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LEVERAGING ECONOMIC OPPORTUNITIES FINAL PERFORMANCE REPORT

Contract # AID-OAA-C-13-00130



Prepared by:



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ACKNOWLEDGEMENTS

The Leveraging Economic Opportunities (LEO) project 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. It would be impossible to name them all, but a few individuals deserve special mention.

In particular, Ruth Campbell of ACDI/VOCA, who managed LEO from 2013 to June 2016, for her vision and leadership, commitment to quality, unmatched productivity, and unique combination of heart and humor. Dr. Jeanne Downing, originally with USAID and now an independent consultant, for being a tireless advocate for value chain and market systems approaches within USAID and the original COR for LEO. Kristin O'Planick, who took over as COR in 2014, for her support, valuable technical feedback, promotion of LEO across the Agency, and commitment to keeping the work practical.

Each core member of the ACDI/VOCA consortium were important partners under LEO and significant thought leaders, not to mention good colleagues. In particular: Ben Fowler, Erin Markel, and Tim Sparkman of MarketShare Associates; Margie Brand and Caroline Fowler of EcoVentures International; Elizabeth Dunn of Impact LLC; and Andrew Shepherd, Lucy Scott, and Vidya Diwakar of the Overseas Development Institute (ODI). LEO is also grateful to the staff at KDAD, who manage Microlinks and Agrilinks, for their support with webinars, presentations, and for hosting all LEO resources on www.microlinks.org/leo. The SEEP Network also helped promote and inform LEO learning through its network of members, multiple working groups, newsletters, Annual Conference, and several webinars.

Within ACDI/VOCA, core contributors and technical leads included Jenn Williamson, Olaf Kula, Daniel White, Hayden Aaronson, Lindsey Jones-Renaud, William Vu, Madiha Nawaz, and Anna Garloch, along with targeted engagement from Morgan Mercer, Melissa Schweisguth, Alexander Goodspeed, Bronwyn Irwin, Ladd, Cheryl Turner, Sophie Walker, Geoff Chalmers, Sally Oh, Amanda Muncil, and Jennifer Moffat.

LEO also benefitted from an interactive relationship with the DfID/SDC-funded BEAM Exchange, our sister program 'across the pond,' and the commitment to share learning, jointly undertake key initiatives, webinars, and workshops, and engage in regular check-ins on activities and findings. In particular, thanks to Mike Albu, Marcus Jenal, Lucho Osorio Cortes, and Jodie Thorpe, along with Natalie Skerritt and Robbie Barkell at DfID.

And finally, thank you to all who read with interest LEO's publications, debated the relevance of learning within your own context, joined our meetings, listened in on webinars, provided critical feedback on drafts and on phone calls, chat rooms, and workshop rooms, and shared your own experience and perspective. This genuine interest in figuring out how to do 'what we do' better is inspiring and challenging and bodes well for the quality of our market systems development work in the future.

Cover page photo credits

Top row, left to right:

- A participant shared his perspective at a LEO-hosted *Market Facilitation Peer-to-Peer Learning Workshop*, hosted in Addis Ababa, Ethiopia. Photo credit EcoVentures International.
- Focus group discussion with young women in Nepal as part of the LEO *Youth Engagement in Agricultural Value Chains Across Feed the Future* study. Photo credit Morgan Mercer, ACDI/VOCA.
- A busy day at the live animal market in Lagos, Nigeria, taken as part of the LEO *West Africa SPS assessment*. Photo credit William Vu, ACDI/VOCA.
- Tjip Walker, USAID/PPL Senior Policy Advisor for Local Systems, speaks at the LEO *Transforming Market Systems Conference* in Washington D.C., joined onstage by LEO team members Margie Brand of EcoVentures and Ben Fowler of MarketShare Associates, as well as Jeanne Downing (independent consultant) and Jim Tanburn (DCED, not pictured). Photo credit Anna Garloch, ACDI/VOCA.

Bottom row: Selected composite of LEO publications. Image designed by Jennifer Moffat, ACDI/VOCA.

EXECUTIVE SUMMARY

Leveraging Economic Opportunities (LEO) was a three-year contract to support programming that fosters **inclusive growth through markets**. Building on USAID’s value chain approach, LEO focused on:

- a **systems approach** to markets, acknowledging the complex interrelationships among market actors, interconnected value chains, market and household systems, climate change, nutrition, the policy environment, and sociocultural factors, including poverty and gender; and
- **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.

Building on a framework for inclusive market systems developed early in the project¹, LEO pursued a comprehensive learning agenda that included the following core areas, explored in full in the body of this report:

- M&E for Market Systems
- Facilitation
- Understanding & Measuring Systemic Change
- Women’s Economic Empowerment
- Resilience and Sustainable Poverty Escapes
- Scaling Impact through Agricultural Input and Output Markets; and
- Pathways out of Poverty: Labor, and Push/Pull Approaches

During its life, LEO pushed the boundaries of market systems theory and practice across this learning agenda, through a wide array of activities detailed in Section II. The ACDI/VOCA-led consortium developed 72 publications to document learning from these activities, including:

- Framework documents to lay out key principles, implementation guidance, and terms
- Primary research and extensive literature reviews
- Multi-country case studies and ‘deep dives’; and
- Practical tools, intervention guides and job aides

To support dissemination of these resources, LEO conducted countless in-person workshops and presentations, webinars, and e-consultations. The project undertook field work in 26 different countries across sub-Saharan Africa, central America, Eastern Europe and Asia, developed 32 field-based case studies and learning events, and as part of LEO’s direct services to USAID missions around the world, conducted 15 market assessments, trade studies, and capacity building assignments for 12 missions, supporting their efforts to translate market systems theory into program and policy design. Additionally, LEO-related pages on www.microlinks.org, USAID’s primary hosting site for resources related to economic development, received nearly 25,000 unique views.

Importantly, LEO’s work was highly collaborative – engaging over 120 stakeholders around the globe - and was a key source of learning for USAID in market systems approaches, especially Feed the Future. LEO helped bridge a learning gap between the Agency and its implementing partners – a communication channel of learning that flowed both ways.

¹ Throughout this document, “project” is used in the generic sense to refer to donor-funded activities, rather than the USAID-specific definition of this word.

A full report of LEO's metrics is presented in Annex 1: a snapshot of these are presented in Figure 1.

Since LEO's inception, there have been significant advancements in institutionalizing systems thinking within the Agency. While this trend in USAID is the result of the efforts of many, LEO has played an important and additive role, actively supporting and influencing this trend on many fronts, as detailed in Section III on LEO's influence. In addition, LEO has made significant contributions to pushing the frontier on understanding systemic change, through a framework, discussions on sentinel indicators, project examples, and trials of methodological tools that are

well suited to sensing and evaluating change. Thirdly, the project furthered the practical application of facilitation through an extensive set of easy-to-use and widely disseminated tools and training materials along with in-person capacity building and peer-to-peer learning. Through its research into wage labor and sustainable poverty escapes, LEO was also a leading voice in raising the profile of wage labor and the links between poverty dynamics, resilience, and systems approaches. Lastly, LEO's work in women's economic empowerment rallied engagement throughout the Agency and its implementing partners to highlight the importance of agency in women's empowerment within systems and in particular to create guidance for practitioners to respond to USAID's now requisite Women's Empowerment in Agriculture Index (WEAI), in a manner that is consistent with market systems development best practices.

The economies and communities in which development work takes place are constantly changing, 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 donors and practitioners alike work, who they partner with, and how they define success. Systems thinking provides an ideal foundation for working in these dynamic, interlinked environments, and the market development field has seen great advancements in the adoption of systems-based approaches. LEO has played an influential role in this evolution, and this bodes well for an increase in effective, efficient programming that facilitates sustainable progress. Yet, despite these great advancements, LEO believes there remains work to be done for market systems approaches to fully achieve their promise and evolve to meet the scale and complexity of the development challenges of the future. Suggestions for a future learning agenda are articulated in Section IV.

Figure 1: LEO By the Numbers: Key Metrics



I. INTRODUCTION

This report presents key activities, lessons learned, and accomplishments of the Leveraging Economic Opportunities (LEO) project. Over the course of three years (October 1, 2013 – November 13, 2016), LEO served as USAID’s primary vehicle for learning in the area of market systems approaches and a convener of knowledge and best practices amongst its implementing partners. Leveraging the expertise of a diverse array of specialists and practitioners around the globe, LEO pushed the boundaries of market systems theory, translating it into practice by bringing stakeholders together in a variety of mediums and locales, developing capacity building guides and tool kits, producing frameworks to help make sense of complex ideas and approaches, and conducting assessments and advisory services in real-world markets, Mission contexts, and projects.

LEO’s primary purpose was to deepen and widen the *capacity* of USAID staff and its development partners to use evidence-based, good practices to *design* new projects and activities that promote inclusive market development, effectively *manage* their implementation, and *evaluate* their results.

To achieve this, the project had four core objectives:

- **Objective 1: Advance knowledge and evidence on frontier issues**, expanding understanding of market systems and their role in contributing to inclusive economic growth and improved food security
- **Objective 2: Improve the quality of project and activity designs based on evidence**, creating and meeting demand among USAID bureaus and missions for resources and services
- **Objective 3: Improve project implementation**, by encouraging and enabling a shift to facilitation, and a commitment to capturing learning and applying good practice
- **Objective 4: Improve methodologies for evaluating systemic change**, with evaluation methodologies that support learning, inform project adaptation and advance understanding of systemic change

There were also two cross-cutting objectives:

- Advance knowledge and practice on innovative approaches to **integrate collaboration, learning and adaptation (CLA)**
- **Build capacity** of USAID staff and development partners to apply evidence-based good practices in project/activity design, implementation and evaluation

a. **LEO Consortium Partners and Collaborators:**

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.

Led by ACDI/VOCA, LEO worked through a network of partners, and collaborated with over 100 technical experts from across the industry and within USAID to inform, vet, disseminate, test, and apply learning. Key implementing partners are highlighted in the adjoining text box.

LEO also benefitted from a collaborative relationship with the DfID/SDC-funded [BEAM Exchange](#), a ‘sister’ project with similar research and learning objectives whose base leaned towards the European donor community.

THE LEO CONSORTIUM

Prime contract holder and manager:
ACDI/VOCA

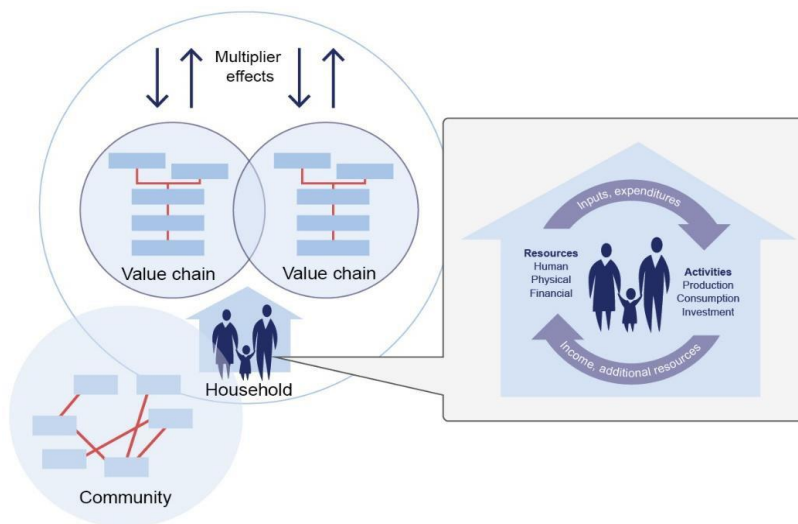
Key LEO subcontractors:

- MarketShare Associates
- Impact LLC
- EcoVentures International
- Overseas Development Institute

For targeted activities, LEO also worked with Banyan Global, Dexis Consulting, SEEP Network, Practical Action, and Duke’s Center for Globalization, Governance, and Competitiveness.

b. **LEO's Learning Agenda:** As one of its first initiatives, LEO developed an [inclusive market systems framework](#) in order to solicit input from thought and practice leaders and to provide an organizing basis from which to develop and pursue the learning agenda. This framework, illustrated in figure 2, places value chains in the broader context of markets, communities and households. An inclusive market systems development approach focuses on building the capacity and resilience of local systems, leveraging the incentives and resources of the private sector, ensuring the beneficial inclusion of the very poor, and stimulating change and innovation that continues to grow beyond the life of the project.

Figure 2: Market system and interrelated household system



Building on this framework and in support of the project's four core objectives, LEO pursued a comprehensive **learning agenda** that included the following core areas:

- M&E for Market Systems
- Facilitation
- Understanding & Measuring Systemic Change
- Women's Economic Empowerment
- Resilience and Sustainable Poverty Escapes
- Scaling Impact through Input and Output Markets
- Pathways out of Poverty: Labor, and Push/Pull Approaches

LEO also provided direct services to USAID missions, including value chain assessments, regional trade studies, and capacity building.

Additionally, LEO undertook a targeted, narrower set of learning products in several other related areas, including:

- Policy
- Youth
- Nutrition
- Multiplier Effects
- Private Sector Engagement

LEO focused on a variety of learning products and methodologies in order to deepen and broaden learning and application of its learning agenda. The activities associated with each of these learning areas are presented in detail in the following section, Section II, with hyperlinks. All resources are also catalogued at www.microlinks.org/leo.

c. **Report Structure:** This report is organized as follows:

- **Section II** presents a summary of LEO’s activities, with hyperlinks to all publications;
- **Section III** highlights key areas of influence and significance as well as lessons learned;
- **Section IV** posits several areas of focus for future learning agendas, drawing on LEO’s work; and
- **Annex I** presents life of project results for each of LEO’s metrics.

II. SUMMARY OF ACTIVITIES

This section outlines LEO’s activities, organized by learning agenda area (see Section I.b above for more on LEO’s learning agenda), along with hyperlinks to all publications, and a host of associated resources such as webinars, blog posts, and workshop agendas. These are also available on www.microlinks.org/leo.

a. **Monitoring and evaluation, including understanding systemic change**—LEO addressed specific challenges associated with monitoring and evaluating market systems facilitation interventions.

- In coordination with the BFS evaluation team, LEO developed a [taxonomy](#) of distinct groups of market actors who are potential beneficiaries from interventions that facilitate market system change.
- [Evaluating Systems and Systemic Change for Inclusive Market Development](#) is a literature review that highlights empirical approaches for identifying and monitoring systemic changes. Based on this literature review and in collaboration with systems and MEL experts at USAID, the BEAM Exchange, and the practitioner community, LEO developed [Guidelines for Monitoring, Evaluation, and Learning in Market Systems Development](#). A companion publication, [Disrupting Systems: A Framework for Understanding Systemic Change](#) dives deeper into the specific topic of systemic change and includes a list of indicator areas that show systemic change is underway.
- Building from this [webinar](#), LEO conducted trials of four [Tools for Assessing Systemic Change](#) (SenseMaker in Mozambique, Social Network Analysis in Sierra Leone, Outcome Harvesting in Georgia, and Standard Measurement Tools in Bangladesh). Field-testing of SenseMaker and Outcome Harvesting was co-funded by DFID through the [BEAM Exchange](#). A synthesis report summarized findings and comparative merits of each tool, and a [webinar](#) was conducted to more fully share learning, presented together with the aforementioned [Disrupting Systems: A Framework for Understanding Systemic Change](#). An additional, complementary [brief](#) summarizes the Standard Tools being used by USAID Feed the Future Bangladesh Agricultural Value Chains (AVC), featured in a webinar entitled [Practical Tools to Monitor Market Systems Dynamics](#).
- [Scale of Outreach in Market Systems Development: Building the Evidence Base](#) looks at the evidence on outreach from 11 market system facilitation projects designed to promote inclusive growth in agricultural value chains. A supporting blog post was published, entitled [Question: How many farmers does the Feed the Future initiative benefit worldwide?](#)
- In four countries – Senegal, Ghana, Zambia, and Rwanda – LEO conducted research to understand USAID’s role in stimulating systemic change in agricultural market systems. The

[Case Studies on Facilitating Systemic Change in FTF](#) report and key findings were summarized in a [webinar](#).

- LEO collaborated with the BEAM Exchange to design the Evidence track of the [BEAM Conference](#) held in May 2016 and presented on systemic change tool testing at the [DCED Conference](#) in Bangkok in March 2016.
- LEO and BEAM co-hosted several workshops at the 2016 SEEP Network Annual Conference, sharing research and practical resources around conceptualizing and monitoring systemic change.

b. Facilitation—LEO shared tools and practical examples of facilitation in the field, encouraging peer-to-peer learning, and documenting approaches to build transformational capacities such as trust and innovation.

- Two peer learning events were held in October 2014 in Zambia and Ethiopia. Fifty-four USAID mission and implementing partner staff from eight countries attended. Highlights of these events were presented to representatives from USAID’s Bureau for Food Security. This presentation, [Regional Peer-Learning Events Highlights and Recommendations](#), together with other event resources were posted to the [Market Facilitation Peer-Learning Event Materials](#) page on Microlinks. CLA-related learning from these events was also presented to USAID’s Bureau of Policy, Planning, and Learning.
- The [Peer-Learning Events Organizers’ Guide](#) is based on lessons learned during the East Africa regional peer-learning events.
- The [State of the Sector](#) report and [interactive map](#) describe USAID- and other donor-funded facilitation initiatives.
- The [Market Systems Development Cartoon-Based Learning Tools](#) are a set of cartoon-based materials designed to explain facilitation in practice to field-based implementation staff. The tools, which are accompanied by a [Training Facilitators’ Guide](#), have been field-tested in seven countries as well as promoted through practitioner trainings at the 2015 and 2016 SEEP Network Annual Conferences. This [blog post and video interview](#) on Microlinks Market Systems Blog series highlighted the tools. To complement this training on facilitation principles, LEO also developed cartoon-based learning tools around four, practical facilitation intervention tactics, introduced in this [blog](#) and integrated into the primary cartoon-based learning tools landing page hyperlinked above.
- Over 60 [facilitation tools](#) have been gathered by SEEP’s Market Facilitation Initiative (MaFI) and are being shared with practitioners worldwide. A selection of the tools are highlighted in a series of webinars entitled “Learning with the Toolmakers.” Six webinars were hosted:
 - [The Offer Arsenal](#)
 - [Market Actors Self-Selection Management](#)
 - [Anecdote Circles: Monitoring Change in Market Systems Through Storytelling](#)
 - [Using Systemic M&E Tools in Feed The Future Uganda](#)
 - [Using Systemic M&E Tools in Feed The Future Uganda: Network Mapping](#)
 - [Using Systemic M&E Tools in Feed The Future Uganda: SenseMaker®](#)

c. Women’s economic empowerment—LEO supported efforts to identify interventions that empower women through market development.

- The [Intervention Guide for the Women’s Empowerment in Agriculture Index \(WEAI\): Practitioner’s Guide to Selecting and Designing WEAI Interventions](#) provides missions and implementers with an easy-to-use resource to implement, monitor, test and adapt market systems interventions to address context-specific empowerment gaps identified by the WEAI. The revised version of the Guide incorporates extensive peer review feedback. The team also developed an [infographic](#) in collaboration with KDAD to accompany the Guide.

- [Women's Economic Empowerment: Pushing the Frontiers of Inclusive Market Development](#) draws on a literature review and case studies to identify and analyze various strategies currently being used by market systems development projects to empower women.
- [Making the Business Case: Women's Economic Empowerment in Market Systems Development](#) provides the rationale market systems facilitation practitioners can use to engage private sector firms in efforts to empower women, and offers guidance and real-world examples.
- Through SEEP, LEO launched a [Women's Economic Empowerment](#) working group for practitioners to support learning, dialogue and documentation of evidence. This working group served as a sounding board for three briefs: [Promoting Women's Economic Empowerment Beyond Production; Engaging and Working with Men; and Unpaid Care Work](#).
- LEO co-hosted (with UN Women) a learning series entitled [From Theory to Practice: Women's Economic Empowerment in Inclusive Market Systems Development](#):
 - [The Theory Behind the Approach: Women's Economic Empowerment in Inclusive Market Systems Development](#) discussed the LEO framework and its potential implications. This was followed by a three-week e-discussion.
 - [Inclusive Business and Women in Market Systems](#), and the subsequent e-discussion, identified strategies, barriers, and lessons learned concerning support to companies seeking to empower women within their core business.
 - [Empowering Women - Why Quality Jobs Matter](#), and the related e-discussion, looked at wage labor issues from a women's economic empowerment perspective.
 - [Measuring Women's Economic Empowerment in Market Systems](#), also followed by an e-discussion, examined lessons learned and good practices on implementing gender-sensitive monitoring and evaluation systems.
- The blog post [The Cost of Missed Opportunity is Borne on Women's Shoulders](#) is based on lessons learned through value chain analyses in Sierra Leone and Guinea.
- LEO conducted a [Literature Review of Promising Practices](#) of women's economic empowerment interventions in horticulture, maize and groundnut value chains beyond the production stage. LEO also conducted a *landscape mapping and analysis* of FTF initiatives in all 19 focus countries, for use internally by USAID/BFS, aimed at WEE in roles beyond agricultural production.
- [Cultivating Women's Empowerment: Stories from Feed the Future 2011-2015](#) is an evidence-based narrative of how FTF has contributed to WEE, using quantitative data, case studies, personal stories and quotations. The report was introduced by a series of blog posts by [USAID](#) and the [authors](#). Case studies submitted for the development of the report were also published. Building on this, to support USAID's own internal processes in data collection associated with women's economic empowerment, LEO conducted 'deep dive' assessments at two missions (Bangladesh and Tanzania); a report summarizing findings and job aides for USAID was produced for internal use at USAID/BFS.

d. Models for reaching scale—LEO identified models that link farmers to inputs, markets and services, and undertook research to explore the factors that enable these models to succeed.

- [Applying a Market Systems Lens to Technology Scale-up: A Brief Literature Review](#) provides insights into how to use market systems development to improve the scaling up of technologies for the benefit of food security and poverty reduction.

- The research paper [Scaling Impact: Preliminary Findings on Extending Input Delivery at Scale to Smallholder Farmers](#) describes models, principles, and lessons learned from nine projects strategically selected from a set of 47 projects gathered through a [competitive call for papers](#).
- A complimentary paper, [Scaling Impact: Improving Smallholder Farmers' Beneficial Access to Output Markets](#), analyzes strategic approaches employed in the field to address barriers to smallholder access to output markets.
- Two ex-post studies were then conducted on the longer-term impacts of the models facilitated by two projects featured in the Input and Output papers referenced above. [Scaling Impact: Zambia PROFIT Case Study](#) describes lessons learned and implications for future project design based on primary research on models for scaling impact in Zambia introduced through the Production, Finance and Improved Technology (PROFIT) activity. The results of the PROFIT Case Study were presented via a webinar entitled [Scaling Up Input Technology and Input Access: Clues from Zambia](#). The second case study, [Scaling Impact: Ex-post Assessment](#) analyzes models introduced through the Cambodia Micro, Small and Medium Enterprises (MSME) activity.
- A series of presentations, blog posts, and video interviews explore aspects of scaling:
 - [Driving Innovation to Scale in Agriculture Market Systems](#)
 - [Future Investments to Address Food Security at Scale](#)
 - [Scalable Models for “Last Mile” Input Delivery](#)
 - [Linking Smallholders to Output Markets](#)
- A [synthesis](#) of the input and output papers (see above), along with findings from the ex-post assessments in Zambia and Cambodia, was also published and included a troubleshooting guide.
- An opinion paper, [Reconsidering the Concept of Scale in Market Systems Development](#), explores the implications of shifting the definition of scale as a useful concept for systems project design and as a measure of impact. Two blog posts—[Unintended Consequences of Scale](#) and [Seeking Indicators of System Health](#)—are intended to generate discussion on how the concept of scale is defined and applied.

e. Resilience—LEO investigated how market systems can contribute to household resilience and can themselves be made resilient.

- The [Market Systems for Resilience](#) report draws from resilience literature and market systems thinking to describe the interaction of market systems and resilience; proposes a framework to strengthen resilience through market system engagement; identifies promising market systems interventions for strengthening resilience; and highlights significant knowledge gaps.
- Through ODI, LEO developed a multi-country research initiative to investigate the individual-, household- and country-level factors that enable people to avoid impoverishment, and in particular, returning to poverty after having graduated out of it. A [synthesis](#) brief summarizes the research into sustainable poverty escapes with a particular focus on transitory poverty escapes as a unique and concerning subset of impoverishment. Country-specific reports are available for [Uganda](#), [Rural Bangladesh](#), and [Rural Ethiopia](#), along with an [infographic](#). A subsequent report compared findings using monetary poverty versus a [multi-dimensional poverty index](#).
- A brief summarized the [Policy and Program Implications](#) of this research, also discussed at a high-level event on [Sustainable Poverty Escapes: What Resilience and Risk Matters Really Matter?](#) at USAID.

- The blog post [Sustaining Poverty Escapes: The Holy Grail of Development, and Why Resilience Matters](#) addresses the evidence related to sustainable poverty escapes, and the relevance of the resilience agenda and systems thinking to this concept. A second post, [The Art of Collecting Qualitative Life Histories, and What They Can Teach Us About Resilience](#), provides insights into an important tool used in this research. A [Methodological Note](#) on conducting research into poverty dynamics further expands on the process.

f. Pathways out of poverty—LEO learned from projects that use a set of diverse activities to create a pathway for the poor to profitable market engagement.

- A [call for project examples](#) of using push/pull approaches to inclusive market system development resulted in an overarching analysis of these cases, published as [Meeting in the Middle: Linking Market Development and Livelihood Support for a More Integrated Approach](#) and a series of webinars:
 - [Including Labor in our Systems View of Markets and Poverty](#),
 - [Integrating Push into Pull: Experience from Practical Action and Fintrac](#), and
 - [Pathways to Market Inclusion for Women: Experience in Gender-Sensitive Push/Pull Strategies from CARE and ACDI/VOCA](#)
- LEO collaborated on the push/pull track at the SEEP annual conference held in Washington, DC in 2014. The findings from these conference sessions were published in [Combining Push and Pull Strategies for Greater Scale and Poverty Outreach: Key Takeaways from the 2014 SEEP Annual Conference](#).
- Based on a literature review and interactions with a wide range of practitioners, LEO developed [A Framework for a Push/Pull Approach to Inclusive Market Systems Development](#).
- LEO conducted a literature review and gathered input from a range of technical specialists to produce the paper [Wage Labor, Agriculture-Based Economies, and Pathways out of Poverty: Taking Stock of the Evidence](#), an accompanying [infographic](#) on the importance of rural wage labor for reducing extreme poverty, and this [brief](#) geared towards agricultural development programs.
- This literature review formed the basis for a seven-part [blog post series](#) on rural wage labor in mid 2015; a [webinar](#) and a month-long [e-consultation](#) on topics related to wage labor, which attracted over 220 participants from 38 countries. The e-consultation was distilled into a [synthesis paper](#).
- At the request of the World Bank, and with funding from USAID/Ethiopia, LEO conducted an assignment with the government of Ethiopia to strengthen the Employment pathway track of the \$2.6 billion, multi-donor Productive Safety Net Programme (PSNP IV). As summarized in this [blog post](#), following primary field research, the Employment chapter of the PSNP IV implementation guidelines was drafted and finalized following a consultative workshop with key PSNP IV stakeholders. A strategic guidance document was also developed for Ethiopian government policymakers.
- To help bridge the gap between theory and practice, LEO developed a [Guide to Including Wage Labor in Value Chain Analyses](#), which includes survey tools, examples from the field, and step-by-step guidance which builds on the findings from the stocktaking and e-consultation.

g. Policy—LEO promoted understanding of the role of policy in systemic change.

- LEO conducted a [policy landscape analysis](#) of USAID-funded value chain activities in which (i) policy is/was a constraint to investment by private-sector actors along the value chain, and/or

- (ii) resolution of a policy constraint opened up new private-sector investment opportunities. The team also conducted primary research to understand USAID’s role in stimulating private sector investment due to policy reform in three countries: Ethiopia, Tanzania and Ghana, producing [Case Studies on Policy-Constrained Value Chain Initiatives](#).
- LEO conducted a study of *sanitary and phytosanitary (SPS)-related constraints to trade* in the maize and livestock/animal-sourced products value chains in [East Africa](#). Similar studies were also conducted for maize and livestock in [West Africa](#) (also available in French); and maize, groundnuts and soy in [Southern Africa](#) (also available in Portuguese) as presented in an Ag Sector Council [webinar](#).
- h. **Youth**—LEO explored ways in which youth are engaged in and benefit from investments in agricultural market systems by USAID.
- LEO conducted a landscape analysis of [Youth Engagement in Agriculture across the Feed the Future](#) portfolio, which included in-country research in four countries (Guatemala, Uganda, Liberia, and Nepal) with particularly engaged portfolios. This [blog post](#) highlights some initial findings from the field work, and it was also featured as part of the Making Cents Youth Economic Opportunities Conference in September 2016.
- i. **Nutrition**—LEO collaborated with the Strengthening Partnerships, Results, and Innovations in Nutrition Globally (SPRING) project to identify strategies to ensuring positive impact on nutrition from market systems activities.
- LEO and SPRING collaborated on the *Integrating Agriculture and Nutrition Project Design Roundtable* attended by 39 USAID staff and consultants. The roundtable discussed various aspects of how to design a nutrition-sensitive value chain development project.
 - [Designing a Value Chain Project](#) was developed for USAID staff and consultants involved in the design of nutrition-sensitive agricultural development projects taking a value chain or market systems facilitation approach.
 - [Convergence and Tension in Nutrition-Sensitive Agricultural Market Development Activities](#) discusses areas of convergence and areas of tension between market system facilitation and nutrition-sensitive approaches to agricultural development. The paper was presented and well received at the Multi-Sectoral Nutrition Strategy Global Learning and Evidence Exchange in Ghana in January 2016, and on a [SPRING webinar](#) in April 2016.
 - LEO also provided technical support to SPRING on the following draft papers: *Behavior Change for Nutrition-Sensitive Agriculture*, *Nutrition-Sensitive Agriculture: Applying the Income Pathway* and *Gender in Nutrition-Sensitive Agriculture*.
- j. **Multiplier effects**—LEO investigated how agricultural value chain development can promote and be supported by on- and off-farm employment creation and entrepreneurial activity.
- A literature review entitled [Agricultural Transformation in Sub-Saharan Africa and the Role of the Multiplier](#) examines the connection between agricultural development and economic growth, and explores the programmatic implications of the multiplier effect.
- k. **Private sector engagement**—LEO provided recommendations for how to ensure the development impacts of engagement with local firms and multinational corporations.
- Duke University conducted three case studies of USAID and other donor engagement with private sector firms designed to produce development results. These cases—horticulture in

Kenya, cocoa in Indonesia, and coffee in Rwanda—were used to develop a set of recommendations on how to structure public-private partnerships to ensure that economic results also translate into significant and sustained benefits for the poor. The highlights of the report, [Public-Private Partnerships in Global Value Chains: Can They Actually Benefit the Poor?](#), were presented at an unprecedentedly well-attended [Microlinks seminar](#).

1. Learning process—LEO collaborated with other initiatives to strengthen USAID and practitioner learning throughout the project cycle.

- [Designing a Value Chain Project](#) provides guidance on how to integrate and apply key principles of the value chain approach at different stages and across various aspects of the design process. [Value Chain Selection in the Context of Inclusive Market Systems Development](#) provides guidance to donors, implementers and practitioners on value chain selection within activities seeking to develop inclusive market systems. These and other LEO resources have been integrated into the [Value Chain Development Wiki](#).
- A [Landscape Review of the Utility of Market Analyses](#) surveyed over a dozen projects to explore the usefulness of these standard analyses for practitioners and reflect on improvements to the emphasis and components.
- LEO developed six textboxes with accompanying graphics and country examples as input to USAID/BFS's Activity Design Resource. The content drew from the LEO Market Facilitation Peer-Learning Events in Zambia and Ethiopia in 2015.
- LEO provided a half-day of training at the USAID Advanced Agriculture Course on the future of agricultural value chains; market systems development; increasing productivity at scale; and integrating labor into value chain programming.
- LEO presented a plenary ([From Farms to Market to Table: The Value Chain Approach](#)) and two breakout sessions ([Reaching the Very Poor through Markets](#) and [Value Chains: Measuring and Understanding Scale](#)) at the Feed the Future Global Forum in 2014.
- LEO contributed to the development and delivery of the [Women's Economic Empowerment & Equality \(WE3\) workshop](#) in March 2016.
- LEO presented learning at the Expert Group Meeting on Inclusive and Sustainable Value Chain Development, in Vienna, Austria in December 2015, hosted by the UN Agency Group on Value Chain Development.
- LEO delivered three sessions—on market systems, scaling-up input delivery, and driving innovations to scale in agricultural market systems—at the [Advancing the FIELD](#) conference.
- LEO held annual learning events to take stock of what was learned to date under the project, cross-pollinate various streams of research, and discuss priorities for research moving forward. Synopses for [Year I](#) and [Year II](#) are available, with Year III discussions feeding directly into the design of the Transforming Market Systems Conference (see below).
- LEO presented “Alternative Approaches to Assessing Systemic Change” as part of the online training for the DCED Standard for Results Measurement.
- LEO presented its labor research at the Women’s Leadership in Small and Medium Enterprises Community of Practice meeting in Peru, which included representatives from USAID, the World Bank, and the Inter-American Development Bank, amongst others.
- LEO provided regular content for the [Microlinks Market Systems Blog](#).
- The team coordinated activities with the DFID- and SDC-funded [BEAM Exchange](#) to ensure synergy and shared learning, particularly around women’s economic empowerment, labor and

M&E. LEO participated in an external expert advisory group to support development of BEAM evaluation guidelines and supported the design and budgeting of M&E-related research.

- LEO provided technical assistance to USAID/PPL in the area of sentinel indicators.
- LEO promoted practitioner learning through the annual SEEP conference, and through collaboration with SEEP working groups.
- The LEO team presented to the USAID Knowledge Management Reference Group and the Local Systems Community, and provided content for the [Learning Lab](#).
- This [brief](#) was developed for BFS to explore the complementarity between the inclusive market systems framework and USAID's local systems framework.
- The [Transforming Market Systems Conference: Learning, Practice, and Shaping the New Frontier](#) was hosted on September 27, 2016 in Washington D.C. for a full-day of panels, workshops, and networking with leading influencers in the market systems development community. At this event, LEO's core learning over the life of the project was featured, with a focus on experiential learning opportunities for participants.

LEO Services to Missions

In addition to pursuing this ambitious learning agenda, LEO provided a range of services to USAID missions and operating units, including the following:

- **USAID/Afghanistan**—LEO conducted in-country training for mission personnel and for implementing partner staff on the value chain approach; and explored with implementers how to adopt more of a facilitation approach within the constraints of the Afghanistan context. Also at the request of the mission, LEO developed a [training on applying a gender lens](#) to pro-poor value chain project design.
- **USAID/Cambodia**—LEO conducted an analysis of [three commodity value chains](#): rice, horticulture, and aquaculture, with an emphasis on political economy.
- **USAID/DRC**—LEO conducted a climate change-sensitive [study of 10 agricultural crops](#) to inform value chain selection in North Kivu, South Kivu and Katanga provinces.
- **USAID/East Africa**—LEO provided a post-harvest handling and storage expert to participate in the evaluation of the Market Linkages Initiative.
- **USAID/Ethiopia**—As referenced above, at the request of the World Bank, and with funding from USAID/Ethiopia, LEO provided [technical assistance to the employment pathway](#) of the government of Ethiopia's Productive Safety Net Program (PSNP IV).
- **USAID/Guinea**—LEO conducted [agricultural value chain analyses](#) for eggs, small ruminants, maize, rice and groundnuts. A subsequent consultancy supported Guinea's Ministry of Livestock's efforts to launch an abattoir system through a commercially-driven, public-private partnership, with a [Plan for Investment](#).
- **USAID/Malawi**—LEO conducted an [assessment of the small and medium enterprise \(SME\) sector](#) in Malawi, with a focus on agribusinesses and access to finance for SMEs. A [synthesis of this report](#) was also published.
- **USAID/Mozambique**—LEO conducted an analysis of [conservation-friendly livelihood alternatives](#) in and around protected areas in Mozambique. LEO also conducted an [analysis of agricultural value chains in Mozambique](#), including soybean, sesame, groundnut, beans, cowpeas, pigeon peas, and bananas.

- **USAID/Serbia**—LEO conducted the [Serbia SME Competitiveness Assessment and Political Economy Analysis](#), which determines and prioritizes the major factors influencing the Serbian private sector’s ability to grow, export and compete in the European Union and global markets. LEO also conducted a separate [Organizational Network Analysis](#) to assess the nature and context of relationships between actors mandated to support MSME development at national and local levels.
- **USAID/Sierra Leone**—LEO conducted [agricultural value chain analyses](#) for eggs, small ruminants, maize, millet, groundnuts, pigeon pea, and select vegetables.
- **USAID/Timor-Leste**—LEO carried out value chain analyses of the [candlenut, mobile finance and tourism sectors](#). Later, LEO conducted an [aquaculture assessment](#).
- **USAID/Uganda**—In collaboration with evaluation experts from BFS, LEO conducted an assignment to provide training in market systems facilitation to mission staff; explore the challenge of monitoring and evaluating facilitation activities; and make [recommendations for improving data collection methods](#) used to measure Feed the Future and other indicators for facilitation activities.

III. LEO’S INFLUENCE

Much of LEO’s influence is evident through the activities presented in the preceding section, as well as the metrics sheet in Annex 1. There are several areas of particular influence, however, that emerged and deserve special recognition. These include:

- ***Championing and supporting USAID’s broader efforts towards embracing systems thinking.***
During the three-year lifespan of LEO, there have been significant advancements in institutionalizing systems thinking within the Agency. This is most notably evidenced by the release in September 2016 of the revised *ADS 201 Program Cycle Operational Policy*, the *5Rs Framework* for understanding systems and systemic change (updated in October 2016), and the *Local Systems Framework* (2014). Additionally, there is greater awareness and support both within the Agency and outside of it for complexity-aware monitoring tools and a portfolio approach to measurement in systems programming. An increasing number of solicitations also now ask for market systems approaches in order to achieve development outcomes – many in the past three years have drawn on LEO learning and assessments, as indicated in the metrics in Annex 1.

LEO has actively supported this trend on many fronts: collaborating closely with thought leaders within USAID (in particular, the Office of Policy, Planning, and Learning) to solicit feedback on and share learning from key LEO publications (e.g. *Guide for MEL in MSD*, *Disrupting Systems Framework*, *Tools for Assessing Systemic Change*); conducting market analyses and evaluation support assignments for ten USAID missions to improve the quality of market system programming in the field, developing a brief that explores the complementarity between USAID’s *Local Systems Framework* and the *Inclusive Market Systems Framework*; serving as a vehicle for learning around systems thinking between the agency and its partners – especially the Bureau of Food Security and its Feed the Future Initiative, which funded a host of LEO assessments, case studies, and studies; hosting the *Transforming Market Systems Conference*; producing tools and guides that enable practical application and support a body of evidence; and advocating for systems approaches. In addition, the LEO Facilitation Contact Briefs were instrumental in USAID’s decision to include ‘facilitated beneficiaries’ in the definition of direct beneficiary under Feed the Future, and LEO provided technical support in the emerging interest in capturing sentinel indica-

tors of systemic change. Additionally, LEO supported the development of USAID’s Women’s Economic Empowerment and Equality (WE3) Framework, to be released shortly, which has placed an emphasis on reflecting systems thinking.

While this trend in USAID is the result of the efforts of many, LEO has played an important and additive role.

- ***Pushing the frontier on understanding systemic change.*** There remain many perspectives on what systemic change is, how to know it is happening, the development impact of systemic change, and what this all means for how our programs are designed, monitored, and evaluated. In this very evolutionary space, LEO’s publication of the *Disrupting Systems: A Framework for Understanding Systemic Change*, coupled with the *Tools for Assessing Systemic Change* and the *Guidelines for MEL in MSD*, collectively represent a major contribution to the field, in laying out a definition, indicator areas for signs of systemic change, suggested methodologies for capturing these signs, and presenting examples from existing projects.

Interestingly, LEO’s focus on systemic change as an important element in the overall learning agenda evolved, in part, from the findings from the Scaling Impact track, which was one of LEO’s original core learning tracks (see Section II.d above). Under this track, LEO researchers uncovered many issues in measuring scale, and in particular comparing it across projects in any meaningful way. They began to advocate that attention on scale was misplaced, and instead, for shifting the focus to look at evidence of systemic change, with scale an outcome from that.

Additionally, through a collaboration with the BEAM Exchange, other donor-funded projects involved in the research, and the Donor Committee for Enterprise Development (DCED), LEO was able to reach well beyond the USAID sphere, to further the systemic change learning frontier.

- ***Furthering practical, application of facilitation resources.*** One of the most oft-heard critiques of facilitation is that people lack the experience and job aides to translate theory into practice. LEO accepted this challenge and addressed it head on, with multiple peer-to-peer learning events bringing USAID and implementer staff together; a job aides site now permanently hosted on The SEEP Network that shares dozens of practical tools in use at the field level from organizations throughout the industry; a suite of cartoon-based, low-literate-friendly, capacity building tools targeted at field staff, accompanied by a facilitators guide and specific project-level tactics that build on the concepts of relationships, ownership, intensity, linking tactics to the desired interactions a project wishes to see amongst market actors; and multiple trainings, blogs, and presentations.
- ***Raising the profile of wage labor and the links between poverty dynamics, resilience, and systems approaches.*** Through two related learning streams – labor-based pathways out of poverty and sustainable poverty escapes – LEO pushed the frontier of inclusive market systems programming, raising awareness of the importance that wage work plays not only in the livelihoods of the poorest in many of USAID’s target communities, but also their pathways out of poverty. The activities outlined in Section II.e and f were highly collaborative, engaging experts from within and outside the Agency and around the globe, with significant interest from the industry: for example, over 220 people from 38 countries participated in a three-week long e-consultation on wage labor co-hosted with the BEAM Exchange, and 394 participated in an event on the factors that enable Sustainable Poverty Escapes and Resilience. Evidence of this influence is clear in two broadly influential strategy

documents: USAID's Vision to End Extreme Poverty (2015), which was influenced by the wage work research; and the US Government's Global Food Security Strategy (2016), for which the research into sustainable poverty escapes influenced the elevation of resilience as a primary objective. Through the global partnerships and collaborations (e.g. ODI, the International Labour Organization, DfID, SDC, the BEAM Exchange), LEO's influence also extended beyond USAID's portfolio. Both these areas are also discussed in the following section (Areas for Future Learning), as the LEO team believes there is much more work to be done in any future learning agenda.

- ***Expanding practice and theory to further Women's Economic Empowerment through market systems programming.*** Initiatives under the WEE track saw some of the most dedicated engagement from practitioners and USAID, and also included collaboration with United Nations Women and the BEAM Exchange's WEE efforts. One of LEO's most significant, widely disseminated, and most 'buzzed about' products was the *Intervention Guide for the Women's Empowerment in Agriculture Index (WEAI)* (see Section II.c for details). This document provided easy-to-follow, practical guidance to support organizations in the 'how-tos' of programming to improve WEAI outcomes and incorporating WEAI data findings into gender-integrated project design. In addition, LEO supported the launch of the SEEP Network's WEE working group, which now includes 322 members and will continue beyond the life of LEO; for example, in a recent survey, member organizations shared the diversity of WEE resources they were integrating into their organizational learning agendas, program designs, and field projects. The WEE track also supported USAID's BFS and GenDev teams – including mission-level field technical assistance and assessments - to improve their own monitoring, evaluation, data management, and program design related to WEE and the WEAI specifically.

IV. RECOMMENDATIONS FOR FUTURE LEARNING

LEO believes several key areas must be part of any future market systems development learning agenda. Many of these are areas LEO worked in, but a few are emerging areas that will become increasingly important in the future. These recommendations include:

- Several significant trends will greatly shape the future of developing economies, especially in sub-Saharan Africa. Learning across many of LEO's research tracks has clearly demonstrated that a future learning agenda into market systems development must have a more explicit focus on **urbanization (including small towns), wage workers and labor markets, migration, and the influence of the rural non-farm economy** on diversifying risk, promoting pro-poor structural transformation, and resilience. **Resilience** inherently leads one to embrace a systems approach, and LEO has found it to be a helpful 'umbrella' under which to explore some of these topics, many of which are almost entirely absent from current solicitations and strategies. To this end, the growing focus on youth and employment is also helpful. Further, any focus that addresses these issues must also incorporate the ways in which men and women participate and are impacted differently.
- **Retain a core focus on market systems**, but engage more deliberately with systems thinkers in other fields of research and application (e.g. health, education) to share learning. The household system – and gender and age dynamics within it - must also not get lost. In the area of systemic change, there remains much to learn to reach greater consensus around the definition of systemic change, to better understand early signals of change and the optimal times for measuring and analyzing systemic change, to balance theory with practice, and to capture many more practical examples and experiences from the field *that also in turn inform theory*.

- Continue to invest in **practical examples of facilitation ‘in action’**, by expanding a catalogue of potential tactics; a framework for decision making around what tactics to use, why, and when to start, refine, and stop interventions; capacity building; and championing local leadership – in particular, a greater focus on local market actors leading change.
- Build on the industry-wide **attention to adaptive management and Collaboration, Learning, and Adapting (CLA)**, and look for opportunities to work and learn collaboratively, drawing on the large amount of complementarity between CLA, adaptive management, and facilitation-based approaches. In addition, because projects applying a facilitation-based approach must collaborate, learn, and adapt in order to facilitate effectively, these projects represent a rich learning opportunity for CLA practice.
- Within **M&E**, there is further need to explore contribution analysis, to refine the definitions, measurement methodologies, and overall acceptance for the full range of beneficiaries reached by market systems programming (particularly indirect, but also multiplier effects, job creation, etc), and related, to better capture and recognize the variable treatment effects from market system interventions. Additionally, more investment in ex-post evaluations would be revelatory about the sustainability and scalability of market systems changes facilitated by donor programming.
- Within **gender and WEE**, a future learning agenda should include further exploring the links with other priorities in systems thinking, such as social norms and networks within systemic change, resilience, wage work and unpaid care work, and youth. In addition, there is a need to better design and measure the impacts of WEE activities—including quality of participation, control over income, impact of that control, and social change as a result of economic change—as well as comparatively assess the impacts of activities that focus only on women versus mixed-gender. As LEO highlighted under its WEE work, and as implied by the first bullet of this section, there is also a need to design and capture impact from market systems development on WEE and gender integration in areas beyond production.
- In the area of **scaling** – likely to remain a priority for USAID despite LEO’s findings that the attention to scale may be slightly misplaced – future learning agendas should explore the equity element in scaling impact more, as well as look at the influence of infrastructure and structural transformation on enabling conditions for scale. There is also continued need to agree on key terms and methodologies used to define and measure scale.
- Many important concerns were raised about the standard value chain analyses that informs the majority of USAID’s market systems programming in development. A future learning agenda should further explore some of the **implications for market analyses** raised in the LEO report *The Utility of Market Analyses: Key Findings from a Landscape Review*, creating space for investment throughout the life cycle, allowing more flexibility in reporting format, and focusing on collecting the minimum necessary information upfront.
- Lastly, any future learning agenda will need to retain a balance between theory and practice, and between DC-based engagement and field-level capacity building. Both are critical areas of influence to improve the design, implementation, and evaluation of inclusive market systems development programming.

Annex I – Metrics

Metrics	Source and Method for Data Collection	LOP Target	April 2016- November 2016 Actual	LOP Cumulative Actual
Objective 1: Advancing Knowledge and Evidence on Frontier Issues				
Number of collaborators on LEO knowledge products—this will serve as a measure of wider buy-in to market systems approaches as articulated by USAID.	Tracked through LEO work plans and invoices.	50 collaborators	<p>40 new collaborators</p> <ol style="list-style-type: none"> 1. Patrick Sommerville (network analysis paper, Guide for MEL in MSD) 2. Oxford Poverty and Human Development Initiative (MDP Report) 3. Sam Bbosa (Wage Labor Guide) 4. Marcus Jenal of Mesopartner/BEAM (MEL in MSD, Systemic Change (SC) Framework, SEEP presentations) 5. Shawn Cunningham of Mesopartner/BEAM (SC Framework, SEEP presentations) 6. Mike Field, DAI (system health tools, SC Framework, LEO Conference Facilitation session) 7. Annah Macharia (LEO Conference, Facilitation Session) 8. Simon Winter of TNS (LEO Conf, Wage Labor Session) 9. Andrew Paton, ELAN RDC Program (LEO Conf, Closing Plenary) 10. Kim Beevers/SOBA Program (SC Tool Trials) 11. Daniel Plunket (SA SPS study) 12. Andy Cook (WA SPS Study) 13. Dexis/Bill Scott (Guinea abattoir investment plan) 14. Eliza Chard (Youth Study) 15. Natasha Cassinath (Youth Study) 16. Claire Clugston (Women in post-production roles) 17. Marydean Purves (WEE Mission Deep Dives) 18. Eric Derks (policy cases, system health) 19. Alex Diouf (MSA, SC Cases) 20. Rajiv Pradhan from SwissContact (Utility of Market Analyses) 21. Brian Heilman/Banyan Global (SEEP WEE Briefs) 22. Elise Young/FYI360 (WEE Framework and WEAI Guide integration into USAID’s WE3 Framework) 23. RDPC II Project (Systemic Change Case Study) 24. Naatal Mbay Project (Systemic Change Case Study) 25. Ghana ADVANCE II Project (Systemic Change and Policy-Constrained case studies) 26. Ethiopia AMDe Project (Policy-constrained case study) 27. NAFKA Project (Policy-constrained case study) 	122 collaborators

Metrics	Source and Method for Data Collection	LOP Target	April 2016- November 2016 Actual	LOP Cumulative Actual
			28. IPM-Innovation Lab, Nepal (Youth study) 29. FED project, Liberia (Youth study) 30. ANACAFE, Guatemala (Youth study) 31. Youth Leadership in Ag project, Uganda (Youth study) 32. AgriJoven project, Guatemala (Youth study) 33. Ag-Inputs project, Uganda (Youth study) 34. LAUNCH project, Liberia (Youth study) 35. Community Connector project, Uganda (Youth study) 36. CPMA project, Uganda (Youth study) 37. KISAN project, Nepal (Youth study) 38. Business Literacy project, Nepal (Youth study) 39. Popoyan project, Guatemala (Youth study) 40. Harvest Plus project, Uganda (Youth study)	
<p>Number of learning events at which LEO research is presented to the development community—this will serve as a measure of the relevance of LEO research to donors, practitioners and other stakeholders.</p>	<p>LEO reports will document presentations given by members and colleagues of the LEO team, together with attendance and satisfaction statistics, where available.</p>	<p>10 events</p>	<p>23 events</p> <ol style="list-style-type: none"> 1. Convergence and Tension in Nutrition-Sensitive Ag Webinar and Presentation 2. WEAI Guide Launch Event 3. WEAI Guide Launch Webinar 4. Facilitation training (SEEP Training Day) 5. SEEP Annual Conference Breakout Session (Systems M&E) 6. SEEP Annual Conference Breakout Session (SC Tool Trials) 7. SEEP Member Day Workshop (Systemic Change) 8. MEL Guide Preview Workshop (USAID + Evaluation contractors) 9. Sustainable Poverty Escapes + Resilience Presentation/Event at RRB 10. Practical System Health Tools Webinar 11. SC Tool Trials/Frameworks Webinar 12. Case Studies on Facilitating Systemic Change Webinar 13. SPS Studies Webinar (Ag Sector Council) 14. MakingCents Conference presentation (Youth work featured) 15. In-briefing to Government of Guinea Ministry of Livestock and USAID/Guinea during abattoir investment plan assignment 16. Presentation of the Disrupting Systems/Systemic Change Framework during a training to IYF, DC 17. Presentation on WEE Framework and Disrupting systems/Systemic Change Framework to the Denver Foundation 	<p>73 events</p>

Metrics	Source and Method for Data Collection	LOP Target	April 2016- November 2016 Actual	LOP Cumulative Actual
			18. In-briefing to USAID/Serbia after political economy analysis 19. In-briefing to USAID/Timor Leste following aquaculture assessment. 20. Presentation of findings on employment pathway to PSNP IV stakeholders in Addis 21. Internal USAID presentation on Market Systems Framework 22. BEAM Exchange Conference (systemic change) 23. LEO Transforming Market Systems Conference	
Analytics measuring virtual participation and on-line use of knowledge products—USAID knowledge portals alongside those of LEO partners will serve as platforms for outreach and monitoring.	Registration for online events, number of posts, downloads, etc.		Average number of unique views of top 20 LEO pages on Microlinks: 320 Average number of unique views on top 5 LEO pages on Microlinks: 704 Total unique views of all LEO pages on Microlinks: 8,292 Average participation in webinars, April -Nov: 171.	Average number of unique views of top 20 LEO pages on Microlinks: 810 Average number of unique views on top 5 LEO pages on Microlinks: 1,435 Total unique views of all LEO pages on Microlinks: 24,986 Number of LEO-related tweets from ACDI/VOCA: 55 (creating 31,536 impressions, and 336 engagements)
Objective 2: Improving the Quality of Project and Activity Designs Based on Evidence				
Number of LEO knowledge products referenced or used in USAID solicitations, strategies, reports, etc.—this will serve as a measure of the usefulness of these products to USAID.	Tracking of RFAs/RFQs released by USAID, and information gathered from missions with which LEO consultants interact.	20 references	10 references 1. Global Food Security Strategy – while LEO’s work was not directly referenced, the sustainable poverty escapes research helped validate the elevation of resilience as a DO, broadening the relevance of resilience. 2. Center for Resilience Progress Report 2016 (ref sustainably poverty escapes plus wage labor) 3. USAID’s WE3 Framework 4. SPRING’s Accelerating Change for Nutrition-Sensitive Agriculture online training course 5. TOPS’ Nutrition-Sensitive Agricultural Value Chains: Approaches for Project Design and Implementation Workshop	27 references

Metrics	Source and Method for Data Collection	LOP Target	April 2016- November 2016 Actual	LOP Cumulative Actual
			<ul style="list-style-type: none"> 6. Farmer to Farmer LWA RFA-675-16-000016, Guinea 7. FTF Mozambique Value Chains, RFP SOL-656-000010 FTF 8. FTF DRC Kivu Value Chains, RFP SOL-660-17-000001 9. FTF Cambodia Horticulture 10. Serbia Competitiveness Systems Strengthening Project, RFP SOL-169-17-000002 	
Number of requests from missions for LEO services—this will be a measure of the perceived value of LEO to USAID missions.	Tracked through LEO work plans and reports.	15 requests	<ul style="list-style-type: none"> 1. Guinea abattoir investment plan 2. USAID/Afghanistan 3. USAID/Bangladesh 	28 requests
Number of collaborative learning initiatives involving USAID implementing partners, following LEO support—this will serve as a measure of increased appreciation for the need to learn together.	Measured through our contacts within missions and through SEEP and other practitioner networks.	8 initiatives	0 initiatives	10 initiatives
Objective 3: Improving Project Implementation				
Number of organizations using AMAP/LEO facilitation training material and accompanying job aids—this will serve as a measure of increased commitment to using facilitation.	Data collected through direct interactions with implementing partners.	12 organizations	<ul style="list-style-type: none"> 1. Aga Khan Tanzania 2. ACDI/VOCA 3. USAID/Asia Bureau for consultation in India 	17 organizations
Number of local learning hubs active—this will be a measure of increased commitment to learning in the field.	Data collected through direct interactions with implementing partners.	8 hubs	<p style="text-align: center;">1 hub</p> <p>MSA, ACDI/VOCA, CARE, and Mesopartners have submitted an application to the BEAM Exchange for a Technical Working Group for Measuring Systemic Change, to take learning under LEO forward</p>	7 hubs
Number of projects requesting LEO assistance—this will serve as a measure of the relevance of LEO support to project implementers	Tracked through LEO work plans and reports.	6 projects	RDCP II in Rwanda	14 projects
Objective 4: Improving Methodologies for Evaluating Systemic Change				
Number of USAID solicitations, strategies, reports, etc., including LEO-generated knowledge on monitoring and evaluation—this will serve as a measure of the usefulness of these products to USAID.	Tracking of RFAs/RFQs released by USAID, and information gathered from missions with which LEO consultants interact.	8 references	<ul style="list-style-type: none"> 1. Center for Resilience presentation to BFS M&E Group (forthcoming, late Nov 2016) 2. Global Food Security Strategy's M&E System (forthcoming) 	9 references

<p>Number of projects applying LEO-generated approaches to monitoring and evaluating change—this will serve as a measure of the usefulness of these products to project implementers.</p>	<p>Data collected through direct interactions with implementing partners.</p>	<p>12 projects</p>	<ol style="list-style-type: none"> 1. ACDI/VOCA’s PROFIT Plus (currently in negotiations to apply OH as a result of the LEO tool trial report) 2. AKF’s AWEF (SC Framework, WEE Framework) 3. DfID Malawi (conducting evaluation of its PSD portfolio and using SC Framework) 4. FoodTrade Eastern and Southern Africa (conducting evaluation and using SC Framework) 	<p>14 projects</p>
<p>Number of learning events and workshops where LEO-generated approaches to monitoring evaluation are presented to the development community—this will serve as a measure of the relevance of LEO research to donors, practitioners and other stakeholders.</p>	<p>LEO reports will document presentations given by members and colleagues of the ACDI/VOCA team.</p>	<p>4 events</p>	<ol style="list-style-type: none"> 1. MEL Guide presentation/workshop to USAID MEL community 2. SEEP Invite-only workshop, co-presented with BEAM 3. SEEP Conference Breakout Session 4. LEO Conference Session on MEL 5. LEO Conference session on Tool Trials 6. Microlinks webinar on System Health tools 7. Microlinks webinar on Case Studies on Facilitating Systemic Change 8. Microlinks webinar on Frameworks and Tools for SC, which included presentation of the SC tool trials + SC Framework 	<p>19 events</p>
<p>Number of projects using the results of evaluations based on LEO-generated approaches to redesign activities—this will serve as a measure of the effectiveness of these approaches in improving project implementation.</p>	<p>Data collected through direct interactions with implementing partners.</p>	<p>2</p>	<ol style="list-style-type: none"> 1. ALCP in Georgia (leveraging Outcome Harvest findings) 2. Seed Multiplication Project/TNS in Mozambique (leveraging Sensemaker findings) 	<p>2 projects</p>

