WELCOME TO THE 2ND LEO LEARNING EVENT
Leveraging Economic Opportunities

• Support learning and practice in inclusive growth through market systems

  ✓ **Competitive**—upgrade to meet demand
  ✓ **Inclusive**—of women, the poor, youth
  ✓ **Resilient**—to shocks
Leveraging Economic Opportunities

**Inclusive market system**
- Multiplier effects
- Female empowerment
- Nutrition integration
- Push/pull
- Market resilience
- Facilitation
- Models for reaching scale
- Systems approach to policy

**Resilient market system**

- Strengthen learning
- Codify good practice
- Understand implications for M&E
Market System Framework
Market System Framework
Achievements to Date

- 12 reports, 6 briefs, 15 blog posts
- Facilitation toolkit, gender in VC training curriculum
- >20 presentations, 10 webinars
- ½-day USAID Advanced Ag course
- 1-day nutrition-integration Roundtable
- 2 regional peer learning events (Zambia, Ethiopia)
- Missions: Afghanistan (facilitation, gender), Uganda (M&E), Malawi (finance), East Africa (trade policy), Cambodia (VC analysis), DRC (VC selection)
Thank You!!!
Partners

ACDI/VOCA • Adam Smith International • Bryant Christie, Inc. • Duke University • EcoVentures International • Impact LLC • Kadale • MarketShare Associates • MEDA • ODI • Practical Action • SDC Asia • SEEP Network • Springfield Centre

BEAM Exchange • DCED • FHI360 • JSI • MSU • Mercy Corps • others….
Agricultural Transformation in SSA & the Role of the Multiplier

Don Snodgrass, ACDI/VOCA
The Context & the Problem

- SSA’s looming population/food crisis
- Economic growth without structural change
- Agricultural development critical for decades to come: food, income, linkages
- Can the multiplier help solve these problems?
Findings from the Literature Review

• 74 studies reviewed

• Multiplier around 1.5 means agricultural development boosts non-agricultural development

• But impact is relatively weak & heavily dependent on non-tradability; may decline over time

• Supply-side mechanisms (linkages & spillovers) probably more important in long run than demand-side mechanism
Some Policy & Programming Implications

• Focus on countries & regions with greater ag. potential

• Promote stimulating forms of investment (public & private, physical & human)

• Strengthen farmer linkages to global value chains, domestic & foreign investors

• A Green Revolution for Africa?
  – Challenges abound but alternatives (primary reliance on commercial agriculture; extensive transfer payments to relieve rural poverty) are probably worse
  – Must be accompanied by structural change non-ag. development
Models for Reaching Scale (i.e., “Scaling Impact”)

Ben Fowler, MarketShare Associates
Dan White, ACDI/VOCA
Overview of Scaling Impact

- Objective: Understand how and to what extent MSF projects have achieved technology adoption and improved smallholder livelihoods at scale

- Separately examining input and output markets

- Phase 1: desk-based review

- Focus on:
  - Outreach
  - Outcomes
  - Sustainability
  - Equity
Scaling Impact Products

- Input markets report
- Presentation to BFS (x2)
- Training at USAID Officers Advanced Ag course
- Presentation at Advancing the FIELD
- AgriLinks blog post
Stakeholders

• Implementers:
  – Ben Fowler (MSA)
  – Dan White (ACDI/VOCA)

• Technical Advisory Panel:
  – Mike Field
  – Olaf Kula
  – Andy Keck
  – Eric Derks
  – Jeanne Downing, Kristin O’Planick
  – Ruth Campbell

• Key audiences:
  – USAID BFS & Missions
  – Implementers
  – Other donors

• Selected Projects (Orgs):
  – BOAM, EMRIP (SNV)
  – UHDP (MEDA)
  – Sunhara, ADVANCE, NAFAKA (ACDI/VOCA)
  – PROFIT (CLUSA)
  – OAF
  – EADD, CSP (Technoserve)
  – WALA (CRS)
  – MOP (WHI)
  – PCE (Engility)
  – PropCom (GRM, Chemonics)
  – MSME (DAI)
  – Greenworld (Bayer/GIZ)
Most Interesting Technical Learning

Social and institutional factors are key drivers of market failures:

- Perceived farmer capacity and attractiveness
- Opportunism and lack of trust
- External and internal transparency mechanisms are key (certified scales, repeated interactions with buyers/farmers, etc.)

Problems with evidence base:

- There is little solid, publically available evidence on the underlying MS, sustainability and/or equity
- No standard definitions or methodologies in place
- Significant lag effect to see outreach
Key Areas of Technical Debate

- Definition of scale as a measure of success
- Where to focus facilitation – large and small “drivers”
- How we interpret sustainability during and post-project?
Key Areas of Convergence

• Link with market facilitation learning area:
  – Preparation of a complementary paper on scale and sustainability

• Link with M&E learning area:
  – Generating the right kind of evidence
  – Examining the assessment of systemic changes

• Link with resilience learning area:
  – How does greater integration into commercial input and output markets affect smallholder resilience?
  – How resilient are new market relationships/models that are facilitated by projects?
Market Facilitation

Mike Field, FHI360
Margie Brand, EcoVentures International
Market facilitation guidance for improved implementation

• Organizations:
  – Initial: EcoVentures International
  – Later stage: SEEP’s MAFI and BEAM Exchange (for testing and cases)

• Phase:
  – Design and development of content areas and messaging
  – Next: Testing messaging and expansion of cases
Audience

- Donors
- Practitioners – new to facilitation

Practitioners – experienced with facilitation but struggling to apply in more complex situations

Not yet fully aware or convinced of facilitation approach

Aware and convinced of facilitation approach – but need more guidance on what to do

Already many 101 capacity building materials available

Few, if any, more 201 / 301 level capacity building materials available

Can only scale facilitation approach if there are more examples of good practice
# Most Interesting Learning

## Project Management when using a Facilitation Approach

<table>
<thead>
<tr>
<th>Approach</th>
<th>WHAT to allocate resources to</th>
<th>HOW MUCH resource to allocate</th>
<th>WHEN / HOW LONG to allocate resources</th>
<th>WHO to allocate resources to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attribution Approach</td>
<td>Tactic / intervention selection often static and predefined (isolated)</td>
<td>Don’t tend to address decision-making about these issues</td>
<td>Partner / market actor selection often static and predefined (isolated)</td>
<td></td>
</tr>
<tr>
<td>Static Facilitation Approach</td>
<td>Dynamic tactic / intervention selection</td>
<td>Address decision-making principles about these issues in terms of <strong>system change</strong></td>
<td>Dynamic market actor / partner selection</td>
<td></td>
</tr>
</tbody>
</table>

Most Interesting Learning Implications for Project Management: Cash, Staff, Influence

**Notes:**
- **Static Decision-Making:** Often static and predefined (isolated)
- **Dynamic Decision-Making:** Address decision-making principles about these issues in terms of system change
Most Interesting Learning

Need to **triangulate messaging** through multiple, accessible learning methods targeted at different learning styles.

Compare attribution approach to static facilitation approach to adaptive facilitation approach.

- Infographics
- Whiteboarding
- Cartoons
- Experiential activities
- Briefs / Case Studies
- Process Flows
Areas of Technical Debate or Convergence

- Remains a strong emphasis on technical fixes over systemic approaches
- Political versus development objectives
- Pockets of systems thinkers converging across technical areas

Question: How get tactics defined into some type of categorization that is most useful / accessible to people
  - Current:
    - Input Markets (including finance)
    - Output Buyer Markets (including finance)
    - Government
    - Media
Private Sector Engagement

Kristin O’Planick, USAID
Private Sector Engagement

• Seeking approaches to achieve development impact from PSE, as seen in PPP modality

• Research piece was led by Duke’s Center on Globalization, Governance, & Competitiveness

• Audience was USAID staff and implementing partners; got broad exposure through Microlinks seminar and article on Devex

• No specific future work planned at this time, although need for more nuanced guidance for PPP architects
Before engaging the private actors to leverage value chain investment, the question should be, ‘leverage investment’ for what?

- Adopt a ‘problem-driven’ approach in identifying the need for partnerships
- Properly identify the intervention space and partners along the value chains at the local, regional, and global levels
- Assess the problem within the embedded contexts of industry relationships and the needs, interests, and capabilities of smallholder producers
Partnership Formation

While the alignment of objectives is a golden rule of partnerships, it is equally true—but much less discussed—that

- Firms positioned at different segments of the value chain have varied commercial incentives for partnerships
- Value chain partnerships are not power-neutral and it is important to understand the governance system in each segment
- **Industry-level platforms** are essential to facilitate and sustain partnerships at scale
Partnership Outcomes

- PPPs **positively impact economic growth** at the industry level through increased investment, output, and export.

- Economic gains at the industry level, however, **do not automatically lead to smallholder or producer household-level economic benefits**.

- For development agencies to leverage poverty reduction outcomes of PPPs, they need to **build innovation response capacity and bargaining power of smallholders** vis-à-vis large buyers in concentrated markets.
Private Sector Engagement

Key learning: value chain governance trends should be a base consideration when developing PSE ideas.

Areas of debate?
- Defining PPP very broadly, hard to talk about such a broad concept
- Equating poor with smallholders is problematic
- 3 cases are informative, but not definitive
Integrating Agriculture & Nutrition

Jim Yazmin, USAID
Feed the Future Goal: Sustainably Reduce Global Poverty and Hunger

High Level Objective: Inclusive agriculture sector growth
- Agriculture Sector GDP
- Per capita expenditures in rural households
- Women’s Empowerment in Agriculture Index

High Level Objective: Improved nutritional status esp. of women & children
- Prevalence of stunted children
- Prevalence of wasted children
- Prevalence of underweight women

Programs and policies to support agriculture sector growth

Definition of Food Security

- Prevalence of poverty
- Prevalence of underweight children

Improved agricultural productivity
- Gross margins per unit of land or animal of selected product

Expanding markets and trade
- Value of incremental sales (farm-level)

Increased private investment in agriculture and nutrition activities
- Value of new private investment in ag sector or value chain
- % pub. expenditure on ag. and nutrition

Increased employment opportunities in targeted value chains
- Jobs created by investment in agricultural value chains

Increased resilience of vulnerable communities and households
- Household Hunger Scale

Improved access to diverse and quality foods
- Dietary diversity for women
- Minimum adequate diet children

Improved nutrition-related behaviors
- Exclusive breastfeeding under six months

Improved use of maternal and child health and nutrition services
- Prevalence of maternal/child anemia

Programs and policies to increase access to markets and facilitate trade
- Programs and policies to increase employment opportunities in targeted value chains
- Programs and policies to reduce inequities
- Programs and policies to support positive gains in nutrition

Availability
- Access
- Stability
- Utilization
Framework for Actions to Achieve Optimum Fetal and Child Nutrition and Development

Source: www.thelancet.com
Nutrition-Specific & Nutrition-Sensitive

Panel 1: Definition of nutrition-specific and nutrition-sensitive interventions and programmes

Nutrition-specific interventions and programmes
• Interventions or programmes that address the immediate determinants of fetal and child nutrition and development—adequate food and nutrient intake, feeding, caregiving and parenting practices, and low burden of infectious diseases

Nutrition-sensitive interventions and programmes
• Interventions or programmes that address the underlying determinants of fetal and child nutrition and development—food security; adequate caregiving resources at the maternal, household and community levels; and access to health services and a safe and hygienic environment—and incorporate specific nutrition goals and actions

Source: www.thelancet.com
Pathways and Principles for Improving Nutrition through Agriculture

Sarah Titus and Jessica Tilahun
Global Health Mini-University
March 2, 2015

This presentation was made possible by the American people through the U.S. Agency for International Development (USAID) under Cooperative Agreement No. AID-OAA-A-11-00031, the Strengthening Partnerships, Results, and Innovations in Nutrition Globally (SPRING) project.
Primary Pathways
Linking Agriculture and Nutrition
Introducing the Minimum Dietary Diversity – Women (MDD-W)
Global Dietary Diversity Indicator for Women
Washington, DC, July 15–16, 2014

A New Indicator for Global Assessment
The Food and Agriculture Organization of the United Nations (FAO) and the Food and Nutrition Technical Assistance III Project (FANTA) convened a consensus meeting in July 2014, to select a simple proxy indicator for global use in assessing the micronutrient adequacy of women’s diets. Meeting participants from academia, international research institutes, and UN and donor agencies unanimously endorsed and support the use of the new indicator, called Minimum Dietary Diversity – Women (MDD-W). The new indicator reflects consumption of at least five of ten food groups (see the chart on the next page), and can be generated from surveys. It provides a new tool for assessment, target-setting, and advocacy.

Motivation and Overview for the Women’s Dietary Diversity Project I and II
The Women’s Dietary Diversity Project (WDDP) was designed to respond to the need for simple yet valid indicators of women’s diet quality, with a specific focus on micronutrient adequacy.

In the decades preceding the Project, there were many calls for attention to women’s diet quality and nutrition but little programmatic action. A lack of platforms for reaching adolescent girls and women of reproductive age outside of prenatal care was — and remains — a major impediment. Lack of indicators to allow for assessment, advocacy, and accountability has been another constraint.

The WDDP responded with a collaborative research project analyzing simple proxy indicators derived from high-quality dietary data sets from a range of settings in Africa and Asia. The WDDP used a common analytic protocol and harmonized definitions for a wide range of “candidate” indicators.

The first phase of the Project (WDDP-I, 2005–2010) ended with a partial solution to the “indicators gap” and the proposal of several dietary diversity scores for possible use. The second phase (WDDP-II, 2012–present) used more data and conducted additional analyses with the objective of identifying and proposing a dichotomous indicator for global use. The WDDP-II aimed to stimulate progress both through new analytic work and through engaging a broader range of experts for consideration of results and next steps.

Rising Demand for and Use of Diet Diversity Indicators for Women
Recent developments — including dramatically increased attention and funding for nutrition-sensitive interventions, notably in agriculture — have increased demand for indicators of food consumption and diet quality. Several organizations (e.g., FAO and USAID) currently use a 9-point food group score, which was among the indicators identified by WDDP-I. This WDD score is also identified as one of six outcome level indicators in the USAID 10-year multi-sectoral nutrition strategy. Several organizations have also proposed use of WDD indicators in the “Post-2015 Framework,” and one noted the need for a validated dichotomous indicator.

[Logos of European Union, FAO, USAID, FANTA III, and FHI 360]
Meeting Accomplishments

WDDP-II researchers asked meeting participants first to assess whether the evidence was strong enough to support recommendation of a dichotomous indicator, and if so to select one of the two candidate indicators. Meeting participants reached a unanimous decision to recommend adoption of a dichotomous indicator with a threshold of at least five food groups out of ten. Women consuming foods from five or more food groups have a greater likelihood of meeting their micronutrient needs than women consuming foods from fewer food groups.

MDD-W food groups

<table>
<thead>
<tr>
<th>1. All starchy staple foods</th>
<th>6. Eggs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Beans and peas</td>
<td>7. Vitamin A-rich dark green leafy vegetables</td>
</tr>
<tr>
<td>3. Nuts and seeds</td>
<td>8. Other vitamin A-rich vegetables and fruits</td>
</tr>
<tr>
<td>4. Dairy</td>
<td>9. Other vegetables</td>
</tr>
<tr>
<td>5. Flesh foods</td>
<td>10. Other fruits</td>
</tr>
</tbody>
</table>

Next Steps

Meeting participants will disseminate and promote use of the new indicator through communicating to relevant communities of practice, developing user manuals, and seeking opportunities to collect the data, in particular in large-scale surveys. Where it is relevant and would add value, participants will advocate for inclusion of the indicator in global monitoring frameworks.
Nutrition-Sensitive Program Design Principles

- Most are coming from the “nutrition side” - Not a lot of specificity on who? and how?

- In USAID’s vision, food market systems should be nutrition-sensitive. That requires opening up our thinking for some commodities.

- Need to ask: Can markets support sustained application of principles and outcomes? If not markets, who?
Nutrition-Sensitive Agriculture Programming—Where are We?

- We have a USAID Nutrition Strategy – Links a number of COPs across the Agency.

- Feed the Future market systems development investments rolled out without a lot of thought as to how nutrition outcomes would be generated – We’re in catch-up mode. Retrofitting, co-locating and new designs.

- Just now understanding WASH and environmental contamination as contributors to malnutrition.

- Three COPs are collaborating – WASH, Nutrition and Market Systems Development – Need to develop shared visions, leverage strengths and resources, produce high-probability designs.

- Outcome indicators for nutrition-sensitive activities just now being tested.

- Need for intensive CLA between the three (more?) COPs and especially at country level, with Missions and IPs, local systems partners.
Pathways out of Poverty

Anna Garloch, ACDI/VOCA
Bernd Mueller, FAO
Pathways out of Poverty: Overview

**Push/Pull Approach**
- Implementers: SEEP Network, USAID/Ethiopia, other Dos
- Key audiences: Implementers, USAID mission staff

**Labor**
- Implementers: Bernd Mueller (FAO), Man-Kwun Chan, Technical Advisory Team
- Key audiences: USAID policy/program designers

**Market Systems Resilience**
- Stay tuned!
Push/Pull: Work to Date

- Call for examples from practitioners
- Supported SEEP’s Push/Pull track at AC, organized session on USAID/Ethiopia
- Developed a framework
- Exploring case studies
Push/Pull: Key Technical Learning

- Emphasis on a robust, pathways-based theory of change is a key driver of quality in implementation.

- Importance of middle-of-the-value chain actors.

- Moving from a focus on push/pull within individual programs to a focus on portfolios of programs and mission-level perspectives.

- Still wide variations in definitions and application.
Push/Pull: Debate & Convergence

**Debate:**
- Is there impact?
- USAID is not convinced this is the right/best model.
- What’s missing in the theory of change?
- What comes first, the chicken or the egg?

**Convergence:**
- As a conceptual framework – push/pull is helpful
- Emphasis on the theory of change has been welcomed
- Management investment is heavy to make work
- Expectations for pace, scale of progress ambitious
- Geographic overlap – at least partial – is needed
Labor: Work to date

- Developed the “TOR” for the initiative (Fall 2014)

- Formed a technical advisory team (Dec 2014)

- Launched a stocktaking of evidence (Jan 2015)

- Now moving into dissemination and work planning next steps
1. **Labor is key!** Evidence points in one direction: for the poorest, wage labor is the most important form of employment, both for survival and pathways out of poverty. Income from labor is biggest chunk for poorest.

2. **Data is a big issue.** Wage labor is *systematically under-reported* in national statistics. This has major implications for “evidence-based design.”

3. **Rural economies are changing.** Structural transformation means small-scale agriculture will be less and less likely to provide a pathway out of poverty.

4. **Even “bad” jobs can be good (for a time).** Especially in contexts of pervasive poverty.
Convergence:
- To achieve poverty reduction and resilience objectives, labor (not just production) needs to be on the front of our minds – for market systems, along value chains, as beneficiaries, and in our understanding of households.
- Gaps exist in practical implementation within agric
- Global challenges / debates indicate: this is the “future”
- Context is key!

Debate:
- Small-scale ag lends itself to ‘easy’ solutions … what are our solutions for labor market improvements?
- Quantity and quality of work: how to set priorities?
Market Systems and Resilience

Ruth Campbell, ACDI/VOCA
“Resilience is the ability of people, households, communities, countries, and systems to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.” - USAID

- Role of market systems in building resilience
- Making market systems resilient to shocks
Key Learning

1. Role of market systems in building resilience
   
   • Increasing *incomes* $\rightarrow$ asset accumulation, consumption smoothing
   
   • Increasing *food availability* – by increasing yields, market efficiency
   
   • Reducing *risk* – diversifying livelihoods, access to financial services
Key Learning

1. Role of market systems in building resilience
2. Making market systems resilient to shocks

- Economic
- Social/political
- Environmental
- Health
- Disaster response
Key Learning

Determinants of market resilience:

- **Diversity**—products and market channels
- **Redundancy**—multiple buyers, sellers, service providers
- **Relationships**—communication, trust, cooperation
- **Governance**—transparency, fairness, consistency
Resilience Framework

### Market Systems Resilience Framework

<table>
<thead>
<tr>
<th>Types of Interventions</th>
<th>Absorptive Capacity</th>
<th>Adaptative Capacity</th>
<th>Transformative Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Coping)</td>
<td>(Learning and Adjusting)</td>
<td>(Structural Change)</td>
</tr>
<tr>
<td></td>
<td>Stability</td>
<td>Flexibility</td>
<td>Change</td>
</tr>
<tr>
<td><strong>Intensivity of Shock &amp; Transaction Cost</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Linking to social protection</td>
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<tr>
<td>Facilitating access to end markets</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Catalyzing change in market systems</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Fostering improved relationships and system norms</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Strengthening value chain governance</td>
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</tbody>
</table>
Outstanding Questions

• Does the adaptive management of market systems translate into increased resilience?
• How can we balance trade-offs between resilience and efficiency?
• What governance structures best support resilience?
• **How can market systems and resilience programming be better integrated?**
Women’s Economic Empowerment

Erin Markel, MarketShare Associates
Michelle Stern, ACDI/VOCA
Women’s Economic Empowerment Portfolio

• Literature Review
• Framework for Women’s Economic Empowerment in Market Systems Development
• The Business Case: Inclusive Business for Women’s Economic Empowerment
• Intervention Guide for Women’s Empowerment in Agriculture Index
• SEEP Network Women’s Economic Empowerment Working Group
• Women’s Empowerment and Market Systems Training Materials
• Case Studies
• Monitoring and Evaluation
Plug for next webinar! March 31st at 9:30am EST

Wade Channell, Senior Economic Growth Advisor for Gender
Elizabeth Vazquez, CEO, WEConnect International
Linda Jones, Private Sector Development expert
Ursula Gutierrez, General Manager, Marriott Peru
Implementers + Audience

- Lindsey Jones and Michelle Stern, ACDI/VOCA
- Erin Markel, MarketShare Associates
- Helen Loftin, MEDA
- Nisha Singh, SEEP Network

- Project implementing agencies
- USAID Economic Growth and Gender teams
- USAID Missions
- UN Women’s networks
- SEEP Network members
Key Technical Learning

1. WEE Framework

2. WEAI Guide
WEE in Market Systems

WEE = Women’s Economic Empowerment
Elements of empowerment

Types of interventions

We must address underlying rules: formal and informal
Key learning:

- Access and agency
- Structural transformation and bottom-up change
WEE Framework

Key debates:

• How and what interventions to prioritize?

• Is there a trade-off between reaching scale and reaching women?

• What networks/platforms most effectively promote the kind of collective action that continuously increases inclusiveness within a market system over time and at scale?

• How can a facilitation approach be used to catalyze bottom-up change, while using a light touch and respecting a group’s decision-making autonomy?
The Women’s Empowerment in Agriculture Index (WEAI) was launched in Feb. 2012 to measure, evaluate and learn about women’s empowerment and inclusion in the agriculture sector.

The intervention guide will help practitioners to:

- **Select and design evidence-based interventions** that are the most relevant to the domains of empowerment prioritized in the WEAI.

- **Track and measure changes** in WEAI domains of empowerment as a result of these interventions.
WEAI Intervention Guide

• Organized according to the five domains of empowerment used in the WEAI survey

• Concepts are broadly applicable and proposed interventions can be adapted for any agricultural market systems development program

• Guide is a reference and not a checklist

• Spring release, with a second edition in summer 2015
Key learning

• Lack of empirical evidence linking typical activities to women’s empowerment

Key debates

• Drafting Theories of Change per domain proved difficult. How or if to accomplish moving forward?
Monitoring and Evaluation (and Learning)

Elizabeth Dunn, Impact LLC
Components

1. Evaluation Framework
   – with LEO Learning Areas!

2. Systemic Change & Early Change
   – with Ben Fowler and Jesse McConnell, MarketShare Associates

3. Evidence on Scale
   – with Liz McGuinness
Evaluation Framework

• Audience and Partners
  – USAID Missions, Implementation Experts, Evaluators
  – LEO Learning Areas, BEAM (IDS)

• Objectives
  1. Provide M,E&L framework (principles & guidelines) for inclusive market system facilitation
     • Adaptive management and learning
     • Monitoring for accountability
     • Program performance evaluation
     • Impact evaluation
  2. Assist in transitioning USAID’s M&E requirements
  3. Inform evaluation community about how to approach market systems facilitation
Systemic Change & Early Change

• Audience and Partners
  – USAID Missions, implementing partners, DFID/SDC
  – USAID/Uganda, MaFI, BEAM, DCED

• Technical Learning
  – *Evaluating Systems and Systemic Change*
  – Indicators of systemic change
  – Research on methods and tools

• Debates and Convergence
  – Parallel monitoring systems (see Uganda report)
  – No universal indicators of systemic change
  – Theory-based (TOC) vs. complexity/emergence
Methods and Tools (Short) List

1. Indicators with standard measurement tools
2. Most Significant Change
3. Outcome Harvesting
4. Outcome Mapping
5. Sensemaker®
6. Social Network Analysis
7. Systemic Action Research/Participatory Systemic Inquiry
Evidence on Scale

- Audience and Partners
  - USAID Missions and implementing partners
  - BFS/FTF, USAID/Tanzania, BEAM, Scaling Impact

- Technical Learning
  - Beneficiary categories ("cloud diagram")
  - Review of approaches used in current projects

- Debates and Convergence
  - Confusion on outreach (e.g., FTF indicators)
  - Undercounting of target beneficiaries
  - Auditability vs. estimation
Facilitation Activity

Primary Contacts

Secondary Contacts

Copying

Crowding-In

Facilitation Activity

Intervention

Demonstration

Imitation

Adaptation

Employment

Multiplier Effects

Market System

(LEO Brief 2014)