

Market Systems Resilience in Practice: Lessons Learned and Next Steps

November 30, 2023
9:30am ET



TODAY'S **Agenda**



Introductions



Opening Remarks



Speaker Presentations



Audience Q&A



Closing Remarks

Meet Today's Speakers



Mike Field

Senior Systems
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Margie Brand

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William Baron

Chief of Party,
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Market Systems Team Lead
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resilience
links



Mike Field

Senior Systems Thinking Specialist
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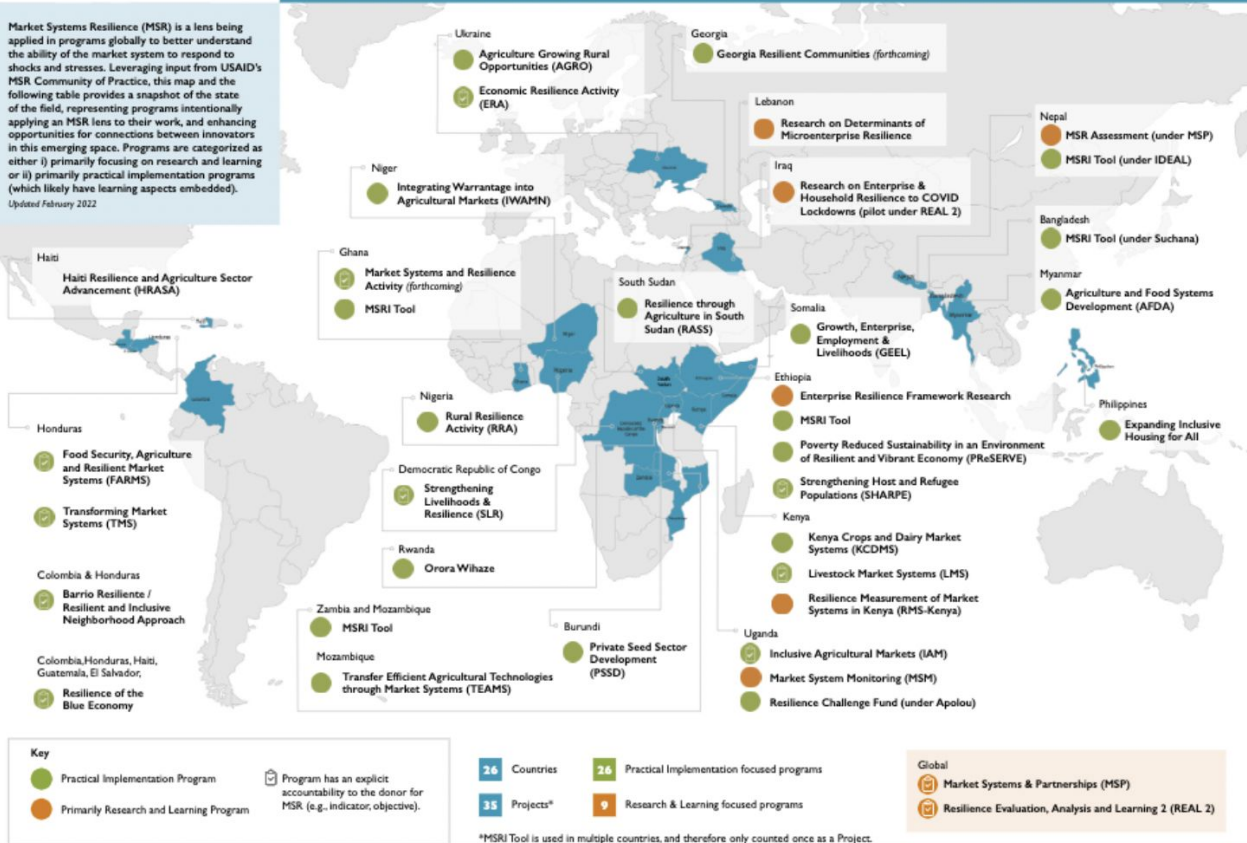
Director
Vikara Institute

Market Systems Resilience: State of the Field Map

A snapshot representing current 'hot spots' of applied MSR globally.

Market Systems Resilience (MSR) is a lens being applied in programs globally to better understand the ability of the market system to respond to shocks and stresses. Leveraging input from USAID's MSR Community of Practice, this map and the following table provides a snapshot of the state of the field, representing programs intentionally applying an MSR lens to their work, and enhancing opportunities for connections between innovators in this emerging space. Programs are categorized as either i) primarily focusing on research and learning or ii) primarily practical implementation programs (which likely have learning aspects embedded).

Updated February 2022



Haiti
Haiti Resilience and Agriculture Sector Advancement (HRASA)

Honduras
Food Security, Agriculture and Resilient Market Systems (FARMS)
Transforming Market Systems (TMS)

Colombia & Honduras
Barrio Resiliente / Resilient and Inclusive Neighborhood Approach

Colombia, Honduras, Haiti, Guatemala, El Salvador,
Resilience of the Blue Economy

Ukraine
Agriculture Growing Rural Opportunities (AGRO)
Economic Resilience Activity (ERA)

Georgia
Georgia Resilient Communities (forthcoming)

Lebanon
Research on Determinants of Microenterprise Resilience

Nepal
MSR Assessment (under MSP)
MSRI Tool (under IDEAL)

Niger
Integrating Warrantage into Agricultural Markets (IWAMN)

Iraq
Research on Enterprise & Household Resilience to COVID Lockdowns (pilot under REAL 2)

Bangladesh
MSRI Tool (under Suchana)

Ghana
Market Systems and Resilience Activity (forthcoming)
MSRI Tool

South Sudan
Resilience through Agriculture in South Sudan (RASS)

Myanmar
Agriculture and Food Systems Development (AFDA)

Somalia
Growth, Enterprise, Employment & Livelihoods (GEEL)

Nigeria
Rural Resilience Activity (RRA)

Ethiopia
Enterprise Resilience Framework Research
MSRI Tool
Poverty Reduced Sustainability in an Environment of Resilient and Vibrant Economy (PRRESERVE)

Philippines
Expanding Inclusive Housing for All

Democratic Republic of Congo
Strengthening Livelihoods & Resilience (SLR)

Kenya
Kenya Crops and Dairy Market Systems (KCDMS)
Livestock Market Systems (LMS)
Resilience Measurement of Market Systems in Kenya (RMS-Kenya)

Rwanda
Orora Wihaze

Zambia and Mozambique
MSRI Tool

Burundi
Private Seed Sector Development (PSSD)

Uganda
Inclusive Agricultural Markets (IAM)
Market System Monitoring (MSM)
Resilience Challenge Fund (under Apolou)

Mozambique
Transfer Efficient Agricultural Technologies through Market Systems (TEAMS)

DEMYSTIFYING MARKET SYSTEMS RESILIENCE *An Introductory Brief*



Key Takeaways

- MSR provides a way to understand and design more risk-responsive programming, focusing on the capacity of market systems to absorb, adapt, or transform in the face of shocks & stresses.
- To understand what drives MSR, consider how the system is structured (e.g. its levels of diversity in business models and channels, connectivity and power dynamics between market actors) and predominant behaviors (e.g. competition and cooperation patterns, common business strategies). How do these exacerbate or diminish risk?
- MSR practice emphasizes stresses (as well as shocks), seeks insights from enterprises and market institutions (not just households), applies a unique analytical framework, and designs interventions to influence the system.

Why is it that some communities, firms, and economies are better able to manage risk and 'bounce back' than others? **Market systems resilience (MSR)** is a lens that supports analysis and programming to strengthen the ability of a 'market system'¹ to respond to and manage shocks and stresses in a way that allows sustainability in the market system's functioning that, in turn, supports households. MSR recognizes that, while market systems are constantly evolving, there are certain factors that shape how well the system as a whole holds up and evolves during challenging times to make it either increasingly resilient or more fragile. Better understanding and programming around these factors improve outcomes for market actors and the overall economy.



MSR is a relatively new and complex area that draws on traditional household level resilience frameworks, systems thinking, and market development approaches. These are not simple concepts, and the resources on MSR have often reflected this complexity—sometimes at the expense of easing adoption and application. This brief offers a simplified explanation of MSR and its key drivers, as well as examples of entry points for practitioners.

A growing number of programs are recognizing the value of applying an MSR lens. See USAID's State of the Field Map to discover who's doing what near you, with contacts and resources. This brief is part of a series of MSR resources and learning tools accessible [here](#).

RESILIENCE TO SHOCKS & STRESSES: AN MSR LENS

Ideally, firms and industries can withstand a shock or stress in a way that allows them to absorb, adapt, or transform—leaving them in the same or better position than before, with the ability to pre-plan for knowable shocks so that these have far less of a future impact. For example, when roads were destroyed by earthquakes in Indonesia, transportation of goods adapted, shifting from trucks to motorcycles to animals; basic necessities

USING A MARKET SYSTEMS RESILIENCE LENS TO SUPPORT HOUSEHOLD RESILIENCE



Key Takeaways

- Household level resilience capacities and development outcomes can be strengthened through applying a market systems resilience lens.
- Market systems directly benefit households; thus, it is important to also consider the resilience of these systems to help households to manage risks and support recovery.
- Market systems also play a critical role in supporting households to generate cash to better manage shocks and stresses.
- As economic growth occurs, markets are better equipped to integrate households and can provide better risk management solutions by sharing risks at a higher level.

Household level resilience (HHR) and market systems resilience (MSR) are interdependent concepts that are increasingly seen as complementary analytical lenses. Frameworks and practical experience continue to emerge that can guide donors and practitioners to gain insights into this interconnectivity. USAID's **MSR framework**, explored through an accompanying **introductory-level brief**, provides a lens that programs are applying globally to better understand the ability of the market system to plan for and respond to shocks and stresses.

This brief focuses on how practitioners can use a MSR lens to identify key linkages that households need before, during and after a shock or stress—strengthening resilience and household level outcomes. This brief focuses on how applying an MSR is useful in three of these linkages:



Protection and recovery: Households often rely on markets to provide specific products and services that are essential to preventing, managing, and avoiding the downsides of shocks and stresses. As access improves (e.g., ease, reliability, quality assurance), communities' and households' resilience improves too.



Generating cash: Households often need to access cash to buy food, shelter, products, and services that can help them manage the challenges before, during, and after a shock or stress. Households engage market systems in various ways to access or generate cash; including selling assets and labor or via utilizing financial services.



Improving a household's longer-term risk management capacity: When households participate in fair and transparent market systems, characterized by effective governance that provide protections to marginalized populations, households often can reevaluate how they manage risks. They can share more responsibilities related to risk management with various market mechanisms that cut across communal and regional boundaries.

Market Systems Resilience An Introduction

HELLO

Hi! I just finished a donor development project in our region.

Hello there. It's a nice to meet you. I've been looking forward to meeting you. Let's talk about how to build our work better.

In many areas, we're facing challenges from drought, floods, conflicts, and other natural disasters.

Sometimes these happen regularly and we have to plan for them. Other times, they can be really unexpected.

Our programs want to improve the way we analyze markets, design programs, and implement our development activities.

Our teams need to be able to identify opportunities, understand the needs of different groups, and be able to respond to changes in the market, but also be able to manage risks and respond to other groups.

Communication has to deal with things like meeting, training, and so on.

Are there any kind of challenges that we're facing?

Yes, there are. We're facing challenges like drought, floods, conflicts, and other natural disasters.

Our programs want to improve the way we analyze markets, design programs, and implement our development activities.

Our teams need to be able to identify opportunities, understand the needs of different groups, and be able to respond to changes in the market, but also be able to manage risks and respond to other groups.

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Market Systems Resilience Analyzing Markets

Understanding market system resilience involves a great deal of theory, but what we actually look at in life is understanding how it works in practice.

Well, we start by looking from our understanding of the market system. We look at how businesses and other market actors are organized and behaving.

We wouldn't just be looking at individual businesses. We'd look at all the people who are involved in the market system, from the people who are producing and selling to the people who are buying.

To do this, it's useful to look at several factors. Some need to be understood in order to understand the market system.

Let's look at the **STRUCTURAL** characteristics of the market system first!

It's important to understand the structural characteristics of a market system. They are the things that are the most important in understanding how it works in practice.

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Household Resilience Strengthened by Market Systems

As with so many other households across the world, we have to cope with recurring natural disasters like earthquakes, floods, droughts, and conflicts.

We also have to cope with economic conditions, inflation, and other market actors that can affect our economy.

Many of our family members have migrated away to find other income, so we're not able to help other people to help us improve our land and harvest our crops.

I often don't know where to turn. I'm not doing anything, and my family has to look out for itself.

Hi THERE!

We work for donor programs that support vulnerable households to be more resilient given all the risks and challenges that have to cope with.

One of the ways we do this is to help households and other market actors manage their own risks and bounce back better after shocks and stresses.

Hi, you may be wondering why we do this in the resilience of households.

You see, households cope with shocks and stresses much better if the market systems they are buying from, selling to, and working in are more resilient.

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Bande dessinée n°3 de la série d'apprentissage sur la résilience des systèmes de marché

La résilience des ménages renforcée par les systèmes de marché

ZAP!

Comment tant d'autres ménages dans le monde ont dû faire face à des catastrophes, à la corruption, à l'inflation et à d'autres risques de marché qui ont perturbé leurs revenus.

Nous devons également faire face à des catastrophes, à la corruption, à l'inflation et à d'autres risques de marché qui ont perturbé nos revenus.

Bonjour, ça va? Ça va, mais j'ai vu beaucoup de nouvelles familles qui ont du mal à trouver d'autres sources de revenus, à cause des catastrophes, de la corruption, de l'inflation et d'autres risques de marché qui ont perturbé leurs revenus.

Souvent, je ne sais pas où aller, mais j'ai vu beaucoup de nouvelles familles qui ont du mal à trouver d'autres sources de revenus, à cause des catastrophes, de la corruption, de l'inflation et d'autres risques de marché qui ont perturbé leurs revenus.

POW!

Nous travaillons pour des programmes de développement qui aident les ménages vulnérables à être plus résilients contre tous les risques de marché, en particulier les catastrophes et les autres risques de marché.

L'une des façons dont nous procédons consiste à aider les ménages vulnérables à être plus résilients contre tous les risques de marché, en particulier les catastrophes et les autres risques de marché.

Mais vous vous demandez peut-être quel est le rapport entre la résilience des ménages et celle des marchés de marché.

En effet, les ménages font beaucoup mieux face aux chocs et aux tensions des systèmes de marché s'ils sont plus résilients, vendent et travaillent dans ces marchés.

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Dibujo animado 3 en la Serie de Aprendizaje de Resiliencia de los Sistemas de Mercado

Resiliencia en los Sistemas de Mercado Una introducción

HOLA

¡Hola! Soy un agente de desarrollo que trabaja en nuestro país.

¡Hola! Soy un agente de desarrollo que trabaja en nuestro país.

En estas zonas, las personas enfrentan desafíos como la corrupción, la inflación y otros riesgos de mercado que afectan sus ingresos.

A veces, esto sucede con regularidad y a veces otros desafíos como las inundaciones, los conflictos y otros riesgos de mercado que afectan sus ingresos.

POW!

Nuestros programas pretenden mejorar cómo los hogares vulnerables manejan sus riesgos de mercado, especialmente los riesgos de mercado que afectan sus ingresos.

Algunos de los programas que estamos implementando ayudan a las familias a ser más resilientes en los mercados de mercado.

BOOM!

La comunicación y el trabajo con los mercados de mercado son importantes para ayudar a los hogares vulnerables a ser más resilientes en los mercados de mercado.

¡Son estas las maneras de trabajar con los mercados de mercado!

En los hogares de los mercados de mercado, los hogares vulnerables enfrentan desafíos como la corrupción, la inflación y otros riesgos de mercado que afectan sus ingresos.

Una de las maneras de trabajar con los mercados de mercado es ayudar a los hogares vulnerables a ser más resilientes en los mercados de mercado.

Más allá de eso, también es importante ayudar a los hogares vulnerables a ser más resilientes en los mercados de mercado.

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Market Systems Resilience (MSR) Community of Practice

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Members **147**

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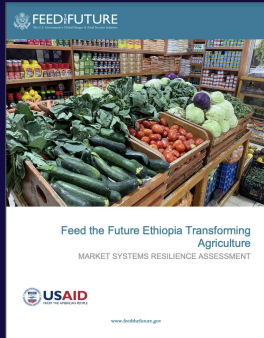
The U.S. Government's Global Hunger & Food Security Initiative

*Managed by:



VIKĀRA
INSTITUTE

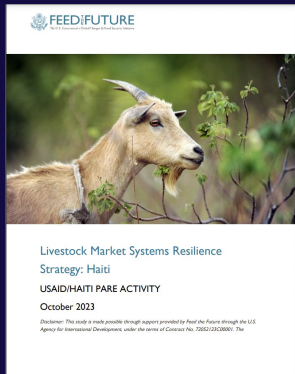
Resilience Findings – Ethiopia



Vikāra assessed the key structural and behavioral resilience characteristics of over 15 agriculture market systems in 5 geographic clusters across Ethiopia: Northern, Tana, Lowlands, Southern and Jimma focusing on the most nutritious crops/livestock and those with the highest income-generating potential. (Funder: USAID Feed the Future Ethiopia Transforming Agriculture Activity.)



Resilience Findings – Haiti



Vikāra led a mapping and resilience assessment of the livestock market system in northern and southern Haiti, areas most challenged by recurring and compounding shocks and stresses, to identify areas where market systems could better support the resilience of communities.

(Funder: USAID/Haiti Programme d'Appui à la Rentabilisation de l'Élevage.)



Resilience Findings – Kenya



Vikāra led a two year in-depth research study on market systems resilience in two different regions in Kenya to understand the capabilities of the crop, livestock, and dairy market systems to respond to shocks and stresses.

(Local research partner: The Busara Center for Behavioral Economics. Funder: USDA in close collaboration with USAID Kenya.)



Resilience Findings – Nepal

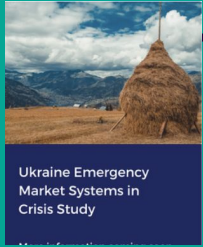


Vikāra Institute assessed drivers of resilience in multiple market systems in low income communities across Nepal, connecting household-level resilience with larger market system's resilience capacities.

(Funder: USAID/Nepal, USAID Center for Resilience, USAID Bureau for Humanitarian Assistance, through USAID's Market Systems and Partnership Activity).



Resilience Findings – Ukraine



Vikāra leads the design and on-going technical oversight of an emergency market mapping in the Ukraine as the crisis unfolds, to understand the resilience of key agricultural market systems, to determine areas needing immediate support in order to maintain or adapt the private sector operations, and strategies to ‘build back better’.

Objective: maintain and improve competitiveness, inclusivity and resilience of market systems critical for agric. and food security.

(Funder: USAID/Ukraine Agriculture Growing Rural Opportunities activity.)





William Baron

**Chief of Party,
Resilience in Pastoral Areas - North
(RIPA-North)**
Mercy Corps

Theory of Change

IF pastoralist and agro-pastoralist households have access to resilience-enhancing information, products, services and market opportunities,

AND IF the markets and governance institutions supplying these resilience-enhancing services are resilient and gender-sensitive,

THEN households will be more resilient to shocks and will achieve sustainable improvements in food security and incomes



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Market Systems Development & Governance Systems Strengthening

Animal Health Services

Access to livestock buyers

Climate information services

Financial services

Conflict resolution mechanisms

Community nutrition services

Impact

Evidence of Systems Change

- ✓ **15** Private Veterinary Pharmacies (PVP) partners
- ✓ **198** last-mile Vet. Agents
- ✓ **1,493%** average increase in sales value per partner PVP
- ✓ **81%** of last-mile Vet. Agents still active after two years
- ✓

Household Level Impact

- ✓ **21,000+** HHs using modern vet services each quarter (vs **6,000** before)
- ✓ **56%** of HHs use modern vet services (vs **35%** in non-RIPA areas)
- ✓ **?** – Income / Resilience impact of improved AHS services



Photo: Mercy Corps, Ethiopia/Issaf Tsewib, 2023

Transforming last-mile animal health services to build resilience in Ethiopia

Poor animal health is a key driver of low livestock productivity, food insecurity and poverty in the arid lowlands of Ethiopia. Underlying this problem is the failure of public or private sector veterinary services to reach geographically dispersed pastoralist and agro-pastoralist communities.

This learning brief describes how the Mercy Corps-led RIPA-North program learnt from past failures and used a market systems development (MSD) approach to successfully catalyze sustainable animal health services reaching last-mile lowland communities. The brief highlights how private sector models can be applied even in thin markets and fragile contexts to build the resilience of vulnerable communities.

KEY CHALLENGES

- Government services are limited to disease surveillance and mass vaccination campaigns
- Private Veterinary Pharmacies (PVPs) are largely restricted to district capitals far from rural communities, so it's difficult and expensive for households to reach them
- There is a well-developed network of Community Animal Health Workers (CAHWs) in the lowlands, but virtually none play a role as market actors delivering on-going services
- Past efforts by development actors to strengthen private sector animal health services have largely failed to build sustainable services that reach last-mile rural communities.

Theory of Change

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AND IF the markets and governance institutions supplying these resilience-enhancing services are resilient and gender-sensitive,

THEN households will be more resilient to shocks and will achieve sustainable improvements in food security and incomes



Market Systems Resilience (MSR)

1. Business continuity during shocks
2. Shock-responsive business practices

Gender Integration

Market Systems Resilience (MSR) Approach

- ✓ What shocks impact livestock supply chains?
- ✓ How does each shock impact the system and individual actors in the chain?
- ✓ How can we build **system structures and capacities** that withstand and respond to specific shocks?
- ✓ How can we build **capacities of individual actors** so that they are able to withstand and respond to specific shocks?



Photo: Mercy Corps, Ethiopia/Emi Miliwa, 2023

Enhancing incomes and resilience of pastoralists in Ethiopia through vertically integrated livestock supply chains

As droughts in the lowlands of Ethiopia increase in frequency and severity, a key resilience capacity for livestock producers is their ability to generate income and savings from their animals, which they can use to purchase feed and other inputs when droughts strike. A key constraint is that livestock demand in the lowlands is fragmented, highly seasonal and often evaporates during dry seasons and droughts..

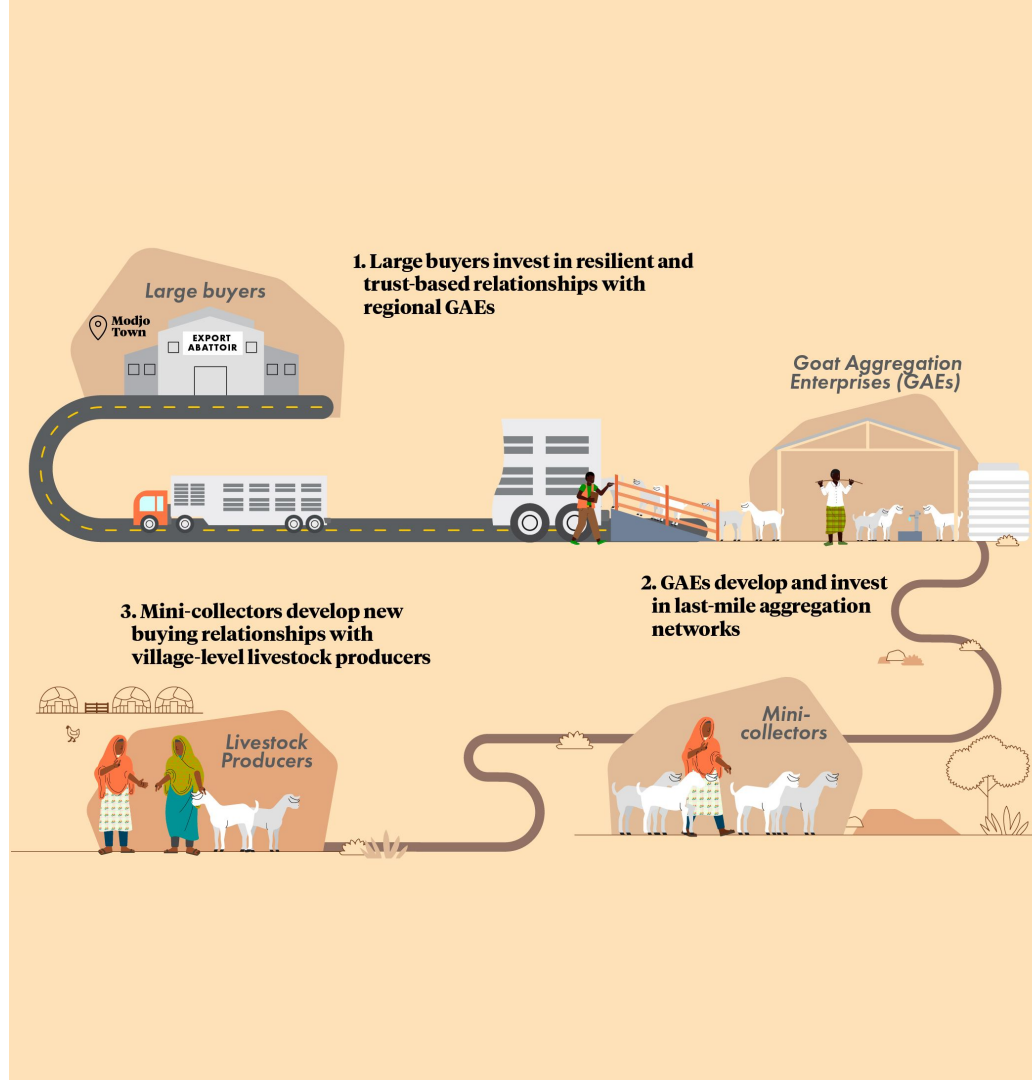
This learning brief describes how the Mercy Corps-led RIPA-North program used a Market Systems Resilience (MSR) approach to transform the structure of livestock supply chains in the lowlands to benefit female pastoralists and agro-pastoralists, resulting in a 193% increase in livestock purchases and year-round demand that withstood even the recent severe drought.

KEY CHALLENGES

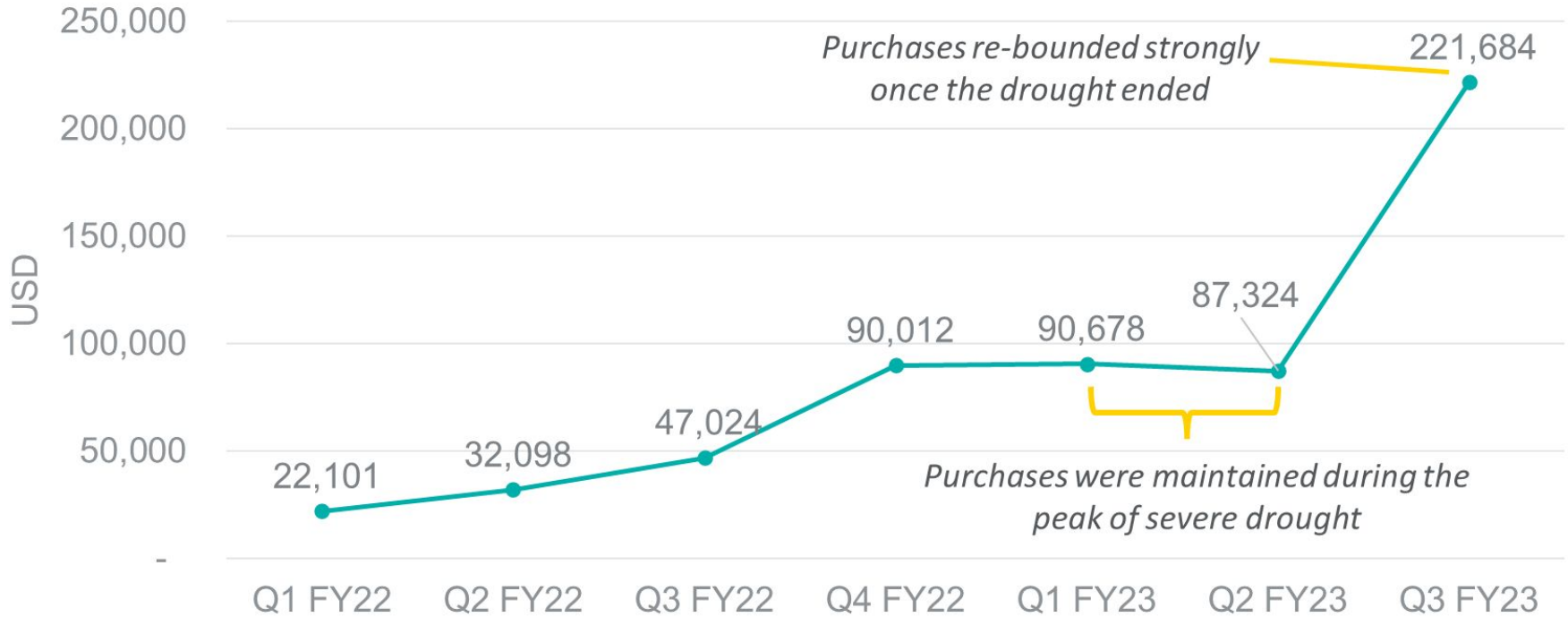
- Lowland producers use a low-input mode of production based on herd accumulation, selling animals nearing the end of their life, or only selling prime animals when they need cash—whether prices are good or not.
- Producers have to walk long distances to markets where they are often unable to find buyers and end up selling their animals for a low price.
- There are numerous export abattoirs in Modjo (close to Addis Ababa), but all are operating under-capacity and complain they can't get reliable supplies of quality, young goats (or sheep).
- Past Mercy Corps efforts to foster stronger linkages with Modjo buyers were successful in increasing transactions, but these relationships broke down due to drought and conflict and did not recover.

Systems Change and Household Impact

- ✓ **2** national-level buyers
- ✓ **13** GAE partners (traders in sub-regions)
- ✓ **107** mini-collectors (last-mile GAE aggregation agents)
- ✓ **193%** average increase in numbers of livestock purchased per GAE
- ✓ **\$2.3 million** in HH sales each quarter



Average value of livestock sales per partner GAE



Theory of Change

IF pastoralist and agro-pastoralist households have access to resilience-enhancing information, products, services and market opportunities,

AND IF the markets and governance institutions supplying these resilience-enhancing services are resilient and gender-sensitive,

THEN households will be more resilient to shocks and will achieve sustainable improvements in food security and incomes

Evidence of HH-level resilience impact

- ✓ Measurement of resilience capacities and use of capacities during shocks
- ✓ RIPA-North: Access to multiple interventions has improved food security outcomes in Somali Region of Ethiopia (RCT study)
- ✓ More large-scale studies needed to build evidence-base (e.g. USAID-funded TANGO study from Ethiopia)
- ✓ Is it possible to measure the impact of MSR on HH-level resilience?

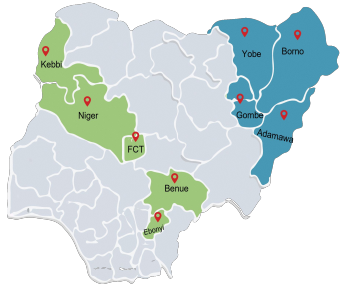




John Rachkara

Chief of Party, RRA
Mercy Corps

Overview Of Northeast Nigeria



Multiple shapes and drivers of conflicts and shocks

The Rural Resilience Activity

Facilitates and protects economic recovery

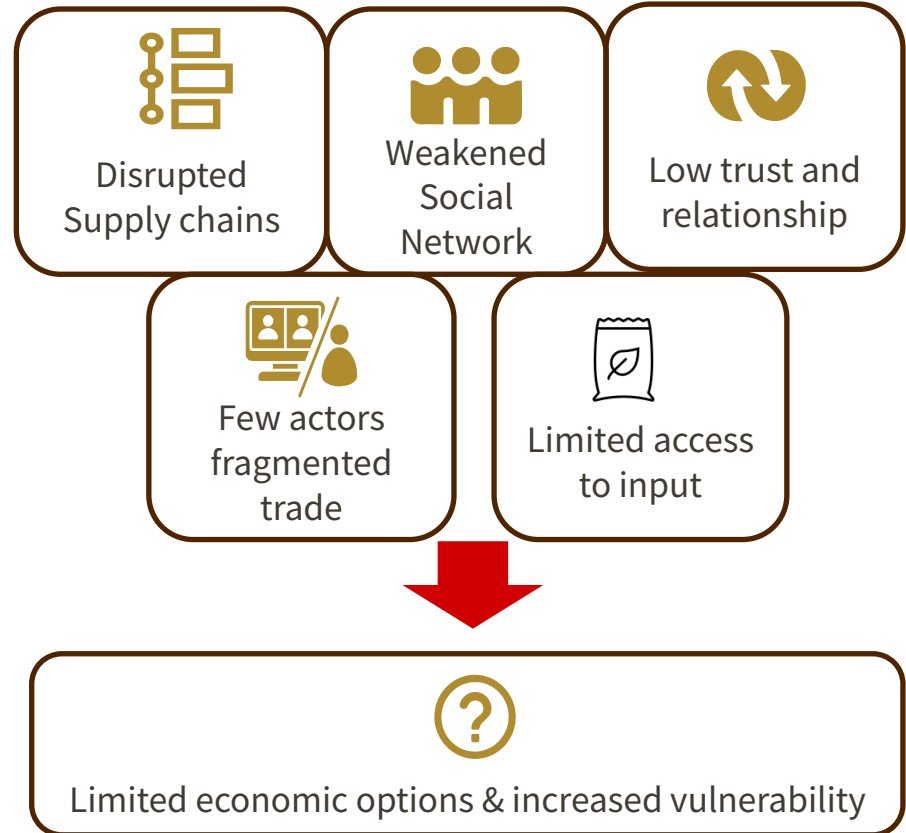
Building Resilience Capacities of Households

Institutions, Businesses and Markets

productivity

income

nutrition

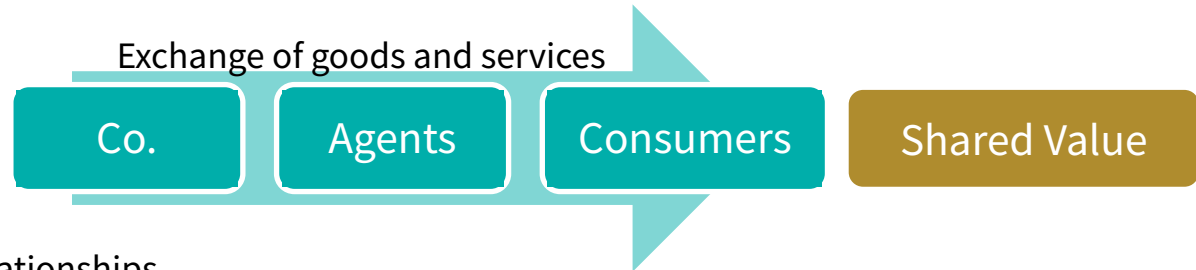


Leveraging Commercial Agents for Households & Markets Resilience

*Commercial Agent: A business arrangement where a business engages individuals or entities who act as **intermediaries to facilitate sales of goods and services or to scale into new markets***

- ✓ Effective in creating markets opportunities
- ✓ Manage expansion costs
- ✓ Reduce risks
- ✓ Last-half-mile reach
- ✓ Improve trust, cooperation and relationships

Clean energy products	FMCGs
Financial products and services	Livestock
Agricultural Inputs	Grain Aggregation
Extension Services	Nutritional Products



EX 1: From IDP to Trading Partner of Leading Seed Co.



I have experienced an increase in income by 3X. I can now pay my children's school fees and rent and have ventured into off-farm agricultural trade activities.

Hajiya Lami, Sabon Kasuwa Community, Hawul LGA – Southern Borno

EX 2: Agent & Trading Partner of Leading FMCG Co.



I have access to stable income through my trading activities. I don't worry so much about the prevailing dry spell through this business because I know I can earn a livelihood through this off-farm trade.

Aisha, Gombe LGA – Gombe State

Commercial Agents Model

**+50
Companies**

**+12,000
Agents**

Market Resilience

- +40M US\$ turnover in 2 years

Structural Changes

- Increased connectivity – more market actors working across the NE thru agents
- Diversity by market actors is increasing with time
- Power dynamics are evolving: Co.s losing power, agents gaining power

Behavioral changes

- Good cooperation driven by value
- Good competition is driven by improvement
- Business strategy focused on delivering value for customers and suppliers.

Household Resilience

+3,000,000 people are buying from or selling through Commercial Agents

- Preparedness for recurrent shocks
- Broader network
- Increased capacity to manage risks
- Increased access to goods and services
- Diversified Options
- Increased productivity
- Growth in incomes

...having functional markets is essential for building resilience...



Thank You

Please use the Q&A feature to submit questions for our speakers



resilience
links