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MEASURING SYSTEMIC CHANGE IN  
MARKET SYSTEMS DEVELOPMENT – A  
STOCKTAKING

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# Measuring Systemic Change in Market Systems Development – A Stock Taking

**SUBMITTED TO:**

USAID/Honduras

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**DISCLAIMER:**

The authors' views expressed in this document do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## EXECUTIVE SUMMARY

**Methodology.** This report provides an overview of common perspectives, frameworks, methods, and tools used in approaching, and measuring systemic change in Market Systems Development activities. Methods of data collection include key informant interviews (KII) from a pool of ME&L consultants active in the area of MSD, people working at headquarters of organization that implement MSD activities, and people working in MSD activities. Documents reviewed as part of the literature review were selected from three primary online repositories - the [BEAM Exchange](#), the [Donor Committee for Enterprise Development](#) (DCED), and USAID's [MarketLinks](#) platform, as well as those documents recommended or shared by key informant interviewees.

**Major Findings.** The research revealed that there is no single, comprehensive conceptual perspective on systemic change, but rather four primary perspectives which influence activity and ME&L system design. The first two perspectives are *systemic change through innovation diffusion*, measured by assessment of the extent to which an innovation is diffused across a system; and *systemic change through structural change*, measured through assessment of the extent to which system structures are changed. These two perspectives underpin most MSD systemic change frameworks, and significantly shape activity and intervention design and what is measured to assess systemic change. Review of the activities and KIIs indicate that the first – systemic change through innovation diffusion – is the most common perspective driving MSD activity, intervention, and ME&L system design.

The third and the fourth perspectives are *systemic change as a change in state*, measured through defining a pre and post activity / intervention state, and then assessing the extent to which the gap was closed; and *systemic change as a change in trajectory*, measured through assessing the extent to which a change in the system has changed how a system has 'evolved' without pre-determining what that evolved system looks like or behaves. While being less influential over project and intervention design, these perspectives were identified by key informants as important questions for assessing systemic change.

These four perspectives introduce some practical issues for ME&L. Perhaps the most significant issue lies at the heart of being able to answer the question: "when has a change become *systemic*?" The innovation diffusion perspective relies on defining *thresholds for measuring systemic change*, defining and determining when a threshold of adoption – usually at the firm or beneficiary level – is met to claim change has become 'systemic'. The issue in this approach lies in the potential arbitrariness of setting threshold. In comparison, the structural change perspective relies on assessing whether the change is significant with regards to achieving the objectives of the activity. Or in other words, whether the change in the structure alters the incentive structure of the actors so they shift their behavior in a way that the objectives of the activity can be achieved. The issue here lies in the subjective nature of determining what is 'significant'. Additional implications for ME&L include: *linking beneficiary level changes* (such as adoption of innovation) to structural changes (such as change in incentives, norms, behaviors) and vice versa; pre-defined vs. discovered measures for systemic change; and the question whether the *responsibility for measuring systemic change* lies with activities, donors, or host country governments.

The research found no strong alignment between perspectives and data collection and analysis tools and methods. In addition, the vast majority of activities rely on data collection tools and processes which are commonly used in most research – surveys, focus groups, interviews, and case studies. Some activities use additional, alternative methods – outcome harvesting, most significant change, network analysis, narrative sensemaking. These latter are primarily used as one-time, or ad-hoc methods at different points in implementation, rather than being systematically integrated as core tools in the ME&L system.

**Key Conclusions.** The most salient conclusion from this study is that, as of now, there is no systemic change framework that integrates the various different perspectives to paint a comprehensive picture of what is systemic change is. As a consequence, there is currently no binary answer to the question

whether a change is systemic or not. Different activities take different approaches to answering the question. Some use a threshold beyond which a change needs to scale, others look at the significance of a structural change. To overcome this, activities should adopt a mix of perspectives that allow them to both design for and assess change by using all four perspectives.

A view on systemic change that takes together the different perspectives would likely require an activity to answer questions such as:

- Which new innovations has the activity supported and how are they benefitting the directly involved population?
- Are the innovations being taken up by other market actors that are not connected to the activity and how does this increase the outreach of the benefits due to the innovation?
- Are the innovations likely to be taken up widely enough so they will sustain without the support of the activity?
- Are these innovations being institutionalized/normalized within the market system?
- What structural changes can be observed either as a result of a direct intervention by the activity or as a response to an innovation that reached critical scale?
- Are these structural changes significant enough to shape the incentive structures for businesses in general and other relevant actors? In what way?
- How are businesses adjusting their behavior? How is this impacting their business? How is this impacting the activity's target population?
- How is the general development trajectory of a market system changing as a result of the activity's interventions?

To answer these questions, ME&L systems will need to combine a number of data collection methods, including qualitative and quantitative ones, and adopt sensemaking frameworks that allow the teams involved to bring the different perspectives together to tell a coherent and cogent story of what the activity has achieved.

## STUDY DESIGN

### Background

DEXIS has been contracted by the United States Agency for International Development (USAID) to provide management and technical services for the implementation of USAID/Honduras' Monitoring & Evaluation Support for Collaborative Learning and Adapting (MESCLA) activity aimed at supporting and strengthening monitoring and evaluation of USAID financed development assistance in Honduras.

USAID/Honduras recently awarded a five-year (2018-2023) activity – Transforming Market Systems (TMS) to foster competitive, resilient, and inclusive market systems that provide increased economic opportunities that incorporate poor, marginalized Hondurans and reduce incentives to migrate.

To support development of the TMS ME&L plan, DEXIS contracted Marcus Jenal of Mesopartner to lead an effort to identify and link USAID/Honduras, TMS and MESCLA teams with other USAID and non-USAID activities/projects that are applying a market-systems or other systems-change approaches, document experiences, approaches, challenges and lessons learned, and collect the specific methods, tools, and instruments which have been tested, used, or currently being used by project teams for measuring systems and systemic change.

This report documents the first step of this journey, namely a stock-take of current perspectives, frameworks and methods of measuring systemic change. The report gives an overview of the findings of a number of interviews with key informants and a document review process. The report is accompanied by a list of people interviewed and a list of activities that, together, represent the current body of practice in measuring change in market systems.

As this contract was initiated to support the USAID/Honduras TMS activity in designing their ME&L plan, the TMS activity was not included within the scope of this study, and thus, the TMS methodology is not represented in the findings below.

### Methodology

This report and material presented was developed from a combination of key informant interviews and a review of secondary literature. Key informants for this study were selected from three stakeholder groups: ME&L consultants active in the area of market systems development (MSD) and systemic change; people working at headquarters of organizations that implement MSD activities; and people working in MSD in the identified activities. The key informants were selected from the network of the consultant performing the assessment as well as through further recommendation by other key informants (snowball sampling). A total of 34 key informants was interviewed. The list of interviewees is provided in Annex II.

Key Informant	Primary Purposes of KII
ME&L Consultants	<ul style="list-style-type: none"><li>• Identification of existing or recent activities carrying out ME&amp;L activities to assess systemic change</li><li>• Identification of additional key informants for interviews</li><li>• Identification of ME&amp;L practices employed by MSD and systemic change activities</li></ul>
HQ staff persons	<ul style="list-style-type: none"><li>• Understanding theory, perspectives, and practice employed by organizations working in MSD and systemic change</li><li>• Identification of existing or recent activities carrying out ME&amp;L activities to assess systemic change</li></ul>

Key Informant	Primary Purposes of KII
MSD activity Staff Persons in MSD activities	<ul style="list-style-type: none"> <li>• Learning about concrete practice of field-based activity staff in monitoring and evaluating systemic change</li> </ul>

Documents reviewed as part of the literature review were selected from three primary online repositories - the [BEAM Exchange](#), the [Donor Committee for Enterprise Development](#) (DCED), and USAID’s [MarketLinks](#) platform, as well as those documents recommended or shared by key informant interviews. An annotated bibliography of the 40 most relevant documents is presented in Annex III of this report.

### Study Limitations

The study has limitations. The focal activities of the study are those currently being implemented. The study did not include completed activities, nor external evaluations of MSD activities. In addition, the review is not comprehensive of all MSD activities, or activities with MSD components currently being implemented by public or private sector actors. In addition, not all activities were interviewed as part of the KIIs – information about these activities were obtained through review of reports, websites, and other documentation. A list of activities which were reviewed / referenced in this stock taking is found in Annex III. It also did not draw from systemic change approaches beyond MSD, which might provide frameworks and measurement methods that are not (yet) used in MSD. Extending the scope of the study to include these fields in a next step would certainly add value.

## STUDY FINDINGS

The report presents the findings of the desk research and interviews to take stock of current practice in measuring systemic change in MSD. The findings are organized into 3 main sections:

- **Section 1:** Key Themes in Different Perspectives and Implications for Measurement of Systemic Change
- **Section 2:** Frameworks which are currently practiced in various MSD activities
- **Section 3:** Some data collection methods and approaches

### Section 1 – Perspectives on Systemic Change and Practical Implications for Measuring Systemic Change

Through the conversations with the various people interviewed, and while reading all the documents, a picture emerged that is akin to the parable of the blind and the elephant. According to Wikipedia<sup>1</sup>, the parable “is a story of a group of blind men, who have never come across an elephant before and who learn and conceptualize what the elephant is like by touching it. Each blind man feels a different part of the elephant's body, but only one part, such as the side or the tusk. They then describe the elephant based on their limited experience and their descriptions of the elephant are different from each other. In some versions, they come to suspect that the other person is dishonest, and they come to blows.”

Translated to measuring systemic change in MSD, the systemic change frameworks investigated under this study each capture a particular aspect of systemic change but fail to capture a complete picture. The stocktaking exercise revealed a number of important perspectives in how different actors and the activities they work with view systemic change, which has consequences for ME&L. The report will

<sup>1</sup> [https://en.wikipedia.org/wiki/Blind\\_men\\_and\\_an\\_elephant](https://en.wikipedia.org/wiki/Blind_men_and_an_elephant)



present the four most important perspectives on systemic change<sup>2</sup>, two connected to what mechanisms are used to achieve systemic change and two connected to how the results of systemic change are assessed:

- **Mechanisms of achieving systemic change:** innovation diffusion vs. structural change
- **Views on the result of systemic change:** end state vs. changed trajectory

The isolation of these perspectives, but also the complexity in monitoring and evaluating systemic change in general, leads to a number of important consequences for ME&L, which will be discussed subsequently in the report:

- **Thresholds and significance:** when one can say a change is systemic
- **Disconnect between levels of change:** beneficiary specific vs. systemic-level change
- **Measures of systemic change:** predefined vs. discovered measures
- **Responsibility to measure systemic change:** activity vs. other entity

### Four Perspectives on Systemic Change

Among the different frameworks, perspectives, and approaches reviewed as part of this study, there seem to be two different, quite distinct ways in which systemic change is viewed: through the lens of changing behavioral patterns by adopting innovations, and through the lens of changing system structure. The Systems Iceberg is a helpful model to locate where the two perspectives put their focus.

The Systems Iceberg model (Figure 1) differentiates four levels that can be conceptualized in a (market) system: *events* – the every-day doings of market actors such as market transactions; *patterns of behavior* – e.g. dominant business models, exploitative behavior, patterns of underperformance; *system structures* – e.g. laws, behavioral norms or other formal and informal institutions; and *paradigms* – the way we understand how the world works and how we make sense of what we observe. The logic of the iceberg is that the ‘deeper’ we target our interventions, the more leverage we have over the system.

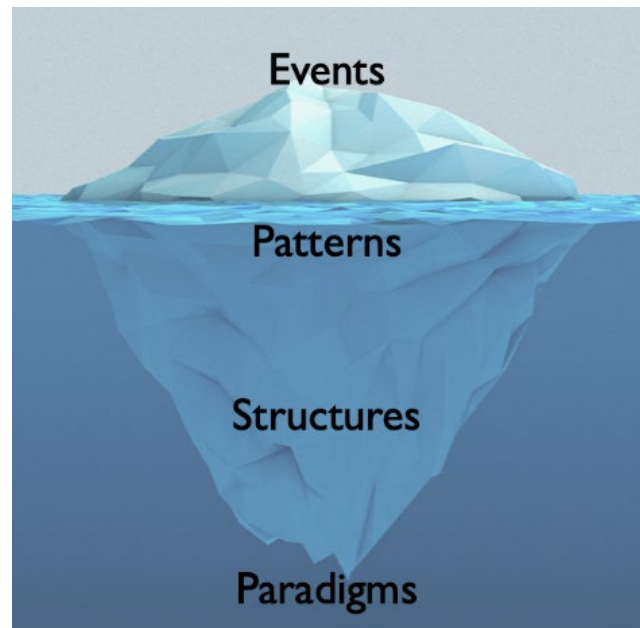


Figure 1: The Systems Iceberg Model

### PERSPECTIVE I: SYSTEMIC CHANGE THROUGH INNOVATION AT SCALE

Probably the most dominant view is that systemic change is driven by individual innovations that are first implemented as pilots, and then scaled up to reach significant scale. Innovations are thereby defined broadly, including product, process and business model innovation and also including innovations in the public and the private sectors – even though in reality the focus is much more on the latter. This view is adopting the logic of innovation diffusion to describe how individual innovations scale and have a

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<sup>2</sup> The distinction between these perspectives might be painted here in the report more strongly than they play out in reality in order to make a point. In reality, there is certainly some overlap between the different perspectives and it might be hard to clearly differentiate between them in a given activity, as they are also often mixed. Many activities might deploy a mix if the strategies framed by the perspectives.

systemic effect. Activities would start by discovering of a number of binding constraints (often called root causes), identifying fixes in the form of an innovative way of doing things differently, and then integrating those fixes into the system over a limited period of time by first working with selected partners to pilot them. Systemic change is seen to be achieved once these fixes have reached a certain level of scale that goes beyond the activity’s immediate reach and are sustained after the activity stops funding the fixes<sup>3</sup>. The terms of ‘scale’ and ‘sustainability’ therefore play a central role in the definition of systemic change used in these cases.

Looking at the System Iceberg, the innovation-oriented strategy is attempting to tackle underperformance by directly shaping behavioral patterns in the system. Structural adjustments are then seen to happen as response to these innovations in order to institutionalize the new behaviors if they are seen to be beneficial for a large number of actors. Structural changes, hence, enhance the effect and ‘normalize’ the introduced innovation, but are not in the center of attention of the activity – they are hardly ever used as targets of an activity, as opposed to scale and sustainability.

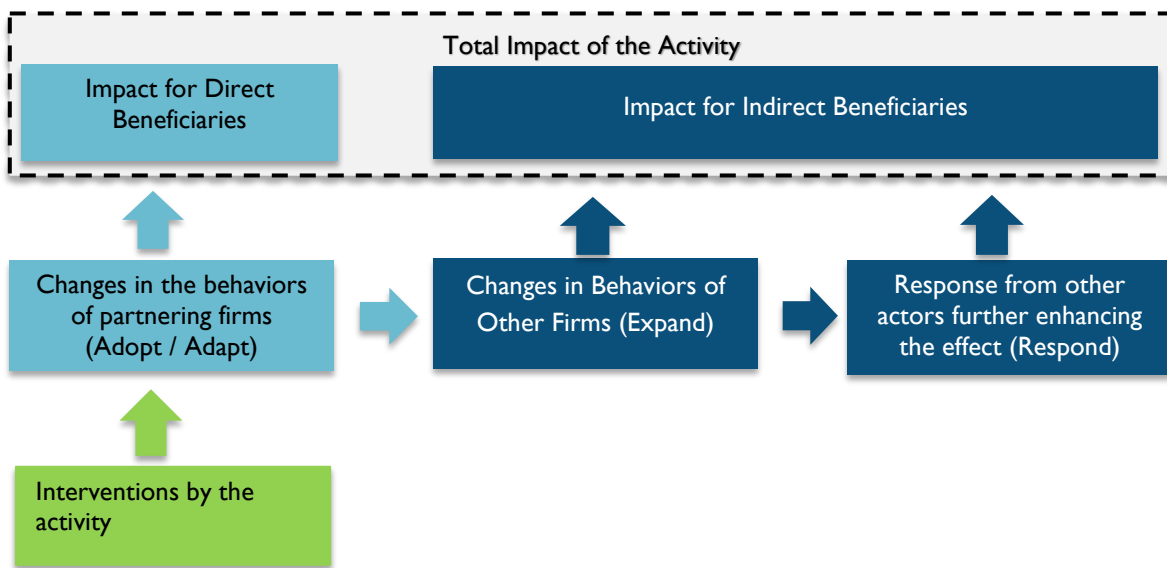


Figure 2: The logic model behind the innovation view on systemic change.

This view on systemic change presents a fairly clear logic of how change happens, which allows to easily connect systemic changes and impacts at the beneficiary level back to the interventions, so change can be relatively easily attributed. The link between an activity’s interventions and the impact on beneficiary level is thereby twofold. On the one hand, some people benefit directly from changes in the behaviors of market actors with whom the activity directly works (the left pathway in Figure 2). On the other hand, another group of people benefit indirectly when an innovation that is introduced is multiplied by other market actors (central pathway in Figure 2) and eventually institutionalized (the right-hand side pathway in Figure 2).

<sup>3</sup> A recent important extension of this view is that systemic change does not rely on just one innovation scaling up but requires a number of innovations that come together to generate an emergent effect. See: Koh, H., King, S., Ifran, A., Agarwal, R., Dayal, A. & Brown, A. 2017. Shaping Inclusive Markets: How Funders and Intermediaries can Help Markets Move towards Greater Economic Inclusion. FSG, Rockefeller Foundation.

## PERSPECTIVE II: SYSTEMIC CHANGE THROUGH STRUCTURAL CHANGE

A number of key informants and systemic change frameworks portrait another view on systemic change that looks less at individual innovations and how they reach scale and more at the underlying structure of the market system and its inherent characteristics. The structure is thereby seen as something that lies 'deeper' down in a system than the activities and patterns of behaviors of actors touched by individual innovations (see the Systems Iceberg model described above). The structure can be seen to create the terrain in which behavioral patterns can emerge whereby the characteristics of the terrain shapes the patterns. Structure can be physical infrastructure (terrain, roads, etc.), organizations, policies (laws, regulations, tax codex, etc.) and rituals (customs, norms, habits, etc.). In the economic literature, the non-physical structures are often called economic institutions, providing the 'rules of the game' in the economic activities of the market actors.

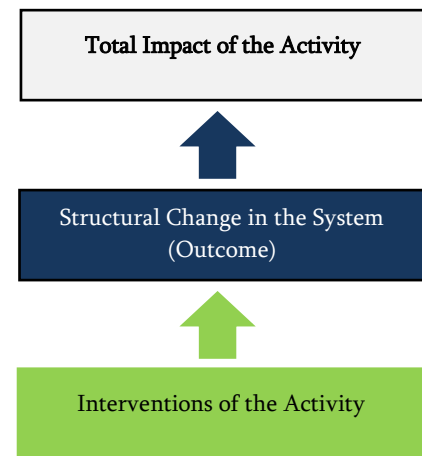


Figure 3: The logic behind the structural view on systemic change

The logic behind this view is that an activity would directly influence the structure of the system through changes in structural barriers or structural enablers – generally formal and informal rules and customs that create certain incentives & disincentives – which change the dynamics in how actors organize and engage with one another (roles, relationships, resource flows), leading to sustainable and widespread impact on the level of the target population (see Figure 3 above). In contrast to the innovation at scale perspective on systemic change, solutions to persistent patterns are not defined, tested and scaled by the activity, but emerge out of the context as a consequence of a changed incentive structure for the actors. Proponents of this perspective see solutions that emerge like this to be more adapted and easier to scale than solutions that are designed or co-designed by a development activity.

## PERSPECTIVE III: SYSTEMIC CHANGE AS A CHANGE IN STATE

Most activities take a very 'projectized' view on systemic change. They assess the situation – often in a snapshot-type manner – how it is before the activity (state A), identify how the situations should ideally look like (state B), and then aim to close the gap between these two states. An example could be for small-scale farmers to not have access to improved seed before the activity's interventions (state A) and them having access to improved seed after the activity's intervention (state B). This perspective is less driven by people engaged in the activities really believing that reality is as static as portrayed here and more a response to the results-oriented management approach and a demand to demonstrate specific and quantifiable results of an activity by the donor. In this sense, systemic change has been juxtaposed onto expectations and targets that are more in line with a direct delivery model based on an idea of 'before' and 'after' something was given to a group of actors by the activity.



Figure 4: The static view on systemic change

## PERSPECTIVE IV: SYSTEMIC CHANGE AS A CHANGE IN A SYSTEM'S TRAJECTORY

Some activities break out of this pattern and try to assess systemic change as a change in the evolutionary trajectory of a market system. An example of this could be that the activity manages to introduce a sense of the profitability of working with small-scale farmers into the system, which would influence decisions made by various companies beyond making improved seed accessible for small-scale farmers – without predetermining how the collaborations and resulting business models would look like. This is seen to set the system on a different trajectory, where small-scale farmers' needs are more routinely assessed in most or all decisions made because there has been a shift in the belief of various market actors both up-stream and down-stream the value chain that working with small-holder farmers can be profitable for them. Also, the models emerging from such a scenario are again seen to be more adapted to the context as they were not introduced by an outside actor.

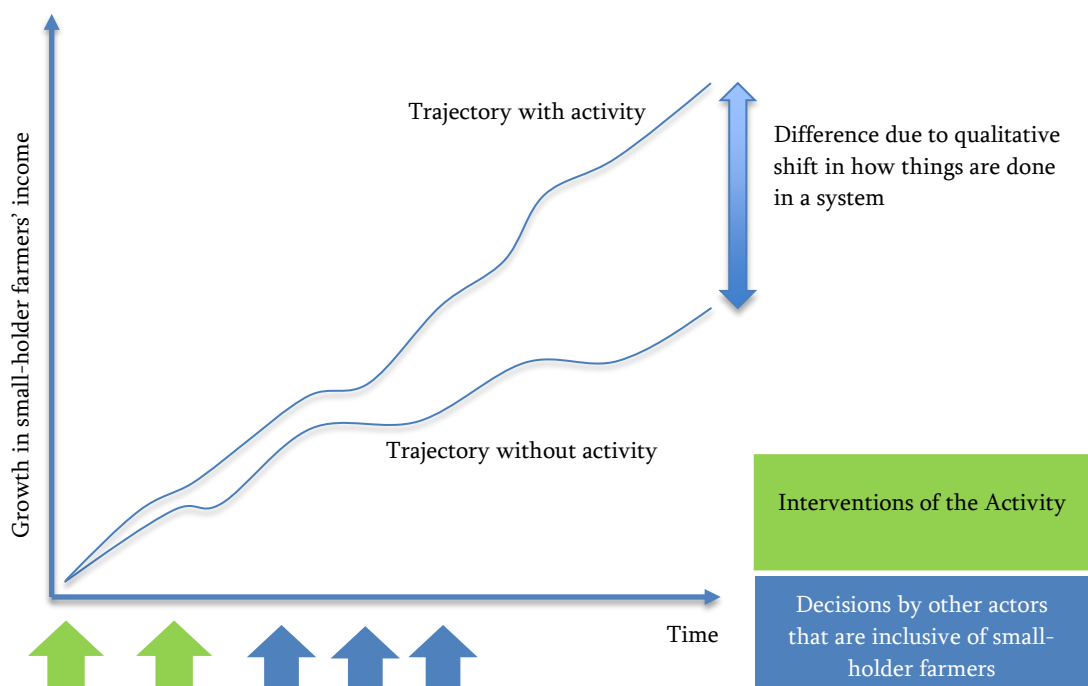


Figure 5: a dynamic view on systemic change

To support this perspective, some key informants stressed the importance to understand that systems change is never done, as systems are constantly evolving, and contexts can change. According to these key informants, the question for activities should less be about 'whether systemic change is achieved' and more about 'how has an activity contributed to the system's trajectory'.

### Practical Consequences for ME&L

#### THRESHOLDS AND SIGNIFICANCE – WHEN ONE CAN SAY A CHANGE IS SYSTEMIC

Activities are often challenged by donors and external evaluators to show whether an intervention has led to systemic change. Activities that embrace an innovation perspective for systemic change and those adopting a structural change perspective employ different strategies to answer the question.

Activities that embrace an **innovation perspective** for systemic change focus on measuring scale of change (outreach) and whether the beneficiaries are still profiting when the activity stopped funding the innovation (sustainability). A typical M&E system will monitor change across each of the three different levels of beneficiaries:

- 1) Changes in behaviors of partners,
- 2) Changes in behaviors of other firms within the direct sphere of influence of partners,
- 3) Response from other actors outside of the sphere of influence

In order to tell whether a change is systemic, these activities typically define a threshold to be reached by an innovation at one or more levels to become systemic. Thresholds are often defined at the firm level (for example what share of service providers need to adopt an innovation in service provision for a change to be counted as systemic change), or the individual beneficiary level (share of individuals or percentage of a population whom benefit from an innovation). The question activities that are shaped by this view on systemic change need to answer is what threshold for systemic change they adopt and then to find the right data to show that the point was crossed.

Measuring systemic change is, hence, about assessing the scale an innovation has reached and comparing it with the defined threshold. Causality with the activity's intervention is generally easy to establish but might get more blurred the more of the scaling is done by actors the activity is not directly engaging with.

Due to the nature of change in the activities adopting an innovation perspective, there is frequently a more tightly bound population that needs to be followed by measurement activities. For example, one activity working in improving a certain product is able to clearly identify and map actors within the system, and thus is able to develop an M&E system based on a census, testing and validating change across a system of actors. In addition, the type of change being monitored – adoption, adaptation, scale-up, response – lends itself to structured data collection and analysis approaches, such as annual surveys and quantitative statistics.

**Box: Examples on how activities could define systemic change thresholds**

While there are 10 registered cocoa buyers in Liberia, none currently work with farmers to increase the quality and quantity of cocoa by introducing good agricultural practices. GROW (funded by SIDA and managed by ASI) is currently working with three exporters to link them to cooperatives. Through support from GROW, these exporters are training cocoa farmers on good agricultural practices (GAP) and providing pre-finance to cooperatives to buy cocoa from their farmers. Adoption of GAP enables farmers to increase their yield and produce better-quality cocoa, subsequently increasing their incomes.

Cooperatives, as a trading partners, make more money through commission while exporters are able to source higher volumes of better-quality cocoa. Seeing these three exporters succeed, GROW is expecting two more exporters to crowd-in and offer similar services later this year. As a threshold, the program target is for a total of seven exporters to work closely with cooperatives and cocoa farmers by end of the program in 2020.

In bigger markets where there are lots of market actors, measurement of systemic change is tied to the number of market actors applying a new practice – whereby programs work with a few of them and expect others to crowd-in and copy similar behavior. However, it becomes tricky in smaller markets. In Fiji, for example, where there are only two input suppliers. The question that arises then is: should the program work with one and expect the other to crowd-in or work with both and claim it has systemic change? In smaller markets, it's better to work with as many market actors as possible and tie measurement of systemic change to target beneficiaries. There are 60,000 farmers in Fiji, the program would aim to work with both input suppliers and reach at least 60% of farmers by end of the program period.

*Source: key informant interview with Ritesh Prasad, MRM Director for GROW Liberia*

Activities which work with a **structural change perspective** implement changes in structural barriers or structural enablers, and thus seek to monitor changes in these barriers or enablers, and the effect of these changes on the way actors organize and engage with one another.

As changes on the structural level are inherently systemic, the question these activities need to ask is less about when something is systemic and more about whether the change is significant with regards to

the objectives of the activity. Or in other words whether the change in the structure alters the incentive structure of the actors so they shift their behavior in such a way that the objectives of the activity can be achieved. This is a very challenging question to answer. The link between activity intervention and impact is in many cases complex and simple cause-and-effect models cannot adequately represent it. Changes in barriers and enablers can have multiple effects across multiple systems, making causality between intervention and systemic change less direct, results are therefore further out of the sphere of control of the activity.

Measuring systemic change is hence not about measuring scale and validating causality, but more about assessing significance and probability of influence – assessing the likelihood that one or more activity interventions have led to a significant change on the level of beneficiaries.

In the case of activities targeting structural change, the population affected by changes in structural barriers or enablers is much less tightly bound. For example, an activity working to make changes to business registration systems will have a much wider population of beneficiaries. In addition, the effect of business registration on the structure of different markets and the measurable improvements at the level of the end beneficiaries may be very indirect and hard to model. This lends itself to more of a discovery-based, vs. validation-based M&E system, using more purposive sampling methods (positive deviants, doer/non-doer, network-tracing, snowballing, etc.) and more openly scanning methods such as Outcome Harvesting.

#### DISCONNECT BETWEEN BENEFICIARY AND SYSTEM LEVELS

Activities which embrace an innovation- or structural change-oriented perspectives on systemic change face different challenges when linking change at the beneficiary level to change at the system level.

As mentioned above, activities adopting a **structural change perspective** of affecting systemic change often struggle, in practice, to generate evidence of how changes at the structural level lead to benefits for different beneficiaries that can then be linked back to the interventions. Even if an activity can prove that systemic change happened on a structural level and can at the same time measure quantitative changes at the level of beneficiaries, it is often very hard to prove that the one led to the other. Effects of structural changes often manifest on the beneficiary level in very diffuse ways and might take time to become visible. For example, changes in the ease of registering as self-employed might be hard to link to a reduction in unemployment of young people. This is further compounded by the fact that it is by no means easy to measure structural change, particularly when trying to quantify the change. Current measures of structural changes are generally qualitative and, according to some key informants, largely subjective. Hence, the question activities that are shaped by this view on systemic change need to answer is how they link observed changes on the level of beneficiaries with the structural changes they affected on the system level.

Activities oriented adopting an **innovation perspective** of affecting systemic change often struggle to show what structural changes have been achieved, if any, through the scaling up of specific innovations. Innovations are pushed to scale, prioritizing the impact level. While it is clear how this leads to changes on the beneficiary level, there is a lack of understanding of the structural change level, which is important to understand in order to determine the sustainability of the change.

	Innovation Perspective	Structural Perspective
<b>How Impact is Achieved</b>	Impact is achieved through the scaling up of innovations.	Impact is achieved because changes in system structures lead to altered incentives for businesses.
<b>ME&amp;L Challenge for Measuring Systemic Change</b>	Activities often struggle to show what structural changes have been achieved, if any.	Activities often struggle to link observed changes on impact level with these structural changes

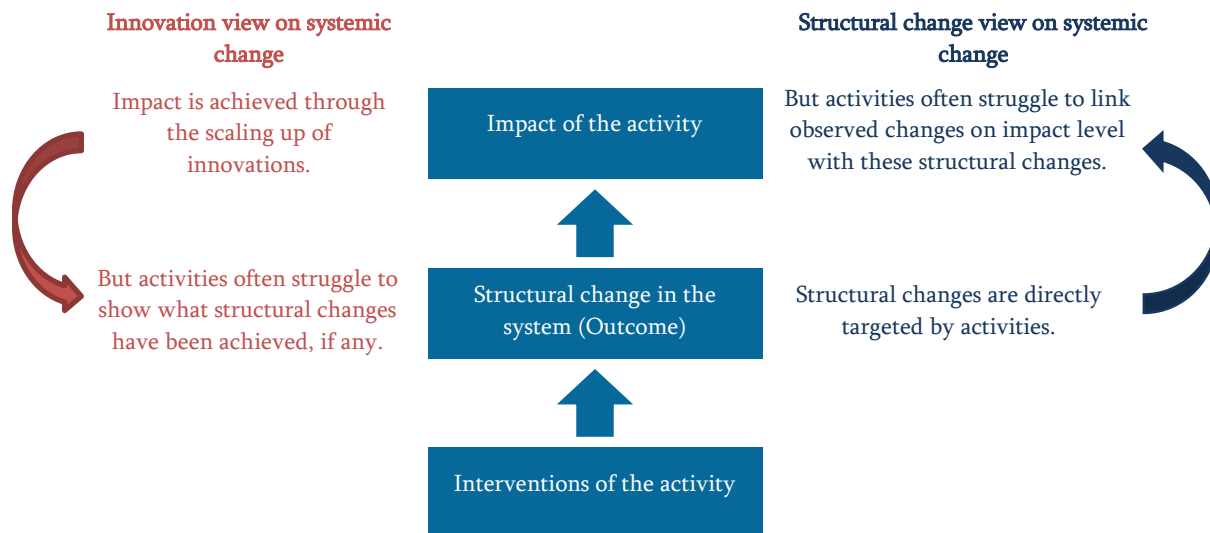


Figure 6: Illustration of the challenges with defining systemic change, manifested in a gap between the systemic structure (Outcome) level and the beneficiary (impact) level.

A consequence of this disconnect can be observed in practice is that activities end up with two quite distinct objectives: 1) change the system and 2) reach the numbers on the impact level. Thus, activities often mix strategies: on the one hand they try to introduce innovations that can be scaled to reach the numbers on the beneficiary level, while at the same time attempting to influence systems structures that they believe will change the long-term trajectory of the system. This mixed strategy further aggravates the conceptual disconnect because there is not incentive anymore for the activity to overcome the disconnect as both sides are addressed independently.

The demand for quantitative impact measures pushes activities towards standardized, controlled data collection processes such as annualized surveys through census or representative samples based on predicted indicators (see next section), which is the case for almost all activities looked at. The benefits to a project which relies on quantitative performance measures for assessing systemic change is that it meets the needs of the donors in a language they understand. The drawback of solely using quantitative performance measures as proxy is that they may not accurately reflect how the activity affected systemic change. In addition, these methods are time intensive and can capture ME&L resources which could otherwise be allocated to methods which more accurately capture how an activity is affecting systemic change. This can result in inaccurate, or short-sighted evaluation of success. For example, an activity which is realizing systemic change which is demonstrating a shift towards improved competitiveness, inclusion, or resilience of a market system, may be judged as ineffective due to generating lower numbers on key performance metrics. Or in the other extreme, an activity that has been able to push a certain innovation to scale might not leave any legacy because the shifting context made the said innovation futile after some time.

#### MEASURES OF SYSTEMIC CHANGE: PREDEFINED VS. DISCOVERED

A challenge mentioned by key informants is that activities do not know in the beginning how exactly systemic change will look in reality, and therefore do not know what relevant measures for systemic change are. Some informants indicate that measures for systemic change are only revealed through the change itself. Consequently, systemic change is often assessed in a retrospective way – after the monitoring and evaluation activities have detected changes, studies are performed to assess whether the changes are really systemic and how the effects manifest in the system. A related point made is that people in the thick of it (for example field staff or activity partners) can sometimes sense when systemic

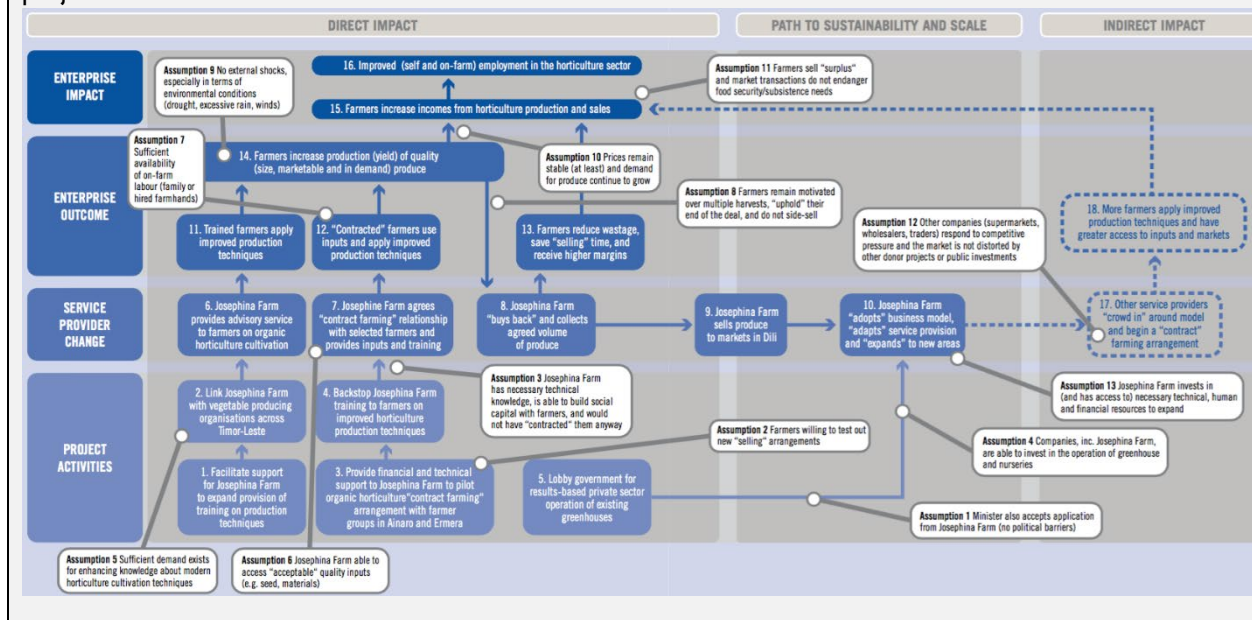
change is happening – when the general way of ‘doing things’ is shifting to a new regime. Informants describe the importance for activities to discover, capture and track these subjective senses in a formal monitoring system.

However, the general guidance on measuring systemic change encourages more of a forward-looking approach using hypothesized pathways for systemic change and develop measures along this pathway to confirm that it is indeed manifesting itself in reality. This would require activities to more or less exactly know how systemic change would look like in advance. Both practical experience and theoretical understanding of complex market systems make it clear, however, that this is generally impossible to achieve in a dynamic and constantly changing context.

In practice, most activities are aware of the challenge to predict the right measures for change. On the one hand, they therefore continuously update their predicted impact pathways and the attached indicators – which can lead to challenges further down the line with regards to missing baselines. At the same time, activities also recognize that some changes happen that were not planned and that not all planned changes will happen. Hence, they complement the predictive monitoring activities with activities that scan widely for changes that were not anticipated and then attempt to connect these changes back to the interventions of the activity.

**Box: Examples of predictive and non-predictive ways to measure systemic change**

The Business Opportunities and Support Services (BOSS) project in Timor Leste<sup>4</sup> and the Samarth Nepal Market Development Programme (Samarth-NMDP) in Nepal<sup>5</sup> both use results chains that explicitly contain pathways to systemic change and follow the logic in Figure 2. Shown below is a results chain of the BOSS project.



<sup>4</sup> Ripley, M. & Major, A. 2015. The BOSS Project in Timor Leste: Thin Markets, Thick Impact? , Geneva: International Labour Office.

<sup>5</sup> Ripley, M. & Nippard, D. 2014. Making Sense of ‘Messiness’ – Monitoring and measuring change in market systems: a practitioner’s perspective. Samarth-NMDP, UKaid.



Examples of activities that use methodologies to detect unanticipated changes include the Alliances Lesser Caucasus Project (ALCP) in Georgia<sup>6</sup> or the Enhancing Youth Employment (EYE) project in Kosovo<sup>7</sup>, both using the Outcome Harvesting methodology.

The Northern Uganda - Transforming the Economy through Climate Smart Agriculture (NU-TEC) program in Uganda<sup>8</sup> uses the Most Significant Change methodology. The aim is to be able to think outside of the “AAER box” and to directly get information from non-partners from the target market or adjacent markets and interview them outside of the context of NU-TEC. The prompt used is “What is the most significant change in your business over the last xx months?”. The program uses these very open interviews to see if there are any relevant themes that come up and do it enough with enough companies so they can make confident statements. Currently they aim to do 75 interviews across the biggest interventions that have shown signs for systemic change. At the time of the interview, they had done 61 interviews (about 60% partners, 40% non-partners). After the interviews, they use a 2-day workshop to find key themes in the stories and also try to find further lessons for the program. So far, they have extrapolated three new key themes relevant for the program monitoring. The program has also used some good stories standing on their own as evidence. A third method used by NU-TEC MD is case studies to provide anecdotal information in addition to the AAER tracking and the MSC stories. Each case study is about 10-15 pages long and focuses on the bigger-scale, more impactful interventions that reach the most people, having the biggest impact on their lives. The program will have three case studies by the end of the year, telling intimate stories about where the program comes from, what it found and what it did and how it worked.

*Source: key informant interview with Kristen Turra, NU-TEC MD*

## RESPONSIBILITY TO MEASURE SYSTEMIC CHANGE

Some key informants argued systemic change is beyond the scope (both in breadth and time) and responsibility of an individual activity, and thus should be part aimed at on the level of a country strategy and measured by a separate entity. The main argument is that if we only look at systemic changes that an individual activity can achieve, the changes will remain fragmented and ineffective. Achieving the type of economic transformation that is required in developing countries to counteract extreme poverty and achieve a trajectory of sustainable growth can only be done on a higher level. Hence, they argue that the responsibility for systemic change should be embedded in the respective donor country office as it provides consistency beyond the life of any individual activity and a strategic direction that can be supported by multiple activities from different angles.

An example where this is done is the Feed the Future program of the USAID Mission in Uganda. The Mission mandated a third party to develop systemic change strategies and systemic change measurement methodologies through the Feed the Future Market System Monitoring Activity implemented by the Massachusetts Institute of Technology (MIT) and The George Washington University (GWU)<sup>9</sup>. There were, however, also questions raised whether such an approach is feasible given the quick staff turnover in donor organizations and the generally more limited time of donor staff to spend on such quite time intensive activities.

Another opinion is that systemic change monitoring should be embedded in the structures of the partner country itself, which would be in line with the USAID’s Local Systems Framework<sup>10</sup>. Understanding the system and interpreting information about systems change has to be based on an

<sup>6</sup> MarketShare Associates. 2016. Testing Tools for Assessing Systemic Change: Outcome Harvesting. LEO Report 43. USAID LEO.

<sup>7</sup> Personal communication with the project.

<sup>8</sup> Personal communication with the project.

<sup>9</sup> See <https://humanitarian.mit.edu/projects/feed-the-future-uganda>

<sup>10</sup> USAID. 2014. Local Systems: A Framework for Supporting Sustained Development.:

understanding of slow-moving variables and should be a long-term interest of the country itself. Systemic change needs to be rooted in local actors.

## Section 2 - Systemic Change Frameworks

This section presents some of the frameworks that are currently used to conceptualize and measure systemic change. If available, the description of the frameworks will also contain a description of common methods that are used to collect data used in connection with the framework.

### Frameworks Based on an Innovation View on Systemic Change

#### THE ADAPT-ADOPT-EXPAND-RESPOND FRAMEWORK

The Adapt-Adopt-Expand-Respond (AAER)<sup>11</sup> was the framework most frequently cited by informants. The framework was developed by the Springfield Centre and is probably the most frequently used framework to conceptualize systemic change in MSD. The framework epitomizes the innovation view on systemic change, as it describes four types of changes an innovation introduced by an activity is triggering in a market system:

- Adapt: partners take up an innovation that is viable and have concrete plans to continue it in the future.
- Adopt: initial partners have invested in the innovation adopted, independently of program support.
- Expand: similar or competing players copy the innovation or add diversity by offering variants of it.
- Respond: non-competing market players adjust their own practices in reaction to the presence of the innovation.

A change is seen to be systemic when it reaches the expand and/or respond stage, i.e. the right-hand side of the framework.

In a later publication, the framework was further refined by differentiating between three stages of a market interaction (supply, exchange and demand) and looking at price, quality and quantity at each of these stages and how well they match<sup>12</sup>.

Nippard and colleagues describe in their original publication a number of monitoring questions and indicators to assess the different stages of the framework. In practice, activities often use general assessment methodologies such as surveys among enterprises to collect data that can be used to assess systemic change in line with the framework.

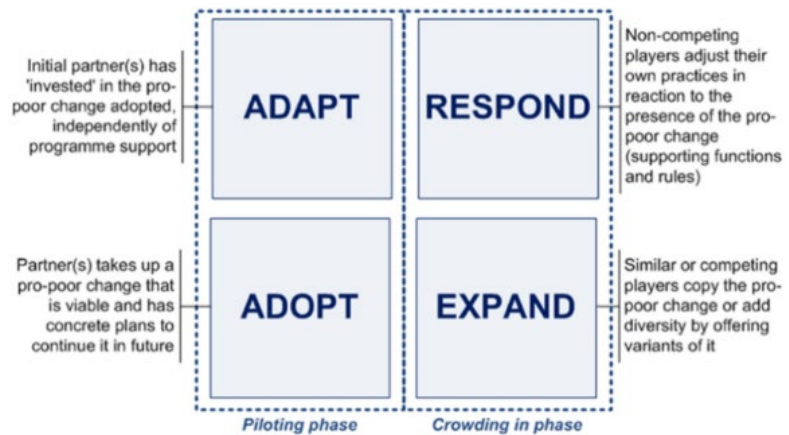


Figure 7: The AAER Framework

<sup>11</sup> Nippard, D., Hitchins, R. & Elliott, D. 2014. Adopt-Adapt-Expand-Respond: A Framework for Managing and Measuring Systemic Change Processes. Durham, UK: The Springfield Centre.

<sup>12</sup> Taylor, B. 2016. Systems and Systemic Change – Clarity in Concept. The Springfield Centre.

While the framework is widely applied and is by many key informants said to be ‘the best we have’, some key informants also criticized it because it forces a particular view on systemic change – the innovation view on systemic change. Many key informants make it clear that systemic change is more chaotic than portrayed here and requires a lot of different innovations to connect together; it is not the one innovation that scales like portrayed in the AAER logic. Connected to this is the criticism that the AAER framework is often applied on the level of individual interventions, but as there is a need for multiple interventions/innovations to connect to achieve systemic change this might be misleading – not every intervention needs to lead to systemic change. One key informant contended that when applying the AAER framework, there has been a lot of ‘shoehorning’ of situations into the framework that do not really fit.

**Box: Example of an application of AAER**

The Northern Uganda - Transforming the Economy through Climate Smart Agriculture Market Development (NU-TEC MD) program in Uganda has the objective in its logical framework that 30-40 % of interventions across the program are showing evidence of systemic change. The program is using the AAER framework to assess whether its interventions achieve systemic change. For each intervention, the program defines a results chain along the stages of the AAER framework. An Excel spreadsheet lists each box of the results chain. For each box, one or more indicators are defined, baseline information is captured, and a data source is defined. Monitoring data is directly captured in the Excel spreadsheet, together with a projection and an assessment of the current trend. Data sources include field reports, information provided by partner companies (such as seed demand orders, sales records or staff payrolls), partner interviews, market observations or interviews with other market actors. The program self-assesses annually what progress it has made towards systemic change. For whatever they find in the right-hand quadrants of the AAER framework they would say they have found signs of systemic change. While this is done mostly internal, the program also uses a person that is only short-term with the program and brings in another perspective. *Source: key informant interview with Kristen Turra, NU-TEC MD*

**THE MDF FRAMEWORK FOR DEFINING AND POPULATING PATHWAYS TO SYSTEMIC CHANGE**

The framework<sup>13</sup> was developed by the Market Development Facility (MDF), an AustralianAid-funded MSD activity. The framework describes four stages of the pathway to pro-poor systemic change: initial, intermediate, advanced and matured. It also differentiates between an initial state of the system and an expected high state.

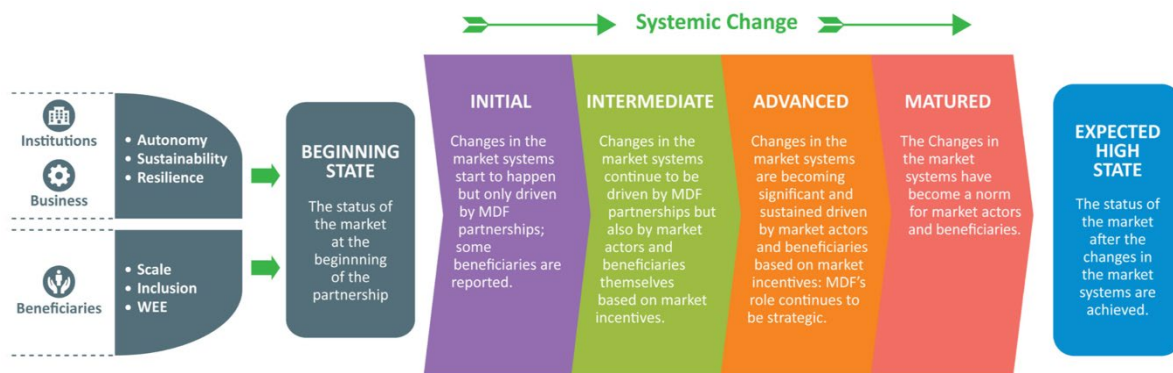


Figure 8: The MDF Systemic Change Pathway

<sup>13</sup> Jalil, M.S. & Bekkers, H. 2015. Achieving Change in Markets – The MDF Framework for Defining and Populating Pathways to Systemic Change. Strategic Guidance Note 3. Market Development Facility, Cardno, Australian Aid.

Similar to the AAER framework, the MDF framework is also rooted in the innovation view on systemic change, assuming that the activity introduces changes on the actor level, which are then adopted and scaled through partner actors and others. In addition to that, it introduces a couple of new elements such as the institutional layer as well as some pre-defined qualitative parameters that are important for pro-poor systemic change and that are expected to be established through the process with growing maturity: autonomy, sustainability and resilience on the institutional and business level; and scale, inclusion and women economic empowerment on the beneficiary level. These parameters are looked at when measuring systemic change progress along the four stages of the pathway to pro-poor systemic change. A further aspect that differentiates this framework from AAER is that it recognizes that the activity is but one of many players and that there are many other players and factors at play. It also clearly aims at making growth more inclusive and resilient.

The publication introducing the framework suggests a number of monitoring questions for all six parameters along the stages of systemic change. It also describes how the framework was applied in the case of the activity's interventions in Fiji.

In personal communication with two successive team leaders of MDF, it became clear that while the framework is helpful in conceptualizing systemic change, operationalization of the framework has proven to be challenging. In particular, the activity has struggled to define the right measures and gather relevant data to assess progress along the suggested pathway. The measures that are suggested in the original publication are not easy to measure and needed to be revised.

## Frameworks Based on a Structural Change View on Systemic Change

### THE DISRUPTING SYSTEM DYNAMICS FRAMEWORK

This framework<sup>14</sup> was developed by the USAID funded Leveraging Economic Opportunities (LEO) activity. The framework has six features:

1. boundaries that define the scope of the system,
2. history and conditions of the system as they determine the system's ability to change in a certain way,
3. interventions by development activities,
4. the agent level that describes how individual agents are acting,
5. the collective level that describes patterns of behavior, and
6. development impacts describing the benefits accruing at the target population.

Change effected by an intervention can have different levels of depth: it can disrupt individual agent behavior, it can influence networks of agents on a collective level, and it can change norms on a collective level. Change can also have different strengths, define through scale, buy-in by actors and relevance to the development agenda.

The structural aspects of the system described in the framework are limited to networks and norms, as they are seen as the most important variables that make

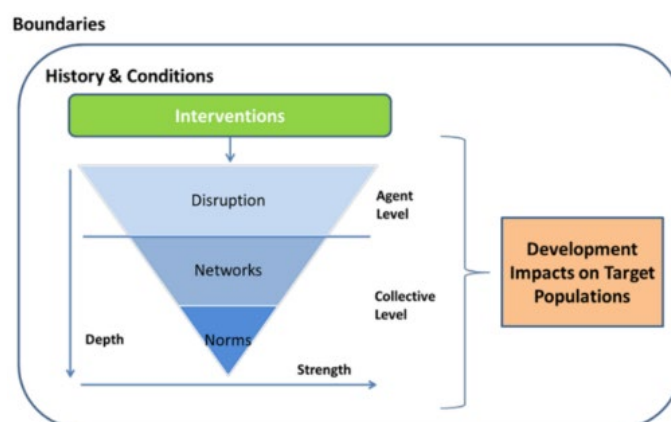


Figure 9: The Disrupting System Dynamics framework

<sup>14</sup> Fowler, et al. (2016)

markets work effectively. The publication suggests a number of indications to be captured on the agent level and on the collective level.

The framework has been applied ex-post to three activities, as described in the cited publications: the USAID-funded MSME Activity in Cambodia, the SDC-funded ALCP in Georgia, and the DFID-funded Arab Women's Enterprise Fund (AWEF) project in Jordan, Egypt and Palestine. These applications were based on external consultants visiting the activities, interviewing staff, reviewing documents, and interviewing various market actors. Interestingly, in the case of the reviewed intervention in the swine input supply sector in Cambodia, the assessment was done several years after the intervention ended to assess whether systemic change has happened and if the effects had grown after the activity ended.

It is not known if the framework is currently applied in any other activity.

## **SIX MEASURES FOR SYSTEM HEALTH**

While this is not a systemic change framework, the USAID LEO publication<sup>15</sup> proposes six measures for system health. It represents a structural change perspective on systemic change as these measures all attempt to measure some structural changes in the market system.

The measures are:

1. Churn through commercial relationships,
2. The uses of financial flows by agents.
3. Delays in financial flows.
4. Information flows between agents,
5. Stresses and concerns felt by agents.
6. Rates of innovation in business models

The measures are suggested on the premise that analyzing flows and norms in a complex system are important determinants of the system health and can be used to show how the system changes over time. In terms of flows it particularly looks at flows of financial resources, information and materials. In terms of norms, it looks at particular institutional biases that shape strategies and relationships in a society.

The measures were developed and field-tested over a three-week period in Bangladesh in collaboration with the USAID-funded Feed the Future Bangladesh Agricultural Value Chains (AVC) Activity. The publication describes the tools and how they can be applied, including methods for data collection.

This consultancy did not ascertain the extent to which these measures have been used outside of the AVC Activity.

## **Hybrid Frameworks**

### **IDE SYSTEMIC CHANGE TRACKER (SCT).**

This systemic change tracking tool depicted in Figure 10 below developed and piloted by iDE<sup>16</sup> in the Suchana project in Bangladesh. The tool is based on a review of various literature on systemic change and based on a systemic change framework that utilizes five main parameters to assess systems change:

1. Scale – the proportion of the potential target group that gets the goods, services and/or jobs promoted by the program

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<sup>15</sup> USAID LEO. Practical Tools for Measuring System Health. LEO Brief: USAID.

<sup>16</sup> iDE. Systemic Change Tracking – Market Development in Suchan. Suchana, European Union, UKaid.

2. Autonomy – independent action by businesses or other market players to adopt and/or improve a business model promoted by the program
3. Resilience – the extent to which the market system supporting the business model can adapt to stay competitive, take advantage of new opportunities and recover from adverse shocks
4. Sustainability – the extent to which the business model promoted by the program is sustainable and/or profitable
5. Inclusivity and women economic empowerment – the extent to which women’s participation in market, decision making, and economic empowerment promoted by the program in collaboration with other stakeholders

These parameters represent a mix of the innovation view (scale, autonomy and sustainability) and the structural change view on systemic change (resilience and inclusivity and women economic empowerment).

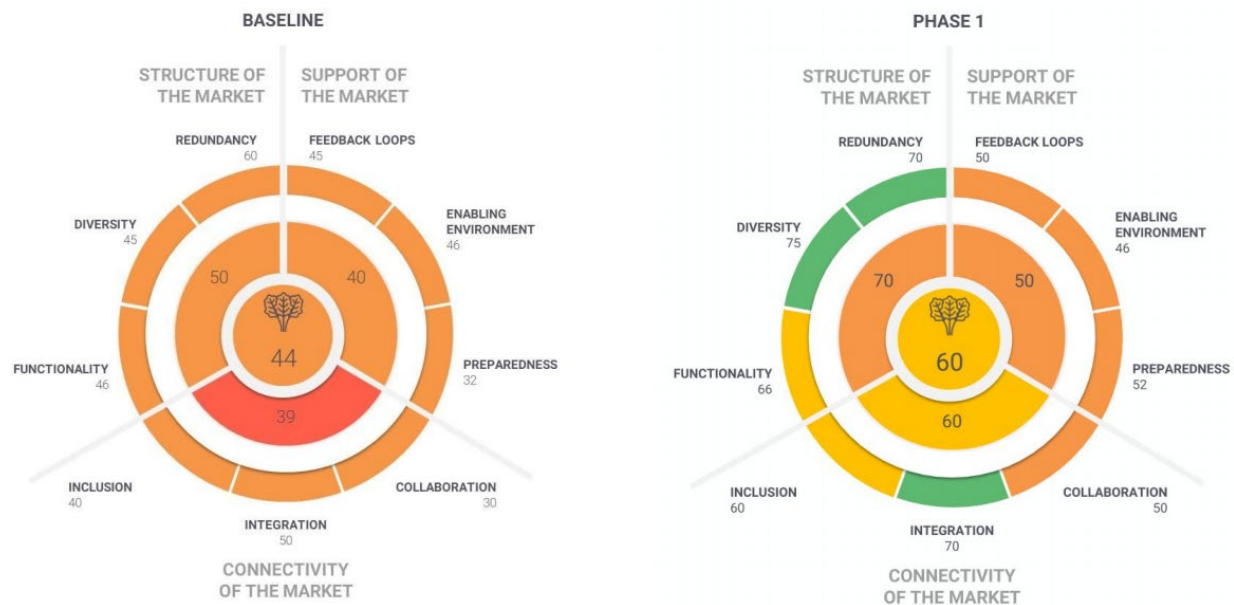


Figure 10: Dimensions of iDE Systemic Change Tracker and Example of Scoring from Suchana

The publication describes in detail how the tracking is applied in the Suchana activity in Bangladesh. It is not known, however, if the tool is used beyond this activity.

The systemic change tracking tool is accompanied by a Market Systems Resilience Index (MSRI)<sup>17</sup>, which is also applied in the Suchana project.

Additional frameworks are described in Annex I.

### Section 3 - Systemic Change Measurement Methods

#### Choosing data collection methods: form follows function

There are no dedicated data collection methods explicitly designed to measure systemic change. Data collection methods should be chosen based on the data requirement of the analytical framework –

<sup>17</sup> Ambrosino, C., MacArthur Wellstein, J., Barua, B.K. & Ullah, M.H. 2018. Introducing and operationalizing the Market System Resilience Index (MSRI). Resilience Measurement, Evidence and Learning Conference, New Orleans, 12-15 November 2018.

following the logic of ‘form follows function’. Most activities use a systemic change framework, such as the ones described above, as analytical framework and employ standard data collection methods such as surveys, key informant interviews, focus group discussions or the collection of different types of market-related measures (turnover, sales, outreach, etc.) to assess systemic change. Many key informants, however, voiced concerns that many activities often struggle to find the right data to use in combination with the frameworks.

The table below lists the most commonly used data collection methods and what data they can contribute to a systemic change framework – all of the activities studied use at least one but often a combination of these methods. As this table shows, the mentioned methods can be used to contribute data to all different perspectives on systemic change.

<b>Method</b>	<b>What data they contribute</b>	<b>Limitations</b>
<b>Case studies</b>	Case studies can be used to examine a specific situation in an intervention and determine the different factors that influenced the outcome. They can give rich and detailed pictures of systemic changes focusing on a particular case or a few cases. Comparative case studies can assess different influences by different interventions.	Case studies look at small numbers of cases and cannot give any statistical confidence on the observed results. For example, they might not be useful to assess the diffusion of an innovation.
<b>Field diaries and activity logs</b>	Observations by front line staff can provide very important information on early signs for change, for example if new companies copy certain innovations or what kind of changes can be observed as a consequence of a change in the system structure.	Observations can be seen as very subjective and cannot be used as reliable monitoring data. Individually observed events do not need to constitute a trend.
<b>Focus Group Discussions</b>	Focus Group Discussions can enhance and enrichen the understanding of a particular phenomenon through the perspectives and experiences of various different actors. Focus groups can be useful to explore in detail the perceptions of different groups of actors regarding changes that have happened and influencing factors. They can also be used to assess attitudes and beliefs of market actors.	Similar to case studies, a focus group is not a substitute for a large-scale survey. Focus group participants might not be aware of changes in system structures or that these were initiated by the activity.
<b>Interviews</b>	Structured, unstructured and key informant interviews are particularly helpful in identifying a wider range of effects from an intervention, some of which the researcher may not know about in advance. This can include information about innovation diffusion, about effects of structural changes or about changing trajectories.	Interviews also focus on qualitative data and are generally not statistically significant; the collected data is biased towards the opinion of the people interviewed.
<b>Surveys</b>	Surveys take a sample of opinions from a wider population, normally using a carefully structured questionnaire or a looser interview topic guide. They are useful for gauging how businesses, households, individual producers or wage laborers respond to a market systems intervention, and therefore for assessing an intervention’s effects. This can cover both innovation-related or structure-related interventions.	Survey generally collect quantitative data and often provide little context, which might make it difficult to interpret some of the more surprising findings.

A few activities are experimenting with more innovative methods that specifically focus on revealing system-level patterns. The methods combine specific data collection and analysis tools. The experiments

are in relatively early stages and it is not yet possible to assert whether these tools provide a unique type of additional data to assess systemic change in a reliable way. A good overview of data collection methods for systemic change was developed by the USAID Leveraging Economic Opportunities (LEO) activity. The LEO activity also supported and documented three pilots of using innovative data collection methods to assess systemic change in MSD activities (Outcome Harvesting, Network Analysis and SenseMaker®). A brief overview of these three tools is given below, including an assessment of their relationship to the perspectives presented above<sup>18</sup>.

## **Outcome Harvesting**

Outcome Harvesting was originally developed as an evaluation approach. Outcome Harvesting collects (“harvests”) evidence of what has changed (“outcomes”) and, then, working backwards, determines whether and how an intervention has contributed to these changes. Outcome Harvesting has proven to be especially useful in complex situations when it is not possible to define concretely most of what an intervention aims to achieve, or even, what specific actions will be taken over a multi-year period. It does not rely on predefined indicators but collects broadly changes observed by stakeholders.

Talking to key informants, the value of Outcome Harvesting is that it taps into the experiences and observations of people who are active in the system to talk about changes in the system. It is actor centered, so the actors themselves define what systemic changes are, rather than the activity. The process does not start with any Theory of Change or hypothesis that needs to be proven, but assesses the way things are (what is actually out there, what is observed) and only later are these observations connected back to the intent of an activity to understand how the activity as contributed to the change – if at all.

A number of key informants mentioned that they use Outcome Harvesting or ‘Outcome Harvesting-type’ methods either in external evaluations of MSD activities or in monitoring of activities. The former includes the evaluation of the SAMARTH program in Nepal. The Alliance Lesser Caucasus project (ALCP) in Georgia<sup>19</sup> as well as the Enhancing Youth Employability (EYE) project in Kosovo<sup>20</sup> have used Outcome Harvesting as part of their monitoring system. TMS itself mentions Outcome Harvesting in its MEL Plan as a potential method for its systemic change assessment.

The organization Voices that Counts combines in various activities the Outcome Harvesting method with SenseMaker®, a narrative research tool (see below), into a method for continuously monitoring changes on the system level<sup>21</sup>. In this way, staff members are able to continuously document observations by themselves and by system actors they interact with using smart phones or tablets and tag these observations according to a pre-designed framework. These are then periodically validated in stakeholder workshops. This combined method has not yet been used in MSD activities.

The trial of the method in the context of ALCP conducted by USAID LEO<sup>22</sup> concluded that Outcome Harvesting is a very useful tool to measure systemic change, if combined with an appropriate systemic change framework that allows to decide whether the harvested outcomes are indeed systemic changes. The trial identified two unique strengths of the tool: the ability to identify unintended outcomes and the possibility to explore other contributions to the outcomes besides the activity itself.

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<sup>18</sup> Full disclosure: the author of this report does offer support to implement Outcome Harvesting and SenseMaker-based studies to MSD activities.

<sup>19</sup> ALCP is also the project that piloted Outcome Harvesting as part of the LEO-sponsored tool trials. See bibliography for the reference.

<sup>20</sup> Personal communications.

<sup>21</sup> Key Informant Interview

<sup>22</sup> USAID LEO. Testing tools for assessing systemic change: Outcome Harvesting. LEO Report #43.



## Network Analysis

Network analysis is an approach that studies (social) relationships within a network of actors. It looks at how individuals are connected (or not) to one another through the network. It thereby differentiates between different types of relationships and the quality of these relationships. It allows to analyze the structure of the network in a quantitative way, for example to better understand the flow of information or where power and influence are located in a network.

The USAID FTF Agricultural Inputs Activity in Uganda<sup>23</sup> used Network Analysis to analyze the network of agricultural input wholesalers with their suppliers and purchasers and how this network changed over time. Measures they looked at included for example average number of suppliers per wholesaler or the number of suppliers per wholesaler that are consulted for technical information. Reducing the number of suppliers per wholesalers but increasing the relative number of suppliers consulted for technical information would be seen as a positive change in the behavior of the wholesalers.

The Bangladesh Rice and Diversified Crops (RDC) project utilizes Network Analysis to understand systems dynamics and change in the network of grantees assisted by the RDC project<sup>24</sup>. The project found that the method was particularly useful in identifying structural dynamics and social norms and biases that appear to constrain either the stakeholders' operational performance and/or that of the market system. The authors assess the potential for integrating the tool into adaptive MEL processes as high.

The DFID-funded Private Enterprise Programme Ethiopia (PEPE) has plans to use network analysis within their activity to map networks which can then be used to monitor diffusion of innovations introduced by the activity<sup>25</sup>. However, network analysis was not implemented within the baseline due primarily to issues of willingness to share information about professional networks.

The USAID LEO tool trial used Network Analysis in the context of the DFID-funded Sierra Leone Opportunities for Business Action (SOBA) activity<sup>26</sup>. The trial found that Network analysis is a very useful tool for gaining insights into market system dynamics, given its ability to finely parse relationships between agents in a system. SNA is also excellent for mapping out network structures and capturing information about resource flows within a system. Specifically, they found that combining the data from the network analysis with qualitative follow-up interviews based on the network analyses provided the most useful insight. According to the LEO report, "this is because while SNA is very useful in understanding networks – a key component of systems and in understanding systemic change – it is weak in the area of capturing information about norms of behavior – another key component in understanding systemic change" (p. 24). The report cautions, however, that while the tool is extremely powerful, it is at the same time time- and cost-intensive and it also requires significant familiarity with graph theory and knowledge of appropriate network mapping software.

## SenseMaker®

SenseMaker® is a narrative-based research method that comes with proprietary software packages for rich data of narratives and statistically analyzable quantitative data. It does so by asking each respondent who has shared a narrative to signify or tag their own narrative by answering a few specifically crafted

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<sup>23</sup> USAID FTF Agricultural Inputs Activity: A Modular M&E Scheme. Available at: [http://www.seeplearning.org/jobtools/wp-content/uploads/2016/02/USAID\\_FTF\\_Agricultural\\_Inputs\\_ME\\_Scheme\\_FINAL.pdf](http://www.seeplearning.org/jobtools/wp-content/uploads/2016/02/USAID_FTF_Agricultural_Inputs_ME_Scheme_FINAL.pdf) [accessed 11/12/2019]

<sup>24</sup> Sommerville, Patrick and Eric Derks. Bangladesh Network Analysis. USAID SPACES MERL.

<sup>25</sup> Personal communication.

<sup>26</sup> USAID LEO. Testing tools for assessing systemic change: Network Analysis. LEO Report #42.

questions about the narrative which generate quantitative data which can be analyzed visually to detect patterns in the in the data or statistically.

A number of MSD activities have experimented with using SenseMaker®. This includes the USAID FTF Agricultural Inputs Activity in Uganda<sup>27</sup>, Katalyst in Bangladesh<sup>28</sup> and the Seed Multiplication Project (SMP) in Northern Mozambique, which was at the same time the trial of SenseMaker® supported by the USAID LEO activity<sup>29</sup>.

In its trial application of SenseMaker®, USAID LEO uncovered a number of findings. The study suggests that SenseMaker® has a potential to provide insights into the ‘how’ and ‘why’ properties and behaviors in a system change, as well as to identify modulators that affect change (e.g. frequency of interactions). The study does, however, also point out a number of caveats. They warn for example that interpretation of SenseMaker® data is quite challenging without supplementary data from other sources. They also found that “similarly to any other research tool, SenseMaker® requires time and relies on external support, as well as continuous engagement from the project team in order to generate fruitful evidence. Finally, SenseMaker® is like other tools in that it will not automatically surface systemic changes. Users must have a concept of the types of systemic changes they are interested in understanding during the design phase, so that this can be reflected in the structure of the signification framework” (p. 2).

Despite these apparently high entry barriers found in the USAID LEO tool trial, SenseMaker® does have quite some take up outside of MSD activities including by organizations like the Catholic Relief Services (CRS), CARE USA, the International Labour Organization (ILO), the International Federation of the Red Cross and Red Crescent Societies (IFC), the International Fund for Agricultural Development (IFAD), the International Union for Conservation of Nature (IUCN), Oxfam, the United Nations Development Program (UNDP) and the World Wide Fund For Nature (WWF). The method is, however, predominantly used in the private sector.

## CONCLUSIONS

“As a field, we have not cracked the systemic change nut yet” was a common sentiment expressed in the one or the other form by various key informants interviewed for this stock take. As it turns out, achieving systemic change in the first place and then showing that an activity has achieved it in a robust way is all but easy.

Like in the parable of the blind men and the elephant, there exist a number of distinct perspectives in how different actors view systemic change. There does not seem to be one unified view of the whole beast, which has consequences for ME&L.

The most common way MSD activities currently imagine systemic change to happen is that the activity, together with partners, introduces a number of innovations that are intended to overcome some binding constraints in the market. The aim is that these innovations are seen by the market actors as beneficial for their business and scaled up through other market actors copying them. An alternative perspective sees systemic change as change ‘deeper’ in the system, targeting structures like institutional arrangements, legislation, norms and values, beliefs, etc. There is also a difference in whether activities treat systemic change as something to deliver that was not there before the activity, some see it as a

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<sup>27</sup> USAID FTF Agricultural Inputs Activity: A Modular M&E Scheme. Available at:

[http://www.seeplearning.org/jobtools/wp-content/uploads/2016/02/USAID\\_FTF\\_Agricultural\\_Inputs\\_ME\\_Scheme\\_FINAL.pdf](http://www.seeplearning.org/jobtools/wp-content/uploads/2016/02/USAID_FTF_Agricultural_Inputs_ME_Scheme_FINAL.pdf) [accessed 11/12/2019]

<sup>28</sup> Jenal, Marcus (2016). A new framework for assessing systemic change in Katalyst: the pilot study in local agri-business network. Swisscontact Katalyst.

<sup>29</sup> USAID LEO. Testing tools for assessing systemic change: SenseMaker. LEO Report #44.

change in a systems trajectory. The former seems to be more compatible with the innovation-based perspective of systemic change where the system with the innovations in place is what the activity leaves behind. The change in trajectory is more compatible with the structural change view on systemic change, where the exact way the system changes after a change in system structures is hard to predict and the system will continue to evolve after the activity has ceased.

While many activities apply the innovation view on systemic change and the respective frameworks (in particular the AAER framework) in their practice, there is a general recognition that this is not enough. This recognition is more widely spread in the work funded by USAID, which is why USAID-funded activities seem more likely to experiment with new and different ways of looking at systemic change.

None of the two views on systemic change is wrong. Looking at the scientific literature, innovation and scaling of innovations play a critical role in transformation processes. At the same time, a structural understanding of systems and systems change has a high relevance. Accordingly, a systemic change framework should be able to encompass both views and the respective ME&L system should be able to generate data to support them.

In practice, this means that activities should adopt a mix of interventions that both strengthen self-discovery, so more things are tried, and more innovations are emerging from within the system and aim at overcoming the key binding constraints on a structural level for businesses to become competitive. There is as of now no systemic change framework that covers all of these different aspects – so we do not yet really know how the elephant looks like as nobody has yet put the pieces of the puzzle together.

A view on systemic change that takes together the different perspectives would likely require an activity to answer questions such as:

- Which new innovations has the activity supported and how are they benefitting the directly involved population?
- Are the innovations being taken up by other market actors that are not connected to the activity and how does this increase the outreach of the benefits due to the innovation?
- Are the innovations likely to be taken up widely enough so they will sustain without the support of the activity?
- Are these innovations being institutionalized/normalized within the market system?
- What structural changes can be observed either as a result of a direct intervention by the activity or as a response to an innovation that reached critical scale?
- Are these structural changes significant enough to shape the incentive structures for businesses in general and other relevant actors? In what way?
- How are businesses adjusting their behavior? How is this impacting their business? How is this impacting the activity's target population?
- How is the general development trajectory of a market system changing as a result of the activity's interventions?

To answer these questions, ME&L systems will need to combine a number of data collection methods as described in Section 3 above, including qualitative and quantitative ones.

There is currently no binary answer to the question whether a change is systemic or not. Different activities have been defining different ways of answering the question. Some use a threshold beyond which a change needs to scale, others look at the significance of a structural change. It is beyond the scope of this consultancy to consolidate the different perspectives and present a unified systemic change framework – but it would certainly be an interesting challenge to take up in the future.

## **DOCUMENT REPOSITORY**

All documents used in this study can be accessed through the online document repository found here:

<https://drive.google.com/drive/folders/1gAqrNSiWwpj9URZWlhw0yNwAvlx4yl3z?usp=sharing>

## ANNEXES

### Annex I – Frameworks & Tools for Measuring Systemic Change

Type	Name	Developed by	Used by	Description	Perspective on systemic change	Evidence that it works	Limitations	Relevant Publications
Systemic Change Conceptual Models / Frameworks	A new framework for assessing systemic change	Mesopartner	Katalyst	This framework was specifically developed for the Katalyst project in Bangladesh to retrospectively assess systemic change it affected in a selection of sectors. It specifically looks at systemic changes at the level of the beneficiaries, i.e. the outcome level of the project. The framework searches for three dimensions of systemic change: (i) whether a transformational change happened in behaviors, perceptions, attitudes or beliefs of beneficiaries, (ii) whether this change has reached a critical mass or tipping point, and (iii) whether there are signs that this new behavior, perception, attitude or belief has been formalized in organizations and institutions.	Structural change - the framework aims to describe the structural changes and their significance.	Limited – There is only one case study describing how the framework was applied in practice.	The framework does not look for any particular change like diffusion of an innovation, innovativeness, institutional change, etc. Keeps the type of change open and to be discovered.	Jenal, M. 2016. A new framework for assessing systemic change in Katalyst: the pilot study in local agri-business network. Dhaka: Katalyst.
	Adapt-Adopt-Expand-Respond	The Springfield Centre	ALCP, ELAN RDC, GROW Liberia, Mercados Rurales, NU-TEC, PRISMA, SAMARTH NMDP, Strongim Bisnis	The framework has four stages of systemic change. Adapt: partners take up a pro-poor change that is viable and has concrete plans to continue it in the future. Adopt: initial partners have invested in the pro-poor change adopted, independently of program support. Expand: similar or competing players copy the pro-poor change or add diversity by offering variants of it. Respond: non-competing market players adjust their own practices in reaction to the presence of the pro-poor change. A change is thereby seen to be systemic when it reaches the expand and/or respond stage. In a later publication, the framework was further refined by differentiating between three stages of a market interaction (supply, exchange and demand) and looking at price, quality and quantity at each of these stages and how well they match.	Innovation - the four stages of the framework represent four stages of how innovations diffuse through the market system. The fourth quadrant 'response' represents structural changes in the system as a result of the innovation scaling, bringing the two perspectives together to a certain extent.	Strong - This is the most widely applied framework, many examples and evidence. However, many projects mentioned the limitation of the framework – focusing on only one particular type of systemic change - the scaling up of innovations.	It does not cover any of the 'deeper' levels of systemic change like structures or mental models except as a result of these levels responding to a new innovation.	Nippard, D., Hitchins, R. & Elliott, D. 2014. Adopt-Adapt-Expand-Respond: A Framework for Managing and Measuring Systemic Change Processes. Durham, UK: The Springfield Centre.  Taylor, B. 2016. Systems and Systemic Change – Clarity in Concept. The Springfield Centre.
	Disrupting System Dynamics	USAID LEO, ACIDI/VOCA, MarketShare Associates		The framework has six features: boundaries that define the scope of the system, history and conditions of the system as they determine the system's ability to change in a certain way, interventions by development activities, the agent level that describes how individual agents are acting, the collective level that describes patterns of behavior, and development impacts describing the benefits accruing at the target population. Change effected by an intervention can have different levels of depth: it can disrupt individual agent behavior, it can influence networks of agents on a collective level, and it can change norms on a collective level. Change can also have different strengths, define through scale, buy-in by actors and relevance to the development agenda.	Structural change - the framework frames a number of specific that are relevant for market systems change	Limited – The framework was retrospectively applied to a few cases to describe its application.	The framework does not capture institutional change beyond networks and norms.	Fowler, B., Sparkman, T. & Markel, E. 2016. Disrupting System Dynamics: A Framework for Understanding Systemic Changes. LEO Report 47. USAID.
	Mechanisms of Social Change (MOSC)	3sd.RESEARCH, The Springfield Centre		In these two papers, Lomax develops the MOSC framework for conceptualizing and measuring systemic change based on individual actors' actions and decisions and the changes in their resources as a consequence of these decisions. The MOSC framework is built on a number of resource factors, decision factors and possible actions actors can take. The step to the system level is a simple aggregation of individual actors' micro-actions into actions and then into functions and the system on the collective level. The three elements of systemic change comprise of (1) the changes in the system state, i.e. the change in performance of functions (measured in change in quality, quantity, rate or timing of resource states), or in composition of functions (measured in change of the characteristics of actors and actions); (2) the adaptive capacity and resilience of the system, whereby resilience is defined as the ability to avoid reduction or loss, while adaptative capacity is defined as the ability to take action to improve or change; and (3) the connection to the intervention to establish attribution.	Innovation - the framework describes how innovations can spread through a system based on individual decisions of rational actors.	Limited – No application known.	The framework does not capture emergent effects but rather treats the system as the sum of its parts. It also does not pay attention to institutional or structural aspects of systemic change.	Lomax, J. 2018. Mechanisms of Social Change: outline of a conceptual framework. Briefing paper 1. 3sd.RESEARCH.  Lomax, J. 2019. What is systemic change? Three components of a measurable definition. Briefing paper 2. 3sd.RESEARCH.

Type	Name	Developed by	Used by	Description	Perspective on systemic change	Evidence that it works	Limitations	Relevant Publications
	The 4i Framework for Systemic Change	PEPE	Private Enterprise Programme Ethiopia (PEPE)	The framework is built of "4i": influence, interaction, impact, industry. Influence: To what extent did your programme influence a targeted support function or rule? Interaction: How did change in your targeted support function(s) affect other support functions or rules in the market system? Impact: To what extent have the changes in support functions and rules led to changes in the core market? Industry: To what extent did changes in the target core markets lead to wider change in the industry or sector?	Innovation - the framework is modelled along the AAER framework and looks at how change introduced by an innovation propagates through an industry.	Unknown	It does not cover any of the 'deeper' levels of systemic change like structures or mental models.	Personal communication with Adam Kessler
	The MDF Framework for Defining and Populating Pathways to Systemic Change	MDF	Market Development Facility (MDF)	The framework describes four stages of the pathway to pro-poor systemic change: initial, intermediate, advanced and matured. It also differentiates between an initial state of the system and an "expected high state". The framework defines six qualitative parameters that are important for pro-poor systemic change and that are expected to be established through the process with growing maturity: autonomy, sustainability and resilience on the institutional and business level, and scale, inclusion and women economic empowerment on the beneficiary level. These parameters are looked at when measuring systemic change progress along the four stages of the pathway to pro-poor systemic change.	Innovation - the framework describes different stages of change that are predominantly related to the scaling up of innovations. Yet, the framework also mentions some structural elements like institutions, inclusion, and women economic empowerment.	Medium – The framework has been extensively used in the MDF programme in various countries. These experiences show that there are still some challenges in operationalizing the frameworks. No application in another activity is known.	Framework mentions institutional change, but without detail. Largely built on the logic of scaling solutions introduced and piloted by the activity.	Jalil, M.S. & Bekkers, H. 2015. Achieving Change in Markets – The MDF Framework for Defining and Populating Pathways to Systemic Change. Strategic Guidance Note 3. Market Development Facility, Cardno, Australian Aid.
<b>M&amp;E Frameworks, Indices, and Other Data Organization Tools</b>	Institutional Health Index	Gatsby Africa			Structural - the tool tracks health of a selected sector, which is represented by structural elements.	Limited to Gatsby Africa		Not published yet
	Market Systems Resilience Index	iDE	Suchana	The MSRI enables the tracking of resilience of the wider market system, specifically in a rural context. The methodology proposes a unique, user-friendly, and functional composite index, composed of nine determinants. The determinants are broken down into three categories that review the structure, connectivity, and support of the market.	Structural - the resilience determinants are structural aspects of the market system.	Unknown	Focuses exclusively on aspects of market systems resilience.	Ambrosino, C., MacArthur Wellstein, J., Barua, B.K. & Ullah, M.H. 2018. Introducing and operationalizing the Market System Resilience Index (MSRI). Resilience Measurement, Evidence and Learning Conference, New Orleans, 12-15 November 2018.
	Innovation Diffusion Tracking Tool	Adam Smith International		This simple innovation diffusion tracking tool has two dimensions: 1) The number of consumers currently accessing the innovation (e.g. the number of smallholder farmers buying mini-seed packets in the last planting season), 2) The number of market actors currently adopting the innovation. The diffusion of innovation tool simply plots diffusion against these two dimensions. If observations are taken at regular intervals (e.g. every planting season) the tool can be used to track both the current extent of diffusion and diffusion dynamics.	Innovation - the tool is explicitly designed to assess the diffusion of innovation throughout a system.	Unknown	Fairly generic tool that exclusively focuses on measuring the diffusion of individual innovations.	Published as an annex to Davies, G. 2016. Getting to Scale: Lessons in Reaching Scale in Private Sector Development Programmes. London: Adam Smith International.
	Systemic Change Tracking Framework - Suchana	iDE	Suchana	The framework utilizes five main parameters of systems change: scale – the proportion of the potential target group that gets the goods, services and/or jobs promoted by the program autonomy – independent action by businesses or other market players to adopt and/or improve a business model promoted by the program resilience – the extent to which the market system supporting the business model can adapt to stay competitive, take advantage of new opportunities and recover from adverse shocks	Mixed - the framework looks at both the scale of introduced innovations as well as structural changes that have a positive effect on the target population.	Limited – so far, the index is only used in one activity in Bangladesh	The framework focuses strongly on the level of individual actors and does not take into account the institutional or mindset levels.	iDE. Systemic Change Tracking – Market Development in Suchana. Suchana, European Union, UKaid.

Type	Name	Developed by	Used by	Description	Perspective on systemic change	Evidence that it works	Limitations	Relevant Publications
				sustainability – the extent to which the business model promoted by the program is sustainable and/or profitable inclusivity and women economic empowerment – the extent to which women’s participation in market, decision making and economic empowerment promoted by the program in collaboration with other stakeholders				
	Six Measures for Systemic Change	USAID LEO, ACIDI/VOCA	AVC Bangladesh	Not exactly a framework, the six tools to measure system health proposed in this LEO Brief represent a way to measure how a system changes over time. The tools are 1. Churn through commercial relationships, 2. The uses of financial flows by agents. 3. Delays in financial flows. 4. Information flows between agents, 5. Stresses and concerns felt by agents. 6. Rates of innovation in business models	Structural change - even though the measures defined are looking at patterns, they are carefully chosen as they represent critical structural elements, in particular they aim to uncover shifts in institutional biases in a market system.	Limited – As to our knowledge, the framework has only been applied in one activity so far.	The framework does not look for specific innovations and how they scale. It defines a very specific set of aspects it looks at and is in a sense quite narrow.	USAID LEO. Practical Tools for Measuring System Health. LEO Brief: USAID.
	Sector Score Card	Gatsby Africa			Structural - the tool tracks structural changes in a selected sector.	Limited to Gatsby Africa		Nothing published yet
<b>Data Collection &amp; Analysis Tools</b>	Focus Group Discussions	NR	Multiple	Focus Group Discussions are most frequently used as a tool to enhance / enrichen the understanding of a phenomenon through the perspectives and experiences of various actors, to gauge different market system actors’ reactions to different perspectives, attitudes, beliefs, and ideas. In some cases, they are used as market-research to test stakeholder response to actions, innovations, etc. under consideration by an activity.	No specific perspective reflected	Extensive - a standard tool used by most activities.	Findings are rarely generalizable. Because carried out in groups, responses can be influenced by peers. Data requires interpretation affecting external validity, requiring additional steps such as triangulation.	
	Interviews	NR	Multiple	Structured, unstructured and key informant interviews are often used as a tool for identification – identifying influencers affecting a behaviour / phenomenon, identifying effects of an intervention among different stakeholder groups / populations. In some cases, interviews are used to identify different stakeholder group interests and priorities.	No specific perspective reflected	Extensive - a standard tool used by most activities.	Rarely produce statistically significant results. Frequently requires interpretation, requiring additional steps such as triangulation.	
	Surveys	NR	Multiple	Most activities use surveys to identify intervention and project effects, and in many cases, impact. Most strive for representative samples or, in some cases, census so as to be able to gauge impact across population(s). In most cases, surveys do not collect unstructured data due to volume of respondents.	No specific perspective reflected	Extensive - a standard tool used by most activities.	Structured surveys often used do not provide context, and thus limit, which might make it difficult to interpret some of the findings. Often need to be accompanied by qualitative methods.	
	Case Studies	NR	Multiple	Case studies can be used to examine a specific situation in an intervention and determine the different factors that influenced the outcome. They can give rich and detailed pictures of systemic changes focusing on a particular case or a few cases. Comparative case studies can assess different influences by different interventions.	No specific perspective reflected	Extensive - a standard tool used by most activities.	Case studies look at small numbers of cases and cannot give any statistical confidence on the observed results. For example, they	

Type	Name	Developed by	Used by	Description	Perspective on systemic change	Evidence that it works	Limitations	Relevant Publications
							might not be useful to assess the diffusion of an innovation.	
	Network Analysis	NR	SOBA, Bangladesh RDC, Uganda FTF Agricultural Inputs Activity, Kuza	Network analysis is a tool for mapping relationships between actors in a system and has therefore recently gained interest by the market development community as a way to understand system dynamics and design more effective, targeted interventions.	As a research approach Network Analysis does not reflect a specific perspective. Social networks and relationships can be interpreted as behavioral patterns that can be used to map some structures and the effects of structural change.	Extensive – Network Analysis is used widely as a research tool, mainly outside the market systems development community, but more and more also within the community. The LEO tool trial has described some strengths and weaknesses of the method.	See main report	MarketShare Associates. 2016. Testing Tools for Assessing Systemic Change: Synthesis Paper. LEO Report 41. USAID LEO.  MarketShare Associates. 2016. Testing Tools for Assessing Systemic Change: Network Analysis. LEO Report 42. USAID LEO.  LINK. 2017. SPACES MERL: Bangladesh Network Analysis – Final Report (Learning Edition). USAID.  Rasmussen, L. & Derks, E. 2015. USAID FTF Agricultural Inputs Activity: A Modular M&E Scheme. USAID.
	Most Significant Change	Rick Davies	NU-TEC MD, MercyCorps, ELAN	The most significant change (MSC) technique is a form of participatory monitoring and evaluation. Essentially, the process involves the collection of significant change (SC) stories emanating from the field level, and the systematic selection of the most significant of these stories by panels of designated stakeholders or staff.	As a research approach Most Significant Change does not reflect a specific perspective. It is useful to capture changes that are hard to predict, which is often seen as necessary when taking a structural change perspective.	Extensive – MSC is widely used in and outside of the MSD community	See main report	No specific publication with relation to the application of MSC in MSD  For a general introduction to the approach see: Davies, R. & Dart, J. 2005. The 'Most Significant Change' (MSC) Technique. A Guide to Its Use.
	Dialectiq	Zehed Yousuf		Dialectiq is an innovative online visual platform designed to explore the complex socioeconomic and political dynamics that underpin conflict and to transform the way these challenges are addressed. It visualizes qualitative and quantitative aspects of relationships between different types of actors.	The tool does not reflect a specific perspective. Yet it focuses on relationships and social networks, which can be interpreted as behavioral patterns that can be used to map some structures and the effects of structural change.	Unknown	Has a narrow focus on power and relationships	dialectiq: Harnessing the power of relationships for peace and development. <a href="http://dialectiq.blog">http://dialectiq.blog</a>
	Outcome Harvesting	Ricardo Wilson-Grau	ALCP, EYE Kosovo, MarketMake	Outcome harvesting (OH) is a qualitative evaluation technique that gathers (aka “harvests”) narratives from an array of key stakeholders about intended and unintended changes related to an intervention, then verifies and analyzes those changes through a highly consultative and iterative six- step process.	As a research approach Outcome Harvesting does not reflect a specific perspective. It is useful to	Extensive – Outcome harvesting has been used in a variety of settings within and	See main report	MarketShare Associates. 2016. Testing Tools for Assessing Systemic Change: Synthesis Paper.



Type	Name	Developed by	Used by	Description	Perspective on systemic change	Evidence that it works	Limitations	Relevant Publications
			rs, RisiAlbania			capture changes that are hard to predict, which is often seen as necessary when taking a structural change perspective.		LEO Report 41. USAID LEO.  MarketShare Associates. 2016. Testing Tools for Assessing Systemic Change: Outcome Harvesting. LEO Report 43. USAID LEO.
	SenseMaker®	CognitiveEdge	Katalyst, ANOVA, Uganda FTF Agricultural Inputs Activity, PRIME	SenseMaker® is a research approach that gathers narratives (i.e. qualitative data) as well as the self-signified meaning of these narratives (i.e. quantitative data) to understand existing perspectives, beliefs, decisions and norms – or to understand the way these are changing in response to interventions and other environmental factors.	As a research approach SenseMaker does not reflect a specific perspective but is uniquely designed to uncover structural changes, particularly those hard to measure like changes in attitudes, beliefs, informal norms, etc.	Extensive – SenseMaker is widely used as a research tool, mainly outside the market systems development community.	See main report	MarketShare Associates. 2016. Testing Tools for Assessing Systemic Change: Synthesis Paper. LEO Report 41. USAID LEO.  MarketShare Associates. 2016. Testing Tools for Assessing Systemic Change: SenseMaker. LEO Report 44. USAID LEO.  VECO. The Inclusive Business Scan.  Rasmussen, L. & Derks, E. 2015. USAID FTF Agricultural Inputs Activity: A Modular M&E Scheme. USAID.

## Annex II – List of Key Informant Interviews

Name	Organization	Project / Activity
Steff Deprez	Voices that Count	Various
Mike Field	EcoVentures International	Various
Michael Fink	Swisscontact	Various
Maja Rüegg	HELVETAS Swiss Intercooperation	Various
Adam Kessler	DevLearn	Various
Andrew Koleros	Mathematica Policy Research	Various
Eric Derks	The Canopy Lab	Various
Ben Taylor	Agora Global	Various
Tim Ruffer	Itad Ltd.	Various
Jonathan Mitchell	Oxford Policy Management	Various
Justin van Rhyen	Adam Smith International	Various
Elizabeth Dunn	Heifer International	Various
Aly Miehlabradt	Miehlabradt Consulting Ltd.	Various
Ashley Aarons	Mercy Corps	Various
Sven Geelhaar	Swisscontact	Mercados Rurales
Manish Pandey	Swisscontact	Various
Ritesh Prasad	Adam Smith International	GROW Liberia
Kristen Turra	Palladium	NU-TEC MD
Tatiana Pulido	USAID	Various
Matthew Ripley	Independent	Working with FTF INOVA
Kim Beevers	Independent	Various
Zahed Yousuf	Dialectiq	Various
Wiebe Vos	Swisscontact	Various
Bikesh Chitrakar	Adam Smith International	Strongim Bisnis
Jannat Adib Jui	Swisscontact	M4C
Erica Gralla	The George Washington University	Various
S. M. Mahmuduzzaman	Swisscontact	M4C
Muaz Jalil	Independent	Working with M4C
David Boselie	Gatsby Africa	Various
Ryan Bourque	Gatsby Africa	Various
Ryan Vroegindewey	USAID	Various
Paul Keogh	Palladium	MDF
Ben Fowler	Market Share Associates	Various
Harald Bekkers	Opportunities Unlimited	MDF
Alison Hemberger	Mercy Corps	Various

## Annex III – Annotated Bibliography

Title	Description	Author	Year	Organization
Evaluating Systemic Change: the tarnished gold standard	A presentation of the approach used to run an <b>external evaluation</b> of the PEPE program in Ethiopia, describing the approach used but also the challenges with the approach.	Taylor, Ben	2018	Agora Global, Palladium, UKAid
Analyzing Systemic Change Trends in the Dairy Sector	This is a very brief description of an analysis of systemic change (a.k.a. copying and crowding in) in that happened as a result of ALCP's interventions in the dairy sector, synthesizing some success factors for crowding in to happen.	None Specified	2018	Alliances Caucasus Programme (ALCP)
Alliances Caucasus Programme Results Measurement Manual	The MRM manual of the ALCP project follows the DCED Standard for Results Measurement. The interesting part is the description of how they capture systemic change (starting on p.40). Essentially, they see it as a net they cast wide in order to find clues of systemic change that happened. They use a <b>systemic change log</b> every team member is trained to keep in mind when in the field. The Systemic Change Log is updated quarterly and reviewed alongside the bi-monthly MAP meeting. The <b>AAER framework</b> is used as the analytical framework to discuss systemic change. Furthermore, the project uses <b>Outcome Harvesting</b> to capture undefined or unintended systemic change.	None Specified	2018	Alliances Caucasus Programme (ALCP)
Causality and attribution in market systems development	A conceptual paper that discusses <b>causality and attribution</b> in market systems development. It is helpful to gain a basic understanding of the concepts and different ways to look at the question of attribution. It also provides a <b>typology</b> of these different perspectives and examples on how they are implemented in MSD programs.	Jenal, Marcus and Mollie Liesner	2017	The BEAM Exchange
Crafting Kuza: Towards a systemic approach to job creation for youth in Mombasa	This is a case study of a DFID-funded program in Mombasa, implemented by ASI. It describes in the second half how the programs measured inclusive job effects of its activities in one intervention area (micro-retail) - the intervention focused on changing distribution models in the supply of consumer goods to various areas in Mombasa County. They considered direct jobs created, indirect jobs created, induced jobs, and job displacement.	None Specified	2016	International Labor Organization (ILO)
Assessing Systemic Change: Implementation guidelines for the DCED Standard.	This guidance was developed for projects that are attempting to comply with the DCED Standard for Results Measurement. It walks through the following aspects of measuring systemic change: defining systemic change (here it is defined through the concepts of scale, sustainability and resilience), using the AAER framework for understanding the extend of systemic change, articulating pathways to systemic change using results chains, defining indicators for change along the AAER framework, measuring change in these indicators, and attributing change.	Kessler, Adam	2014	Donor Committee for Enterprise Development (DCED)
Dialectiq: Harnessing the Power of Relationships for Peace and Development	Dialectiq is a software tool to support actor and relationship assessments. It builds on power, attitudes and influence as guiding concepts that shape social change.	None Specified	2018	Dialectiq
Bangladesh Network Analysis	The report describes the use of a specific type of social network analysis (egonet analysis) to better understand dynamics in the network of an MSD's program's partner organizations. According to the authors, the egonet tool was particularly useful in identifying structural dynamics and social norms and biases that appear to constrain either the egos' operational performance and/or that of the market system.	Sommerville, Patrick and Eric Derks	2017	USAID SPACES MERL
Getting to Scale: Lessons in reaching scale in Private Sector Development programs	The document focuses on how to optimize interventions, so they achieve scale. From a measurement perspective, what's interesting is a simple tool introduced at the end of the report that tracks the diffusion of innovations (p. 32). It enhances the AAER framework by adding a dynamic dimension to the question of copying and crowding in. It maps the number of consumers benefitting from a new product / service vs. the market actor offering the new product / service or adopting the new business model, respectively.	Davies, Gareth	2016	Adam Smith International
A new framework for assessing systemic change in Katalyst: the pilot study in local agri-business network	The framework was developed for Katalyst, a market systems development program in Bangladesh. It is based on three dimensions of change: transformations in 'how things are done' on a market actor level, scale of this change, institutionalization of this change. The framework was tested in one intervention area of the project (establishment of local agri-business networks), using a narrative research approach to detect transformations.	Jenal, Marcus	2016	Katalyst
Katalyst's Contribution to Systemic Change – The Adopt, Adapt, Expand, Respond Cases	Three case studies that use the AAER framework to describe how the program has achieved systemic change in three selected sectors (vegetables, fish fingerlings, and maize). The case studies show how the AAER framework can be applied to retrospectively describe systemic change achieved by a program in a qualitative way using a case study approach.	Taylor, Ben, Jake Lomax and Karen Smith	2016	Katalyst
Sector Score Card	Gatsby Africa takes a sectoral approach to market systems development, targeting the long-term viability and health of selected sectors. This document presents the sector score card they use to assess change in a sector over time. This score card complements the sector health index.	None Specified	2019	Gatsby Africa Trust
Kuza's MRM System: Combining the Right Tools to Learn, Prove, and Improve	This is a guide to data collection developed by the Kuza project. It has four parts: 1) Robust data on beneficiary-level changes, 2) Quick data for timely decision-making, 3) Making Data Accessible and Usable, and 4) Harnessing Tacit Information and Qualitative Data. The document portraits a solid way of collecting, presenting and using data in a market systems development initiative, including the use of tools like SMS Surveys, data audits, Intervention Results Guides, a System Health Check, data visualization, an observation tracker and Monday morning meetings.	None Specified	n.d.	Kuza, Adam Smith International

Title	Description	Author	Year	Organization
Evaluating Systems and Systemic Change for Inclusive Market Development: Literature Review and Synthesis	This report summarizes key findings from a review of selected literature on evaluating systems and systems change. This report uses the systems concepts of relationships, perspectives and boundaries to define what is relevant in a system and introduces a couple of different definitions of systemic change. It then introduces different types of evaluations and challenges when evaluating market systems facilitation initiatives. It then suggests a framework for evaluating such programs based on an impact orientation, a number of evaluation principles, and linking it to the programs monitoring systems. It also suggests a number of indicators for system change based on various frameworks.	Fowler, Ben and Elizabeth Dunn	2014	USAID
Testing tools for assessing systemic change: Synthesis paper.	This paper synthesizes three trial that were run with three different tools to measure systemic change: Social Network Analysis, SenseMaker and Outcome Harvesting. It also discusses other tools like Standard Measurement Tools and Most Significant Change. While the comparison of the tools is really interesting and informative, the finding that without a systemic change framework, the tools alone are not as useful.	None Specified	2016	USAID, ACDI/VOCA, MarketShare Associates
Testing tools for assessing systemic change: Network Analysis	This paper reports on the trial of Network Analysis as a tool to measure systemic change in the SOBA project and Sierra Leon's Vegetable Market System. After giving some context, the report briefly describes the methodology and how it was applied in this particular case. It then discusses the general findings, implication for SOBA's programming and also uses and limitations of the tool for the broader market systems development community. While the tool was seen as useful, it also requires a large investment of resources and time, which many activities would not be able to do. It recommends the development of a 'network light' tool to overcome this shortcoming.	None Specified	2016	USAID, ACDI/VOCA, MarketShare Associates
Testing tools for assessing systemic change: Outcome Harvesting	This paper reports on the trial of Outcome Harvesting as a tool to measure systemic change in the Alliances Lesser Caucasus Programme (ALCP). After giving some context, the report briefly describes the methodology and how it was applied in this particular case. It then discusses the general findings, implication for ALCP's programming and also uses and limitations of the tool for the broader market systems development community. According to the report, the trial showed conclusively that it is a very useful tool for this purpose, despite the fact that there is nothing inherently systemic about outcomes collected by the tool.	None Specified	2016	USAID, BEAM Exchange, ACDI/VOCA, MarketShare Associates
Testing tools for assessing systemic change: SenseMaker	This paper reports on the trial of Outcome Harvesting as a tool to measure systemic change in the Seed Multiplication Project (SMP) in Mozambique. After giving some context, the report briefly describes the methodology and how it was applied in this particular case. It then discusses the general findings, implication for SMP's programming and also uses and limitations of the tool for the broader market systems development community. The trial found that SenseMaker® has a potential to provide insights into the 'how' and 'why' properties and behaviors in a system change, as well as to identify modulators that affect change (e.g. frequency of interactions). However, it also describes a number of caveats that need to be taken into account. In particular, it was pointed out that SenseMaker could not be used as a stand-alone tool to measure systemic change but needs to be complemented with other tools.	None Specified	2016	USAID, BEAM Exchange, ACDI/VOCA, MarketShare Associates
Disrupting system dynamics: a framework for understanding systemic changes	The report defines systemic changes in MSD as a purposefully created change in the underlying determinants of economic behavior in a market system to create a desired outcome. The framework suggests two categories of such underlying determinants of economic behavior: networks and norms. Change that reaches from the agent level into networks and norms is thereby defined as reaching higher 'depth'. Besides depth of change, the framework also considers strength of change with respect to scale, buy-in and relevance. The framework builds on USAID's Local Systems Framework, which also defines relationships (networks) and rules (norms) as two of the 5 Rs. In addition to the framework, the paper also suggests possible indications for systemic change for the different levels.	None Specified	2016	USAID, ACDI/VOCA, MarketShare Associates
Guidelines for Monitoring, Evaluation and Learning in Market Systems Development	The guidelines have one section on measuring systemic change with two general recommendations. The first one is to define systemic change for each specific context and intervention. Secondly, the paper suggests a number of ways to select methods and tools to measure systemic change. Concretely, it proposes two general approaches for measuring systemic change. One approach is to select indicators that measure the characteristics of systemic change, where these indicators are defined in the intervention-specific context. In general, an indicator-based approach can be implemented using standard data collection techniques, such as surveys, in-depth interviews and focus groups. An alternative to the indicator approach is to use specialized methods and tools for measuring systemic change. The alternatives to an indicator approach fall into two main categories: narrative and visualization approaches.	Dunn, Elizabeth, Tatiana Pulido and Ben Fowler	2016	USAID, ACDI/VOCA, Impact LLC, MarketShare Associates
Practical tools for measuring system health	This brief paper describes an effort to build a set of basic and easily used tools for monitoring system dynamics, or system health. The term, "system dynamics," refers to the way actors, or agents, within a system act and relate to one another. It includes flows between agents as well as the norms that govern the way groups of agents in a system make seemingly independent decisions.	Sparkman, Tim, Mike Field and Eric Derks		USAID, ACDI/VOCA

Title	Description	Author	Year	Organization
Methods and Tools for Measuring Systemic Change	A pre-selection of tools to measure systemic change by USAID's LEO activity. Some of them were later included in the tool trial activities described in another document here.			USAID, ACDI/VOCA, MarketShare Associates, Impact LLC
Mechanisms of Social Change: outline of a conceptual framework	This paper summarizes the key elements of the Mechanisms of Social Change framework (MOSC). MOSC represents a generalizable model for understanding and representing various change processes in a system at the actor level. It can represent interactions between actors, and aggregated change processes involving groups of actors that form part of organizational systems, value chains, market systems, or socio-ecological systems. The framework puts the transformation of resources at the actor level and the corresponding decisions by the actors at its core. The step to the system happens by aggregation, grouping together actions of actors into functions and all functions into the system.	Lomax, Jake	2018	3sd.RESEARCH
What is systemic change? Three components of a measurable definition	Based on the MOSC framework (see other Lomax publication), this paper suggests an approach to measure systemic change. It does not specify exactly what to measure and how but suggests three components of systemic change that need to be defined in order that it may be more effectively measured. Component 1 incorporates how the system has changed, Component 2 incorporates how the system responds to ongoing changes, Component 3 incorporates how changes to the system relate to program intervention.	Lomax, Jake	2019	3sd.RESEARCH
Achieving Change in Markets. The MDF Framework for Defining and Populating Pathways for Systemic Change	This paper presents the systemic change framework developed by the Market Development Facility, an Australian Department for Foreign Affairs and Trade funded multi-country MSD program. The framework sees systemic change as a process, rather than an event to be achieved. Hence, the framework describes four stages of the pathway to pro-poor systemic change: initial, intermediate, advanced and matured. It also differentiates between an initial state of the system and an "expected high state". The framework defines six qualitative parameters that are important for pro-poor systemic change and that are expected to be established through the process with growing maturity: autonomy, sustainability and resilience on the institutional and business level and scale, inclusion and women economic empowerment on the beneficiary level. These parameters are looked at when measuring systemic change progress along the four stages of the pathway to pro-poor systemic change. The Annexes to the report provide further details to the framework and describe its practical application within MDF.	None Specified	2015	AustralianAid, MDF, Cardno
Assessing Systemic Change: Practitioners' Notes on Monitoring and Results Measurement	This DCED Practitioners' Note discusses key challenges for programs to assess systemic change and provides advice and tips from practitioners on how to address them. In the note, 'systemic' changes are characterized as those changes in a market system that go beyond the businesses and organizations that the program is working with. A number of challenges of how to assess systemic change are described. An important point the note makes is that it is more a continuum than an event - so the question should rather be to what extent systemic change happened, not simply if it happened. The note gives advice and guidance in four areas: developing pathways of systemic change, assessing systemic changes in a market system, assessing the results of systemic changes for beneficiaries, and using information on systemic changes in program management.	Miehlbradt, Alexandra and Hans Posthumus	2018	Donor Committee for Enterprise Development (DCED)
A Methodology for Measuring Change in Market Systems	A methodology developed by MIT and George Washington University for USAID/Uganda to measure changes on a systems level through its market system development activities. It is based on causal loop diagrams and change pathways that were derived from there. Besides this specific way of establishing change pathways from systems maps, it follows similar steps as the DCED Standard for results measurement.	None Specified	2018	USAID, Massachusetts Institute of Technology, The George Washington University
Introducing and operationalizing the Market System Resilience Index (MSRI)	A methodology to assess the market systems resilience by using a consensus-based scoring mechanism that draws from a wide variety of monitoring data. It is based on three categories with a total of nine determinants for market systems resilience: the structure of the market includes: 1) redundancy, 2) diversity, and 3) functionality; connectivity of the market includes: 4) inclusion, 5) integration, and 6) collaboration; and support of the market includes: 7) feedback loops, 8) enabling environment, and 9) preparedness.	Ambrosino, Chiara, Jess MacArthur Wellstein, Bablu Kumer Barua and Md. Hedyiet Ullah	2018	iDE

Title	Description	Author	Year	Organization
Pioneering New Operating Models and Measurement Techniques for Private Sector-Led Development – Assessing Impact in Nigeria's Niger Delta	This is an extensive report of an impact assessment performed by the Initiative for Global Development (IGD). The assessment studied the impact of two organizations active in Nigeria's Niger delta: the Niger Delta Partnership Initiative Foundation (NDPI) based in Washington, D.C., and the Foundation for Partnership Initiatives in the Niger Delta (PIND), based in Abuja, Nigeria, with the mission of relieving poverty and promoting development across the Niger Delta. The assessment covered all three engagement areas of NDPI and PIND: Economic Development, Peace Building, and Enabling Environment Development. For the assessment, IGD developed two new models: a rates of adoption model and that provides an estimated number of stakeholders who have changed their behavior a maturity model that assesses the progress of each of the identified impacts towards reaching a systemic level of change. The maturity model is a matrix model that defines criteria in four different categories – Coordinated Strategy/Implementation Plan, Network Development/Relationships, Human Capital Alignment/ Resources, and M&E – for five stages that an innovation must progress through in order to reach systemic change: Ad Hoc, Pilot, Stickiness, Scale, and Systemic Change. In total, the assessment design is built of five different assessment methodologies and analytical models: qualitative outcome metrics, case studies, quantitative outcome metrics, rates of adoption, and the maturity model	Gifford, Adrienne, Anna DeVries, Amelia Knott and Helen Mant	2016	Initiative for Global Development
Measuring Systemic Change – The case of GEMSI in Nigeria	This case study discusses how to overcome certain challenges when measuring systemic change. Systemic change is defined as 'change in underlying causes of market system performance that can bring about a better functioning market system'. The case study describes a number of challenges in measuring systemic change and how the GEMSI program has tackled them. These include defining direct and indirect beneficiaries, assessing results in data-poor environments, assessing whether crowding-in is happening, assessing the results of crowding-in, identifying indirect farmers, and measuring benefits for indirect farmers.	Sen, Nabanita and Wafa Hafiz	2015	Donor Committee for Enterprise Development (DCED)
Making Sense of 'Messiness' – Monitoring and measuring change in market systems: a practitioner's perspective	This case study introduces how the SAMARTH program in Nepal has addressed the challenge of measuring results in systemic change initiatives in a messy context. The monitoring system of SAMARTH is built up around results chains for every intervention. They constitute a living guide for project teams, depicting the relationship between what they do, the system-level changes they are trying to achieve, and the pathway to poverty reduction. SAMARTH adapted the original design of results chains to integrate so-called 'second-wave' impacts, generally describing how more players crowd-in to the space the project opened and themselves adopt new behaviors, either as a result of a further intervention or autonomously. To define these augmented results chains, the program was using the logic of the AAER framework. The paper makes a point that not the results chains per se were central, but that the process of developing results chains, monitoring the system, learning and adjusting strategies – and results chains, is critical.	Ripley, Matthew and Daniel Nippard	2014	UKAid, SAMARTH
The Inclusive Business Scan	Document describes an approach developed by VECO which uses SenseMaker to identify changes in the market system aligned with 5 inclusive business principles: 1) Chain-wide collaboration; 2) Effective Market Linkages; 3) Fair and Transparent Governance; 4) Equitable Access to Services; 5) Farmer Organization Performance. VECO has piloted the inclusive business scan in: Senegal, Indonesia, Nicaragua, Congo.	None Specified		VECO
Shifting institutional biases: How analysis of value chain governance provides a useful lens for addressing a market's underlying systemic structures	The purpose of this brief think-piece is three-fold: to outline the importance of shifting institutional biases to achieve durable change in market systems, to illustrate how the analytical lens of value chain governance helps make sense of institutional biases, and to illustrate how these insights can be used to improve intervention strategies. The institutional biases thereby constitute the 'underlying structures' that are often seen as the target for systems change interventions. For market systems development, two sets of biases—relational and strategic—seem particularly influential in shaping the most common patterns of behavior. The space opened by these biases can be used to assess if a system is more inclusive or less inclusive. How these biases change over time can be used as an indication of systemic change.	Derks, Eric and Michael Field	2016	The BEAM Exchange

Title	Description	Author	Year	Organization
Adopt-Adapt-Expand-Respond: a framework for managing and measuring systemic change processes	This paper formally introduces the Adapt-Adopt-Expand-Respond (AAER) framework. It walks through the importance of a clear definition of systemic change and then defined systems and systemic change in the context of Making Markets Work for the Poor (M4P) programs. Systemic change is thereby defined in a general way as combining the attributes of sustainability (meaning a change that is unlikely to reverse) and scale (meaning that reaches many stakeholders and becomes mainstream). In the Annex of the document, the authors also suggest a number of possible indicators for each quadrant of the framework.	Nippard, Daniel, Rob Hitchens and David Elliott	2014	The Springfield Centre for Business in Development
Systems and Systemic Change – Clarity in Concept	This paper builds on the earlier paper by the Springfield Centre. It further refines the definition of a system used in the M4P approach by dividing the core market, the supporting function and the rules and regulations in three domains: those related to supply, those related to the actual exchange, and those related to demand. Based on this differentiation, the paper goes on describing the AAER framework and its four quadrants.	Taylor, Ben	2016	The Springfield Centre for Business in Development
Systemic Change Tracking: Market Development in Suchana.	The framework is built around five parameters: scale, autonomy, resilience, sustainability, inclusivity and WEE. All of these parameters are looked at with regards to a new business model introduced through the program. Scoring of the sub-sectors against these parameters is done semi-annually based on data from a semi-annual survey based on a number of sector-specific indicators. Data analysis and interpretation is done in a workshop.	None Specified	n.d.	iDE
Systemic Change in the Fodder Market for Smallholder Farmers in Pakistan. A case study on triggering lasting systemic change in silage.	This case study describes the successful establishment of silage as a sustainable and affordable nutritional solution, rapidly increasing livestock productivity in Pakistan. While earlier attempts to do that by development interventions failed, MDF, using a market systems approach, managed to introduce innovative business models that eventually lead to the wider uptake of silage provision as a business and its use by livestock farmers. The case study uses the MDF Systemic Change framework to assess systemic change of the intervention. It finds that this intervention is described as successfully achieving systemic change as the innovation introduced by the project has scaled well beyond partners the project has worked with, with the market showing intermediate and advanced signs of systemic change after just two years.	Owen-Edmunds, Libby	2017	AustralianAid, MDF
The BOSS Project in Timor-Leste: Thin Markets, Thick Impact?	This case study introduces the BOSS project in Timor Leste and how it has measured its contribution to market systems change. Interesting is how they have integrated systemic change in their vision for each intervention and how this vision has then been integrated into the results chains of each intervention.	Ripley, Matt and Annie Major	2015	International Labor Organization (ILO)
Feed the Future Bangladesh Agricultural Value Chains Project – Systemic Change CLA Case Study	This case study describes a systemic change assessment of the USAID Bangladesh Agricultural Value Chains activity. The purpose of this study is to capture and ground truth early indications of systemic change effects arising from selected AVC interventions after two years of MSD implementation. The study initially focused on documenting a “new” AVC systemic change framework and then apply it to the most mature series of interventions in the AVC portfolio—the agro-inputs distribution system. Agricultural Value Chains (AVC) activity sees systemic change as changing the drivers and biases that direct the way the market system self-organizes. The systemic change framework builds on earlier work by Derks and Field (2016), who identified two sets of fundamental biases in market systems—relational and strategic—that seem particularly influential in shaping the most common patterns of behavior. The case study suggests three broad indicators, or “change markers”, to identify the existence of systemic change: 1) Directionality; 2) Dynamism and 3) Durability.	Bundick, Paul and Zaki Raheem	2018	Feed the Future, USAID
Promoting Systemic Change in Shallow Markets – Lessons from Phase One of the Market Development Facility	This paper explores how systemic change happens in shallow markets and the implications for MSD practitioners. It uses examples from the Market Development Facility (MDF), an MSD program currently being implemented in five countries. The examples are drawn from three of these countries, Fiji, Timor-Leste and Pakistan, where MDF has been operating for more than 4 years. <sup>2</sup> The paper is intended to encourage discussion and innovation in the MSD community on how to better promote systemic change in shallow markets. The important point made in this paper is that, particularly in shallow markets, there is a need for different interventions and innovations to connect together as individual innovations might not scale on their own. This makes a different view on systemic change necessary.	Miehlbradt, Alexandra, Bob Warner and David Swete Kelly	2018	AustralianAid, MDF

### Annex 3 – Activities Reviewed / Referenced in Stock Taking

Project/Activity Name	Primary Implementing Actor	Funder
Action Against Hunger (ACH) M4P approach in South Caucasus (SC) Region	Action Against Hunger (ADH)	Swiss Development Corporation (SDC)
Alliances Lesser Caucasus Program (ALCP)	Mercy Corps	Swiss Development Corporation (SDC)
Mozambique Agricultural Innovations Activity (INOVA)	DAI	USAID/Mozambique
Biotrade	Helvetas	State Secretariat for Economic Affairs (SECO)
Cambodia Agricultural Value Chain Program (CAVAC)	Cardno	Australian Government (DFAT)
CDC Group PLC Private Investment Activities	Institute of Development Studies (ITAD), Open Capital Advisors (OCA) and Ipsos MORI.	CDC Group PLC
ELAN RDC	Adam Smith International (ASI)	UKAID
Enhancing Youth Employment (EYE)	Helvetas	Swiss Development Corporation (SDC)
Food Trade Eastern and Southern Africa Evaluation	Institute of Development Studies (ITAD)	
Financial Sector Deepening (FSD) Africa	Financial Sector Deepening (FSD)	Department for International Development (DFID), Sida, Bill & Melinda Gates Foundation
Growth and Employment in States (GEMS 1, 2 and 3)	Multiple	World Bank, DFID Nigeria
The Global Learning for Adaptive Management Initiative (GLAM)	ODI/IDS	DFID/USAID
GROW Liberia	Adam Smith International (ASI)	Sida
Improving Market Systems in Rwanda for Agriculture (IMSAR)	Palladium	DFID
Kenya Market Trust	Kenya Markets Trust	Kenya Markets Trust
Making Markets Work for the Chars (M4C)	Swisscontact	Swiss Development Corporation (SDC)
Market Development Facility (Timor Leste, Fiji, Sri Lanka, Pakistan, Papua New Guinea)	Palladium	Australian Department of Foreign Affairs (DFAT)
Mercados Rurales	Swisscontact	Swiss Development Corporation (SDC)
NU-TEC	Palladium	DFID
Ethiopia Enterprise Partners/Private Enterprise Program (PEPE)	DAI	DFID
Palestine Market Development Program	DAI	U.K. Department for International Development, European Commission
Promoting Private Sector Employment (PPSE) - Kosovo	Swisscontact	Swiss Development Corporation (SDC)
Pastoral Areas Resilience Improvement Through Market Expansion (PRIME)	Mercy Corps	USAID/Ethiopia
Australia-Indonesia Partnership for Promoting Rural Incomes through Support for Markets in Agriculture (PRISMA)	Palladium, Swiss Contact	Government of Australia and Government of Indonesia
Propcom Mai-karfi	Palladium	UKAID
Pymerural (closed)	Swisscontact	SDC
SAMARTH NMDP	Itad	UKAID
Strongim Bisnis	ASI	DFAT
Sierra Leone Opportunities for Business Action (SOBA)	ASI	UKAID
Bangladesh Rice and Diversified Crops (RDC) Activity	ACDI/VOCA	USAID/Bangladesh
Bangladesh Value Chain Development (AVC) Activity	DAI	USAID/Bangladesh
Kuza	Market Share Associates	ILO



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