



9am	<p>PLENARY: Exploring Frontiers: Feedback Loops <i>Atlantic 1 & 2</i></p>									
<p>TEA / COFFEE BREAK</p>										
<p>11am THEMATIC TRACK SESSIONS: <i>Choose one</i></p>	<p>What is Market Systems Resilience (MSR) and Does it Matter? Emerging Frameworks and Perspectives <i>Marine Suite</i></p>	<p>The Importance of Labor Market Systems on Broader Economic Goals <i>Captain's Room</i></p>	<p>Adaptive Management: Strategy and Partnerships <i>Courtyard 1</i></p>	<p>Applying a Market Systems Lens to Private Sector Engagement <i>Courtyard 2</i></p>						
<p>LUNCH</p>										
<p>1:30pm CLINICS: <i>Choose one</i></p>	<p>Exploring Complex Spaces <i>Marine Suite - Right</i></p>	<p>Re-Orienting Market Structures that Smallholders most Rely on: Open/Spot Markets <i>Atlantic 1</i></p>	<p>Portfolio Management <i>Courtyard 1</i></p>	<p>Labor Market Analysis <i>Courtyard 2</i></p>	<p>Systemic Thinking and Financial Services <i>New Haarlem</i></p>	<p>Change Wheel: A Tool for Systems Practitioners <i>Atlantic 2</i></p>	<p>CLA (Collaboration, Learning & Adaptation) <i>Captain's Room</i></p>	<p>Measuring Secondary Benefits <i>Winton</i></p>	<p>Retail Distribution <i>Marine Suite - Left</i></p>	
<p>2:30pm CONSULTATIONS PART 1: <i>Choose one</i></p>	<p>Systemic Lenses Applied to Farmer Empowerment <i>Captain's Room</i></p>	<p>Market Systems Development in Conflict-Affected Regions <i>Atlantic 1</i></p>	<p>Building Effective Learning Teams <i>Winton</i></p>	<p>Financial Systems Development <i>Marine Suite - Left</i></p>	<p>Gender from a Systems Perspective <i>Marine Suite - Right</i></p>	<p>Technological Disruptions and Potential Shifts in the Pathway to Middle Income Status <i>Courtyard 1</i></p>	<p>Being a Donor in the 22nd Century <i>New Haarlem</i></p>	<p>Taking Learning Seriously: The Challenge for International Development <i>Courtyard 2</i></p>	<p>Youth from a Systems Perspective <i>Atlantic 2</i></p>	
<p>TEA / COFFEE BREAK</p>										
4pm	<p>PLENARY: Burning Issues for Market Systems Development <i>Atlantic 1 & 2</i></p>									
5pm	<p>COCKTAIL RECEPTION <i>Bar / Pool area</i></p>									

Thematic Track Sessions:
What is Market Systems Resilience (MSR) and Does it Matter? Emerging Frameworks and Perspectives

Hosted by ACDI/VOCA

Kristin O'Planick, USAID, USA

Mike Field, EcoVentures International, USA

Facilitator: Anna Garloch, ACDI/VOCA, USA

New frameworks – drawing from multiple fields including systems thinking, more traditional resilience frameworks, and supply chain management – are emerging to help practitioners understand determinants of market systems resilience and explore its relationship to traditional resilience and economic competitiveness. These frameworks provide guidance for catalyzing shifts in market, political and social systems that can better manage risks related to stresses and shocks, enhance market performance as well as shift responsibilities for managing risk away from households and communities elsewhere in the system. This session will include personal experiences from field managers on how MSR fits into their programming; an interview with lead framework developers in this space to explore key determinants of MSR; and participant group work/dialogue to explore understandings around MSR and to shape future learning priorities.

The Importance of Labor Market Systems on Broader Economic Goals

Hosted by Habitat for Humanity's Terwilliger Center for Innovation in Shelter

Alex Stanek, Dahlberg, South Africa

Scott Merrill, Habitat for Humanity, USA

Sweta Saxana, USAID, USA

Tim Sparkman, Enhancing Youth Employment program, Helvetas, Kosovo

Facilitator: Margie Worthington-Smith, Department of Education, South Africa

Migratory labor patterns and how they affect local market systems is critically important, but often overlooked. Some recent analyses indicate that using systemic lenses can provide greater clarity around labor markets/movements, including how/why markets work the way they do and how change might happen. Of particular interest, is the continued shift of labor from agriculture to other sectors

especially sectors/sub-sectors located in an around urban and peri-urban locations. This session will pull from multiple examples of labor market assessments as part of a consultation process around the importance of recognizing and engaging known and expected labor migration from rural to urban locations. This session will also frame the importance of catalyzing fair and valued work opportunities for the poor as they migrate to more urban locations.

Adaptive Management: Strategy and Partnerships

Hosted by RTI International

Julie Lostumbo, Local Enterprise & Value Chain Enhancement (LEVE) program, RTI, USA

Melanie Bittle, Private Sector Driven Agricultural Growth program, RTI, Rwanda

Tamam Noor, Shomoshti, CARE, Bangladesh

Facilitator: Margie Brand, EcoVentures International, USA

Systems thinking approaches require adaptive management as a fundamental principle of such approaches is probing and amplifying where local momentum for change emerges. However, traditional donor efforts have focused on detailed, predefined tasks that would be scheduled years in the future. As projects shift to systems thinking approaches, they also have to shift technical and operational strategies to allow for greater agility based on where the local actors and condition signal change is possible including amplifying where momentum for change is emerging. This session will explore how to frame a strategic vision to guide decision making required for smart adaptation, as well as structural and behavioral characteristics/capacities that are essential for organizational agility. This session will also explore how projects can engage and manage local market actors based more on amplifying specific behaviors.

Applying a Market Systems Lens to Private Sector Engagement

Hosted by DAI

Rana El Hattab, USAID, USA

Bill Grant, DAI, USA

Luca Crudeli, FTF Agricultural Innovations Activity (Inova), DAI, Mozambique

Sydney Zharare, Climate Smart Education & Policy (CSEP) program, Genesis Analytics, South Africa

Facilitator: Bronwyn Irwin, DAI, USA

Development practitioners have long understood that market actors have a critical role to play in driving growth. More

recently, as systems thinking approaches have evolved, we have shifted our focus to the incentives that drive private sector investment aligned with development objectives to achieve inclusive economic growth. As practitioners, we are learning to shift from transactional interactions with the private sector that aim to achieve set targets such as financial leverage, to facilitating systemic impact at scale in continuously evolving market systems without distorting markets. This session will explore strategies to engage market system actors that lead to sustainable impact at scale through systemic change and share evidence of the impact of private sector engagement with a market systems approach. Session participants will then engage in designing interventions to catalyze market actors to invest in solutions to real-world problems in breakout sessions with field implementers. Breakout sessions will discuss cases in three specific contexts: engaging private sector in a context of aid intensity that is crowded with development activity; engaging the private sector in a thin market context; and engaging the private sector in a robust market context.

Clinics:
Exploring Complex Spaces

Marcus Jenal, Mesopartner, UK

Shawn Cunningham, Mesopartner, South Africa

This session will provide tools, frameworks, tactics for working in complex spaces.

Clinic: Re-Orienting Market Structures that Smallholders most Rely on: Open/Spot Markets

Joshua Munkombwe, Musika, Zambia

Mike Field, EcoVentures International, USA

This clinic will cover strategies, conditions and tools to catalyze more equitable/value add open market platforms/mechanisms in open (spot) markets.

Clinic: Portfolio Management

Eric Derks, The Canopy Lab USA

Holly Krueger, Independent Consultant Morocco

Tim Sparkman, Enhancing Youth Employment program, Helvetas Kosovo

This clinic will cover strategies, conditions and tools to catalyze more equitable/value add open market platforms/mechanisms in open (spot) markets.

Clinic: Labor Market Analysis

Sheldon Yoder, Habitat for Humanity, USA
Merten Sievers, ILO, Switzerland

Zenebe Uraguchi, Helvetas, Switzerland

Description: This clinic will cover ideas and tools to provide a systemic understanding of labor markets dynamics.

Systemic Thinking and Financial Services

Bob Fries, ACDI/VOCA, USA
Kirsten Pfeiffer, DAI, USA

This clinic will explore the use of systems lenses when catalyzing improved access to financial services.

Change Wheel: A Tool for Systems Practitioners

Margie Brand, EcoVentures International, USA

This clinic will explore the various ways projects have used the change wheel as a tool in guiding adaptive management decisions.

CLA (Collaboration, Learning & Adaptation)

Lane Pollack, USAID, USA

This clinic will explore emerging best practices in applying CLA in projects.

Measuring Secondary Benefits

Elizabeth Dunn, Heifer International, USA

This clinic will explore tools and tactics to measure secondary beneficiaries.

Retail Distribution

Katende Robert, EcoVentures International, Uganda
Rita Laker-Ojak, Kenya Crops and Dairy Market Systems Activity (KCDMS), RTI, Kenya

Caroline Fowler, EcoVentures International, Mexico

This clinic will cover conditions and tools to catalyze more equitable/value add retail distribution systems.

Consultations Part 1:

Systemic Lenses Applied to Farmer Empowerment

Discussion hosts:

Andy Hunter, More Income Generated for Poor Families in Indonesia (MORINGA) project, World Vision Australia

Elizabeth Dunn, Heifer International USA

This consultation will explore the risks, benefits, and considerations around more traditional farmer group and empowerment efforts and how the use of more systemic lenses can be useful in these contexts.

Market Systems Development in Conflict-Affected Regions

Discussion hosts:

Tonderai Manoto, Road to Jobs (RJ2) program, ILO, Afghanistan

Anoushka Boodhna, EcoVentures International, UK

This consultation will explore emerging lessons when applying systems thinking approaches in conflict affected areas.

Building Effective Learning Teams

Discussion hosts:

Lorenz Wild, Strongim Bisnis program, ASI Solomon Islands

Eric Derks, The Canopy Lab USA

Lane Pollack, USAID USA

Hopewell Zheke, Practical Action Zimbabwe

This consultation will explore challenges and opportunities around building effective teams that include learning strategically, operating culture, management philosophy, etc.

Financial Systems Development

Discussion host: Thom Sinclair, CGAP, USA

This consultation will explore challenges and opportunities related to systemic change in the financial services markets.

Gender from a Systems Perspective

Discussion host: Giulia Salmaso, Improving Market Systems for Agriculture in Rwanda (IMSAR) program, Palladium, UK

This consultation will focus on how to apply a systemic lens to gender equity challenges.

Technological Disruptions and Potential Shifts in the Pathway to Middle Income Status

Discussion host: Tim Sparkman, Enhancing Youth Employment program, Helvetas, Kosovo

This consultation will explore technological disruptions and potential shifts in the pathway to middle income status.

Being a Donor in the 22nd Century

Discussion hosts:

Kristin O'Planick, USAID, USA

Todd Flower, FTF Agricultural Innovations Activity (Inova), USAID, Mozambique

This consultation will explore important and emergent trends, challenges and opportunities that are likely to have a substantial impact on how donors investment in the coming decades.

Taking Learning Seriously: The Challenge for International Development

Discussion hosts:

Zenebe Uraguchi, Helvetas, Switzerland

Mike Albu, BEAM Exchange, DCED, UK

Jonathan Mitchell, Decision Support Unit Program, Oxford Policy Management, UK

This consultation will consider attribution, contribution, evidence, and the use of third party evaluators in feeding into learning and assessments.

Youth from a Systems Perspective

Discussion hosts: On demand

This consultation will explore the use of systemic lenses when catalyzing improved participation by youth in markets.

Day TWO: Wednesday

9am	<p>PLENARY: Exploring Frontiers: Interconnectedness <i>Atlantic 1 & 2</i></p>									
TEA / COFFEE BREAK										
<p>11am BREAKOUT TRACK SESSIONS: <i>Choose one</i></p>	<p>From Frameworks to Work Plans: Exploring Intervention Pathways that Build more Resilient Systems <i>Marine Suite</i></p>	<p>The Increasing Interconnectedness of Housing Market Systems with Health, Education, Livelihoods, & Finance <i>Captain's Room</i></p>	<p>Adaptive Management: Teams and Tools <i>Courtyard 1</i></p>	<p>Market Systems Approach to Provision of Traditionally Public Goods/Services <i>Courtyard 2</i></p>						
LUNCH										
<p>1:30pm CLINICS: <i>Choose one</i></p>	<p>Operations & Procurement <i>New Haarlem</i></p>	<p>Impact Investing <i>Courtyard 2</i></p>	<p>Network Analysis <i>Courtyard 1</i></p>	<p>Meso Organizations: Key Levers of Systemic Change and Adaptation <i>Winton</i></p>	<p>Complexity Aware Monitoring and Evaluation <i>Marine Suite - Left</i></p>	<p>Catalyzing Attractors <i>Atlantic 1</i></p>	<p>Political Economy Analysis <i>Captain's Room</i></p>	<p>Using Prize Competitions to Spur Innovation and Systemic Change via Investment <i>Marine Suite - Right</i></p>	<p>ROI - A Framework for Managing Dynamics <i>Atlantic 2</i></p>	
<p>2:30pm CONSULTATIONS PART 2: <i>Choose one</i></p>	<p>Systemic Lenses Applied to Farmer Empowerment <i>Captain's Room</i></p>	<p>Market Systems Development in Conflict-Affected Regions <i>Atlantic 1</i></p>	<p>Building Effective Learning Teams <i>Winton</i></p>	<p>Financial Systems Development <i>Marine Suite - Left</i></p>	<p>Gender from a Systems Perspective <i>Marine Suite - Right</i></p>	<p>Technological Disruptions and Potential Shifts in the Pathway to Middle Income Status <i>Courtyard 1</i></p>	<p>Being a Donor in the 22nd Century <i>New Haarlem</i></p>	<p>Taking Learning Seriously: The Challenge for International Development <i>Courtyard 2</i></p>	<p>Youth from a Systems Perspective <i>Atlantic 2</i></p>	
TEA / COFFEE BREAK										
4pm	<p>PLENARY: Pathway to Inclusive Growth: Urbanization versus Smallholder Empowerment? <i>Atlantic 1 & 2</i></p>									

Breakout Track Sessions:**From Frameworks to Work Plans: Exploring Intervention Pathways that Build more Resilient Systems**

Hosted by ACDI/VOCA

Anna Garloch, ACDI/VOCA, USA

Mike Field, EcoVentures International, USA

Facilitator: Olga Petryniak, Mercy Corps, USA

There has been increasing efforts from practitioners to explore learning around applying systems thinking at the household level. There has also been increasing interest and efforts from market systems practitioners to catalyze systemic change around how risks are managed more systemically. But what does this mean for program design? Using a resilience pathway intervention design process, in this session participants will wrestle with how to translate MSR concepts into a causal pathway that results in more intentional resilience-building programming and provides the groundwork for ongoing adaptive management. What interventions might you program to build identified MSR determinants such as connectivity, redundancy, cooperation, and others? Is this the same thing we always do but repackaged, or does an MSR lens applied to design models reveal new types of activities, flaws in our causal logic, or reveal new synergies? Come work this out with us.

The Increasing Interconnectedness of Housing Market Systems with Health, Education, Livelihoods, & Finance

Hosted by Habitat for Humanity's Terwilliger Center for Innovation in Shelter

Jane Otima, Habitat for Humanity, Kenya

Sheldon Yoder, Habitat for Humanity, USA

Julia Lipowiecka, MarketShare Associates, Kenya

Facilitator: Margie Brand, EcoVentures International USA

It is increasingly clear that the quality of life in urban and peri-urban communities is heavily dependent on the quality of housing, but market responses to this dynamic and growing market segment have been weak to non-existent. Shifting the influence of poor and vulnerable communities in urban and peri-urban locations as consumers of housing such that housing market actors develop innovative ways

to deliver appropriate and value-added housing solutions to them is essential. Housing also plays an outsized influencing role as the interconnectedness of housing with other aspects of life and livelihoods are substantial. This session will explore the application of systems thinking in housing focusing on how to catalyze a strong customer orientation in housing market systems. This session will also leverage small group discussions to investigate the interconnectedness of housing with systems like health, education, finance, etc.

Adaptive Management: Teams and Tools

Hosted by RTI International

Rita Laker-Ojak, Kenya Crops and Dairy Market Systems Activity (KCDMS), RTI, Kenya

Jonathan Mitchell, Decision Support Unit program, Oxford Policy Management, UK

Joshua Munkombwe, Musika, Zambia

Facilitator: Liz Eckert, RTI, USA

A systemic thinking strategy can create a framework identifying and prioritizing resource allocation, but it also tends to create a lot of stress on traditional organizational structures, tools and thinking. This session will explore tools and tactics managers can use to catalyze operational culture change that is essential. Primary among the needed changes is moving to being more team-based with diversified perspectives, flatter structures, etc. This session will also explore emerging learning and decision-making tools, including tools on capturing and using evidence, that managers can use to support teams to learn and allocate resources more effectively. The session will explore both project-level adaptation and higher level adaptation between multiple projects at donor level.

Market Systems Approach to Provision of Traditionally Public Goods/Services

Hosted by DAI

Millicent Oketch, Private Sector Innovation Program for Health (PSP4H), Cardno, Kenya

Michael Addisu, Enterprise Partners, Ethiopia

Sweta Saxana, USAID, USA

Patrick Somerville, LINC, USA

Facilitator: Tracy Mitchell, DAI, USA

As systems lenses have been applied to more traditionally defined public goods and services like education, health, labor training services, water and sanitation, etc. it has

become increasingly clear that there is rarely a well-defined line between public and private goods. Local contexts are critically important in understanding how incentives align in support of public, private or some combination of channels to deliver such important services. This session will explore cases around water and sanitation, health, education, workforce training, and other traditionally public sector services where the role of the private sector increased significantly as a way to improve and expand delivery.

Clinics:**Operations & Procurement**

Ascensao (Sao) Aguiar, FTF Agricultural Innovations Activity (Inova), DAI, Mozambique

Rita Laker-Ojak, Kenya Crops and Dairy Market Systems Activity (KCDMS), RTI, Kenya

This clinic will cover tactics and mechanisms/processes for allowing more flexible processes to be used that are also compliant.

Impact Investing

C.J. Hall, ACDI/VOCA, USA

Bob Fries, ACDI/VOCA, USA

This clinic will cover strategies and tactics related to impact investing.

Network Analysis

Tim Sparkman, Enhancing Youth Employment program, Helvetas, Kosovo

Patrick Sommerville, LINC, USA

This clinic will provide an overview of network mapping processes from rigorous to participatory mapping tools and their application in various project contexts.

Meso Organizations: Key Levers of Systemic Change and Adaptation

Shawn Cunningham, Mesopartner, South Africa

This clinic will explore the definition of the role of meso organizations in a change process complex within a market systems.

Complexity Aware Monitoring and Evaluation

Marcus Jenal, Mesopartner, UK

This clinic will explore additional principles and tools to manage complexity when investing in monitoring and evaluation.

Catalyzing Attractors

Tamam Noor, Shomoshti, CARE Bangladesh
Mike Field, EcoVentures International, USA

This clinic will explore tactics to catalyze and amplify attractors in a systemic change strategy.

Political Economy Analysis

Marc Cassidy, USAID Fellow, USA

This clinic will focus on explaining what a political economy analysis and why it is useful when trying to understand systems.

Using Prize Competitions to Spur Innovation and Systemic Change via Investment

Justin Kosoris, AgResults (Deloitte), USA

This clinic will provide concrete tools and insights on how to design and run private sector-focused prize competitions, which are used for financing and investment purposes, to incentivize inclusive market development, based on learning from the AgResults Initiative.

ROI - A Framework for Managing Dynamics Facilitation

Margie Brand, EcoVentures International, USA

This clinic will explore the use of the Relationship, Ownership, and Intensity (ROI) framework that helps practitioners facilitate more effectively in dynamic environment.

Consultations Part 2:

Systemic Lenses Applied to Farmer Empowerment

Discussion hosts:

Andy Hunter, More Income Generated for Poor Families in Indonesia (MORINGA) project, World Vision Australia
Elizabeth Dunn, Heifer International USA

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Description: This clinic will explore technological disruptions and potential shifts in the pathway to middle income status.

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Kristin O'Planick, USAID, USA
Todd Flower, FTF Agricultural Innovations Activity (Inova), USAID, Mozambique

This consultation will explore important and emergent trends, challenges and opportunities that are likely to have a substantial impact on how donors investment in the coming decades.

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Zenebe Uraguchi, Helvetas, Switzerland
Mike Albu, BEAM Exchange, DCED, UK
Jonathan Mitchell, Decision Support Unit Program, Oxford Policy Management, UK

This consultation will consider attribution, contribution, evidence, and the use of third party evaluators in feeding into learning and assessments.

Youth from a Systems Perspective

Discussion hosts: On demand

This consultation will explore the use of systemic lenses when catalyzing improved participation by youth in markets.



9am	<p>PLENARY: How Rules Affect Cooperation in Systems <i>Atlantic 1 & 2</i></p>									
TEA / COFFEE BREAK										
11am BREAKOUT TRACK SESSIONS: <i>Choose one</i>	<p>The Devil's in the Details: Metrics for MSR <i>Marine Suite</i></p>		<p>Construction Market Systems <i>Captain's Room</i></p>			<p>Adaptive Management: Procurement and Compliance <i>Courtyard 1</i></p>		<p>Beyond the Transaction: A Debate on the Systemic Change in the Market System when Donor Funds Are Used to Mobilize Private Capital for Development Outcomes <i>Courtyard 2</i></p>		
LUNCH										
1:30pm CLINICS: <i>Choose one</i>	<p>Designing Systemic Change Projects <i>New Haarlem</i></p>	<p>Sense-Making, Deciding & Adapting <i>Courtyard 2</i></p>	<p>Supply Chain Management & Structured Trade <i>Winton</i></p>	<p>Orienting Teams to Systems Thinking <i>Captain's Room</i></p>	<p>Systems Thinking & Nutrition <i>Marine Suite - Left</i></p>	<p>Improving Market Actor Cooperation: Stakeholder Dialogues <i>Courtyard 1</i></p>	<p>A Tool for Dynamic Management of Project Partners: Self-Selection <i>Atlantic 2</i></p>	<p>On demand session <i>Atlantic 1</i></p>	<p>On demand session <i>Marine Suite - Right</i></p>	
2:30pm CONSULTATIONS PART 3: <i>Choose one</i>	<p>Systemic Lenses Applied to Farmer Empowerment <i>Captain's Room</i></p>	<p>Market Systems Development in Conflict-Affected Regions <i>Atlantic 1</i></p>	<p>Building Effective Learning Teams <i>Winton</i></p>	<p>Financial Systems Development <i>Marine Suite - Left</i></p>	<p>Gender from a Systems Perspective <i>Marine Suite - Right</i></p>	<p>Technological Disruptions and Potential Shifts in the Pathway to Middle Income Status <i>Courtyard 1</i></p>	<p>Being a Donor in the 22nd Century <i>New Haarlem</i></p>	<p>Taking Learning Seriously: The Challenge for International Development <i>Courtyard 2</i></p>	<p>Youth from a Systems Perspective <i>Atlantic 2</i></p>	
TEA / COFFEE BREAK										
4pm	<p>PLENARY: The Changing Face of Funding Development: The Role of Traditional Donors, Private Sector Investment, Private Foundations, Governments, and Individual Donors. Exploring shifting incentives as influenced by the source of funding. <i>Atlantic 1 & 2</i></p>									

Breakout Track Sessions:**The Devil's in the Details: Metrics for MSR**

Hosted by ACDI/VOCA

Dun Grover, *Transforming Market Systems (TMS) program, ACDI/VOCA, Honduras*

Chris Nicoletti, *iDE, USA*

Facilitator: *Elizabeth Dunn, Heifer International, USA*

A central theme in resilience efforts is the importance of an evidence-based theory of change for smart design and monitoring for ongoing adaptive decision-making. Building evidence around systemic resilience - what matters in a given context and how to measure it - remains a nascent area, dealing in part with the range of challenges that are also reflected in systems MEL efforts overall. This session will highlight current efforts to monitor and evaluate aspects of MSR, including an enterprise survey-based Market Systems Diagnostic piloted by ACDI/VOCA in Honduras and a consensus-based Market Systems Resilience Index used by iDE in Bangladesh. Participants will help refine and improve these tools, and engage in peer problem solving around common challenges and questions such as: slow and fast-moving pace of variables, the cost/benefit of data collection, availability of reliable data sources, developing actionable resilience insights, and institutionalization of MSR monitoring within market system, and how do context measures including post-shock monitoring belong in MSR measurement?

Construction Market Systems

Hosted by *Habitat for Humanity's Terwilliger Center for Innovation in Shelter*

Steve Hartrich, *ILO, USA*

Gema Stratico, *Habitat for Humanity, Peru*

Matthias Herr, *Helvetas, Switzerland*

Construction market systems have a potentially outsized effect on youth and under-employed population groups, including rural migrants. Additionally, as labor market analyses and commercialization processes for agriculture indicate, creating effective pathways for rural to urban migration is critically important, and the construction sector is an important pathway for rural migrants to off-

farm employment. At the same time, there are limited investments in effective systems-based programming. This session will pull from various experiences around catalyzing improved pathways for migrating and other workers in the construction market system to feed into a discussion on lessons learned and emerging opportunities to catalyze more robust and fair pathways for workers.

Adaptive Management: Procurement and Compliance

Hosted by *RTI International*

Ascensao (Sao) Aguiar, *FTF Agricultural Innovations (Inova) activity, DAI, Mozambique*

Lorenz Wild, *Strongim Bisnis, ASI, Solomon Islands*

Mike Field, *EcoVentures International, USA*

Tonderai Manoto, *Road to Jobs (R2J), ILO, Afghanistan*

Facilitator: *Margie Brand, EcoVentures International, USA*

A major stumbling block for many adaptive management efforts has been procurement. While procurement principles do not prevent or limit effective adaptive management, the evolution of many procurement policies and procedures was based on an over emphasis of eliminating all risks related to compliance. As a result, there has been a substantial increase in rigidity that has often become a limiting factor to systems thinking and the ability of projects to adapt effectively. This session will explore challenges with and opportunities to adapt procurement and contractual processes. While there remains concerns about how formal mechanisms support or not adaptive management, there are increasingly more creative tools and processes that remain compliant and are supportive of adaptive approaches.

Beyond the Transaction: A Debate on the Systemic Change in the Market System when Donor Funds Are Used to Mobilize Private Capital for Development Outcomes

Hosted by *DAI*

Neil Wood, *Open Capital Advisors, Kenya*

Terry Wyer, *Southern Africa Trade and Investment Hub, DAI, South Africa*

Facilitator: *Kirsten Pfeiffer, DAI USA*

Mobilizing private capital investment for development (blended finance) is currently a hot topic in the design of market systems programs. Procurement reform and an increased focus on PSE have resulted in new strategies and approaches for leveraging private capital that align

with the MSD approach. This session will present how donors and implementers are using new mechanisms to leverage investment. Led by industry panelists and with participatory input from the audience, will then debate what are the systemic impacts on the financial market beyond the transaction. Within the idea of blended finance is that donor funds are needed to catalyze and de-risk investment that otherwise would not take place without distorting the market for finance. There are structural and cost reasons that make SME investment deals in risky and low capacity market systems - and deals below a value of \$2-5 million - not profitable for banks, asset managers and transaction service providers. Beyond the question of how we spend donor funding the most effectively (i.e. greatest investment and development impact for every donor dollar) remains the question of whether our investment facilitation support is reducing the need for this subsidy over time. In market systems development, we apply rigorous analysis and adaptive learning to identify points of interventions that can be replicated and scaled by the private sector; but are our investment interventions being replicated and scaled without donor funds and does it matter?

Clinics:**Designing Systemic Change Projects**

Todd Flower, *FTF Agricultural Innovations Activity (Inova), USAID, Mozambique*

Gun Eriksson-Skoog, *ILO, Tanzania*

Sense-Making, Deciding & Adapting

Marcus Jenal, *Mesopartner, UK*

Shawn Cunningham, *Mesopartner, South Africa*

This session will explore experience in designing market development projects based on systems thinking principles including the challenges and lessons of on how best to embrace uncertainty.

Supply Chain Management & Structured Trade

Annah Macharia, *FTF Agricultural Innovations Activity (Inova), TechnoServe, Mozambique*

Cuan Opperman, *FTF Rice and Diversified Crops Activity (RDC), ACDI/VOCA, Bangladesh*

This clinic will cover criteria for and tools to catalyze more effective/value structured supply chains/outgrower schemes.

Orienting Teams to Systems Thinking

Eric Derks, The Canopy Lab, USA
Anna Garloch, ACDI/VOCA, USA

This clinic will cover tools and tactics to orient new teams around system thinking and reinforce it in practice.

Systems Thinking & Nutrition

Daniel Alberts, Global Alliance for Improved Nutrition (GAIN), Kenya

This clinic will explore the use of systemic lenses in nutrition programs.

Improving Market Actor Cooperation: Stakeholder Dialogues

Karen Goldberg, Reos Partners, South Africa
Caroline Fowler, EcoVentures International, Mexico

This clinic will discuss methods for managing multi-stakeholder processes and dialogues, including why this is a key function to institute within a market system, and will cover a framework for selecting and managing co-creation processes.

A Tool for Dynamic Management of Project Partners: Self-Selection

Margie Brand, EcoVentures International, USA
Mike Field, EcoVentures International, USA

This clinic will explore the use of self-selection guidance and principles to amplify targeted behaviors of market actors.

Consultations Part 3:

Systemic Lenses Applied to Farmer Empowerment

Discussion hosts:
Andy Hunter, More Income Generated for Poor Families in Indonesia (MORINGA) project, World Vision Australia
Elizabeth Dunn, Heifer International USA

This consultation will explore the risks, benefits, and considerations around more traditional farmer group and

empowerment efforts and how the use of more systemic lenses can be useful in these contexts.

Market Systems Development in Conflict-Affected Regions

Discussion hosts:
Tonderai Manoto, Road to Jobs (RJ2) program, ILO, Afghanistan
Anoushka Boodhna, EcoVentures International, UK

This consultation will explore emerging lessons when applying systems thinking approaches in conflict affected areas.

Building Effective Learning Teams

Discussion hosts:
Lorenz Wild, Strongim Bisnis program, ASI Solomon Islands
Eric Derks, The Canopy Lab USA
Lane Pollack, USAID USA
Hopewell Zheke, Practical Action Zimbabwe

This consultation will explore challenges and opportunities around building effective teams that include learning strategically, operating culture, management philosophy, etc.

Financial Systems Development

Discussion host: Thom Sinclair, CGAP, USA

This consultation will explore challenges and opportunities related to systemic change in the financial services markets.

Gender from a Systems Perspective

Discussion host: Giulia Salmaso, Improving Market Systems for Agriculture in Rwanda (IMSAR) program, Palladium, UK

This consultation will focus on how to apply a systemic lens to gender equity challenges.

Technological Disruptions and Potential Shifts in the Pathway to Middle Income Status

Discussion host: Tim Sparkman, Enhancing Youth Employment program, Helvetas, Kosovo

This consultation will explore technological disruptions and potential shifts in the pathway to middle income status.

Being a Donor in the 22nd Century

Discussion hosts:
Kristin O'Planick, USAID, USA
Todd Flower, FTF Agricultural Innovations Activity (Inova), USAID, Mozambique

This consultation will explore important and emergent trends, challenges and opportunities that are likely to have a substantial impact on how donors investment in the coming decades.

Taking Learning Seriously: The Challenge for International Development

Discussion hosts:
Zenebe Uruguchi, Helvetas, Switzerland
Mike Albu, BEAM Exchange, DCED, UK
Jonathan Mitchell, Decision Support Unit Program, Oxford Policy Management, UK

This consultation will consider attribution, contribution, evidence, and the use of third party evaluators in feeding into learning and assessments.

Youth from a Systems Perspective

Discussion hosts: On demand

This consultation will explore the use of systemic lenses when catalyzing improved participation by youth in markets.

Plenary:

The Changing Face of Funding Development: The Role of Traditional Donors, Private Sector Investment, Private Foundations, Governments, and Individual Donors. Exploring shifting incentives as influenced by the source of funding.