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LEO

Leveraging Economic
Opportunities

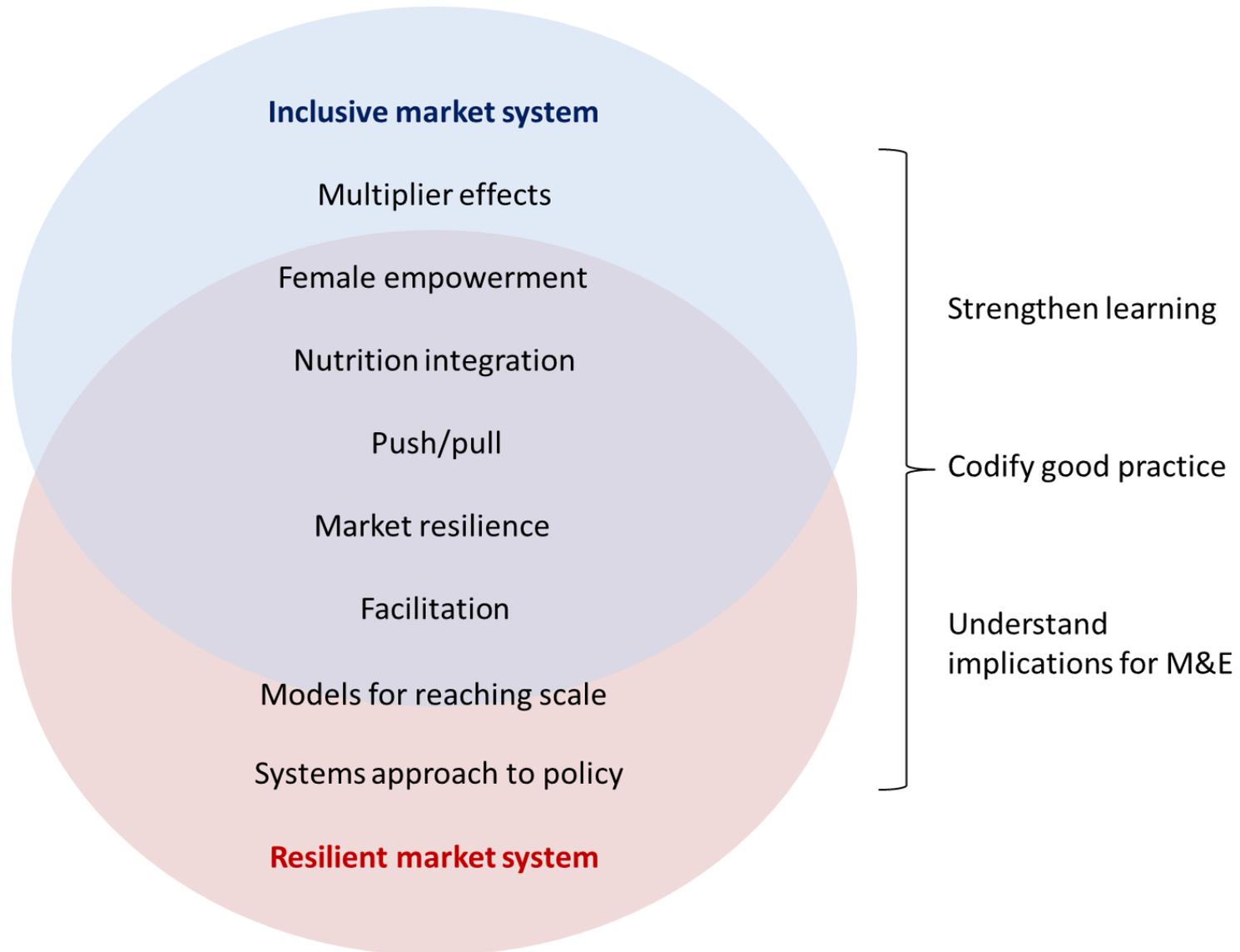


WELCOME
TO THE 2ND
LEO
LEARNING
EVENT

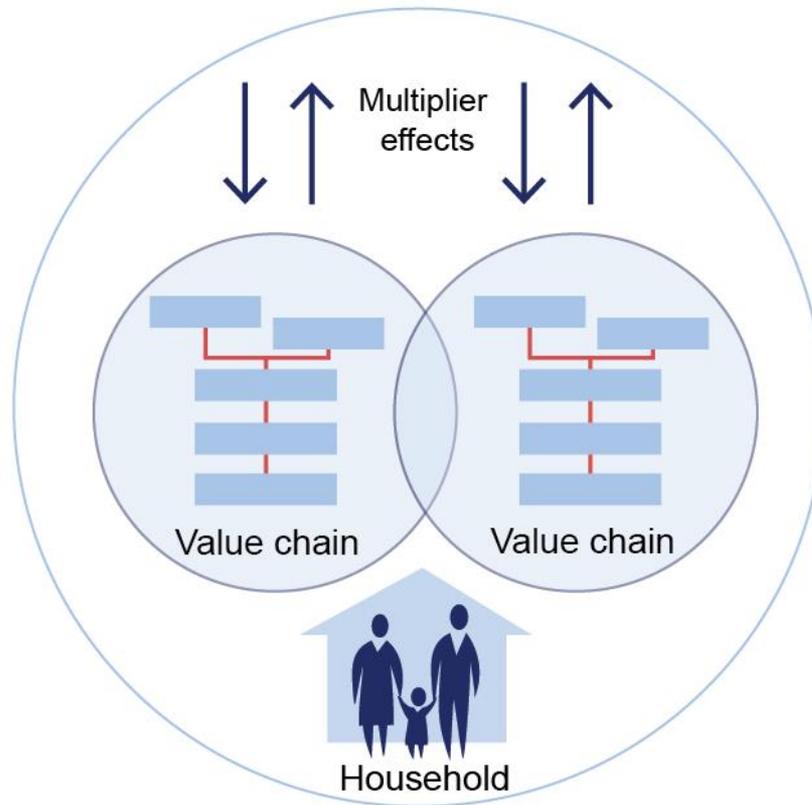
Leveraging Economic Opportunities

- Support learning and practice in inclusive growth through market systems
 - ✓ **Competitive**—upgrade to meet demand
 - ✓ **Inclusive**—of women, the poor, youth
 - ✓ **Resilient**—to shocks

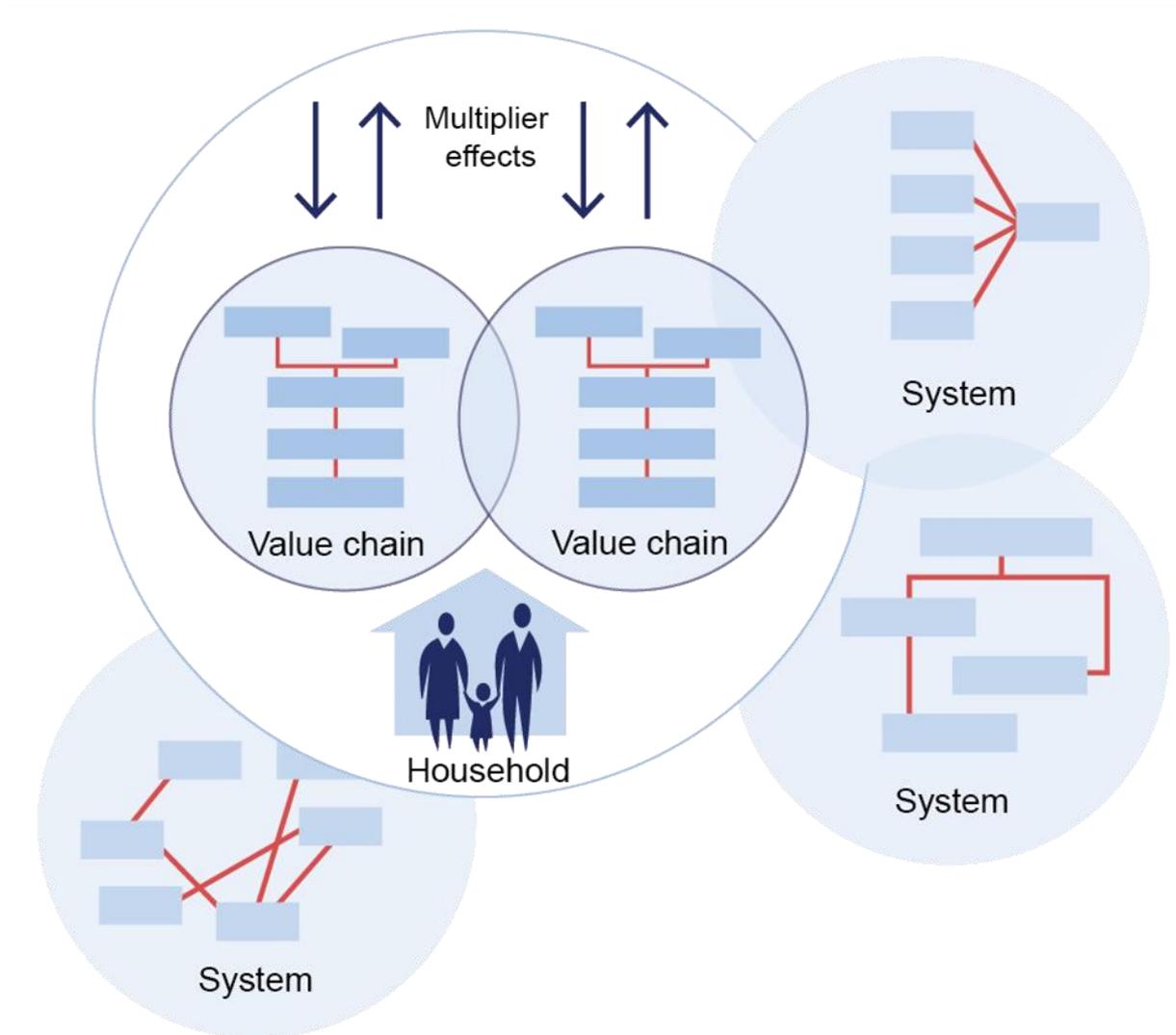
Leveraging Economic Opportunities



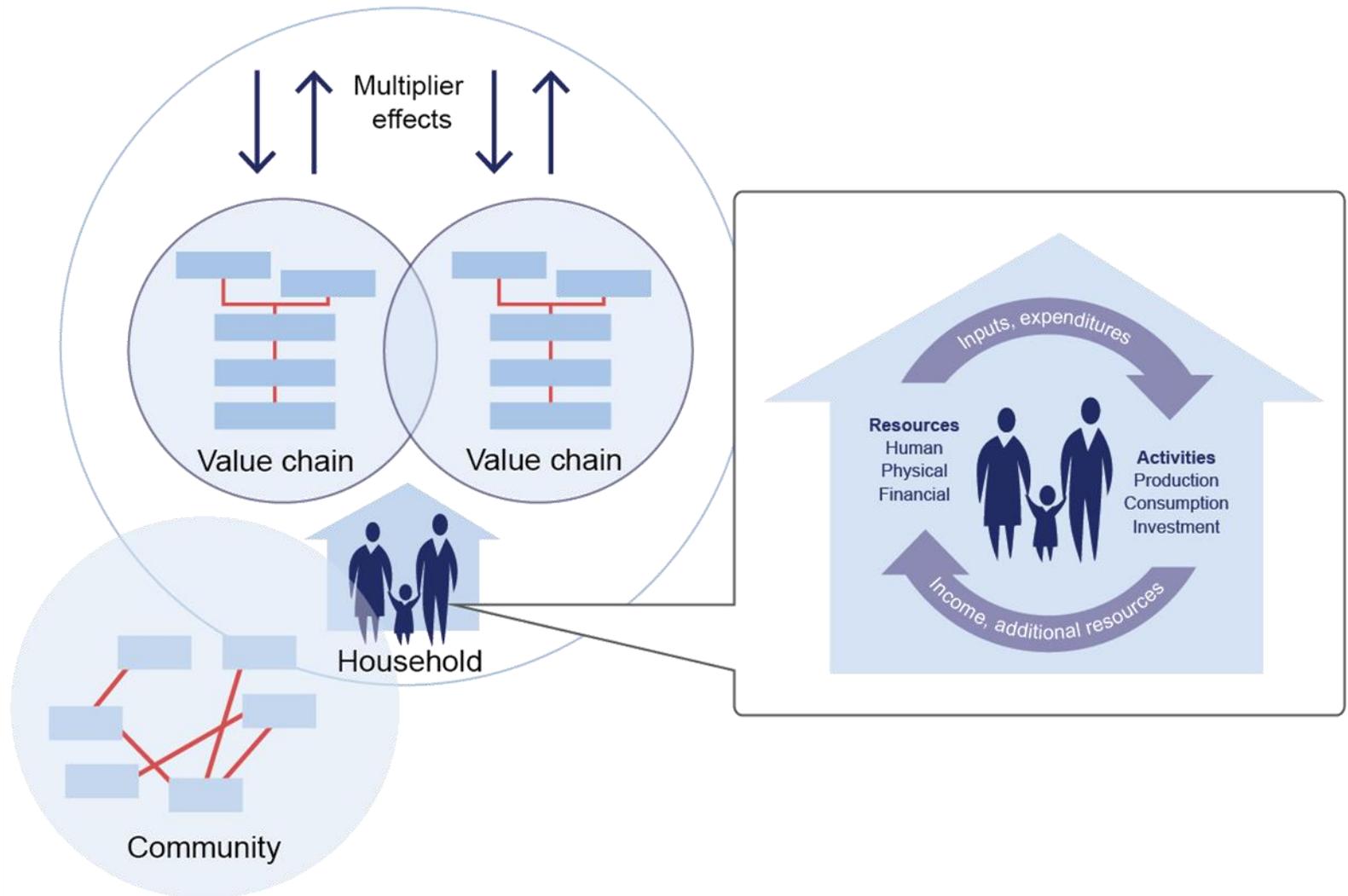
Market System Framework



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.....



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Agricultural Transformation in SSA & the Role of the Multiplier



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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



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Models for Reaching Scale (i.e., “Scaling Impact”)



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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



SCALING IMPACT:

EXTENDING INPUT DELIVERY TO SMALLHOLDER FARMERS AT SCALE

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REPORT NO. 5



Photo Credit: ACIDI/VOCA

JANUARY 2015

This publication was produced for review by the United States Agency for International Development. It was prepared by Ben Fowler of MarketShare Associates and Dan White of ACIDI/VOCA with funding from USAID's Leveraging Economic Opportunity (LEO) project.

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, NAFKA (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?



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Market Facilitation



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Mike Field, FHI360

Margie Brand, EcoVentures International

Overview

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



MaFI



Audience

- **Donors**
- **Practitioners – new to facilitation**

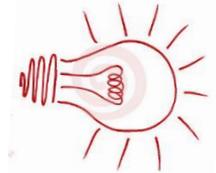
Not yet fully aware or convinced of facilitation approach

Already many 101 capacity building materials available

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

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

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

Approach	STATIC Decision- Making	WHAT to allocate resources to	HOW MUCH resource to allocate	WHEN / HOW LONG to allocate resources	WHO to allocate resources to	
Attribution Approach		STATIC Decision- Making	<i>Tactic / intervention selection often static and predefined (isolated)</i>	→	<i>Don't tend to address decision-making about these issues</i>	←
Static Facilitation Approach	STATIC Decision- Making		<i>Tactic / intervention selection often static and predefined (isolated)</i>	→	<i>Don't tend to address decision-making about these issues</i>	←
Adaptive Facilitation Approach		DYNAMIC Decision- Making	<i>Dynamic tactic / intervention selection</i>	← →	<i>Address decision-making principles about these issues in terms of system change</i>	← →
<p>Implications for Project Management: Cash Staff Influence</p>						

Most Interesting Learning



Briefs / Case Studies



Process Flows

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



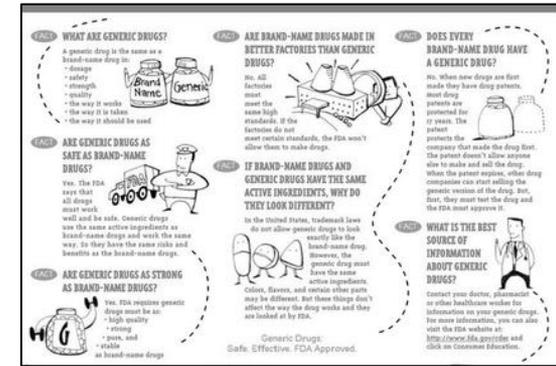
Compare attribution approach to static facilitation approach to adaptive facilitation approach



Experiential activities



Cartoons



Infographics



Whiteboarding

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



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Private Sector Engagement



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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

Partner Identification

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



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Integrating Agriculture & Nutrition



Jim Yazmin, USAID

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Feed the Future Goal: Sustainably Reduce Global Poverty and Hunger

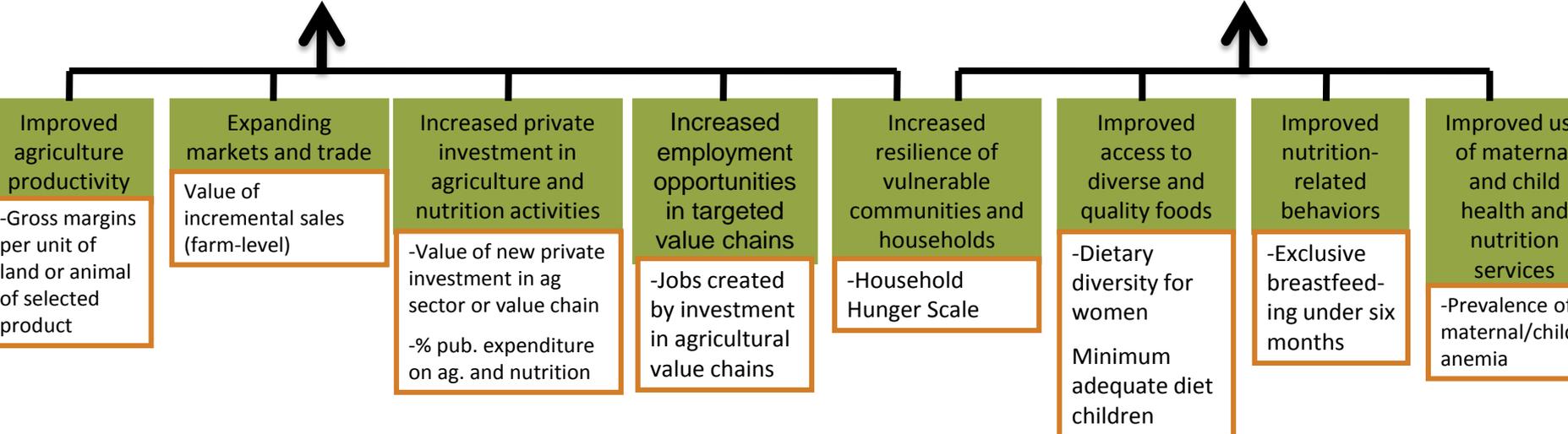
- Prevalence of poverty - Prevalence of underweight children

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

AVAILABILITY

Programs and policies to increase access to markets and facilitate trade

ACCESS

Programs and policies to reduce inequities

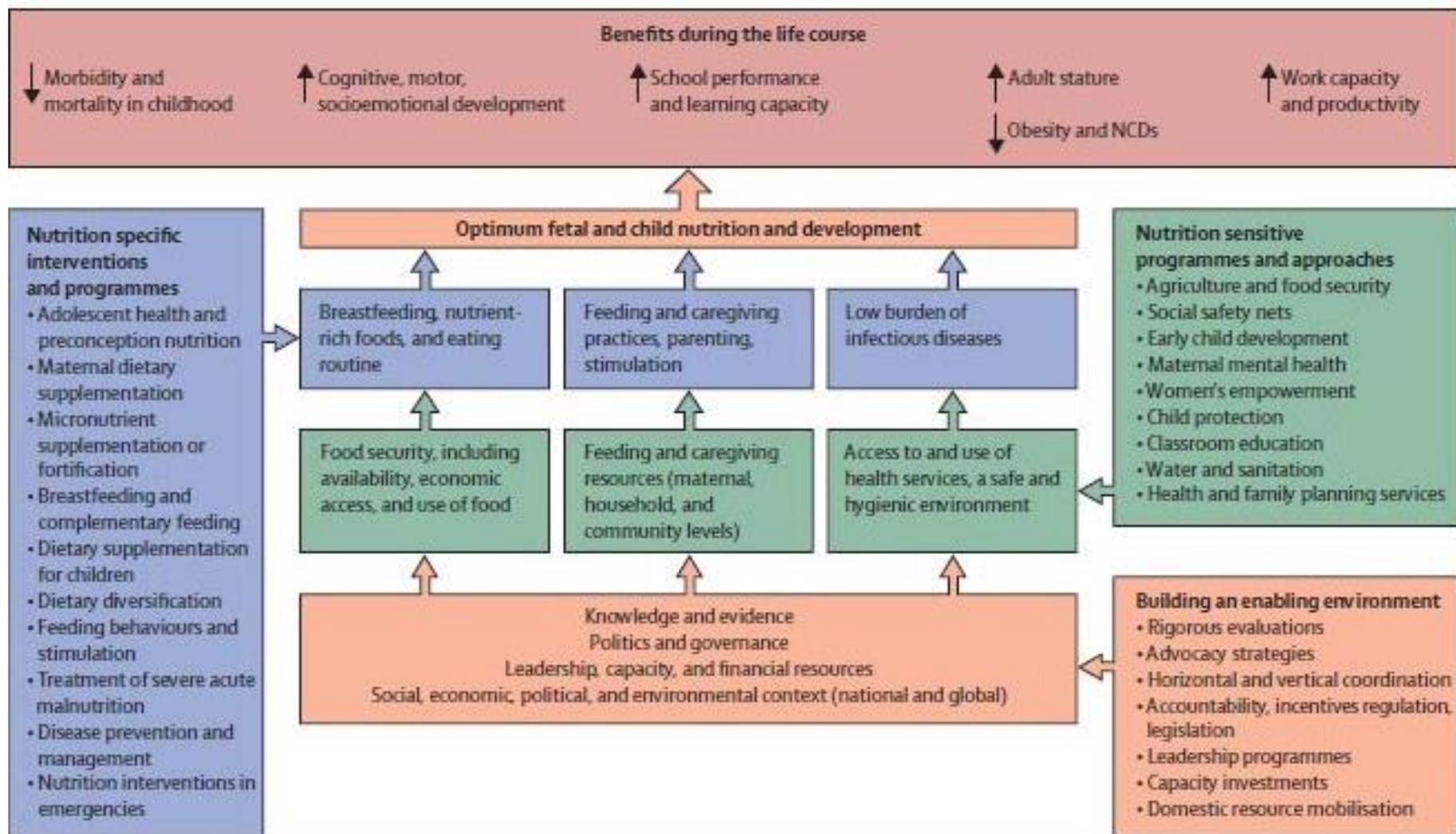
STABILITY

Programs and policies to support positive gains in nutrition

UTILIZATION

Definition of Food Security

Framework for Actions to Achieve Optimum Fetal and Child Nutrition and Development



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

Pathways and Principles for Improving Nutrition through Agriculture

Sarah Titus and Jessica Tilahun

Global Health Mini-University

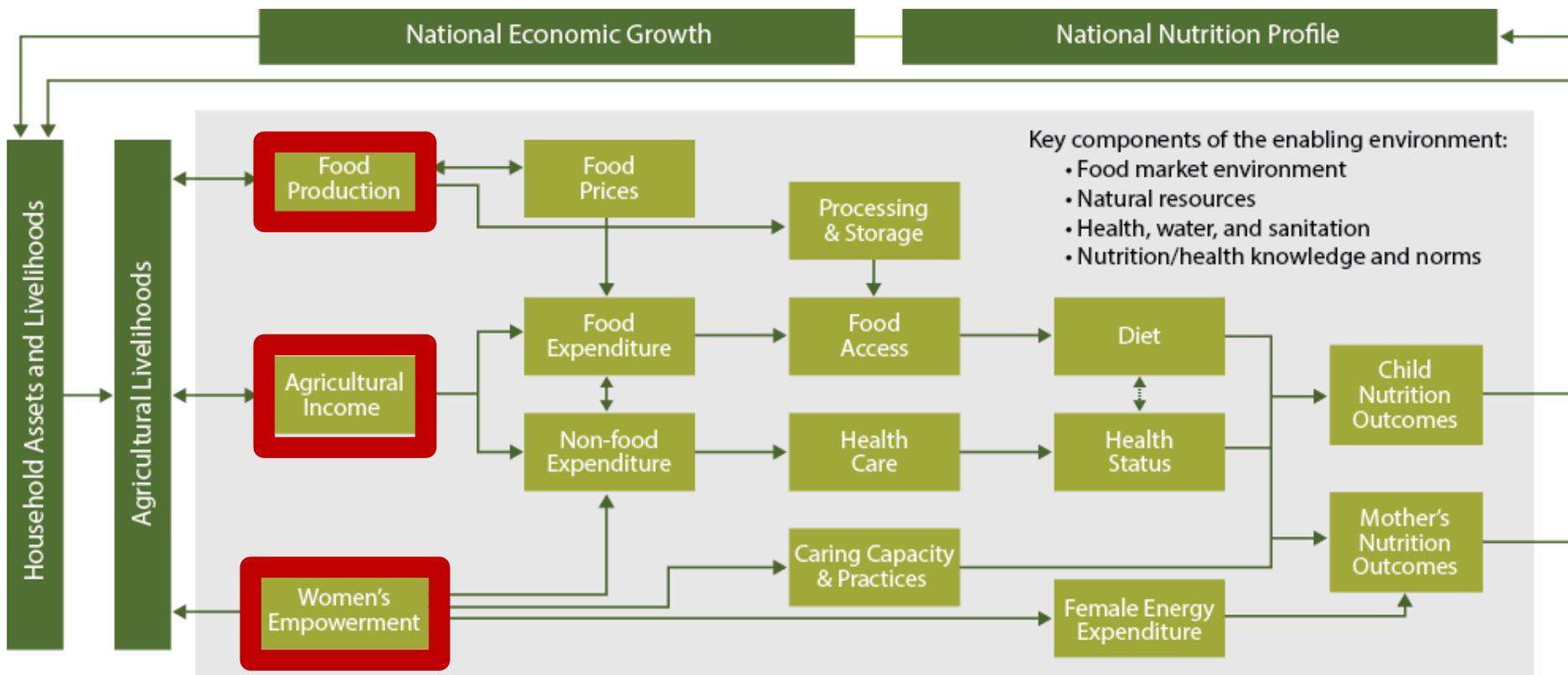
March 2, 2015

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 participants¹ 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).² 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.³ 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.⁴ 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.⁵ Several organizations have also proposed use of WDD indicators in the "Post-2015 Framework,"⁶ and one noted the need for a validated dichotomous indicator.⁷



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

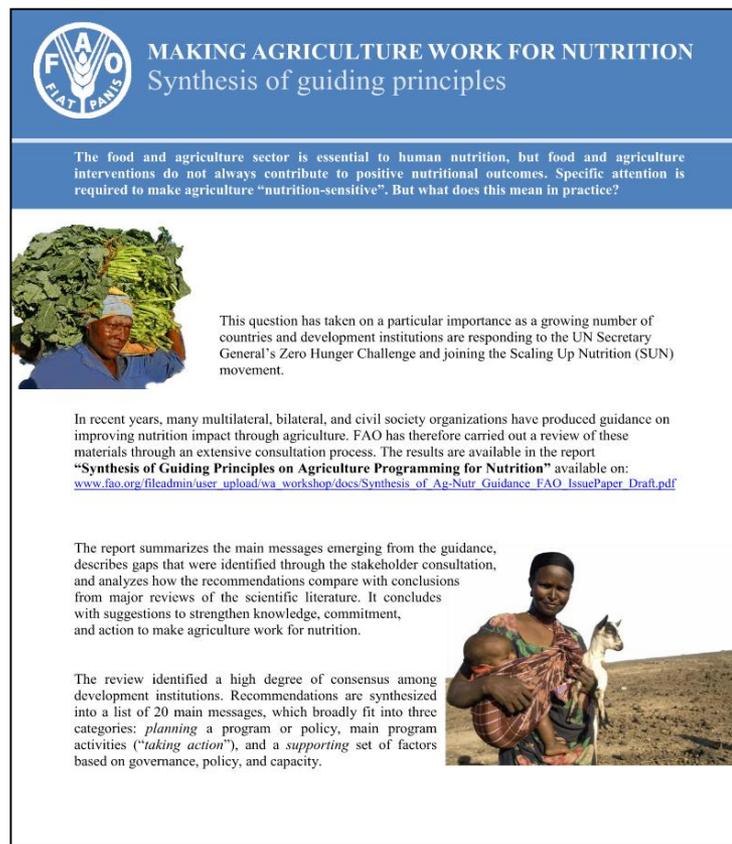
1. All starchy staple foods	6. Eggs
2. Beans and peas	7. Vitamin A-rich dark green leafy vegetables
3. Nuts and seeds	8. Other vitamin A-rich vegetables and fruits
4. Dairy	9. Other vegetables
5. Flesh foods	10. Other fruits

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?



MAKING AGRICULTURE WORK FOR NUTRITION
Synthesis of guiding principles

The food and agriculture sector is essential to human nutrition, but food and agriculture interventions do not always contribute to positive nutritional outcomes. Specific attention is required to make agriculture “nutrition-sensitive”. But what does this mean in practice?



This question has taken on a particular importance as a growing number of countries and development institutions are responding to the UN Secretary General’s Zero Hunger Challenge and joining the Scaling Up Nutrition (SUN) movement.

In recent years, many multilateral, bilateral, and civil society organizations have produced guidance on improving nutrition impact through agriculture. FAO has therefore carried out a review of these materials through an extensive consultation process. The results are available in the report **“Synthesis of Guiding Principles on Agriculture Programming for Nutrition”** available on: www.fao.org/fileadmin/user_upload/wa_workshop/docs/Synthesis_of_Ag-Nutr_Guidance_FAO_IssuePaper_Draft.pdf

The report summarizes the main messages emerging from the guidance, describes gaps that were identified through the stakeholder consultation, and analyzes how the recommendations compare with conclusions from major reviews of the scientific literature. It concludes with suggestions to strengthen knowledge, commitment, and action to make agriculture work for nutrition.



The review identified a high degree of consensus among development institutions. Recommendations are synthesized into a list of 20 main messages, which broadly fit into three categories: *planning* a program or policy, main program activities (“*taking action*”), and a *supporting* set of factors based on governance, policy, and capacity.

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.



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Pathways out of Poverty



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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

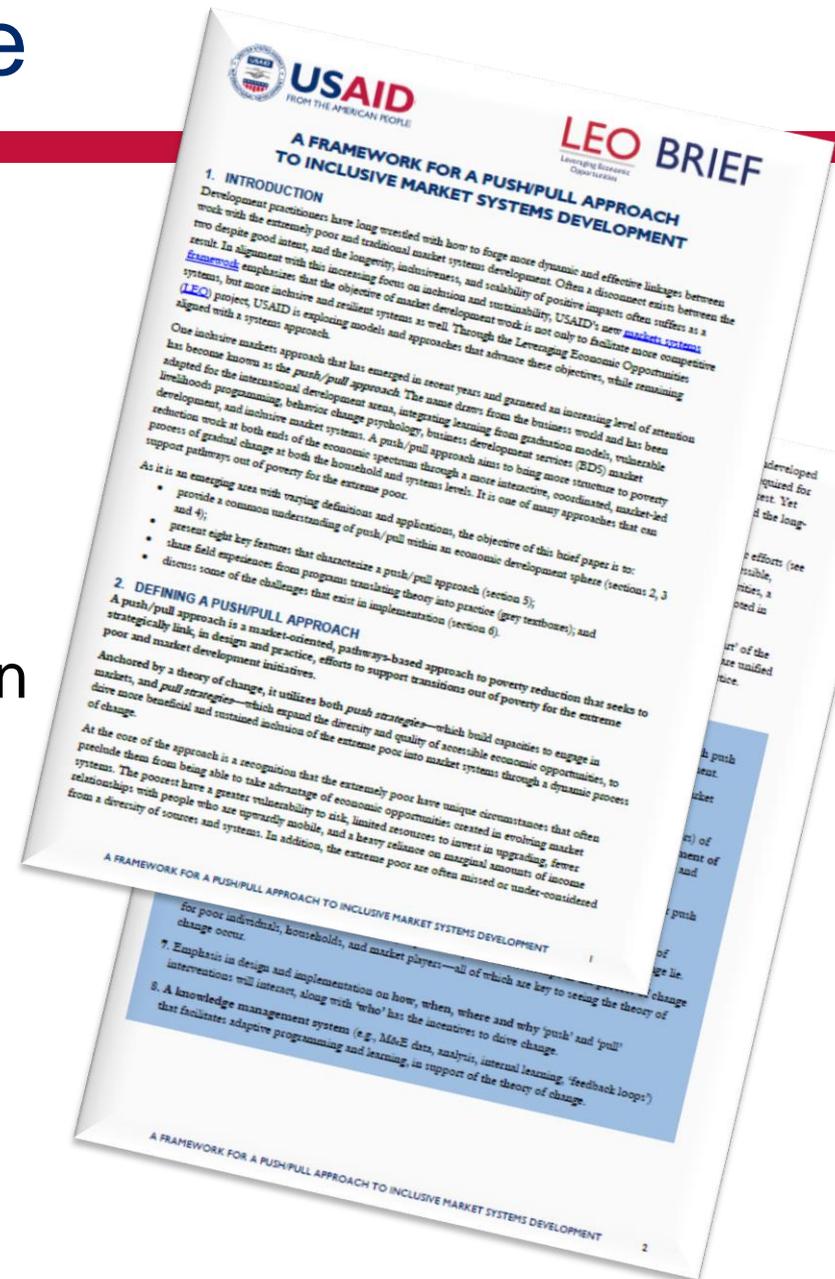
Key audiences:
USAID
policy/program
designers

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:

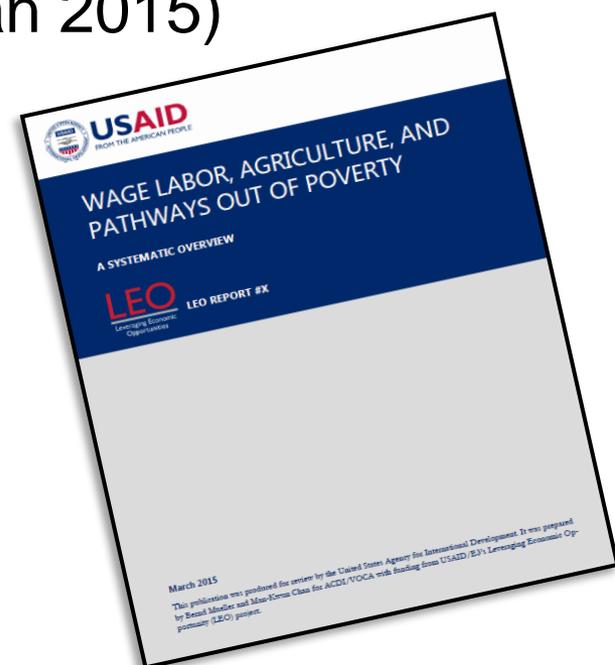
- Is there impact?
- USAID is not convinced this is the right/best model.
- What's missing in the theory of change?
- What comes first, the chicken or the egg?

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



Labor: Key Technical Learning

- 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.

Labor: Debate & Convergence

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?



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Market Systems and Resilience



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Ruth Campbell, ACIDI/VOCA

Market Systems and Resilience

“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** → 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

The Economics of Early Response and
Disaster Resilience:
Lessons from Kenya and Ethiopia



Courtenay Cabot Venton, Catherine Fitzgibbon,
Tenna Shitarek, Lorraine Coulter, Olivia Dooley
June 2012

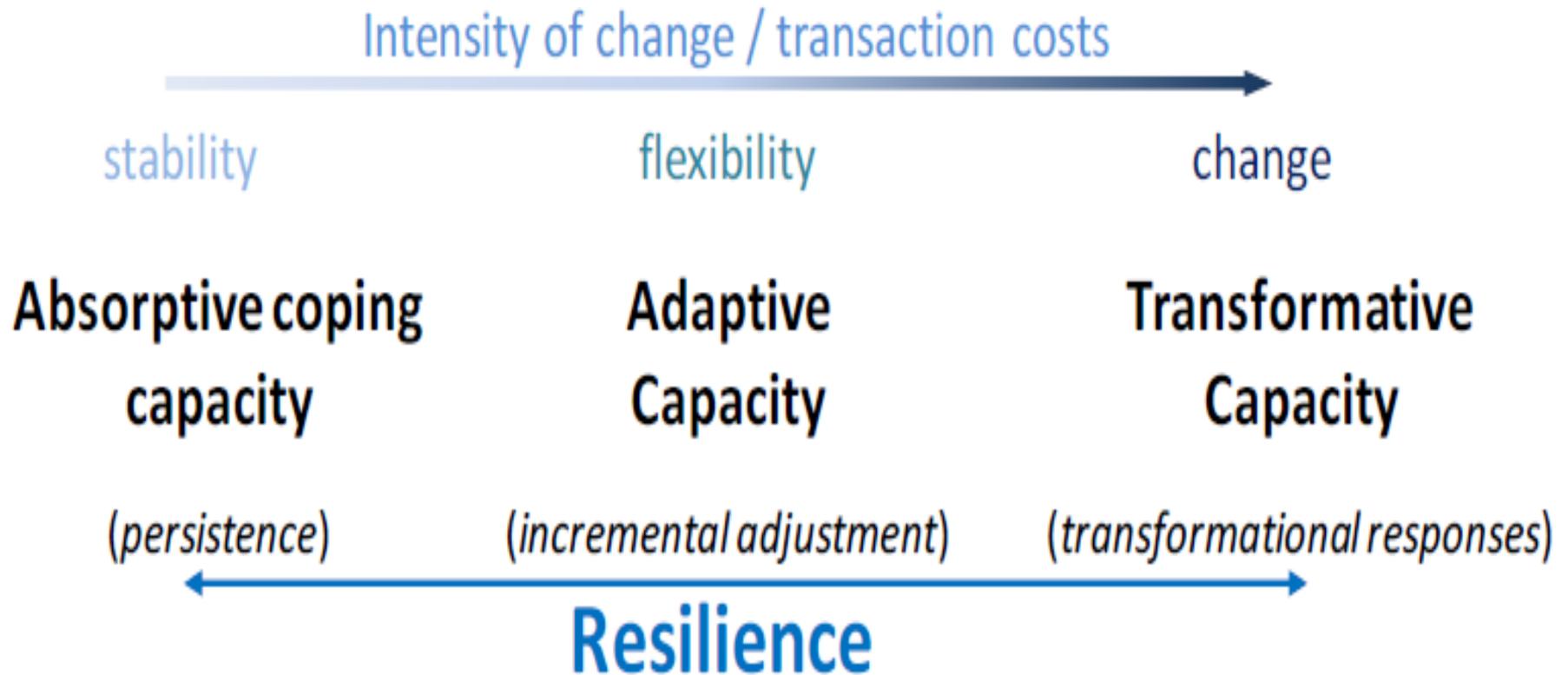
Key Learning

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



Source: Béné, Christophe, Rachel Godfrey Wood, Andrew Nesham, and Mark Davies. 2012. "Resilience: New Utopia or New Tyranny? Reflection about the Potentials and Limits of the Concept of Resilience in Relation to Vulnerability Reduction Programme." IDS Working Paper 405. The Institute of Development Studies.

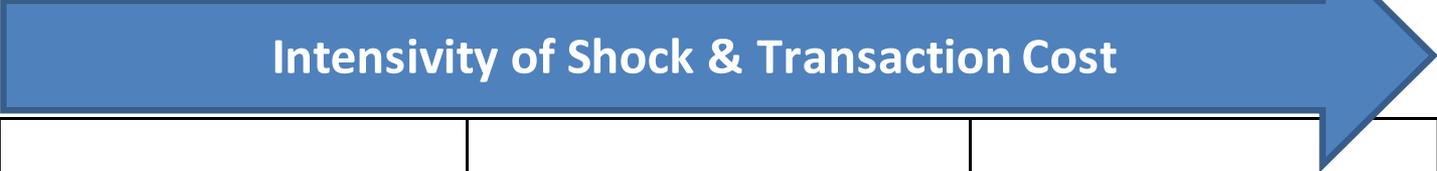
Market Systems Resilience Framework

Absorptive Capacity
(Coping)
Stability

Adaptative Capacity
(Learning and Adjusting)
Flexibility

Transformative Capacity
(Structural Change)
Change

Intensity of Shock & Transaction Cost



Types of Interventions

<i>Linking to social protection</i>			
<i>Facilitating access to end markets</i>			
<i>Catalyzing change in market systems</i>			
<i>Fostering improved relationships and system norms</i>			
<i>Strengthening value chain governance</i>			

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?**





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Women's Economic Empowerment



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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



ONLINE DISCUSSION

**WOMEN'S ECONOMIC EMPOWERMENT
IN INCLUSIVE MARKET SYSTEMS DEVELOPMENT**
THE THEORY BEHIND THE APPROACH

29 JANUARY – 19 FEBRUARY



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
-

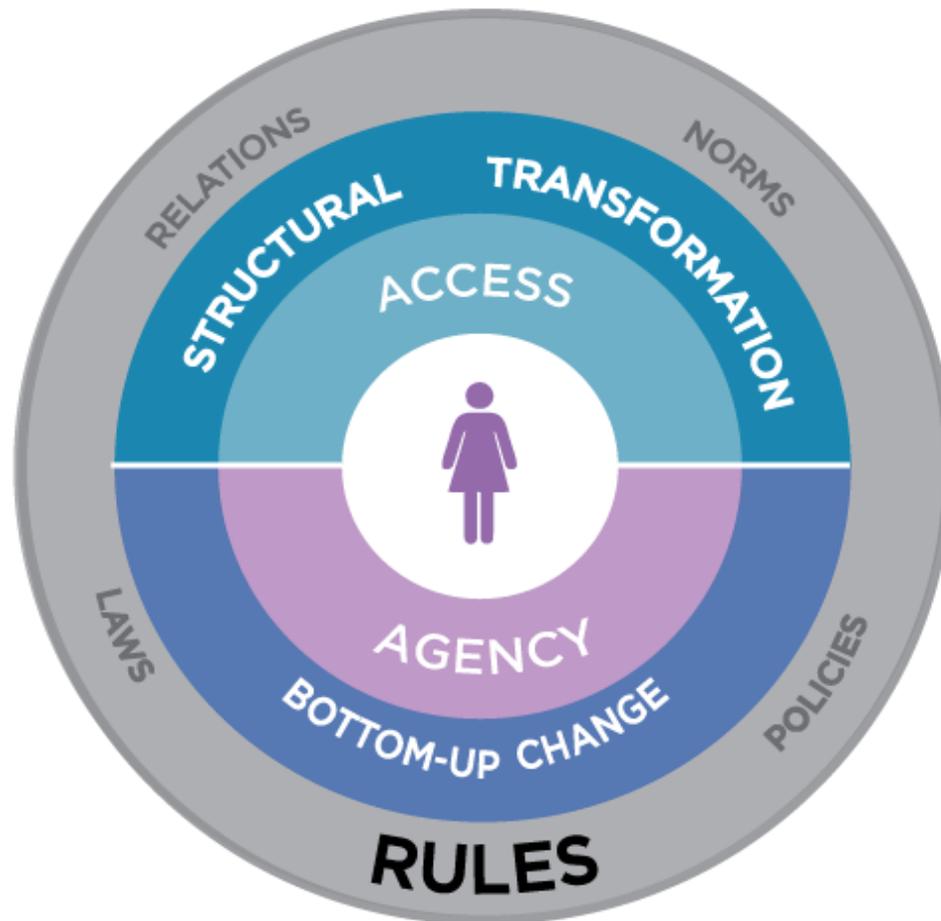
- Project implementing agencies
- USAID Economic Growth and Gender teams
- USAID Missions
- UN Women's networks
- SEEP Network members

Key Technical Learning

1. WEE Framework

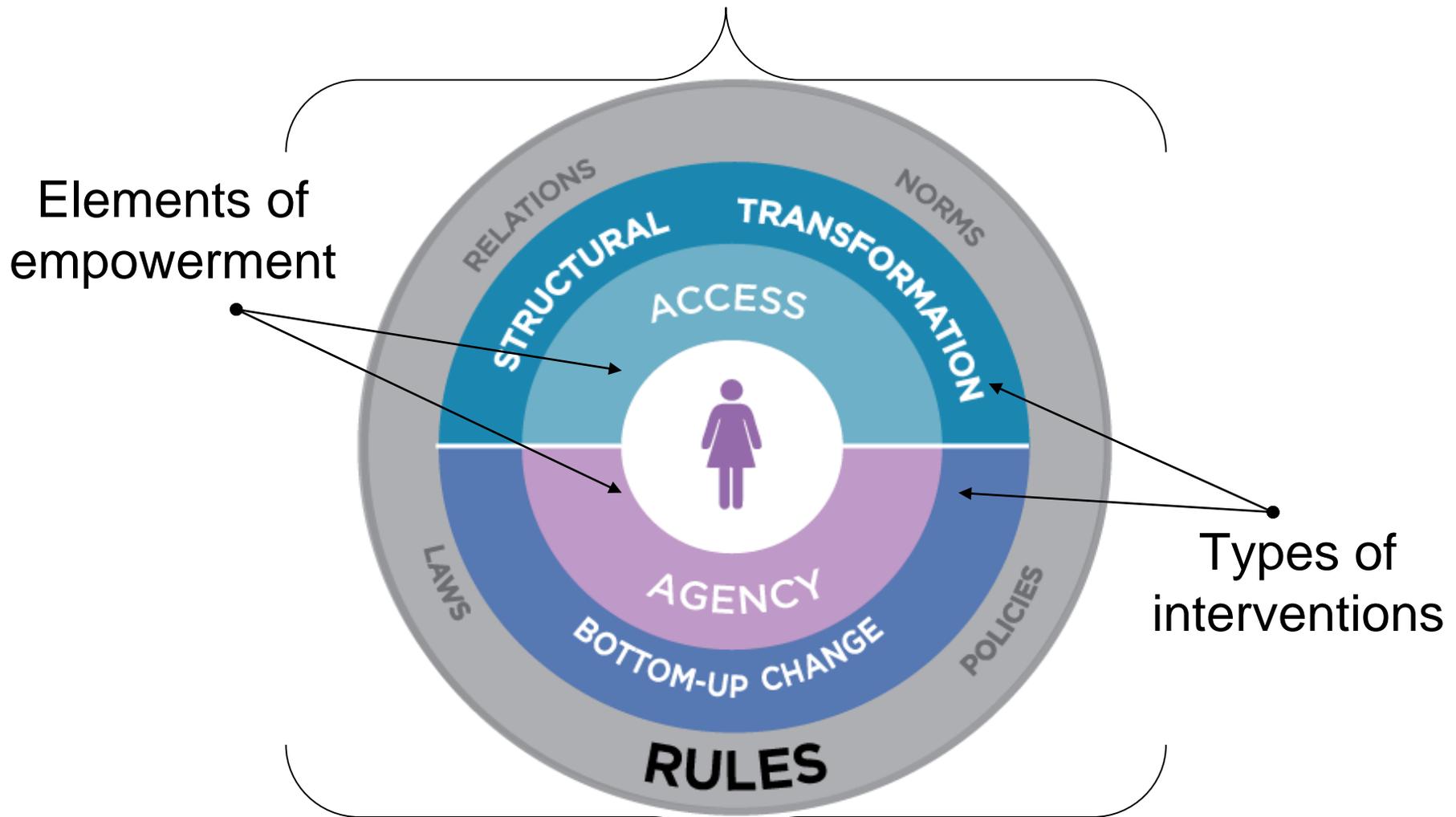
2. WEAI Guide

WEE in Market Systems



WEE = Women's Economic Empowerment

WEE in Market Systems



We must address underlying rules: formal and informal

WEE Framework

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?

WEAI Intervention Guide

- 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

WEAI Intervention Guide

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?



USAID
FROM THE AMERICAN PEOPLE

Monitoring and Evaluation (and Learning)



LEO
Leveraging Economic
Opportunities

Elizabeth Dunn, Impact LLC

LEO M&E: Overview

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

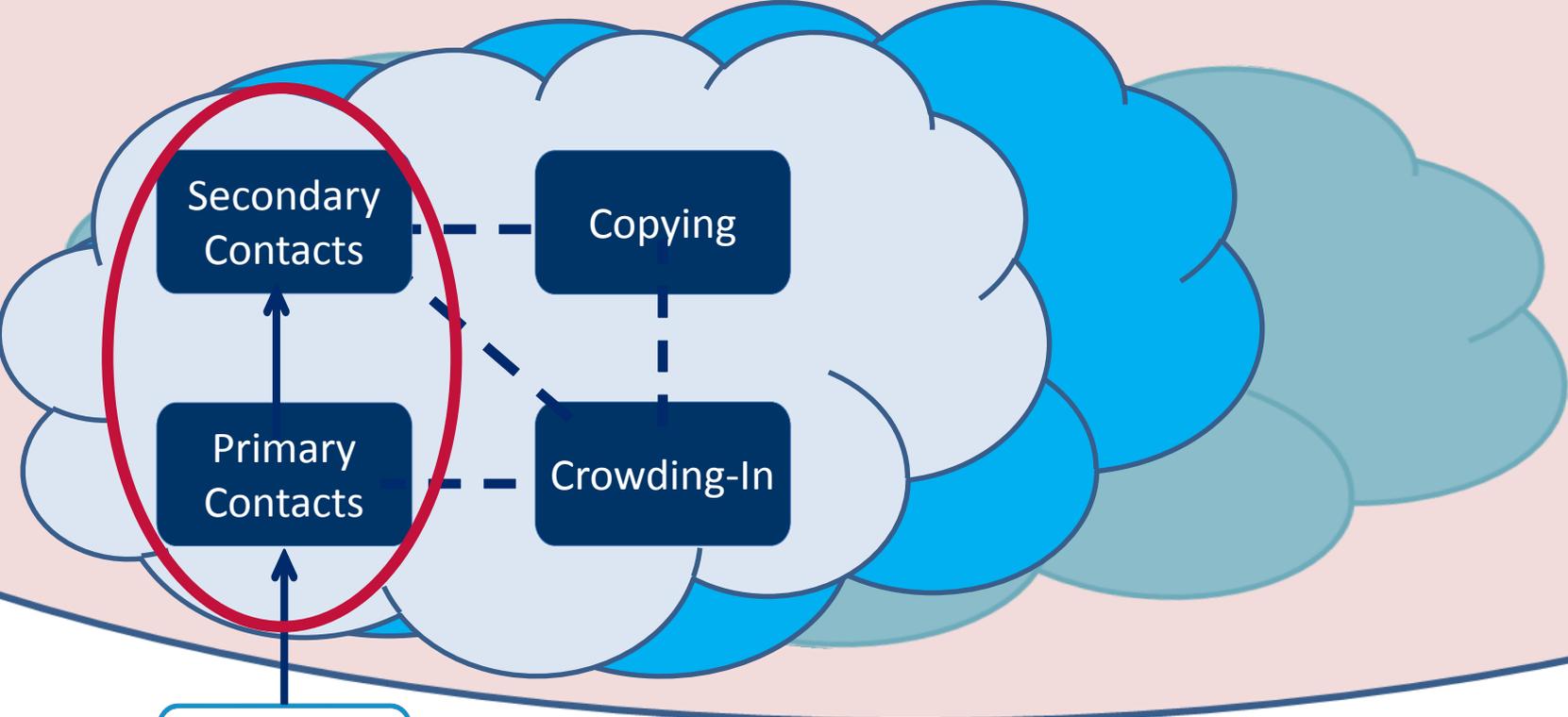
Methods and Tools (Short) List

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

Market System



Facilitation Activity

Intervention

Demonstration

Imitation

Adaptation

Employment

Multiplier Effects



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Opportunities

microlinks.org/activities/leveraging-economic-opportunities-leo

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