm ...
with everyone only looking out for themselves.



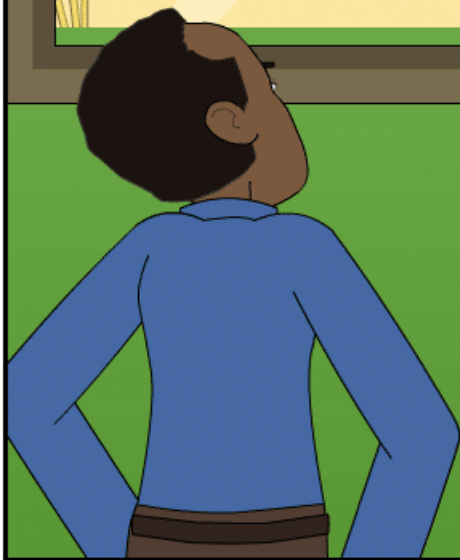
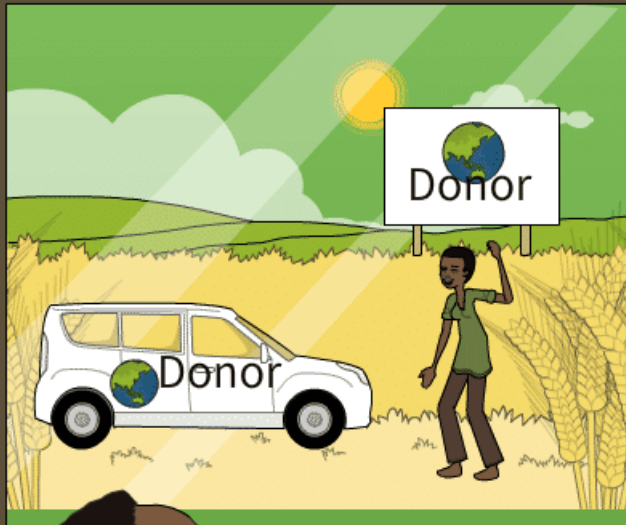
A few buyers/processors get richer while their farmer suppliers and other firms get poorer, with increasing lack of trust.



There are no processes to continually build and reinforce trust & relationships between businesses and organizations. The market system does not improve and provide a fair return.

Project-focused
Approach?


Market-focused
Approach?



If we used different
approaches to
strengthen the market
to benefit farmers

How can we
understand what might
be happening to the
market system?





To see if the market is improving, I'll think about ...

... Who are the main **RELATIONSHIPS** between in the activities that our project is supporting?

... Who feels **OWNERSHIP** of the activities supported by our project?

... What is the level of **INTENSITY** (level of resources and roles) that the project takes on?



Relationships?

Ownership?



Intensity?



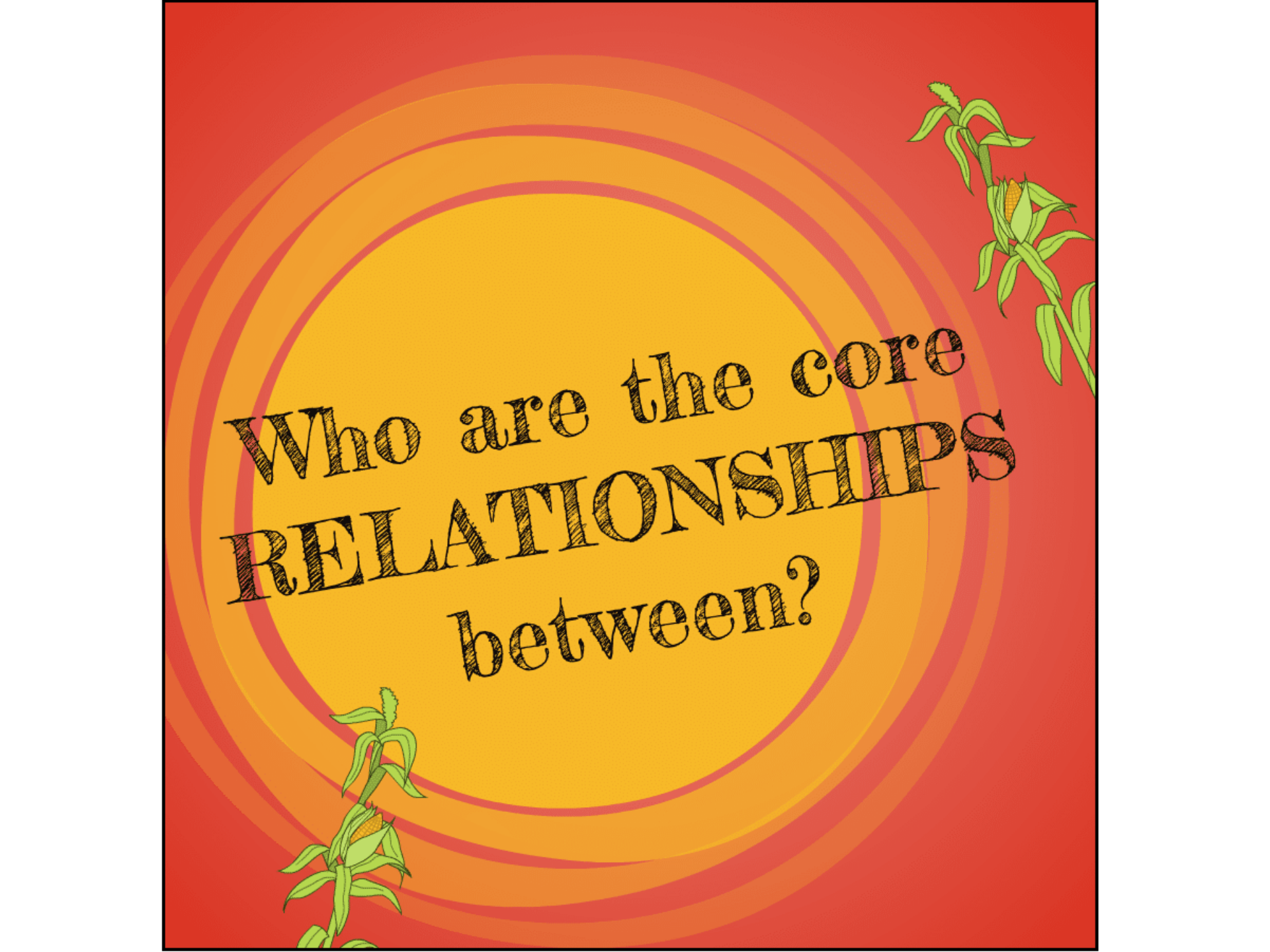
Let's look at what the story
might look like if we used a
project-focused approach!

Project-



focused

Approach?



Who are the core
RELATIONSHIPS
between?



The project has relationships with farmers and with buyers. Farmers and buyers remain distant.



Who has
OWNERSHIP of
the activities?

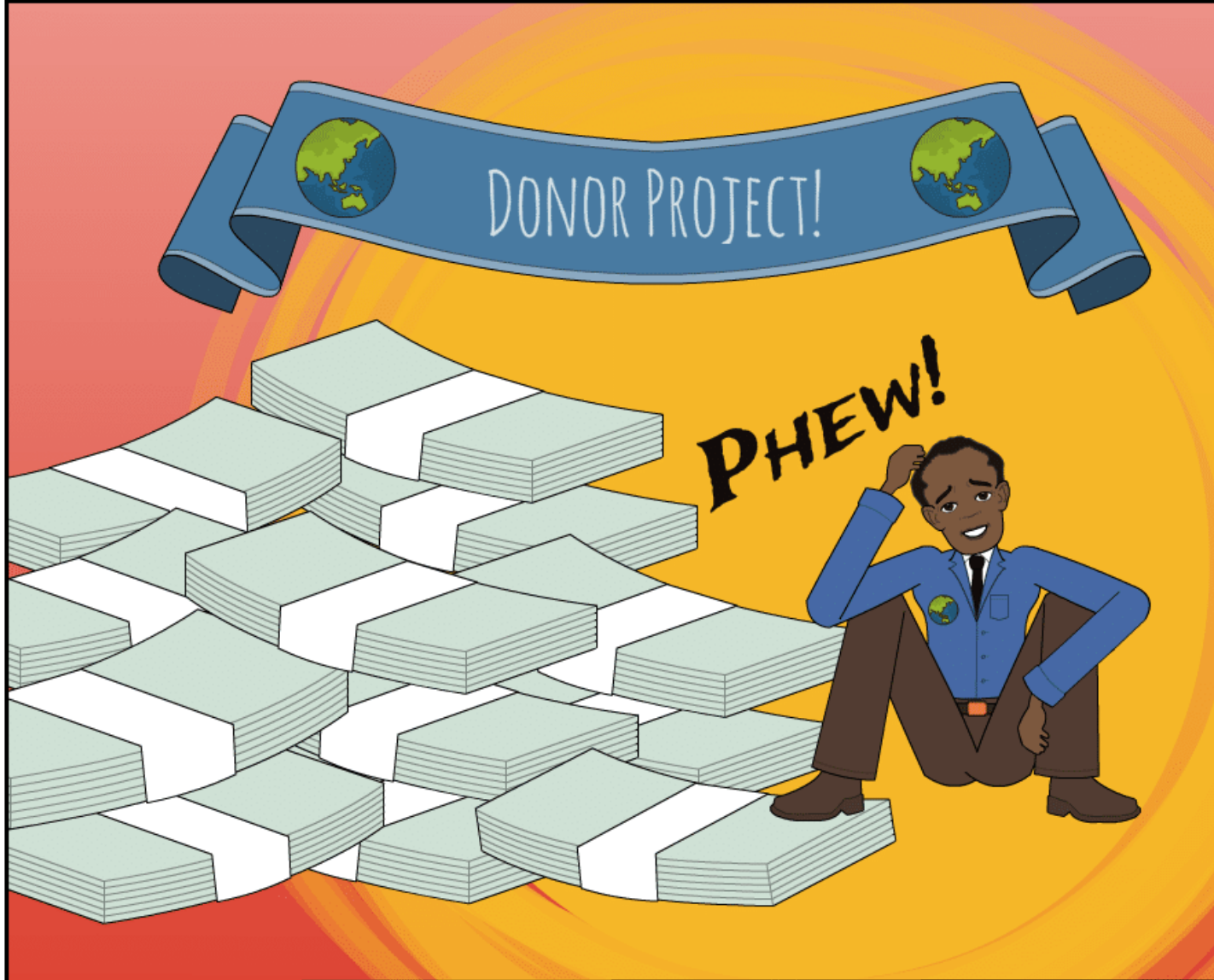


The PROJECT takes on all of the key roles - strategy designer, aggregator, farmer relational manager.


What is the level of
INTENSITY*
that the project
takes on?

* Level of resources and roles





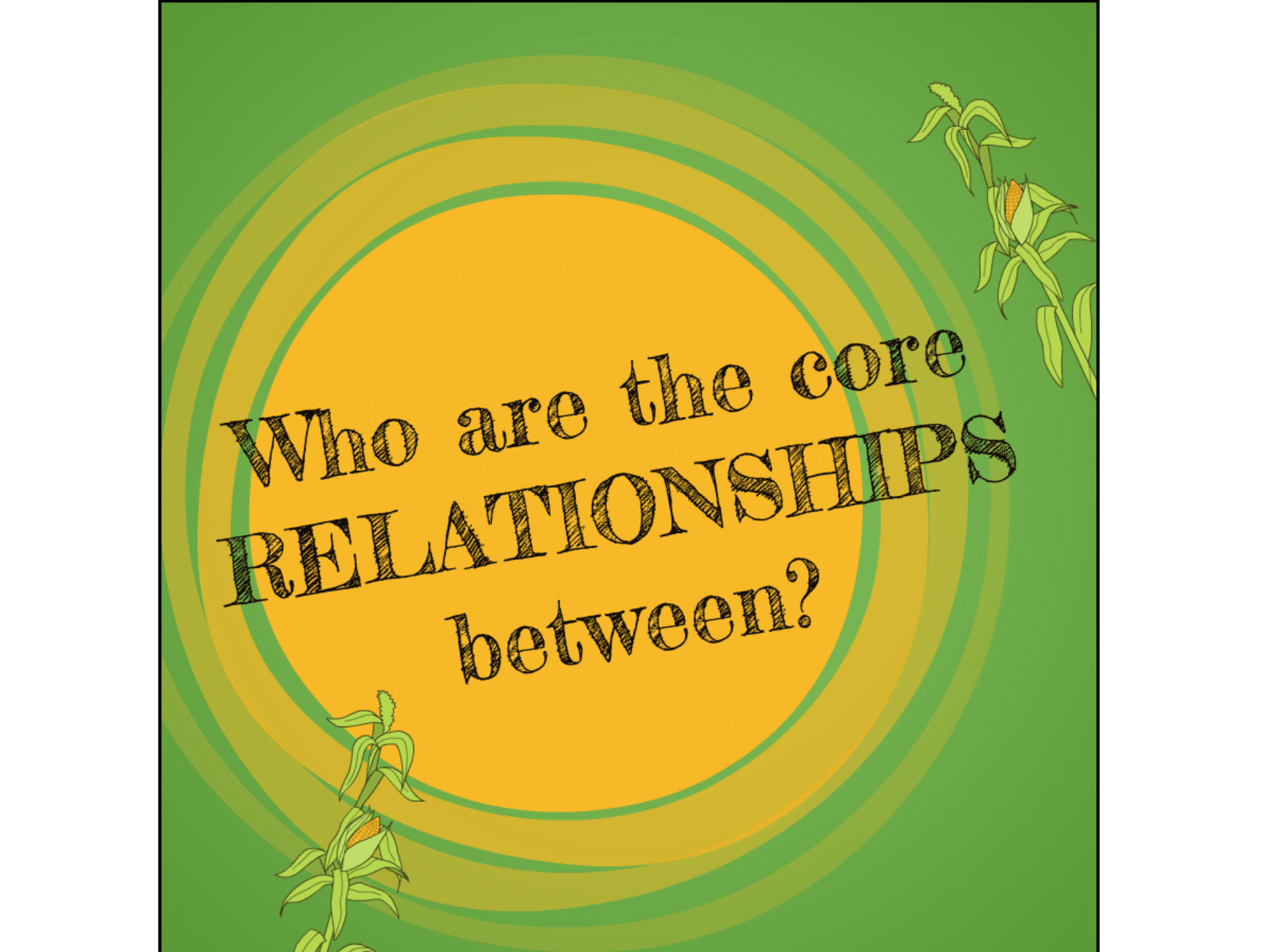
Highly intense and highly visible PROJECT roles.
High costs to cover staff functions and
unexpected expenses.



Let's look at what the story
might look like if we used a
market-focused approach!

A cartoon illustration of a man in a blue uniform standing on a path in a field. The text "Market-focused Approach?" is overlaid on the image. The man is standing on a grey path that leads from the bottom center towards the middle ground. The path is surrounded by yellow-green grass. In the background, there is a brown field and a green sky with a yellow sun in the top left corner. The text "Market-focused Approach?" is written in a large, white, outlined font, centered over the man and the path.

Market-
focused
Approach?

The image features a green background with a central yellow circle. The text is written in a black, serif font with a hatched texture. Two corn cobs are illustrated in green and yellow, one in the top right and one in the bottom left. The text is arranged in three lines, following the curve of the yellow circle.

Who are the core
RELATIONSHIPS
between?



The relationship starts between the project and buyers ... but the support is based on the BUYERS developing more loyal FARMER supplier networks with resulting farmer to farmer relationships.

The image features a green background with several concentric circles in shades of green and yellow. In the top-left and bottom-right corners, there are illustrations of corn stalks with green leaves and yellow cobs. The central text is written in a black, serif font with a hatched texture. The text is arranged in four lines, following the curve of the innermost circle.

Who has
OWNERSHIP of
the activities?



BUYERS have to show ownership.
Project mentors - decreasing its role over time.
The project stops supporting buyers that show
disinterest or are not benefiting farmers.



New firms that the project works with will often have to demonstrate a higher level of ownership sooner.

What is the level of
INTENSITY*
that the project
takes on?

* Level of resources and roles





High level of intensity that declines over time as the BUYERS take on the functions completely.

Project-
focused
Approach?

Market-
focused
Approach?



WHAT MIGHT THE
MARKET SYSTEM LOOK LIKE?

Market System with a Project-focused Approach



The project plays a temporary role trying to
connect various businesses and
organizations
... amid continuing confrontational
relationships & mistrust.

The project leads from the front ...



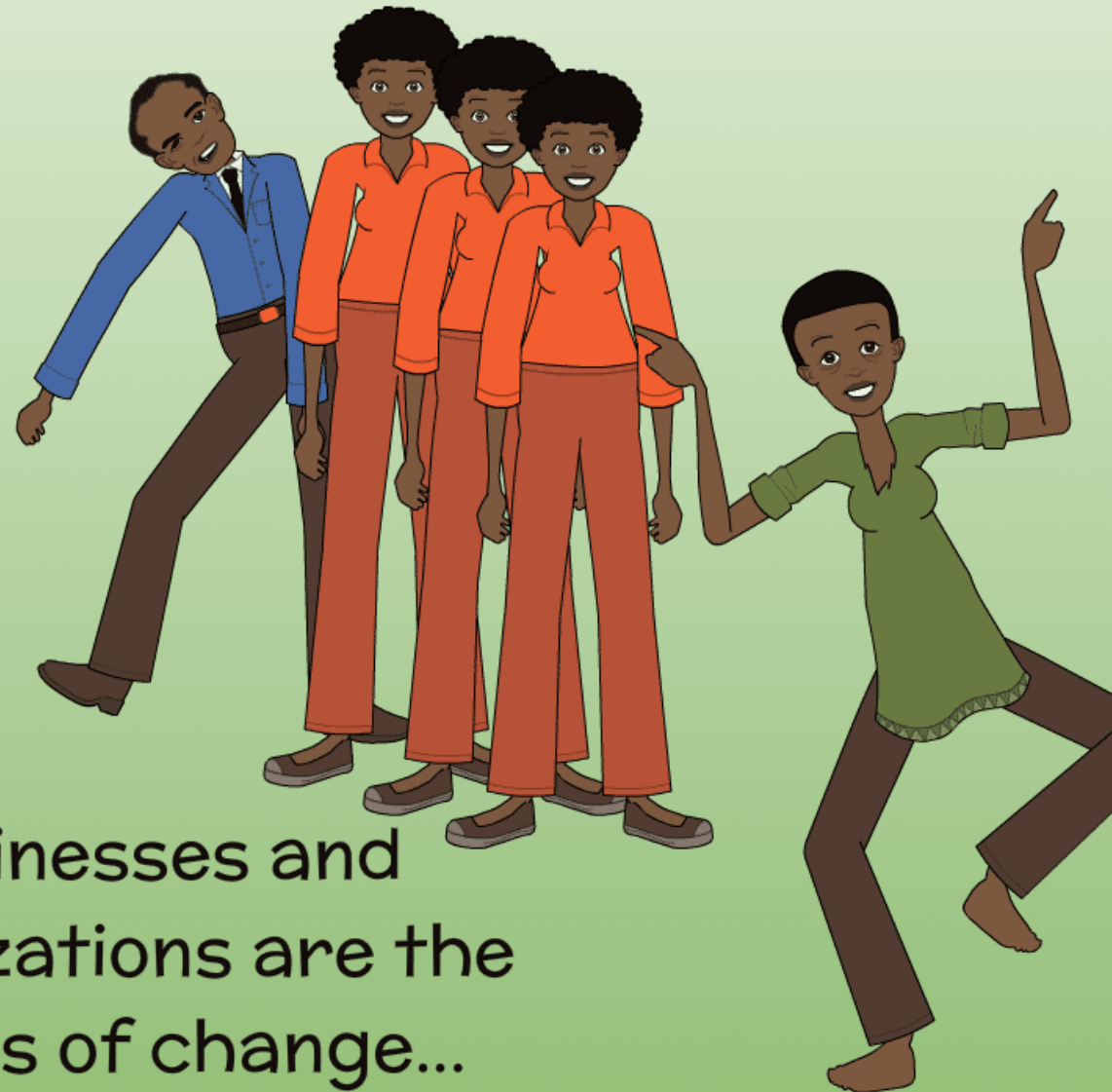
The project is the agent of change ...

Market System with a Market-focused Approach



The project facilitates a resilient market system that continually reorganizes to build and reinforce trust and relationships to ultimately benefit all.

The project facilitates
discreetly from behind ...



Businesses and
organizations are the
agents of change...

HOW CAN YOU APPLY SIMILIAR ANALYSIS
TO YOUR OWN PROJECT
DESIGN & IMPLEMENTATION?

Relationships?

Ownership?

Intensity?

