



2016-2021 GLOBAL STRATEGY FOR SUSTAINABLE LIVELIHOODS & ENVIRONMENT

People in Need

Revised August 2017



“Over the past ten years, the livelihoods and environmental programming of People in Need (PIN) has grown in its quality and scale, enabling its teams to have increased impact on the ground. At the same time, PIN became increasingly aware that continuing this trend would not be possible without systematic investments in its expertise and partnerships. This strategy was developed to outline the directions that PIN’s programming takes to enable people to improve their livelihoods and the environmental sustainability of their living. It also re-confirms PIN’s commitment to address poverty, hunger and environmental degradation.”

Petr Schmied, PIN’s Advisor for Strategy and Quality Management

CONTEXT

The world's agricultural system faces the important task of nourishing the world's population of 7.5 billion people while ensuring its environmental sustainability. While the number of people suffering from chronic hunger has been considerably decreasing, within the next 35 years, the world's population

Developing countries alone would need to double the food production to feed a growing population.

is expected to rise by 30%.ⁱ Therefore, the big question is: *To what extent will agriculture succeed in providing the required food and at what environmental cost?* By using FAO's projections, feeding an expected population of 9.7 billion people in 2050 would require developing countries alone to **double the amount of food they produce.**ⁱⁱ This will need to happen amid a smaller rural labour force and the impacts of climate change. The 2008 food crisis showed how an insufficient food supply, combined with an increased demand for

food (caused by growing population, increased animal products consumption and other factors), can skyrocket food prices and push millions of people into severe poverty and hunger.

The food for feeding the world's current population is produced by over 500 million farms, the vast majority of them supporting a single family predominantly engaged in subsistence farming and producing few cash crops. These 'smallholders' cultivate about 85% of the agricultural land in Asia and 67% in Africaⁱⁱⁱ, representing a backbone for the regions' food security. The existing research shows that **smallholder farms can be more productive** per unit than large-scale farms^{iv}; support more equitable development; create significant employment and commerce within local economies; and contribute to higher resilience, agrobiodiversity; and dietary diversity.^v

Despite the evidence of smallholder production's substantial benefits, the **agricultural policies** and investments of developing countries tended to favour primarily large-scale farming. This has diminished smallholders' access to agricultural extension services, inputs and credit, reducing their ability to increase their productivity and escape poverty.^{vi} In the context of the post-Soviet countries, smallholders had to cope with the elimination of subsidies, the lower use of production inputs and machinery, a decrease in the support services, and poorer access to markets.^{vii}

Reducing poverty and ensuring adequate food production will not be possible without overcoming the **challenges faced by smallholder farmers**, especially:

UNDERDEVELOPED, HARD TO ACCESS MARKETS

Irrespective of whether we talk about farmers living in a post-Soviet, Sub-Saharan or Asian country, in order to make a decent living, they all need the same: accessible markets offering affordable inputs, technology and services while enabling farmers to gain a fair income from their production. However, in practice, these markets are often difficult or costly to access, or do not offer what – especially poorer – farmers need.

LACKING ACCESS TO CREDIT

Without access to fair credit, most smallholders are restricted to farming practices resulting in unnecessarily low yields.

INSUFFICIENT EXTENSION SERVICES

In many countries, essential extension services, such as training, support with seed retention or the provision of veterinary services, reach only a part of (primarily male) farmers – governments often lack the required funds and the private sector's potential is underutilized.

GENDER DISPARITIES

Women face a double burden of working on the farms while having to run a family. In addition to a higher workload, they also have worse access to agricultural services and secure land tenure than do men.

SOIL DEGRADATION

A third of all agricultural soil is degraded due to unsustainable farming practices, overgrazing, deforestation and other factors. Unless this trend is reversed, it will severely affect food production, amplify food price volatility and potentially plunge millions of people into hunger and poverty.^{viii}

WATER SCARCITY

Lack of water for irrigation is, for millions farmers worldwide, the main constraint to increasing their agricultural production.

LAND GRABBING

Following the 2008 food crises, investors scaled up their purchases and leases of agricultural land across developing countries, displacing local farmers and affecting the livelihoods of over 12 million people.^{ix}

CLIMATE CHANGE

While agriculture is a major contributor to climate change, it is also highly vulnerable to its consequences, such as irregular rain and decreased soil quality. Farmers' abilities to adapt to the changing conditions and to mitigate their negative consequences will be crucial for ensuring global food security.





Existing research shows that in many contexts, agriculture is significantly more effective than non-agricultural sectors in reducing poverty among the poorest of the poor.^x Agriculture also has an excellent – though currently underutilized – potential for reducing global undernutrition.

At the same time, the way people produce and use food, as well as other products and services,

is in many cases damaging the natural environment. To ensure that further development is not at the expense of the future generations, **improving people's livelihoods needs to go hand in hand with protecting the natural environment.**

This is especially important as a healthy environment also provides a range of valuable services that are essential for our well-being, such as climate regulation, air purification or disease control.

The biggest environmental threat to the future of our world – the impacts of climate change – is, aside from natural causes, driven primarily by **greenhouse gases emissions** originating from:

AGRICULTURE ←

Livestock production alone accounts for 62% of agricultural greenhouse gasses (followed by synthetic fertilizers and rice cultivation),^{xi} and according to the FAO, it “*emerges as one of the top two or three most significant contributors to the most serious environmental problems*”.^{xii}

Agricultural production is also the major source of land degradation and deforestation.

ELECTRICITY AND HEAT PRODUCTION ←

While the use of renewable energy increases, three quarters of the global supply still comes from sources that pollute air, deplete natural resources and damage the environment.^{xiii} Considering the rapidly rising global demand for energy, maximizing the use of renewable resources while increasing the efficiency of its use must be at the forefront of the global development.

With an increased recognition of the risks these trends pose, a range of business solutions, regulations, development programs and other initiatives were put to work. FAO repackaged agriculture in the context of a changing climate, and proposed that the world follows ‘**climate-smart agriculture**’ (CSA) as an approach assuring a ‘triple win’ – adaptation, mitigation and development.^{xiv}

Since its conception, CSA has become a widely promoted approach aiming to:

- **sustainably increase agricultural productivity and incomes**
 - **adapt and build resilience to climate change**
 - **reduce and/or remove greenhouse gases emissions, where possible**^{xv}
- CSA =
climate-smart
agriculture

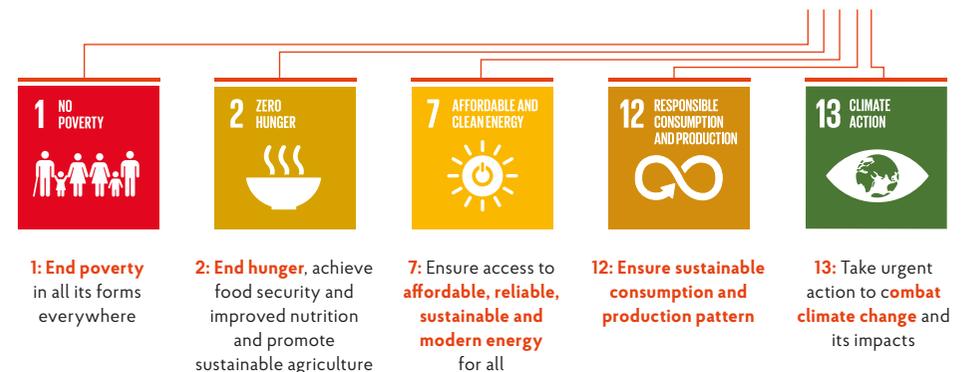
Development donors and implementers started using the **Market Systems Development (MSD)** approach (replacing earlier M4P approach), aiming to make markets more responsive to the poor people’s needs. A decade of implementation and research generated valuable experience enabling the scale up of MSD. Further priorities included ‘**nutrition-sensitive agriculture**’, an approach ensuring that agriculture not only produces food but also nourishes people’s bodies and minds.

PEOPLE IN NEED’S ROLE

In the course of the strategy, PIN will use its existing and newly generated expertise to advocate for and support relevant market, government and civil society actors in **developing and sustaining supportive systems** which:

- enable poor female and male farmers to sustainably increase the volume, diversity and profitability of their agricultural production
- ensure a more environmentally sustainable use of natural resources

Policy-wise, PIN will support the achievement of the **Sustainable Development Goals**^{xvi}, especially:



PIN'S STRATEGY

People in Need's 2016-2020 Sustainable Livelihoods and Environment Strategy aims to:



SUSTAINABLY INCREASE THE FOOD SECURITY AND INCOME of poor farming families



PROTECT PEOPLE'S LIVELIHOODS BY REDUCING THE ENVIRONMENTAL DEGRADATION and depletion of natural resources

PRIORITIES

In order to achieve these goals, PIN's programming will focus on:

1. **Advocating and supporting government, market and grassroots actors for sustainably enabling farmers to:**
 - access affordable, quality **inputs, services and technologies** they need to sustainably increase and diversify their agricultural production
 - **market** their production for a fair profit
 - improve the environmental **sustainability** of their production
 - **influence** the decision making processes affecting their livelihoods
2. **Enabling and motivating the private sector to produce, and consumers to use, more environmentally sustainable products and services,** at affordable costs and at a scale that justifies the invested effort and resources

PIN will support (informal) groups of farmers, service providers, companies, government institutions and other actors that are capable of effectively supporting poor farmers' livelihoods and protecting the environment over a significant period of time, independently of PIN's support. **Examples of such 'supportive actors'** are:

- **local sellers** who start marketing previously unavailable agricultural inputs while also providing advice to farmers on their effective use
- **agricultural cooperatives** helping farmers increase the value of their production
- government agricultural **extension workers** who train female and male farmers on more sustainable farming practices
- more **progressive farmers** who are capable of motivating and enabling other farmers to replicate their improved farming practices
- **private veterinarians** who also start providing their services to poorer farmers
- **entrepreneurs** marketing energy-efficient products or alternative sources of energy
- government **regulations** improving the environmental efficiency in production

PIN focuses on 'supportive actors' because it believes that such an approach can deliver more sustainable benefits and at a larger scale (as compared to interventions which directly assist beneficiaries but have limited long-term impacts).

PIN's interventions will be based on one or more of the following approaches:

- **Climate-Smart Agriculture**
PIN will enable farmers to adapt and build resilience to climate change while reducing the adverse impacts of agricultural production on the environment. Where relevant, PIN will promote the principles of conservation agriculture and the integrated watershed management, helping reduce soil degradation and improve its quality. At the same time, PIN will reduce the agricultural greenhouse gas emissions by supporting, for example, reduced tillage intensity and anaerobic manure digestion.
- **Market Systems Development (MSD)**
PIN will work in partnership with the market actors to increase poor farmers' engagement in value chains and to improve the benefits they gain from such participation (for example, easier access to products and services or higher income). PIN will use the expertise generated in its existing market development projects while learning from other stakeholders.
- **Sustainable Production and Consumption**
PIN's interventions will motivate and enable the private sector to produce, and the consumers to use, energy and resource efficient products and services. In doing so, PIN will aim to reduce the negative environmental impacts of people's livelihoods and ensure that the positive benefits of global development are not at the expense of future generations.



GLOBAL INDICATORS

The following **core indicators** were defined to enable PIN to measure and report on the global outcomes of PIN's work. They define the main focus of PIN's livelihoods and environment programming and shall be **measured in all relevant projects** (alongside other indicators at www.IndiKit.net).¹

FOOD SECURITY:

of households with dietary diversity score (HDDS) improved above pre-defined minimum acceptable level

FOOD SECURITY:

of children aged 6-23/ 59 months who ate the Minimum Acceptable Diet (MAD) during the previous day

FOOD SECURITY:

of households whose members had to go to sleep at night hungry because there was not enough food

DIVERSITY:

of farming households who started producing promoted types of crops or livestock

INCOME:

number of farming households who reported an increased income from agricultural production as a result of the provided assistance

INCOME:

of small businesses that increased their income as a result of the provided assistance

PRACTICES:

of farming households who started to follow promoted agricultural practices

FARMERS' COOPERATION:

of farming households who started cooperating on their production, marketing and/ or advocacy efforts and gained tangible benefits

ACCESS:

of farming households who used promoted product or service

LAND PROTECTION:

of ha of land that is protected and under community control

ECO-FRIENDLY TECHNOLOGIES:

of people who started using promoted environmentally-friendly energy technologies



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TARGETING

The target groups of PIN's actions will primarily be local actors that are responsible for – or capable of – sustainably 1) improving poor farmers' food security and income; and 2) reducing environmental degradation. This includes, but is not limited to: sellers of agricultural inputs; agricultural service providers; progressive farmers capable of motivating their peers; cooperatives capable of linking smallholders to profitable markets; government decision-makers; entrepreneurs or companies.

The ultimate beneficiaries of PIN's **food security and income-oriented agricultural projects** will be poor female and male farmers that are capable of and interested in developing their agricultural production. PIN's teams will restrain from designing or implementing projects that (are likely to) deliver limited, unclear or hard-to-measure outcomes for poor farmers.

The target groups, and in most cases the ultimate beneficiaries of PIN's **soil protection and watershed management-oriented projects**, will be farmers who are causing and/ or are highly vulnerable to environmental degradation. The target groups of PIN's **environmental projects**, ensuring more sustainable use of natural resources, will be those market, public and government actors who are capable of delivering the most substantial benefits over a long period of time.

Geographically, improving livelihoods and environment will be a programming priority for all PIN's country offices in Africa and the vast majority of offices in Asia and post-Soviet countries (in total approximately **12 countries**).

¹ Two notes: 1) all indicators need to represent changes achieved as a result of PIN's projects; 2) where relevant, they need to be compared to the baseline, pre-project situation.

GUIDING PRINCIPLES

PIN's livelihoods and/ or environmental interventions will follow **seven core guiding principles** defined to maximize their impact. The principles will also be used to **review the quality of newly designed and implemented projects**.²



STRENGTHEN (IN)FORMAL SYSTEMS: The core focus of PIN's work will be on increasing the capacities and commitment of the national stakeholders who are responsible for - or capable of - 1) enabling poor female and male farmers to improve their food security and income; and 2) reducing environmental degradation (both in the long-term, independently of PIN's extended support). This also includes grassroots actors such as farmers' groups or more progressive farmers.

DO NO HARM: When a project supplies free inputs, it can damage sellers' businesses. Development interventions trying to donate people out of poverty can increase their dependency. Actions focusing on women can decrease their time for much needed child care. Agricultural interventions can increase harmful child labor. Well-intended projects can create harm and PIN will, therefore, in all its interventions, focus on analyzing, mitigating and monitoring such risks.



MEASURE AND BE ACCOUNTABLE FOR RESULTS: PIN's projects will allocate sufficient time, funds and expertise to measure the extent to which they improved poor farmers' food security and income and/ or reduced environmental degradation. Both positive and negative results and the key lessons will be openly shared within PIN, with its peer agencies, donors and authorities.



UNDERSTAND, DO NOT GUESS, THE BARRIERS: The design of PIN's projects - both in the recovery and development context - will be based on assessing and addressing the practical barriers which prevent the target groups from following the promoted agricultural or environmental practices.

FOCUS ON LESS, DELIVER MORE: PIN's projects will focus on a limited number of activities which are most likely - or proven to - deliver the desired goal. Projects with too broad a focus, or activities with unclear outcomes, will not be implemented.



ADDRESS THE PRE-CONDITIONS FOR SUSTAINABILITY: Every development project will have a clear sustainability strategy designed by preparing an overview of a) its expected results; b) the pre-conditions which need to be ensured for the results to be sustainable; and c) the ways the project will address these 'pre-conditions for sustainability'.

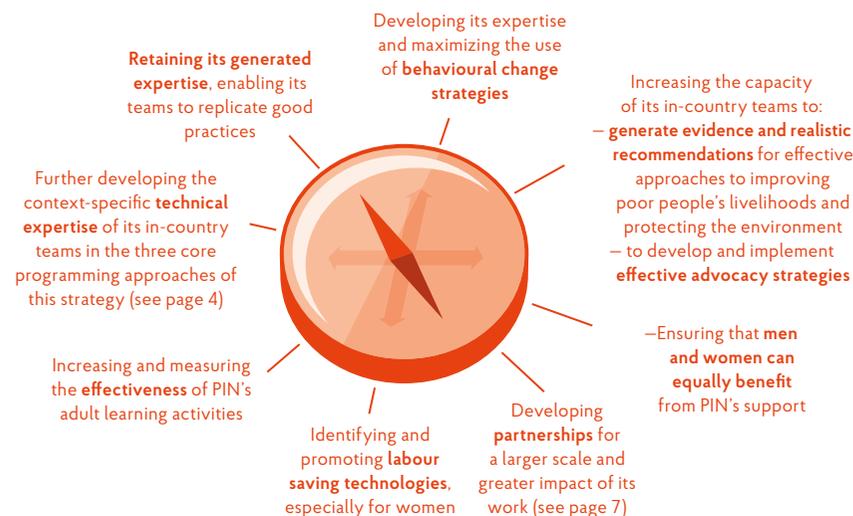
VALUE FOR MONEY: PIN will ensure that its projects are designed in a way which - given the available resources - delivers the highest possible benefits (in terms of the extent of the outcomes, the number of people benefiting, etc.).



² These criteria shall be used by PIN's program staff when designing new projects; by PIN's headquarters staff when reviewing and approving projects; and by both internal and external evaluators who will assess projects' compliance to these principles.

INVESTMENT PRIORITIES

To ensure that its agricultural and environmental interventions are implemented to the required quality and achieve maximum impact, **PIN will strategically invest in:**



PIN will use the following indicators to annually review the changes in the **quality of its agricultural and environmental development programming:**

- PIN's agricultural and environment projects lasting ≥ 12 months focus primarily on systems strengthening as described on page 3 (90%, by 2019)
- PIN's Market Systems Development interventions are based on a budgeted market survey including feasibility analysis (100% of projects, by 12/2018)
- PIN's agricultural and environmental projects take measures to ensure equal opportunities for women (100%, by 12/2018)
- projects incorporate a relevant advocacy component and (internal) indicator (50%, by 12/2019)
- PIN programming staff - starting from the Project Manager - know how to access PIN's expertise generated in previous projects (75%, by 12/2019)
- the total sum of the proven benefits of PIN's agricultural or environmental intervention can justify the invested resources (80%, by 12/2019)
- note: all agricultural projects aiming to improve food security are compliant with the indicators listed in PIN's Global Strategy for Nutrition Security

ADVOCACY & COMMUNICATION

PIN's advocacy and communication will focus on the following priorities:

IN ITS COUNTRY OFFICES

PIN will advocate relevant actors to address the major shortcomings in the effectiveness and sustainability of their approaches to improving poor farmers' livelihoods and protecting the environment (through presenting research findings, highlighting the gaps and proposing solutions)

IN THE CZECH REPUBLIC

PIN's Communications and Advocacy Department will aim to increase 1) the political support, financial volume and effectiveness of Czech development assistance to the agricultural sector; and 2) the Czech public's awareness of and support to effective solutions to improving global food security and protecting the natural environment

PARTNERSHIPS

PIN's programming will make the most positive difference if PIN manages to develop partnerships enabling its teams to maximize the quality, sustainability and scale of its interventions. In the 2016 - 2020 period, **PIN's partnership priorities** are:

- to develop productive partnerships with **local actors** (government institutions, market actors, grassroots groups) which sustainably enable poor farmers to improve their livelihoods and protect the natural environment
- to increase the engagement and partnership with the **private sector** (to reach a bigger scale and ensure better sustainability of PIN's interventions)
 - mutually **share the technical know-how** with Alliance2015 members and other like-minded agencies
 - to develop in-country programming partnerships with experienced 1) **national NGOs** and 2) **international implementation agencies** (incl. US based) enabling PIN to increase the scale and impact of its work
 - to develop cooperation with Czech, national and international **subject-matter experts** (universities, specialized agencies, individual consultants) assisting PIN's in-country teams to ensure maximum quality of their work





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KEY RESOURCES

In order to retain and use the expertise generated by PIN and other agencies' teams, PIN staff will actively use the following **sources of expertise**:

- PIN's Advisors for Agriculture and NRM and Market Systems Development (MSD)
- Quality Standard Checklists for the most common activities and approaches
- regularly updated on-line directory of the best available resources
- PIN's Behaviour Change Toolkit and resource centre www.behaviourchange.net
- sharing latest evaluations, lessons and resources through PIN's Yammer

CONTACTS

People in Need welcomes cooperation with implementing agencies, donors, research institutions and other actors working on strengthening smallholders' agricultural production and ensuring environmental sustainability. Feel free to:

- **contact us** at [resource\(at\)peopleinneed.cz](mailto:resource(at)peopleinneed.cz)
- **learn about our work** at www.peopleinneed.cz
- **check out our publications** at www.peopleinneed.cz/resources

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