

> In search of the sweet spot in implementing MSD programmes

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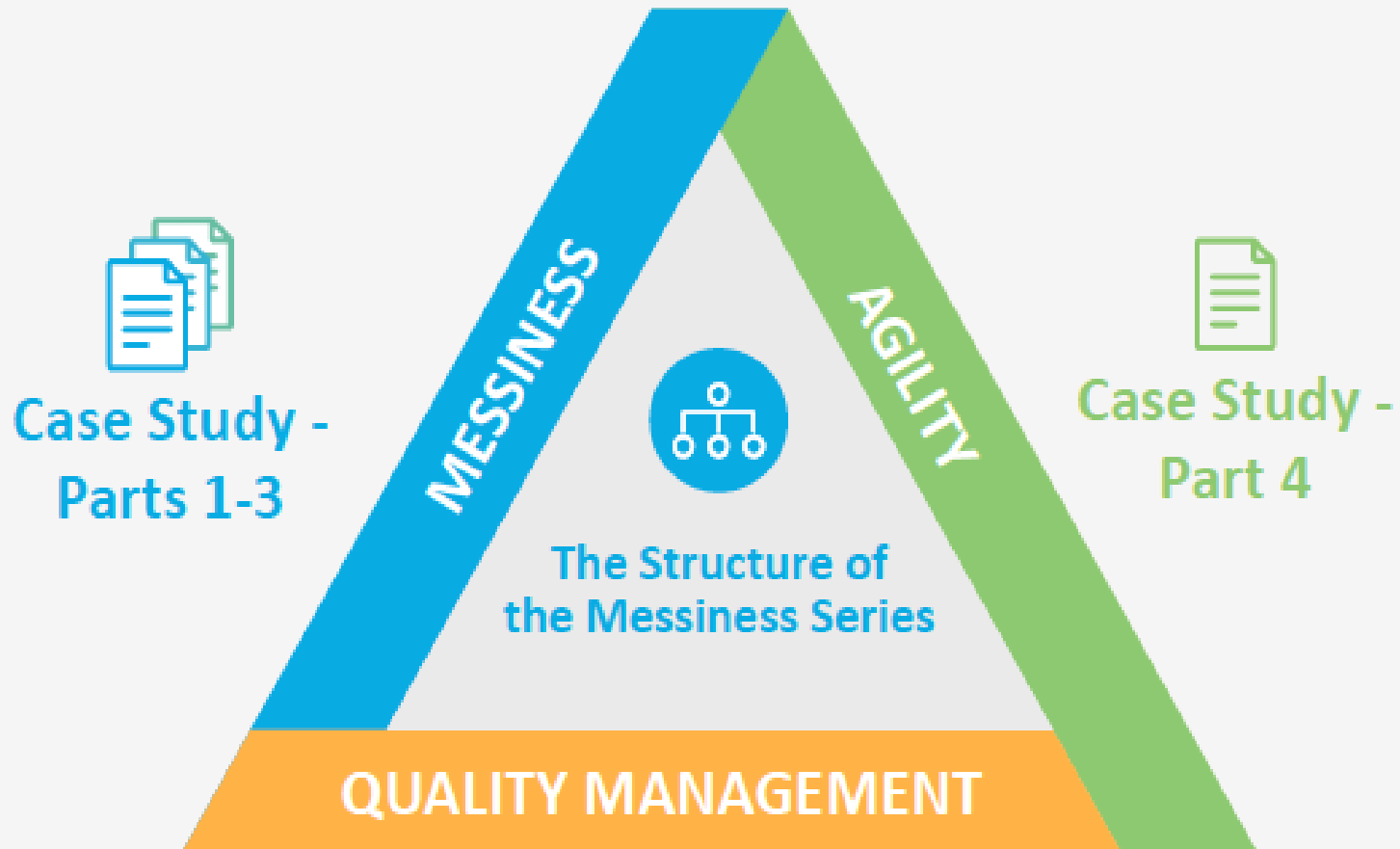


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MDF 4-Part Messiness Series

www.marketdevelopmentfacility.org



RATIONALE

Why this Series?

- Need to acknowledge/embrace messiness more for better results

Why MDF?

- An enabling MSD programme design
- Enough time in implementation
- Management continuity

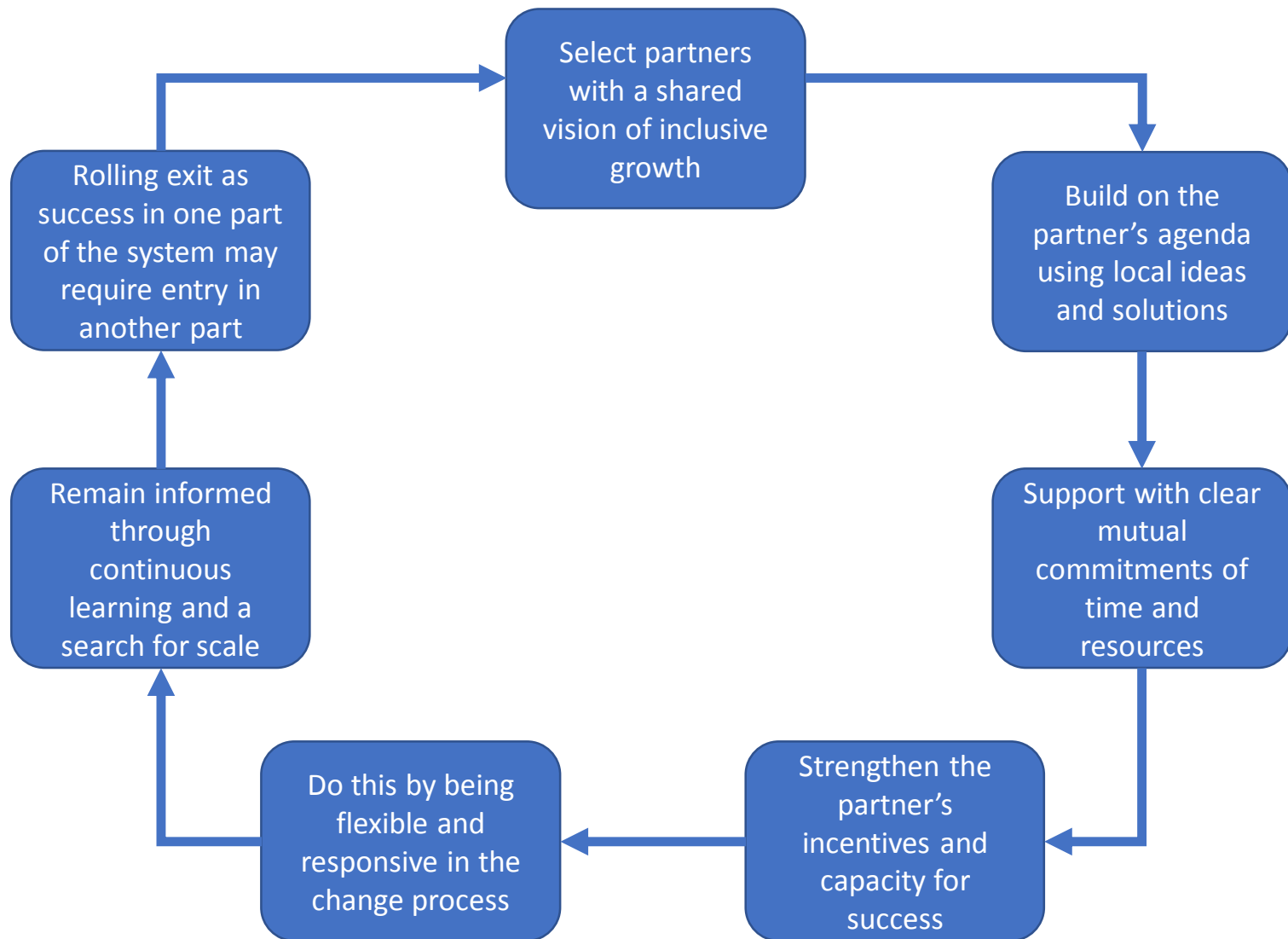
Why Chosen Methods:

- A Focus Horticulture Portfolio in 2 Countries
 - Fiji – 13 partnerships
 - Pakistan – 10 partnership
- Isolate the influence of different country, market, partner context

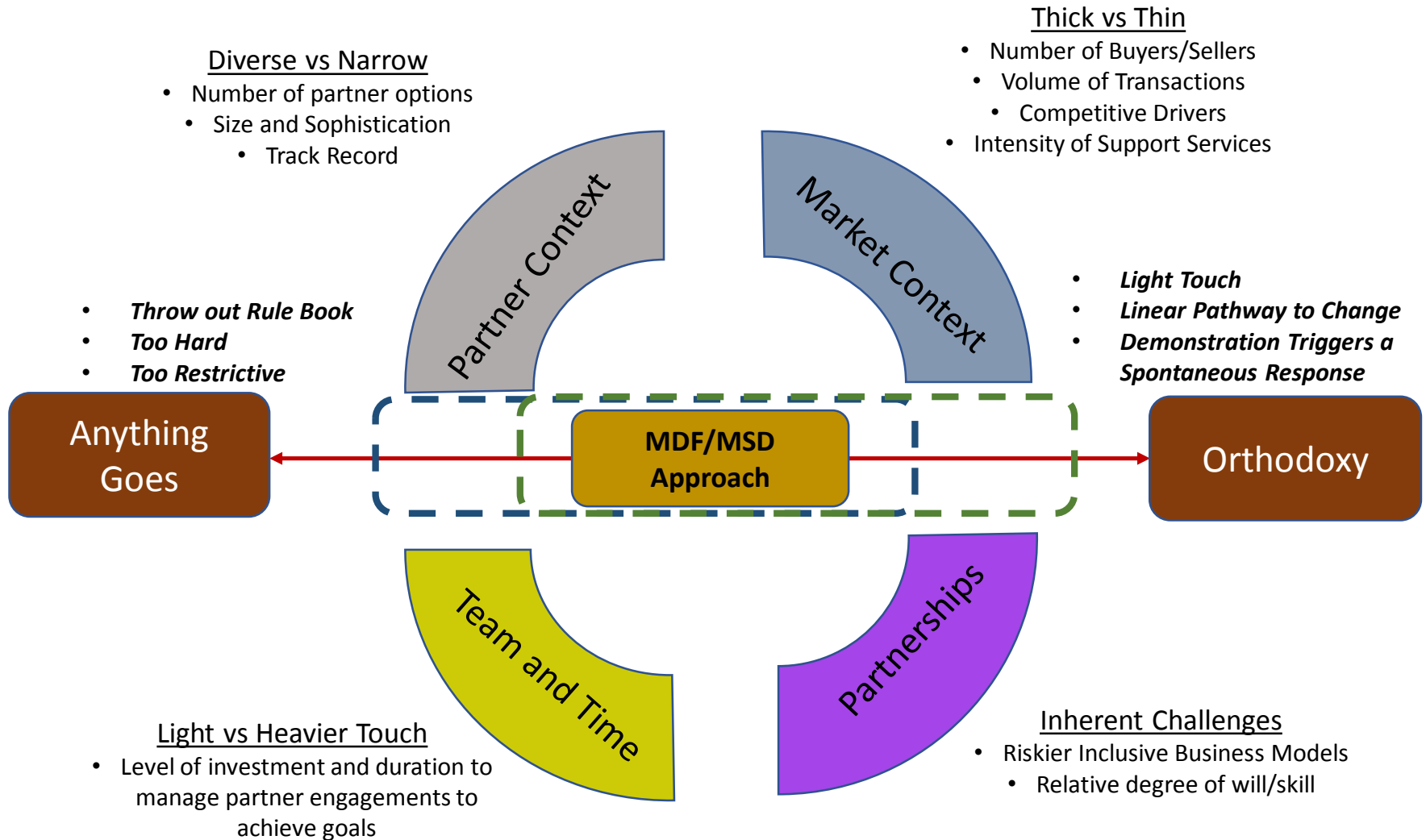
The Central Argument

Flexibility contained by *core principles* is essential to operationalise the MSD approach so that practitioners can be more – not less – accountable for achieving pro-poor outcomes.

Core Principles



Searching for the Sweet Spot in MSD Programs



Horticulture Portfolio in Pakistan and Fiji

Pakistan Partners

AGRI-INPUT BUNDLES

- HYV onion seed
- Vegetable Seeds/Seedlings
- Kinnow (type of mandarin)
 - Bio Fertilizer

FRUIT AND SPICE PRODUCTS

- Aflatoxin Free Chilies
 - Quality Dates
- Organic Certified Apricots



Fiji Partners

AGRI-INPUT BUNDLES

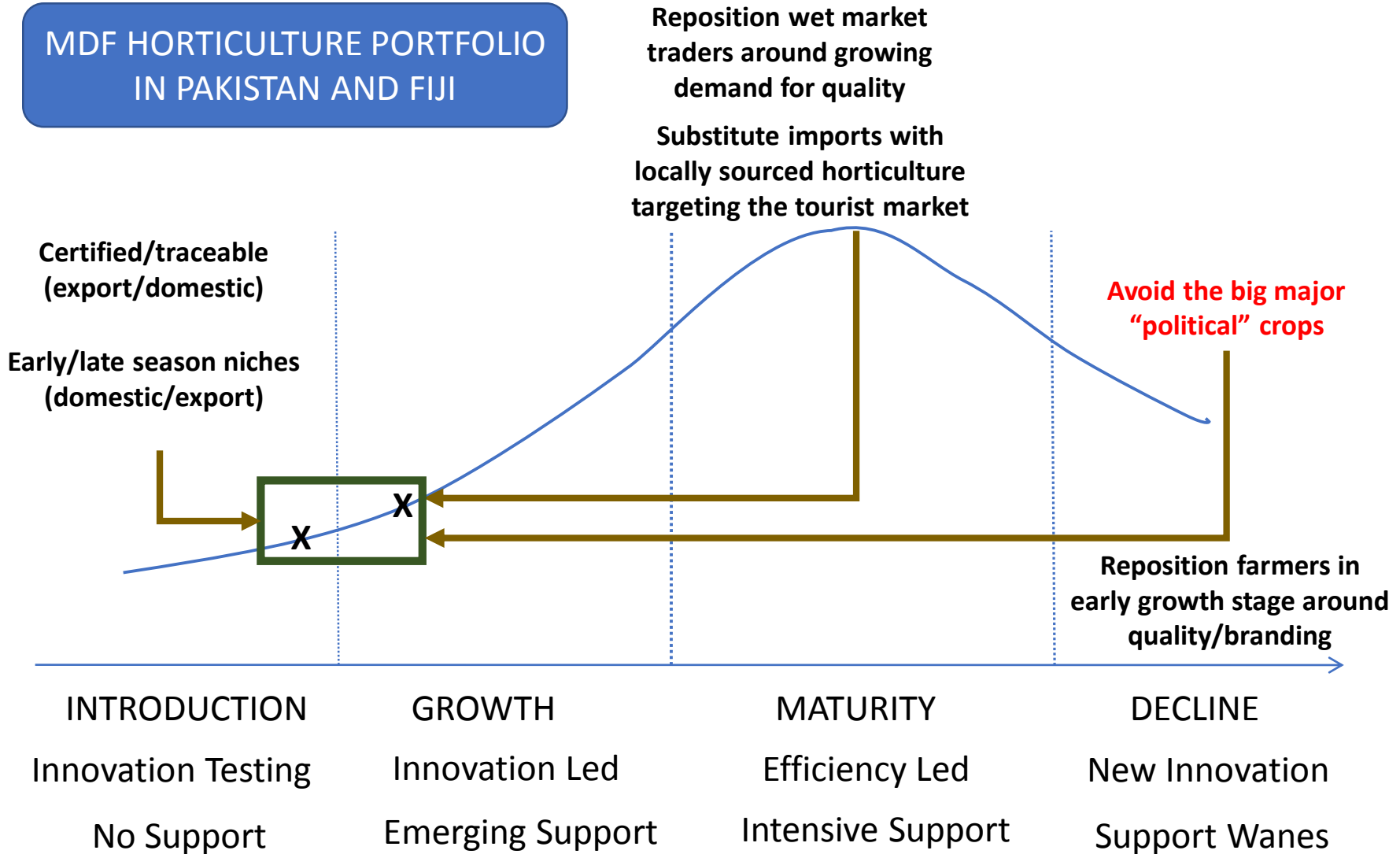
- Vegetable Seedlings
 - Agriculture Lime
- Tissue Culture for Root Crops

FRESH/PROCESSED FOOD CROPS

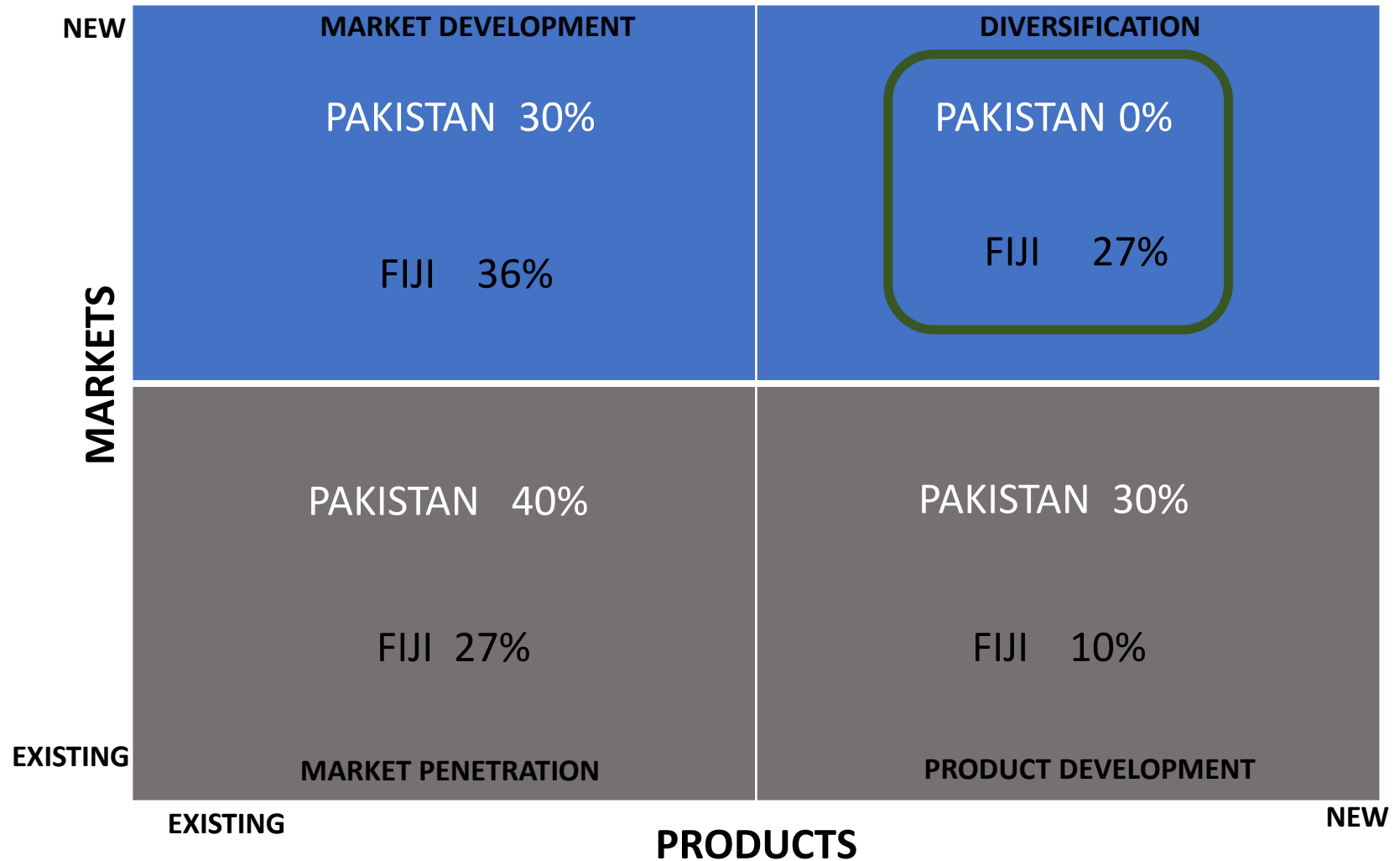
- Root Crops
- Vegetables
 - Spices
 - Oils

FINDING: Most opportunities for pro-poor sector growth are found in market segments in the nascent or early growth phases of their industry life cycle

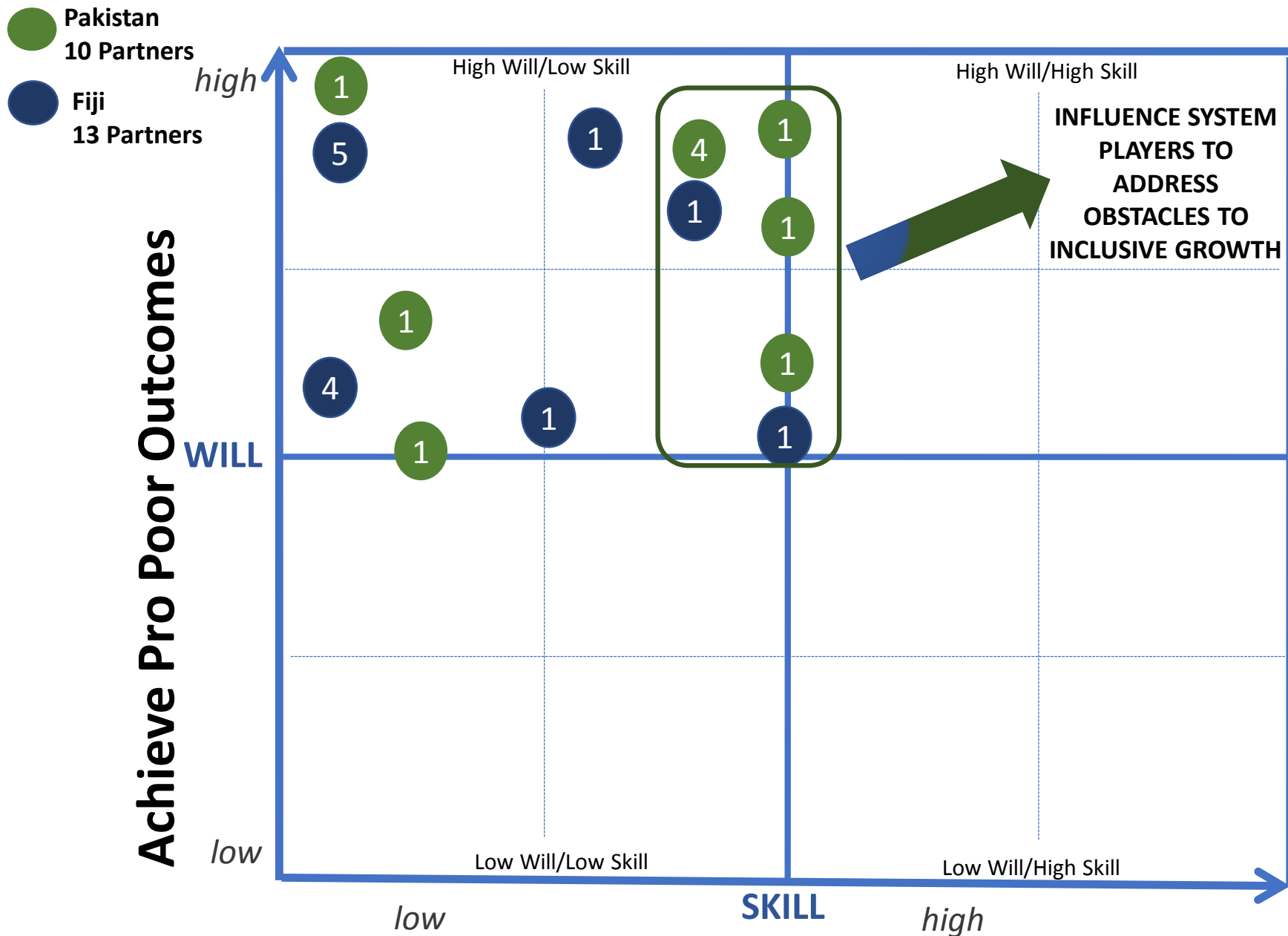
**MDF HORTICULTURE PORTFOLIO
IN PAKISTAN AND FIJI**



FINDING: Inclusive business models in thin markets are inherently riskier largely because of big “gaps” in the market system

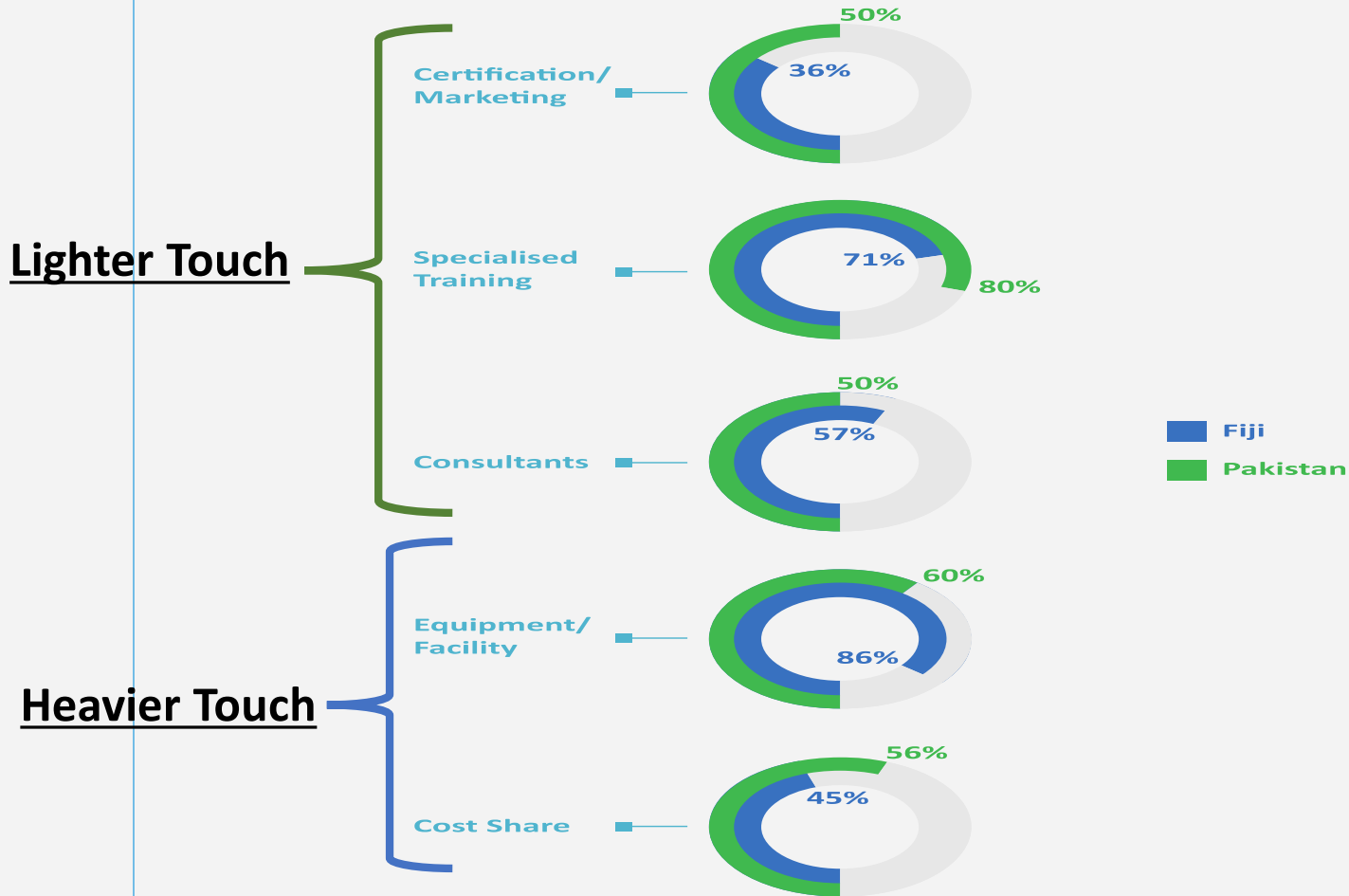


Finding: Riskier business strategies are executed by relatively less skillful partners and will take more facilitator resources to influence market system transformation



Structure of MDF Partner Offers

(% Frequency of Areas Supported)

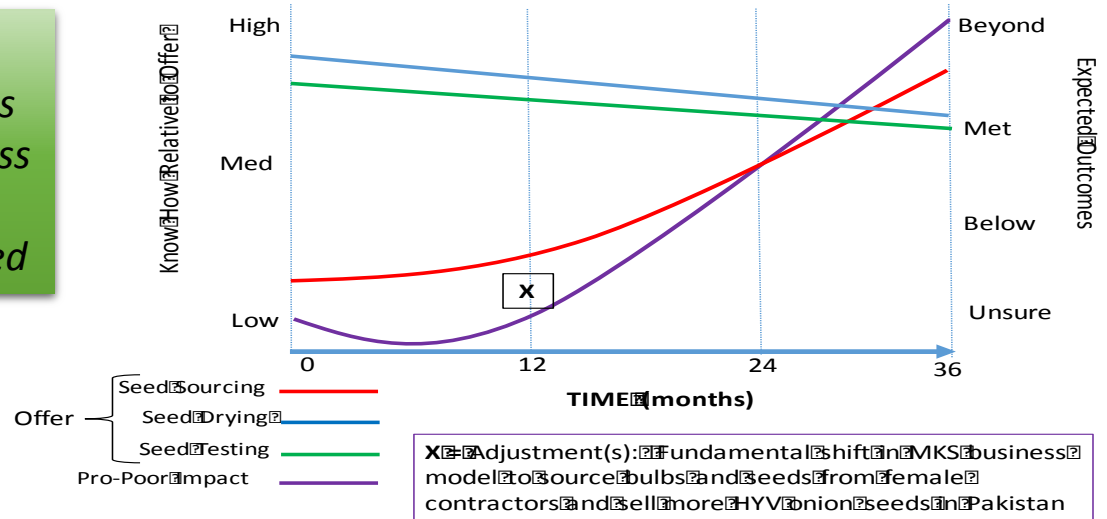


Findings: MSD Programs Must Acknowledge/Embrace Messiness Likely Case for Achieving Growth Inclusive of Most Disadvantaged Groups

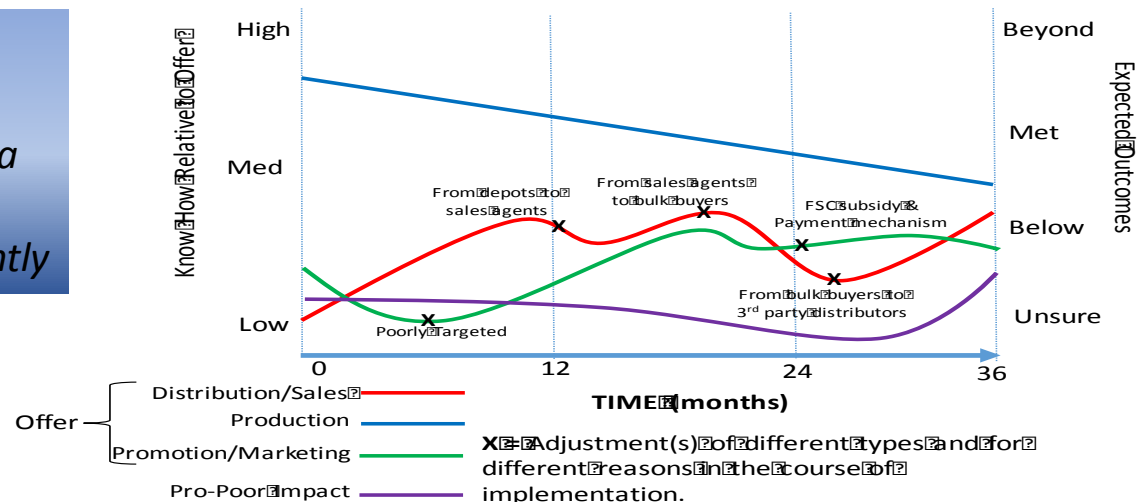
Best Case Scenario:

- Thick markets/dynamic systems
- Stronger partners adjust business model quickly (major flood)
- Lighter touch adjusted as needed

Magnus Kahl Seeds: Bumps in the Road



Standard Concrete Industries/Bumps in the Road



Likely Case Scenario:

- Thin Markets/Weak Systems
- Weaker partners discovering a scalable business model
- Heavier touch adjusted frequently

The Sweet Spot:

Dictated by Context | Contained by Core Principles

Figure 1 The Practitioner's Sweet Spot

