

# **TRANSFORMING MARKET SYSTEMS**

*Learning, Practice, &  
Shaping the New Frontier*

LEVERAGING ECONOMIC OPPORTUNITIES (LEO) ACTIVITY CLOSING CONFERENCE

**SEPTEMBER 27, 2016**

The Pavilion, 2nd floor, Ronald Reagan Building  
**WASHINGTON, D.C.**

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*LEO represents the work of many talented individuals and organizations. In addition, engagement and technical vision from staff throughout USAID have been fundamental to LEO's success and influence.*

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# WELCOME TO THE TRANSFORMING MARKET SYSTEMS CONFERENCE!

The title of our conference is an ambitious one, and yet it aptly reflects the scale and complexity of the development challenges before us. The economies and communities in which our work takes place are constantly evolving, and there are many forces afoot — urbanization, climate change, migration, structural transformation, changes in global food demands, and the spread of technologies, among many others — that will change the way we work, who we partner with, and how we define success.

Systems thinking provides an ideal foundation for working in these dynamic, interlinked environments, and, as a field, we have therefore seen great advancements in the past few years in the adoption of systems-based approaches. The Leveraging Economic Opportunities (LEO) project has played an influential role in this evolution, along with other initiatives. This bodes well for an increase in effective, efficient programming that facilitates sustainable progress.

As LEO comes to a close, we are thrilled to host this event, drawing together learning from across our extensive research and practice agenda. We have three main goals for today: (i) to challenge each other with thought-provoking dialogue and debate; (ii) to inform our perspective on the state of the field and aggregate our learning; and (iii) for every participant to leave today feeling more confident and inspired in what ultimately matters most: application of our work in the field — be that the nuts and bolts of policy design at USAID, program management and implementation by partners, or intervention design and monitoring.

A dynamic day lies ahead — looking forward to engaging and learning together!

Sincerely,

*Kristin O'Planick*

LEO COR and Market Systems and Enterprise Development Specialist  
USAID/E3

*Anna Garloch*

LEO Program Manager and Director  
ACDI/VOCA

# AGENDA AT-A-GLANCE

9:00 am  
Welcome

9:15 am  
*Opening Plenary*

**Systems Approaches Gain Influence: What Are the Implications for USAID and the Next Phase of Its Investments in Global Food Security?**

10:30 am  
Networking and Coffee Break

11:00 am  
*Specialized Breakout Sessions*

**LET'S GET PRACTICAL: TOOLS, TACTICS, & LESSONS FROM THE REAL WORLD**

- **Beyond Value-Chain Analysis:** Expanding the toolbox with new resources for understanding systems and systemic change
- **Leading-Edge Thinking on Market Facilitation:** The way forward and practical tactics for achieving systemic change
- **Women's Economic Empowerment:** Interventions, indicators, and progress

12:30 pm  
Lunch and Participant Dialogues

1:30 pm  
*Specialized Breakout Sessions*

**FRONTIER DIALOGUES: WHERE TO NEXT?**

- **The Importance of Wage Work and Migration:** Challenging our laser focus on producers
- **Trends in Monitoring and Evaluation of Systems Approaches:** Highlights from new guidance and reflections on rapidly emerging paths forward
- **Poverty Reduction Is Not a One-Way Street:** Evidence from Uganda, Bangladesh, and Ethiopia on why resilience and sustainable poverty escapes matter to achieving lasting systemic change

3:00 pm  
Networking Break and Poster Session

3:30 pm  
*Closing Plenary*

**Elephants in the Room: Dealing with Urbanization, Non-Ag Sectors, Labor Markets, Policy — and Other Major Gaps to True Transformation in Market Systems**

4:30 pm  
Wrapping Up: A Challenge for Tomorrow

# AGENDA & SESSION DESCRIPTIONS

9:00 am

## Welcome

- **Anna Garloch**, LEO Program Manager and Director, Inclusive Market Systems

Reflections on the contributions of LEO to the field and practice of market systems development.

9:15 am

## Systems Approaches Gain Influence: What Are the Implications for USAID and the Next Phase of Its Investments in Global Food Security?

### Opening Address

- **Gary Linden**, Acting Deputy Assistant Administrator, USAID Bureau for Food Security

### Plenary

- **Joan Whelan**, Senior Policy and Learning Advisor, USAID Bureau for Democracy, Conflict and Humanitarian Assistance
- **Meredith Soule**, Technical Division Chief, USAID Bureau for Food Security
- **Jeanne Downing**, Value Chain and Market Systems Expert, Independent Consultant
- **Moderator: Kristin O'Planick**, LEO COR and Market Systems and Enterprise Development Specialist at USAID/E3

In recent years, systems approaches have started to feature more prominently within USAID. This gain in influence is evident, not only within the market development and economic growth arenas, but also across food security, monitoring and evaluation, resilience programming, and even the growing attention to Collaborating, Learning, and Adapting (CLA). Now, as part of the newly passed Global Food Security Act, systems thinking is securely embedded into development strategies. This has significant implications for the composition of portfolio investments at the country-level, underlying theories of change, how programs are designed and implemented, and how success is measured. In this opening address, the Acting Deputy Assistant Administrator for USAID's Bureau for Food Security will address this development, previewing key, systems-relevant features of the U.S. Government's forthcoming Global Food Security Strategy and the next phase of the Agency's investments in global food security. Following the address, a panel of experts will discuss implications for programming and design, and how USAID could approach integrating systems thinking at the field office and implementing partner level.

10:30 am

## Networking and Coffee Break

# AGENDA & SESSION DESCRIPTIONS

11:00 am

## SPECIALIZED BREAKOUT SESSIONS

### LET'S GET PRACTICAL: TOOLS, TACTICS, & LESSONS FROM THE REAL WORLD

#### 1. Beyond Value Chain Analysis: Expanding the toolbox with new resources for understanding systems and systemic change

- **Travis Mayo**, Evaluation Officer, USAID Bureau for Policy, Planning and Learning
- **Helen Bradbury**, Team Leader of SDC's M4P Alliances Programme, Mercy Corps (Georgia)
- **Patrick Sommerville**, Managing Director, LINC
- **Ben Fowler**, Principal Consultant, MarketShare Associates
- **Eric Derks**, Co-Director, The Canopy Lab

As the application of systems-based approaches evolves, so does the nature of what we need to know about complex, dynamic operating environments to effectively adapt, implement efficiently, and achieve meaningful development impact. How do we map network structures and information flows — components of stimulating behavior change, improving market competitiveness, creating impact at scale, and supporting greater agency for vulnerable populations? How can we probe for unanticipated changes that occur outside of traditional PMP indicators? This session discusses LEO's applied research on analyzing systems: system health, system dynamics, and systemic change. The session includes a practical introduction to analysis tools: Network Analysis, SenseMaker, and Outcome Harvesting. Presenters will discuss experience from real-life pilots in Georgia, Sierra Leone, Mozambique, and Bangladesh. Participants will have the opportunity to interact directly with technical specialists for each tool, exploring their practical application. In addition, participants will engage in a brief, facilitated decision-making exercise to build skills in identifying which features of a system are a priority for programs to understand and track changes, and the available tools that would best enable this.

#### 2. Leading-Edge Thinking on Market Facilitation: The way forward and practical tactics for achieving systemic change

- **Lane Pollack**, Senior Learning Advisor, USAID Bureau for Policy, Planning and Learning
- **Michael Field**, Chief of Party, USAID Agricultural Value Chain project, DAI (Bangladesh)
- **Annah Macharia**, Program Manager, TechnoServe (Kenya)
- **Margie Brand**, Director, EcoVentures International

This session will explore the latest leading-edge thinking on the practical facilitation of market systems, where have we come from, and, particularly, where we are going. Presenters will discuss innovative approaches from initiatives in Africa and Asia. The session will address important adaptations that are needed at the project management level to allow for effective market systems facilitation, and how to successfully coordinate between donors and implementing partners. Representatives of USAID will discuss important implications of the organization's recently released updated ADS 201 Program Guidance, USAID's CLA approach, and the practical realities of applying these approaches. Participants will interact with learning tools — developed and piloted under LEO and available in English, Spanish,

and French — that can be applied at the donor and implementing partner level. These tools address key market facilitation tactics that have been found to be particularly prevalent and effective across projects and the market contexts in which they apply.

### **3. Women's Economic Empowerment: Interventions, indicators, and progress**

- **Krista Jacobs**, Gender Advisor, USAID Bureau for Food Security
- **Jenn Williamson**, Director of Gender Mainstreaming and Women's Empowerment, ACD/VOCA
- **Erin Markel**, Principal Consultant, MarketShare Associates
- **Lis Meyers**, Senior Gender Specialist, Banyan Global

This session will explore key principles for promoting women's economic empowerment through a market systems approach. Presenters will discuss the Inclusive Market Systems Women's Economic Empowerment Framework as well as lessons learned through LEO research on women's economic empowerment in agriculture and market systems programming. The session will address the link between the household and the market system through the need to engage men, and the importance of incorporating a gender lens in value chain and market analyses to promote overall market systems objectives. Participants will have the opportunity to engage in a participatory learning session that introduces them to the practical tools available in the *Intervention Guide for the Women's Empowerment in Agriculture Index (WEAI)*.

*12:30 pm*

#### **Lunch and Participant Dialogues**

Reflections on the past year: What is the most interesting area in market systems that professionals have worked on, been exposed to or learned about?

*1:30 pm*

### **SPECIALIZED BREAKOUT SESSIONS**

#### **FRONTIER DIALOGUES: WHERE TO NEXT?**

##### **I. The Importance of Wage Work and Migration: Challenging our laser focus on producers**

- **Bernd Mueller**, Employment Specialist for the Decent Work Team for Southern and Eastern Africa Region, ILO (South Africa)
- **Bama Athreya**, Senior Specialist, Labor and Employment Rights, USAID Center of Excellence on Democracy, Human Rights, and Governance
- **Simon Winter**, Senior Vice President of Development, TechnoServe

Wage work is the most important form of income for many of the world's most extreme poor. Transitioning from a farmer to a worker is often an important step in upward trajectories out of poverty, and migration. And yet, workers are often invisible in our understandings of market and household systems programs, and our understandings of the forces at play here is limited at best. This session will explore questions such as: Why must market systems

# AGENDA & SESSION DESCRIPTIONS

approaches pay more attention to wage workers and labor markets — and what does this look like in practice? What might systems change look like with a labor lens? Why is migration an important force and how can agricultural development programs get smarter about it? Drawing on formal research on the link between wage work, agricultural economies, and pathways out of poverty — as well as practical experience from work in eastern and southern Africa, and USAID’s investments in employment, worker’s rights, and migration-sensitive policies — participants will gain a deeper appreciation of the growing implications of our work.

## 2. Trends in Monitoring and Evaluation of Systems Approaches: Highlights from new guidance and reflections on rapidly emerging paths forward

- **Tjip Walker**, Senior Policy Advisor for Local Systems, USAID Bureau for Policy, Planning and Learning
- **Jim Tanburn**, Coordinator, Donor Committee for Enterprise Development (United Kingdom)
- **Jeanne Downing**, Value Chain and Market Systems Expert, Independent Consultant
- **Elizabeth Dunn**, President, Impact LLC

Systems approaches present serious challenges to many of our traditional monitoring, evaluation, and learning (MEL) frameworks and tools. Contexts include implementing programs in complex, interconnected environments; relying on indirect, facilitation-based outreach models; and leveraging systemic change to amplify the scale and sustainability of development impact. This session will introduce the recently launched framework for improving MEL in value chain and market systems programs. This framework, developed by LEO in collaboration with DfID/SDC’s BEAM Exchange and systems thinkers in USAID, offers practical recommendations for thinking systemically, navigating complexity, evaluating systemic change, describing dynamics, conducting theory-based evaluation, measuring multidimensional results, and rethinking evaluators’ roles. The framework looks at implications for learning for adaptive management, performance monitoring, performance evaluation, and impact evaluation. Participants and panelists will dialogue about initiatives and trends gaining momentum within USAID to improve MEL practices, insights from extensive implementation of the DCED Standard, implications of the newly released ADS guidance, and existing opportunities in the field to improve MEL for market systems development.

## 3. Poverty Reduction Is Not a One-Way Street: Evidence from Uganda, Bangladesh, and Ethiopia on why resilience and sustainable poverty escapes matter to achieving lasting systemic change

- **Andrew Shepherd**, Director of the Chronic Poverty Advisory Network, Overseas Development Institute (United Kingdom)
- **Tiffany Griffin**, Advisor for M&E and Strategic Analysis, USAID Center for Resilience
- **Lucy Scott**, Research Fellow, Overseas Development Institute (United Kingdom)

Sustainably ending poverty involves ensuring that households that have escaped poverty do not descend back into poverty over time. This also involves ensuring that non-poor households do not fall into poverty in the first place. In three case studies of rural populations in Ethiopia, Uganda, and Bangladesh, ODI, through LEO, has investigated these poverty dynamics. This work highlights the risk and resilience factors that influence how and when

poverty escapes are sustainable and when they are not. This session will highlight the findings from this research, while also exploring the policy and programmatic implications of building resilience to ensure poverty escapes are sustainable over time.

**3:00 pm**

### **Networking Break and Poster Session**

Engage with the lead technical authors of key LEO research & tools

**3:30 pm**

### **CLOSING PLENARY**

#### **Elephants in the Room: Dealing with Urbanization, Non-Ag Sectors, Labor Markets, Policy — and Other Major Gaps to True Transformation in Market Systems**

- **Heath Cosgrove**, Director, Land and Urban Office, USAID Bureau for Economic Growth, Education, and Environment
- **Bernd Mueller**, Employment Specialist for the Decent Work Team for Southern and Eastern Africa Region, ILO (South Africa)
- **Raquel Gomes**, Policy Analyst, USAID Bureau for Food Security
- **Tiffany Griffin**, Advisor for M&E and Strategic Analysis, USAID Center for Resilience
- **Andrew Panton**, Project Manager at DFID's ÉLAN RDC project, Adam Smith International (DR Congo)

To truly see transformation in market systems that brings broad-based, inclusive benefits, we must broaden our sectoral focus beyond only agriculture and become far more adept at major changes afoot like urbanization, the growing role of labor markets, and policy investments that expand these areas of focus. Other issues, such as social protection initiatives and resilience, have not been traditionally embraced by the market systems development field, and yet research continually emphasizes their importance to sustaining development impacts. This session will challenge our status-quo as a field through thought-provoking dialogue and audience discussions, setting the stage for greater attention to these “elephants in the room” in market systems agendas of the future.

**4:30 pm**

### **Wrapping Up: A Challenge for Tomorrow**

# SPEAKER BIOGRAPHIES

*Biographies are listed in alphabetical order.*

## BAMA ATHREYA

Bama Athreya is a Senior Specialist in Labor and Employment Rights with USAID's Center of Excellence on Democracy, Human Rights, and Governance. She manages USAID's portfolio of labor programming worldwide and represents USAID in inter-agency policy discussions on labor. She has twenty years' experience on international labor issues, trade, development and ethical business practices. She previously worked for the International Labor Rights Forum (ILRF), International Labour Organization, and American Center for International Labor Solidarity. She has developed and led multi-country projects in Latin America, sub-Saharan Africa, and Asia on the rights of working women, labor law implementation, forced and child labor; and supply chain due diligence. While at ILRF, she worked extensively on a project to raise awareness of, and promote solutions to, gender-based violence in the workplace worldwide. She served as one of the founding Board members of the Sweatfree Purchasing Consortium, an entity serving state and city governments in the United States who have adopted legislative or executive commitments to ethical procurement. In 2009, she was appointed by Secretary of Agriculture Tom Vilsack to a special Consultative Group on Forced and Child Labor.



microfinance, and entrepreneurship curricula and tools, which have been translated into over 15 languages and used in over 35 countries. She is the founder and director of EcoVentures International, an organization specializing in sustainable market development. Ms. Brand has, as a part of teams, developed many of the frameworks and thinking governing work around value chain development, market systems development, vulnerable populations, livelihoods, workforce development, and youth development. She has worked in over 20 countries in Asia, Latin America, and Eastern Europe, with a focus on her home continent of Africa. She has provided support to organizations such as the SEEP Network, FAO, ACIDI/VOCA, Chemonics, Adam Smith International, MicroFinance Networks in Denmark, Azerbaijan and Poland, Kenya BDS Network, Save the Children, World Vision, QED Group, FH360, and USAID.

## HEATH COSGROVE

Heath Cosgrove is the Director of USAID's Land and Urban Office. He is responsible for land and resource governance and urban policy and planning global policy development and advisory services that advance poverty-reducing principles for inclusive economic growth, good governance, and resilience. Mr. Cosgrove is also the 2015-2016 Chair of the Global Donor Working Group on Land. Mr. Cosgrove most recently served as the Director of the Microenterprise and Private Enterprise Promotion office in Washington, D.C. In 2015, Mr. Cosgrove was awarded the C. Herbert Rees Memorial Award for his service to USAID and global development. He received a B.A. in International Business from Suffolk University, a M.A. in International Development Policy from the Duke University Sanford School of Public Policy, and an executive certificate in Innovations in Governance from Harvard University's Kennedy School of Government.



## HELEN BRADBURY

Helen Bradbury is a development professional with a career spanning market system approaches to solving problems ranging from the welfare of working horses in Ethiopia to early economic recovery in post-tsunami Indonesia. She is Team Leader of Mercy Corps' M4P flagship Alliances program in southern Georgia, and advises on M4P and women's economic empowerment. Ms. Bradbury has a strong interest in operationalizing gender and WEE in M4P, and Alliances has served as a case study for both the M4P Hub Guidelines for Incorporating WEE into M4P Programmes (2012) and the DCED's Measuring Women's Economic Empowerment in Private Sector Development guidelines.



## ERIC DERKS

Eric Derks has come to systems thinking through practice, and failure, with nearly 20 years' experience intervening in market systems and organizational development. During this time, he has designed, led, and advised large and small-scale projects alike and learned a great deal about systems thinking as it relates to project strategy, activities, operations, and knowledge management. He is currently the co-director of The Canopy Lab, an organization dedicated to the practical application and promotion of systems approaches.



## MARGIE BRAND

Margie Brand supports practitioners and donors in strategic planning and facilitation, intervention design and implementation, and capacity building and training. Ms. Brand has designed and managed several multi-million-dollar development programs, has trained over 4,500 trainers and master trainers, and has developed value chain, enterprise,



## JEANNE DOWNING

Dr. Jeanne Downing is an independent value chain and market systems expert. Between 2001 and 2014, she worked for USAID as a Senior Enterprise Development Advisor in E3's Office of Microenterprise and Private Enterprise Promotion (MPEP) Office. While working for USAID, she was in charge of AMAP — a centrally funded research and learning project that developed USAID's approach to value chain development, identified "good practices" based on rigorous evaluations and evidence, and designed an approach to evaluating value chains and market systems that produced credible evidence relevant to the field. At the same time, she was involved in the design of over 20 Feed the Future projects in Africa and South Asia. She has worked on market development for over 30 years and has a Ph.D. in Geography from the University of Washington and a master's in City and Regional Planning from Cornell University.



## ANNA GARLOCH

Anna Garloch is the Program Manager/Chief of Party for the Leveraging Economic Opportunities (LEO) contract and a director in the Technical Learning and Application team at ACDI/VOCA. Specializing in market systems approaches and analysis, she was the component manager for LEO's Pathways out of Poverty learning track from 2013-2016, which included a substantial focus on wage labor and sustainable poverty escapes. Prior to this, she conducted research as part of the influential AMAP BDS Knowledge and Practice II contract. She brings experience working with USAID, the Bill & Melinda Gates Foundation, and Walmart Foundation, and for over a decade has provided project management and technical assistance to agricultural growth programs at ACDI/VOCA across sub-Saharan Africa, Central Asia, and India.



## ELIZABETH DUNN

Elizabeth Dunn is founder and president of Impact LLC, a firm providing research, evaluation, and training services to improve economic opportunities for microentrepreneurs, small farmers, and low-income households. For the past eight years, she has worked with USAID's AMAP project to promote economic growth with poverty reduction by integrating large numbers of low-income entrepreneurs and farmers into competitive value chains. Prior to that, she was a professor of Agricultural Economics at the University of Missouri, a technical leader on USAID's AIMS Project, and lead evaluator for USDA's CYFAR Project in Missouri. Other clients have included multilateral development agencies, international NGOs, host governments, and corporations. Dunn earned her Ph.D. in Agricultural Economics from the University of Wisconsin and has more than 20 years of field research experience in developing countries.



## RAQUEL GOMES

Raquel Gomes is a Policy Analyst in USAID's Bureau for Food Security (BFS). She's been with USAID since 2011, holding positions in BFS, E3's Office of Microenterprise and Private Enterprise Promotion, and the Bureau for Policy, Planning and Learning. Before USAID, she managed research for Oxfam America's advocacy on aid effectiveness and was a post-doctoral fellow at the Center for Global Development. Her own research focused on understanding how small and medium farmers can compete in a world of supermarkets. Dr. Gomes has B.S. in agricultural economics from the University of Maryland, an M.S. in agricultural economics from the University of Arizona, and a Ph.D. in international development from MIT.



## MICHAEL FIELD

Michael Field has over 20 years' experience designing, assessing, implementing, and training on leading-edge private-sector development and enabling environment approaches. Through his work, Mr. Field has played a key role in setting learning and research agendas in the field of systems approaches. He is currently leading USAID's Agricultural Value Chain project in Bangladesh. Other recent experience includes designing, advising, and training staff in Kenya, Nigeria and Zimbabwe on applying systems concepts to private sector and enabling environment challenges. Mr. Field continues to provide guidance on improved practice on systems approaches via his role on the advisory board of BEAM Exchange and contributions to USAID's learning investment, LEO.



## TIFFANY GRIFFIN

Tiffany Griffin currently leads the resilience measurement, monitoring, evaluation, and strategic analysis work for the Center for Resilience at USAID. Previously, she was Manager for Impact and Learning for the Democracy Fund, a private foundation in Washington D.C., as well as a Monitoring and Evaluation Specialist at USAID supporting the Feed the Future initiative. In this latter role, Tiffany provided leadership on food security resilience measurement, particularly with respect to impact evaluation. She also provided technical leadership on all phases of the evaluation process, including project management, design, implementation, dissemination, and results translation. Using mixed-methods approaches and systems modeling, Tiffany has applied research techniques typically confined to the lab to complex real-world contexts. Prior to her food security work at USAID, Tiffany worked in the US Senate on domestic



health policy, as well as on domestic food and nutrition policy. Tiffany Griffin received her doctorate in Social Psychology from the University of Michigan, and has a bachelor's of arts degrees in Psychology and Communications from Boston College.

### KRISTA JACOBS

Krista Jacobs is a Gender Advisor at the Bureau for Food Security and a development economist whose work focuses on gender, food security, and assets. Current and recent work includes advising agricultural projects on gender integration, program evaluation, developing methods to measure women's and men's land and asset rights, building gender capacity of community-based programs, and building the monitoring and evaluation capacity of local civil-society organizations. Her work has focused on East and West Africa. Dr. Jacobs holds a Ph.D. in Agricultural and Resource Economics from the University of California, Davis.



### GARY LINDEN

Gary Linden is a Ph.D. Economist and Acting Deputy Assistant Administrator in USAID's Bureau for Food Security. Prior to his current assignment he served as Deputy Mission Director in Ethiopia from 2013-2015. From 2012-2013, Mr. Linden served as Acting Deputy Assistant Administrator in USAID's Bureau for Economic Growth, Education and the Environment. Mr. Linden has also served in Nicaragua, Kazakhstan, Ukraine, Moldova, and Washington.



### ANNAH MACHARIA

Ms. Macharia is a Program Manager with TechnoServe's Agribusiness Development Program in Kenya. She has 13 years of experience in market and financial service development. Ms. Macharia has both practical business experience as well as project development expertise. Most recently she has managed market systems development programming in Kenya's dairy sector for a DFID-funded project targeting improvements in the performance of feed, breed, animal health, and milk supply chain market systems.



### ERIN MARKEL

Erin Markel specializes in market systems and household economic strengthening programs with a focus on the empowerment of women and youth. She is a Principal Consultant at MarketShare Associates (MSA). She has led a variety of consultancies including work with the USAID LEO initiative, World Bank, Plan, CARE, and the Aga Khan



Foundation. Prior to joining MSA, she was a Program Manager, Market Development and Access to Finance at the Aga Khan Foundation Canada. Past experience includes working for Women's World Banking, ProMujer, and the Aspen Institute. Erin holds a master's of International Affairs from Columbia University.

### TRAVIS MAYO

Travis Mayo is currently an Evaluation Officer at USAID's Bureau for Policy, Planning and Learning where he is involved with developing complexity-aware monitoring and evaluation methods and building the capacity of USAID/Washington and field Missions to produce and use high quality evaluations. Previously, he was a Presidential Management Fellow at the World Bank's Independent Evaluation Group (IEG) and at USAID.



### LIS MEYERS

Ms. Meyers is the Senior Gender Specialist at Banyan Global, where she focuses on gender integration and women and girls' economic empowerment. She is also a facilitator of the SEEP Women's Economic Empowerment Working Group. She served as the Gender Advisor for the USAID/Southern Africa Trade Hub, and manages women and girls' empowerment work for the USAID/Strengthening Urban Resilience for Growth with Equity and USAID/Somalia Growth Enterprise, Employment, and Livelihoods Project. She led development of the USAID/Child, Early and Forced Marriage Resource Guide, which provides guidance on how to translate USAID's "Vision for Action on Ending Child Marriage" into action.



### BERND MUELLER

Bernd Mueller is an Employment Specialist based with ILO South Africa for the Decent Work Team for Southern and Eastern Africa. Previously, he was a labor economist and rural employment expert at the FAO's Decent Rural Employment team, where he focused on support to sub-Saharan Africa. He is the lead author of an evidence review on wage labor and poverty reduction in agricultural economies, commissioned through the USAID LEO project. He was a research officer for the influential "Fair Trade, Employment and Poverty Reduction," a project funded by the UK Department for International Development and based at SOAS, University of London, where he also received his Ph.D. in Economics based on primary labor market research in rural Tanzania. He has a passion for raising awareness about the central role of (wage) labor, particularly for rural poverty reduction and development.



## KRISTIN O'PLANICK

Kristin O'Planick is a Market Systems & Enterprise Development Specialist in USAID's Bureau for Economic Growth, Education, & Environment. She provides assistance to market systems, enterprise development, and workforce programming. She also manages the Leveraging Economic Opportunities project and [Microlinks.org](http://Microlinks.org). Ms. O'Planick has worked across Africa, Asia, and the Middle East across a variety of technical areas including market systems, enterprise and livelihoods development, workforce, food security, agribusiness, rural finance, and sustainable tourism. She served as a Peace Corps Volunteer in Guinea. Ms. O'Planick earned an MBA with distinction from the Johnson School at Cornell University.



## ANDREW PANTON

Andrew Panton works in Adam Smith International's Inclusive Economic Growth Practice. For the past two years, he has been based in Kinshasa, as project manager on ELAN RDC, a DFID-funded £50 million multi-sector market systems development programme in the DRC. Before joining Adam Smith International, Mr. Panton worked in DFID's policy division, where his work concentrated on UK policy on multilateral development institutions, particularly the EU. Andrew holds a bachelor's in Law from the University of Cambridge and a master's in International Affairs (Economic Policy) from Sciences Po Paris.



## LANE POLLACK

Lane Pollack is a Senior Learning Advisor at USAID's Bureau for Policy, Planning and Learning. Ms. Pollack recently served as Organizational Learning Advisor for USAID Uganda, where she worked with USAID colleagues, partners, and stakeholders, to support, shepherd and evolve USAID's portfolio-wide approach to Collaborating, Learning, and Adapting (CLA), as outlined in the Country Development Cooperation Strategy. Prior to this position, Ms. Pollack served for two years as Knowledge Management and Enterprise Development Advisor in the newly renamed Microenterprise and Private Enterprise Promotion Office (MPEP) of USAID. To this work, she also brought experience implementing USAID (and other) funded programming in the artisan sector, hands-on experience in private sector training, project management and business administration, and MBA degrees from the University of Texas and Pontificia Universidad de Católica in Santiago, Chile.



## LUCY SCOTT

Lucy Scott is a Research Fellow with Overseas Development Institute (ODI) in the United Kingdom within the Social Protection Programme and Chronic Poverty Advisory Network and has co-authored several reports dealing with chronic poverty and labor, including "Working Out of Chronic Poverty: An Employment Policy Guide", and "The Chronic Poverty Report 2014-2015: The Road to Zero Extreme Poverty." Her work focuses on livelihoods and social protection approaches to reach, and help, the poorest households and on analysis of pathways out of extreme poverty and the policy and programs that can support these. She has worked as a long-term consultant in a range of contexts including for the World Institute for Development Economics Research (UNU-WIDER), the Chronic Poverty Research Centre at ODI, and on the Chars Livelihoods Program in Bangladesh.



## ANDREW SHEPHERD

Andrew Shepherd is the Director of the Chronic Poverty Advisory Network (CPAN) at the Overseas Development Institute (ODI) in the United Kingdom. He has now led the production of three Chronic Poverty Reports, and also contributed strongly to the IFAD 2011 Rural Poverty Report. Previously director of the Chronic Poverty Research Centre, he has also led several large evaluations of anti-poverty policies and programs. He has been a director of programs at ODI and was previously a staff member of UNICEF in Sudan as well as a lecturer and senior lecturer at Birmingham University. His major developing country experiences have been in Ghana, India, Sudan, Tanzania, and Uganda.



## PATRICK SOMMERVILLE

Mr. Sommerville is Managing Director at LINC, an organization committed to the development of groundbreaking tools and approaches that enable local organizations to lead international development initiatives. He led the design of LINC's Organizational Network Analysis, a systems-based tool for systems/stakeholder mapping, program design, adaptive management, and impact measurement. He has worked with hundreds of local organizations in over 15 countries for nearly two decades. Previously, he was an independent consultant, and has served as Country Director for major USAID and host country government-funded projects in the Republic of Georgia and Jordan. He holds an M.P.A. from New York University.



## MEREDITH SOULE

Meredith Soule is the Technical Division Chief within the USAID Bureau for Food Security's Country Strategy and Implementation Office. In this role, she provides strategic direction for BFS investments in nutrition, gender, youth, climate-smart agriculture and agricultural innovation systems. Before joining USAID, she worked at the USDA Economic Research Service and the International Center for Research in Agroforestry (ICRAF) in Nairobi. She holds a Ph.D. in Agricultural and Resource Economics from the University of California at Berkeley.



expertise in designing, implementing, and supporting systems and processes to support learning around emerging practices and innovations for improved program performance. With USAID's Office of Food for Peace since 2014, she has led a highly consultative process for development of the office's new 2016-2025 Strategy for Food Assistance and Food Security. She has also been working to mainstream core ideas around systemic change, sustainability, resilience, social accountability, and conflict sensitivity into project design, procurement, implementation, and evaluation. She holds a M.P.A. from New York University's Wagner School of Public Service.

## JIM TANBURN

Jim Tanburn is involved in all aspects of the work of Donor Committee for Enterprise Development (DCED), including as focal point for the Standard for Results Measurement. He also led the writing of guiding principles for donors on stimulating service markets (the "Blue Book"). Before DCED, he worked for the ILO in Geneva, and organized a decade of annual conferences on systemic approaches in PSD, attended by over 1,000 people from 110 countries. He also established an NGO focusing on enterprise development. Previously, he worked in the oil industry for some years, in exploration, research, and marketing. He is a graduate of the University of Cambridge, UK.



## SIMON WINTER

Simon Winter is TechnoServe's Senior Vice President of Development and is a Senior Fellow at the Mossavar-Rahmani Center for Business and Government at the Harvard Kennedy School. At TechnoServe he is responsible for leading strategy, thought leadership, business and program development and a growing number of global practices that support TechnoServe's scaling impact priorities (including small growing businesses and coffee). Previously he was Regional Director for Africa. He joined TechnoServe in 2003, and prior to this was a management consultant with McKinsey during which he co-led the firm's international development practice. He worked as an economic planner for the Botswana government, and a development consultant in Southern Africa. He started his career with Barclays Bank PLC in the UK, Cote d'Ivoire, and Australia and holds a Ph.D. in economics from SOAS.



## DR. TJIP WALKER

Dr. Tjip Walker is the Senior Policy Advisor for Local Systems in the Bureau for Policy, Planning, and Learning (PPL) at USAID. He is currently leading agency efforts to promote sustained development through greater attention to local systems: the constellations of local actors—public and private, national and grassroots, organizations and individuals—whose interactions produce development outcomes. Dr. Walker holds a master's in Public Administration from the John F. Kennedy School at Harvard University and a Ph.D. in political science from Indiana University.



## JENN WILLIAMSON

Dr. Jenn Williamson is Director of Gender Mainstreaming and Women's Empowerment at ACDI/VOCA, managing the gender and behavior change unit in the Technical Learning and Application division. She oversees strategic gender equity initiatives, including the adoption and implementation of ACDI/VOCA's policy for promoting gender equity, trainings, workshops, gender analyses, and assessments for international programs funded by agencies and foundations including USAID, the Bill & Melinda Gates Foundation, and the World Bank. She is also the learning coordinator for the Women's Economic Empowerment component of the USAID-funded LEO project. Prior to taking on a director role, Jenn worked as the headquarters Gender Technical Specialist for Counterpart International. Jenn holds a B.A. in Studies in Women and Gender and English from the University of Virginia as well as an M.A. and Ph.D. in English, with a concentration in gender, race, and intersectionality, from the University of North Carolina at Chapel Hill.



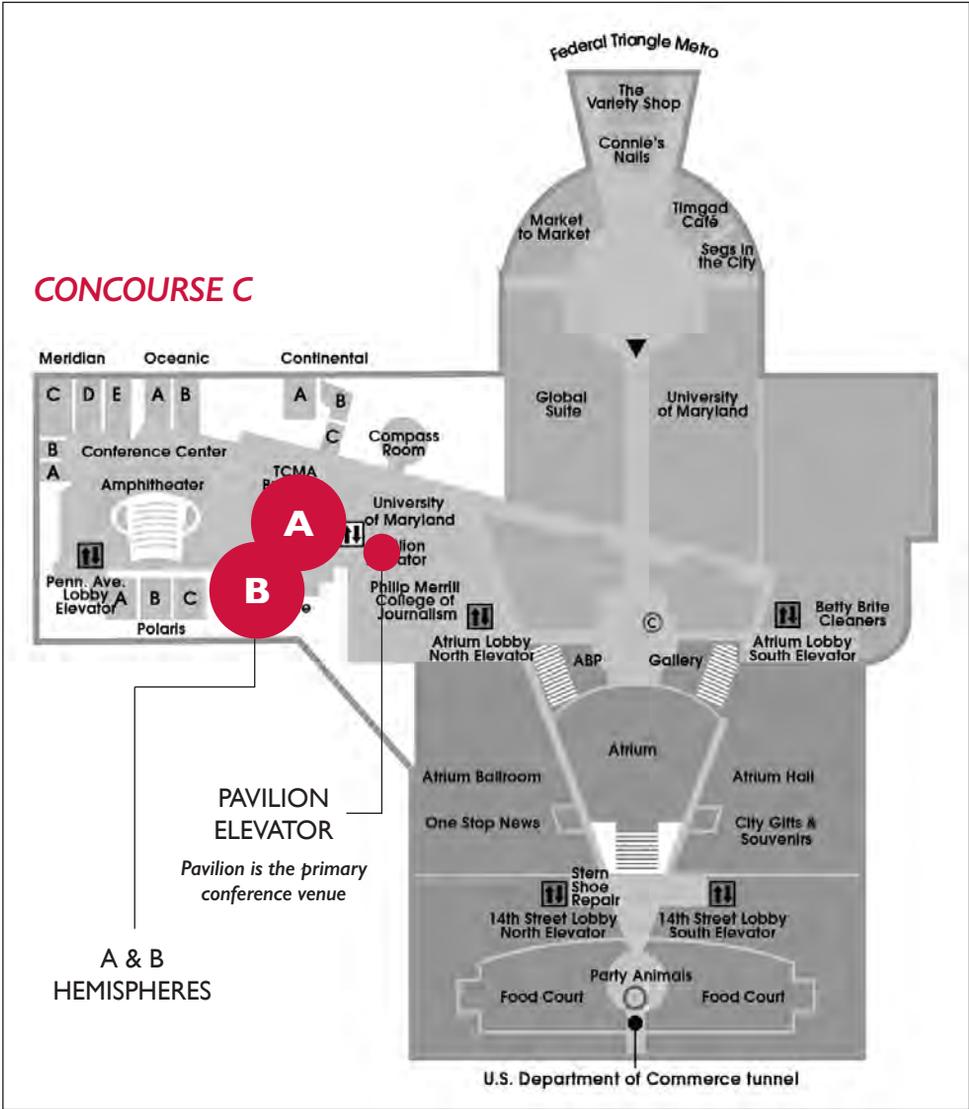
## JOAN WHELAN

Joan Whelan is the Senior Policy and Learning Advisor for USAID's Bureau for Democracy, Conflict and Humanitarian Assistance at the Office of Food for Peace. She is a development specialist with more than 25 years of experience in the public, private, and nonprofit sectors, with expertise in food security, resilience, and nutrition, and skills along the research to implementation spectrum. She brings



# RONALD REAGAN BUILDING MAP

The Pavilion, 2nd floor, Ronald Reagan Building, Concourse C



Leveraging Economic Opportunities (LEO) activity is a three-year USAID-funded contract to support programming that fosters inclusive growth through markets. Building on the value chain approach, LEO focuses on:

- A systems approach to markets, acknowledging the complex interrelationships among market actors, market and household systems, climate change, nutrition, the policy environment, and sociocultural factors, including poverty and gender
- Inclusion, recognizing the role that a spectrum of actors—from resource-poor households and small-scale enterprises to larger and more formal firms—play in catalyzing market change and growth that benefits the poor

Specific learning topics include: M&E for Systems Approaches, Women’s Economic Empowerment, Systemic Change, Labor, Multiplier Effects, Facilitation, Sustainable Poverty Escapes and Resilience, Scaling Impact through Input and Output Markets, and, to a lesser extent Policy, Push/Pull Approaches, and Youth. LEO also provides direct services to USAID/Missions, including value chain system assessments, regional trade studies, and capacity building.

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