



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

GLOBAL LEARNING AND EVIDENCE EXCHANGE  
**M A R K E T   S Y S T E M S**

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JUNE 5–10, 2017 // DAKAR, SENEGAL

Welcome Back to Day 2!

*Please join a new group of people today to  
get to know each other better.*



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# DAY 1 REFLECTIONS & CLARIFICATIONS





## AFRICA MARKET SYSTEMS GLEE DAY 3 AGENDA

### Tuesday

- Opening Plenary
- Inclusion: Making Markets Work for All
- Markets for Good Nutrition
- Partnerships for Impact: Leveraging Local Solutions & the Private Sector Engagement
  
- Monitoring, Market Systems & the GFSS
- Closing Plenary



## GETTING STARTED: TRIO ACTIVITY

- Individually, reflect on **challenges** your country is experiencing or burning **questions** you have related to any of the GFSS themes related to market systems.
- **What do you most want to get out of the GLEE today related to these challenges or questions?**
- Write your most pressing challenge or burning question on a question/solution note using a marker.
- Share your question(s)/challenge(s) with two other people at your table.

- **Inclusion (Gender, youth, disadvantaged)**
- **Nutrition**
- **Partnership**
- **Monitoring in market systems programming**

**15 Minutes**



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**Inclusion: Making Markets Work for  
All**



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2.1 Video 1 (presenter: Chinwe Osuji)

<https://www.youtube.com/watch?v=AEKTE8KghvQ>

2.1 Video 2 (presenter: Harry Ngoma)

<https://vimeo.com/184882120>



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Hajara Luka



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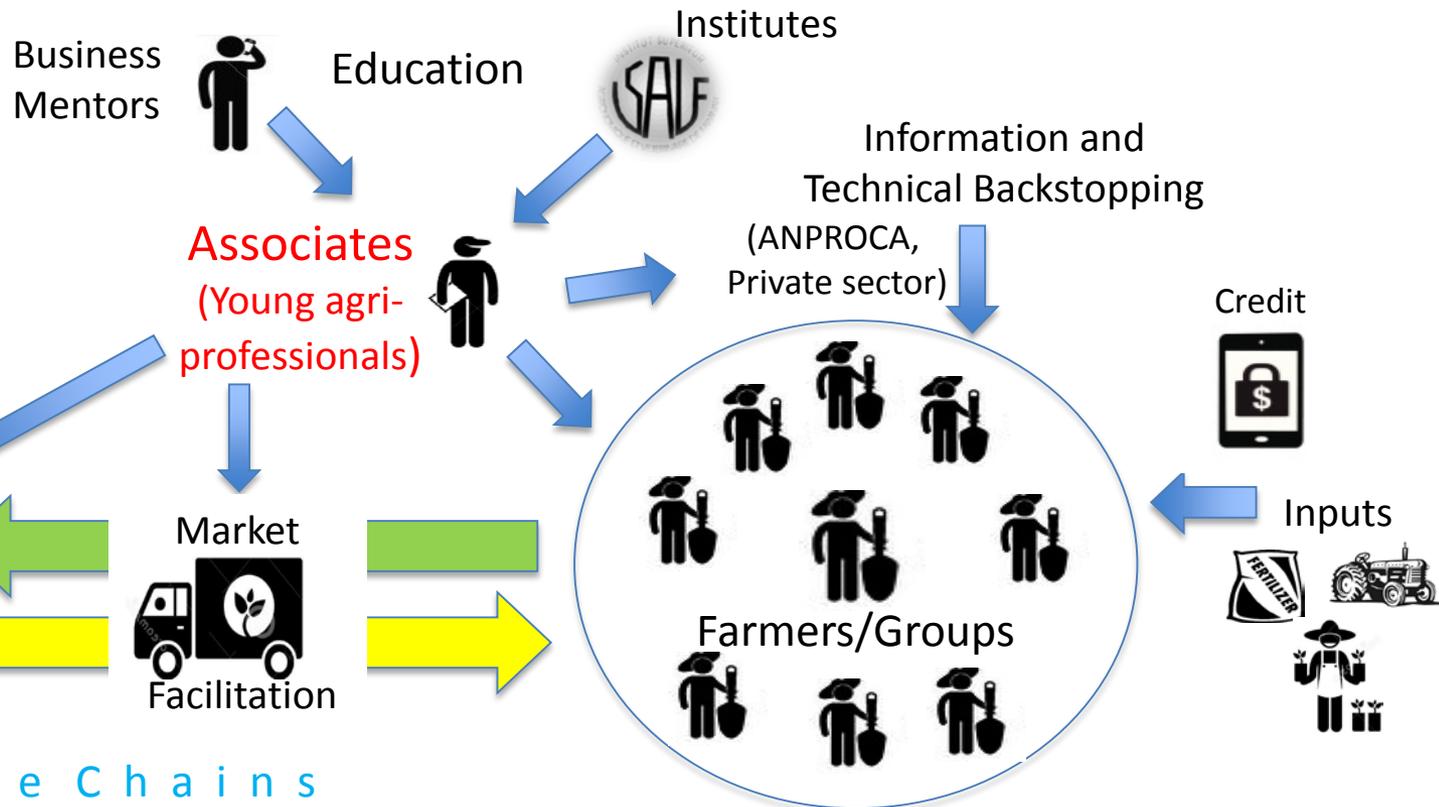


Abbas Bello

ENTREPRENEURSHIP  
TRAINING

# Project Components

Feed-the-Future  
Guinea  
Agricultural  
Services



POLICY WORK  
supported by systemic M&E



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## BREAK

Please be back  
in  
**30**  
mins.



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**Markets for Good Nutrition**



## Session Overview

- *Nutrition Overview*
  - Ingrid Weiss, Nutrition Advisor, USAID/BFS
- *Markets for Good Nutrition*
  - Megan Kyles, Agriculture/Nutrition Specialist, USAID/Senegal
  - Bob de Wolfe, Chief of Party, SPRING
  - Pape Sene, former Chief of Party and Chief Technical Advisor, USAID Yaajeende
- *Table Exercise and Discussion*
- *Summary and Wrap Up*

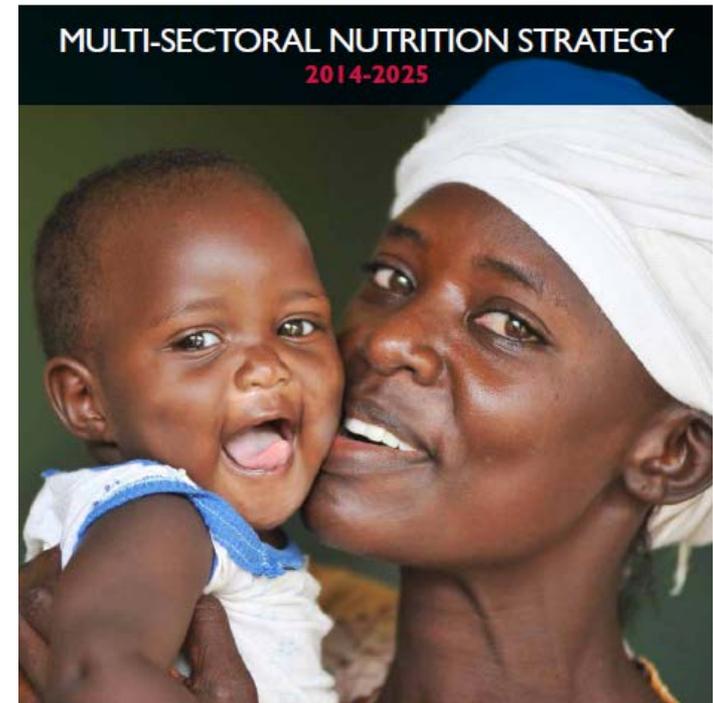


Photo: USAID / David Mutua



## Targets

- Contribute to the reduction of child stunting by 20% wherever we work
- In GH, FTF and Food for Peace intervention areas, reduce the number of stunted children by 2 million over five years
- In humanitarian crises, maintain Global Acute Malnutrition below 15%





## Nutrition-specific and Nutrition-sensitive

- **Nutrition-specific interventions:**

- address the immediate determinants of malnutrition.

**AND**

- **Nutrition-sensitive interventions:**

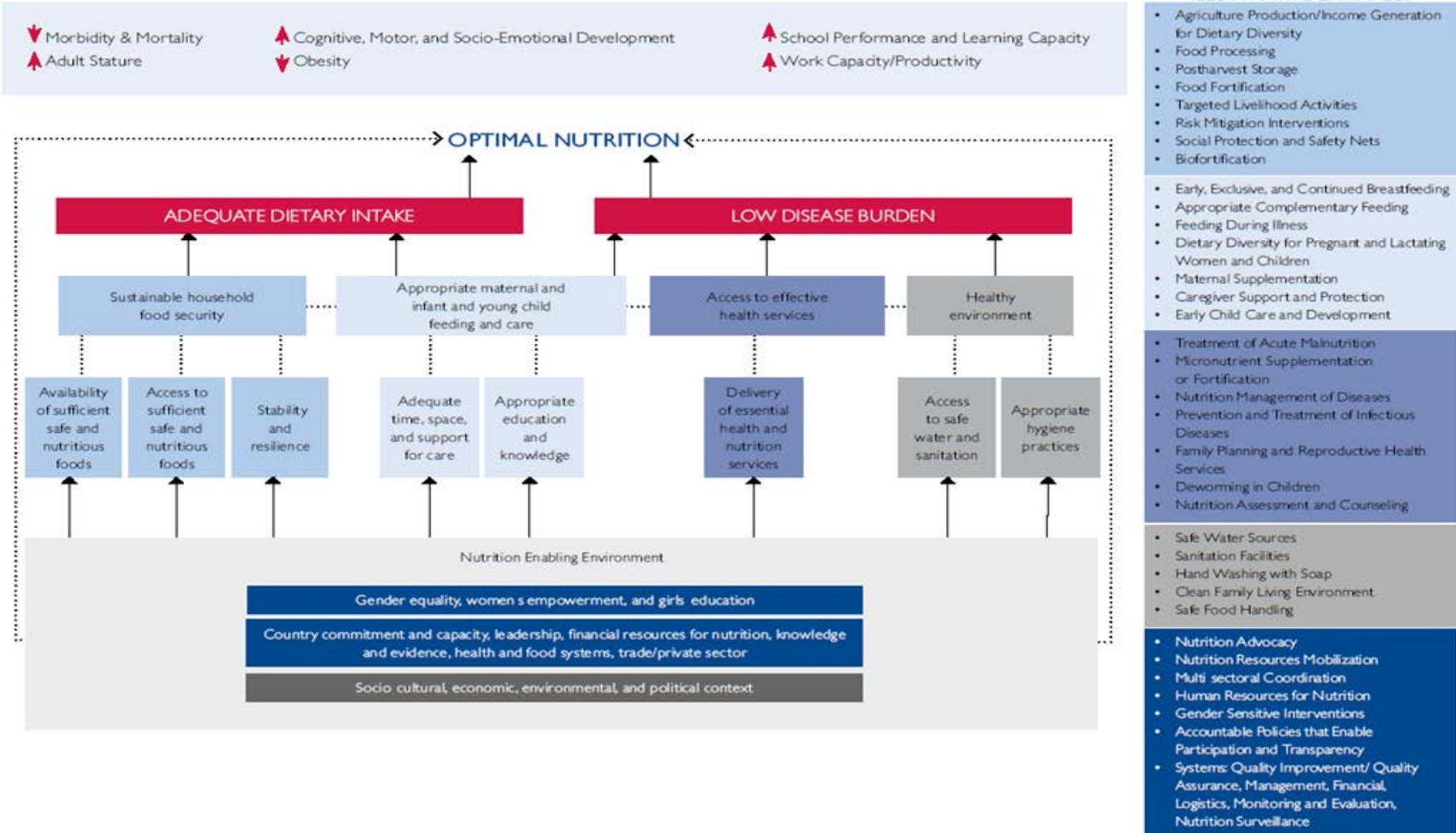
- address the underlying and systemic causes of malnutrition.



## USAID's Multi-Sectoral Nutrition Framework

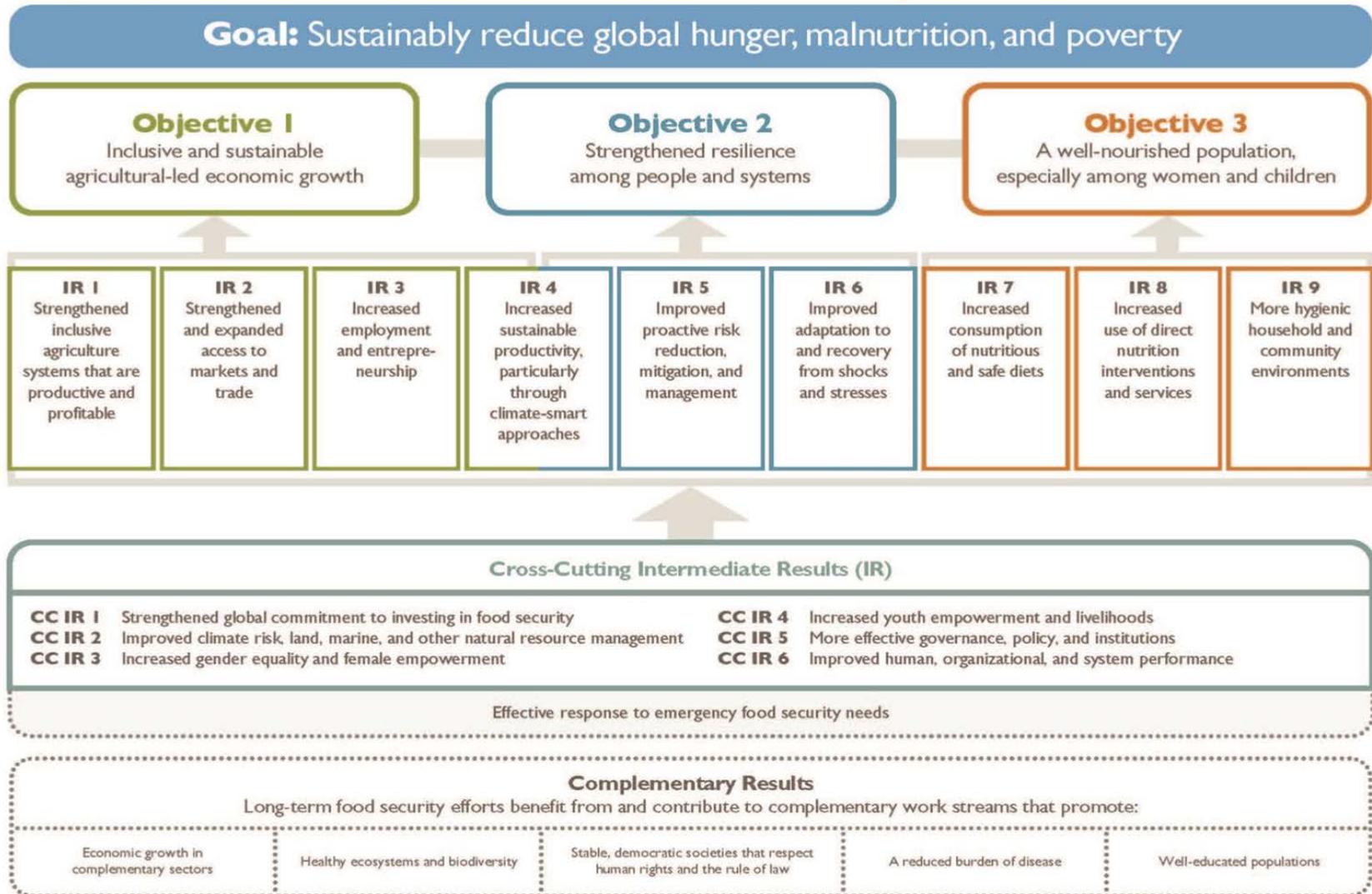
FIGURE 1: USAID MULTI-SECTORAL NUTRITION CONCEPTUAL FRAMEWORK

Adapted from UNICEF, 2013<sup>5</sup> and Black et al., 2013<sup>2</sup>





## USG GFSS Results Framework





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## Questions?

Ingrid Weiss, Nutrition Advisor  
USAID Bureau for Food Security  
Office of Country Strategies and  
Implementation  
[iweiss@usaid.gov](mailto:iweiss@usaid.gov)



## Why nutrition?

- Child mortality – **45%** of deaths
- Reduced human potential
- Lost economic productivity
- This is a **global** problem – and it's getting worse



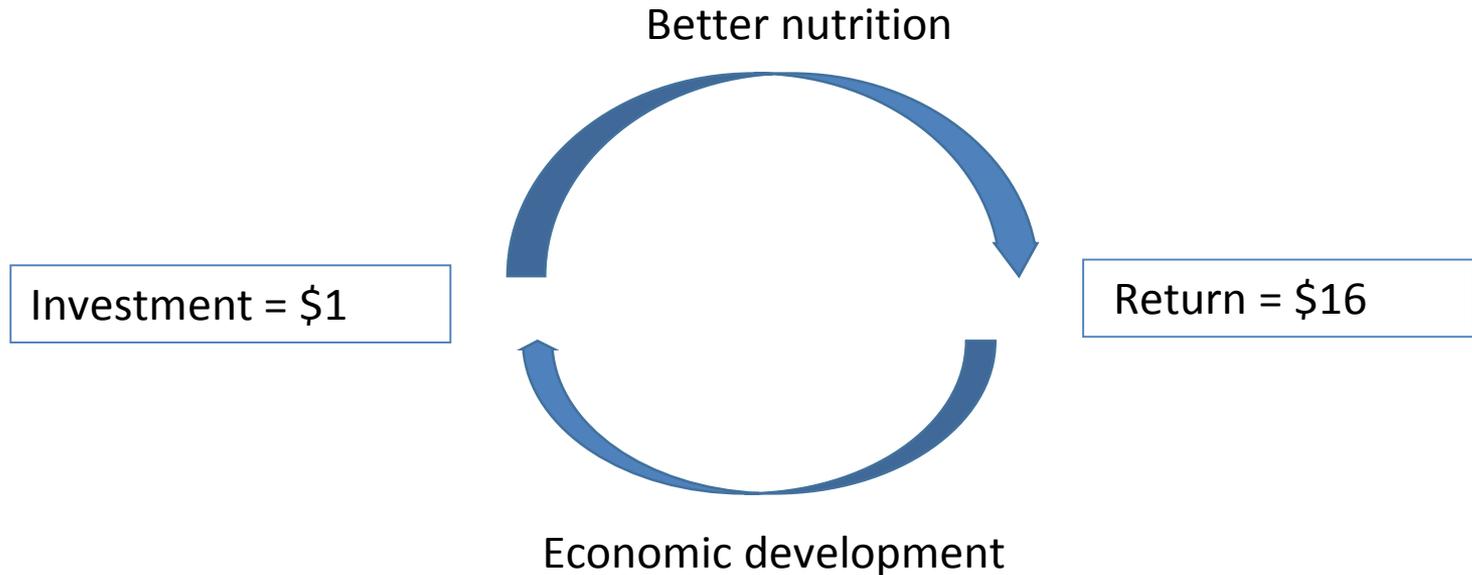


## Markets for Good Nutrition

- What are the ways that agriculture can impact nutrition, either positively or negatively?
- What role does the food system play in a healthy diet and why is this important?
- What are the elements of a “nutrition-sensitive” market system?



## Improved nutrition drives economic growth

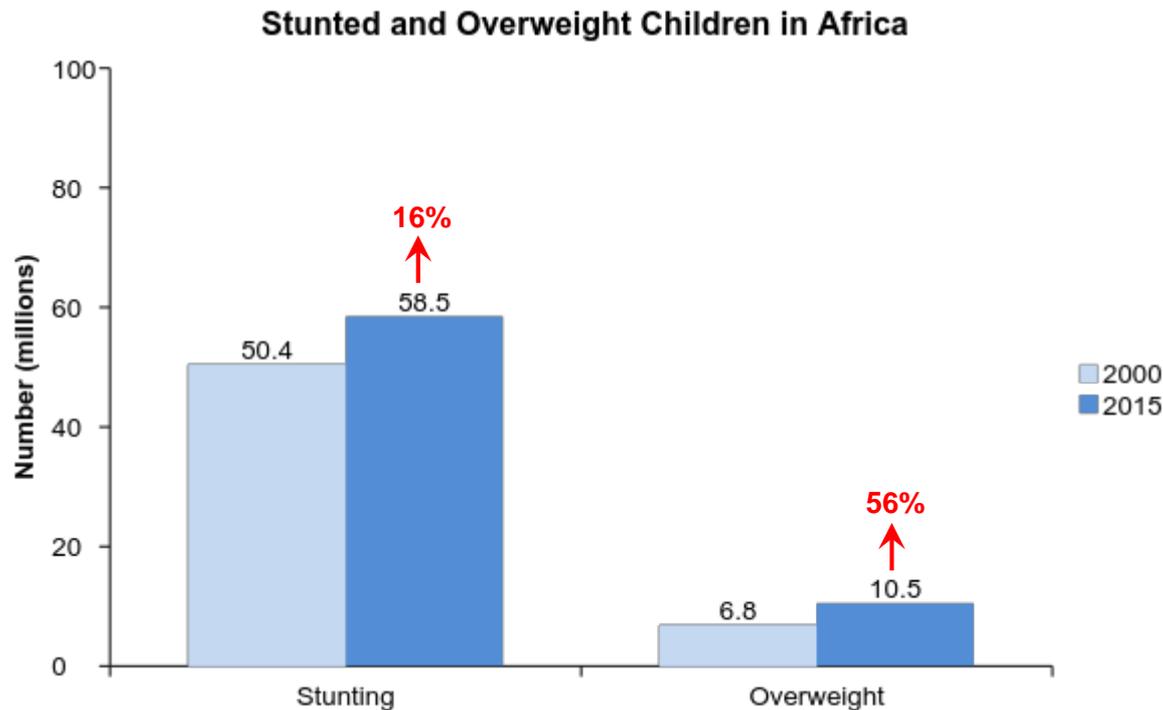


Sources:

Global Nutrition Report (2016); John Hoddinott, "The economics of reducing malnutrition in Sub-Saharan Africa," May 13, 2016, produced for the Global Panel on Agriculture and Food Systems for Nutrition.



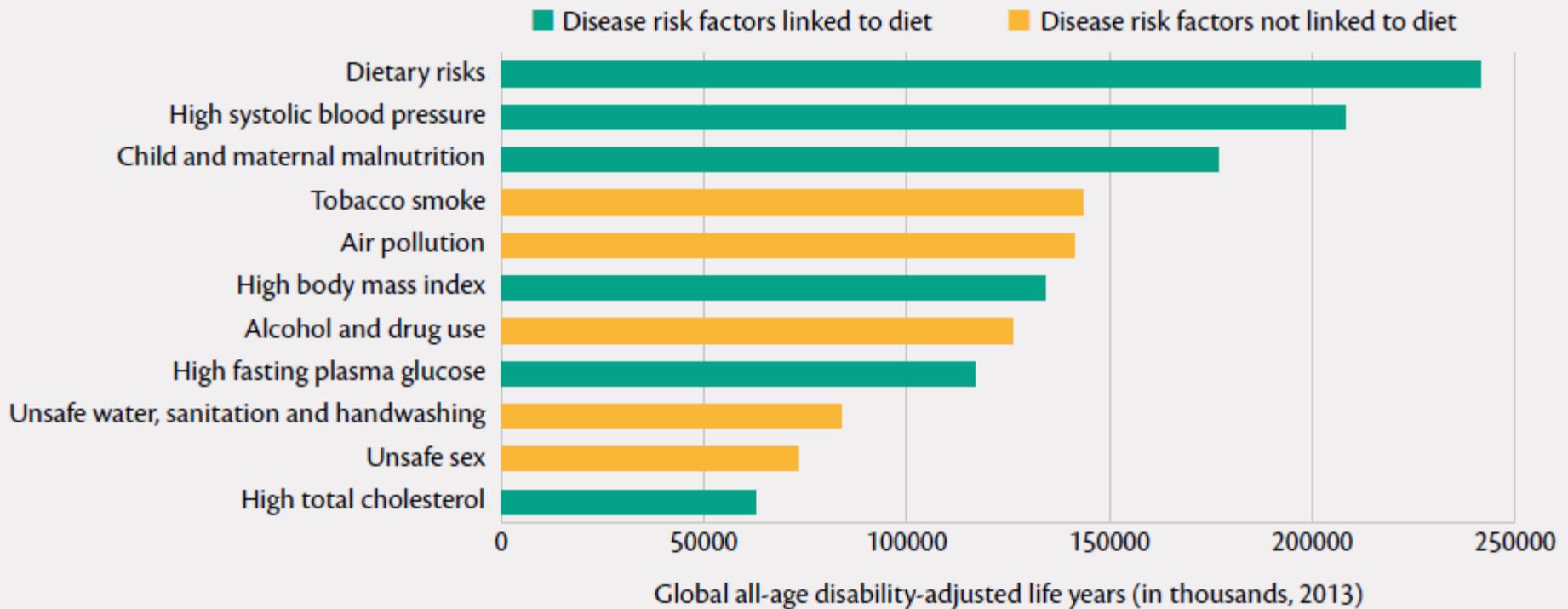
## Changing trends in nutrition



- West Africa accounts for half of the stunting increase in Africa between 2000 and 2015.
- In Africa, the number of children who are overweight or obese has nearly doubled since 1990.



## Diet is the leading risk factor for disease

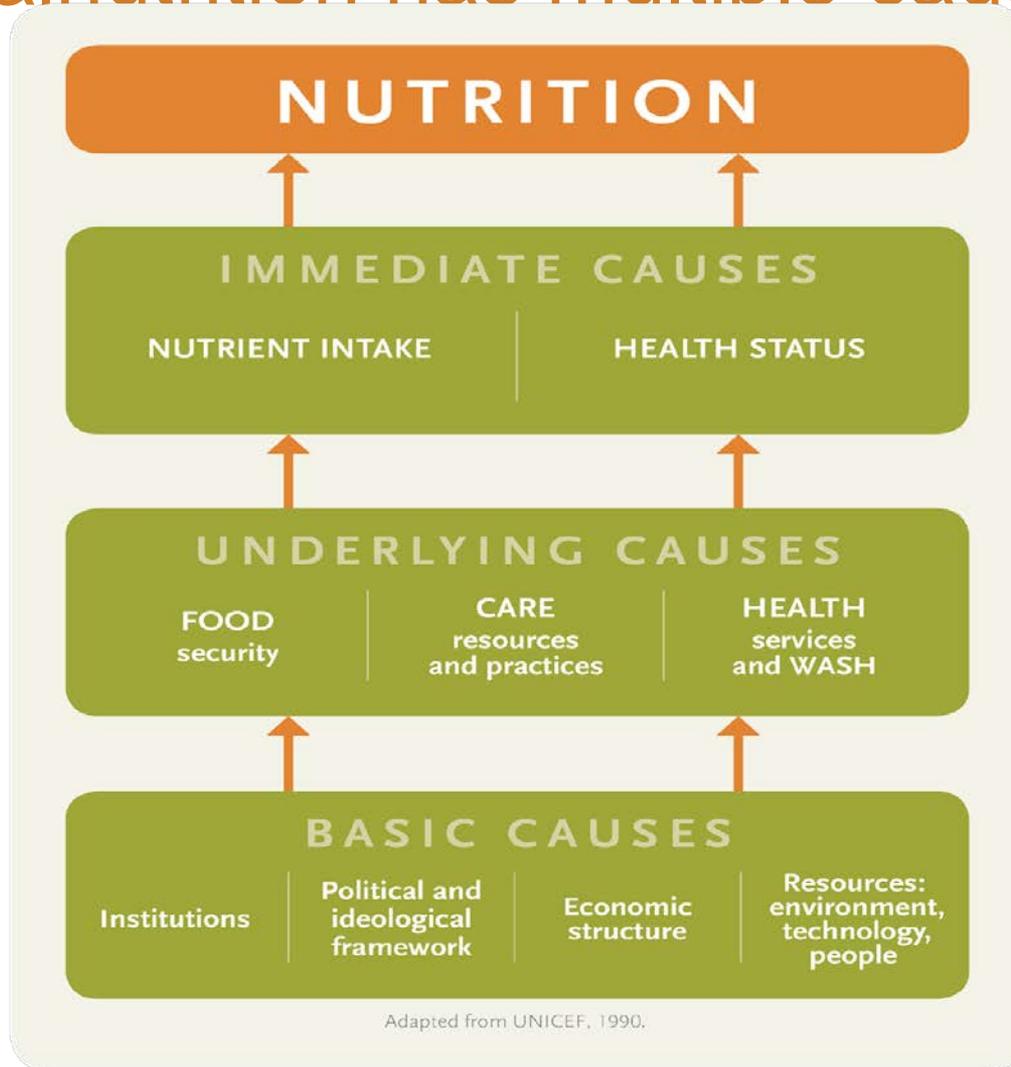


Source: Global Burden of Disease Study 2013 Collaborators (2015), Figure 5

Note: The graph shows global disability-adjusted life years (DALYs) attributed to level 2 risk factors in 2013 for both sexes combined.



## Malnutrition has multiple causes





## How does agriculture affect nutrition?

### Food production

- Increased food availability
- Greater diversity and quality
- Lower food costs



### Farm income invested in...

- Diverse diet and nutrient-rich foods
- Health, WASH, and Education services and products



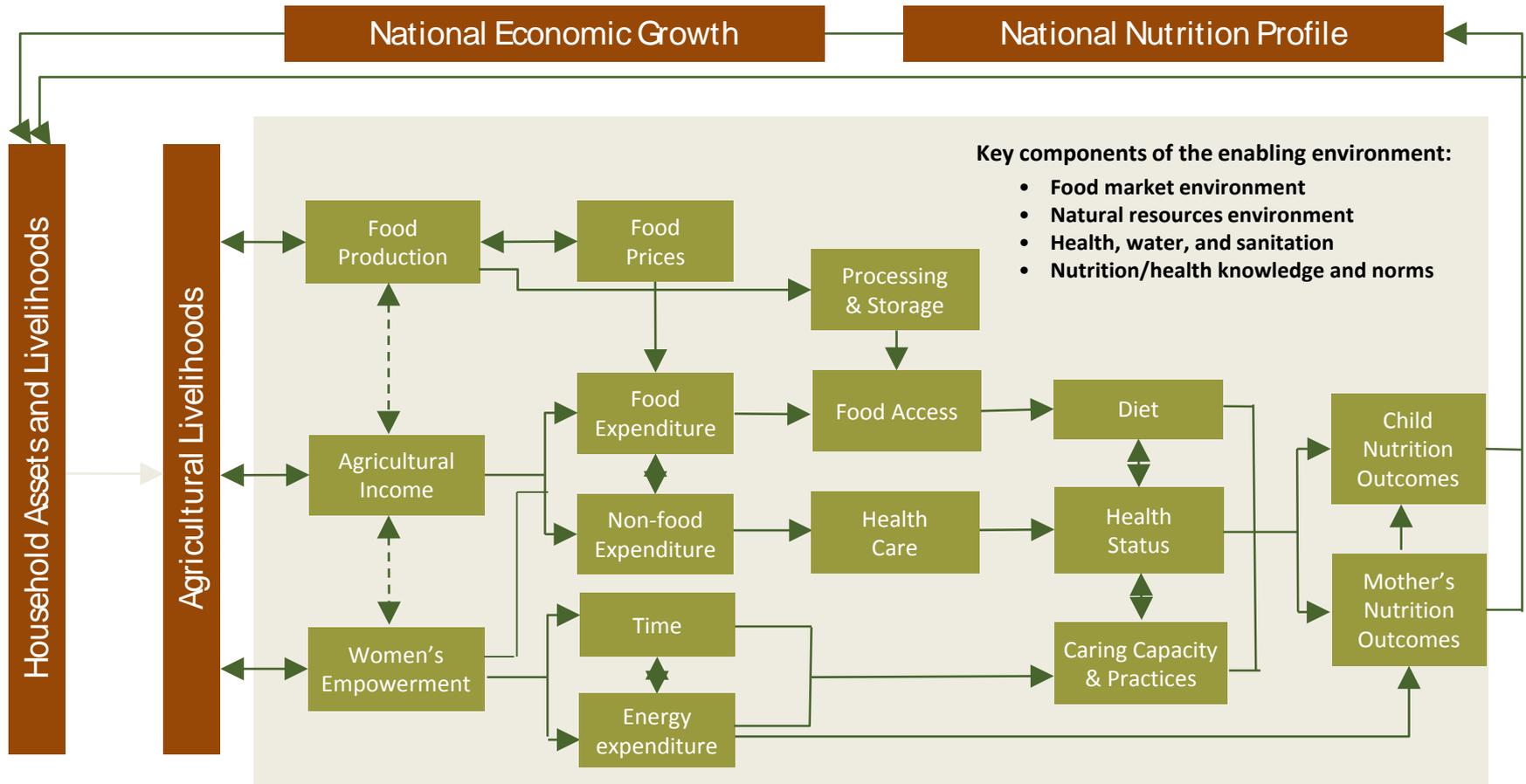
### Gender in agriculture

- Maximizing women's control of income
- Managing demand of women's time and energy





## Agriculture to Nutrition Pathways





## What does a healthy diet look like?

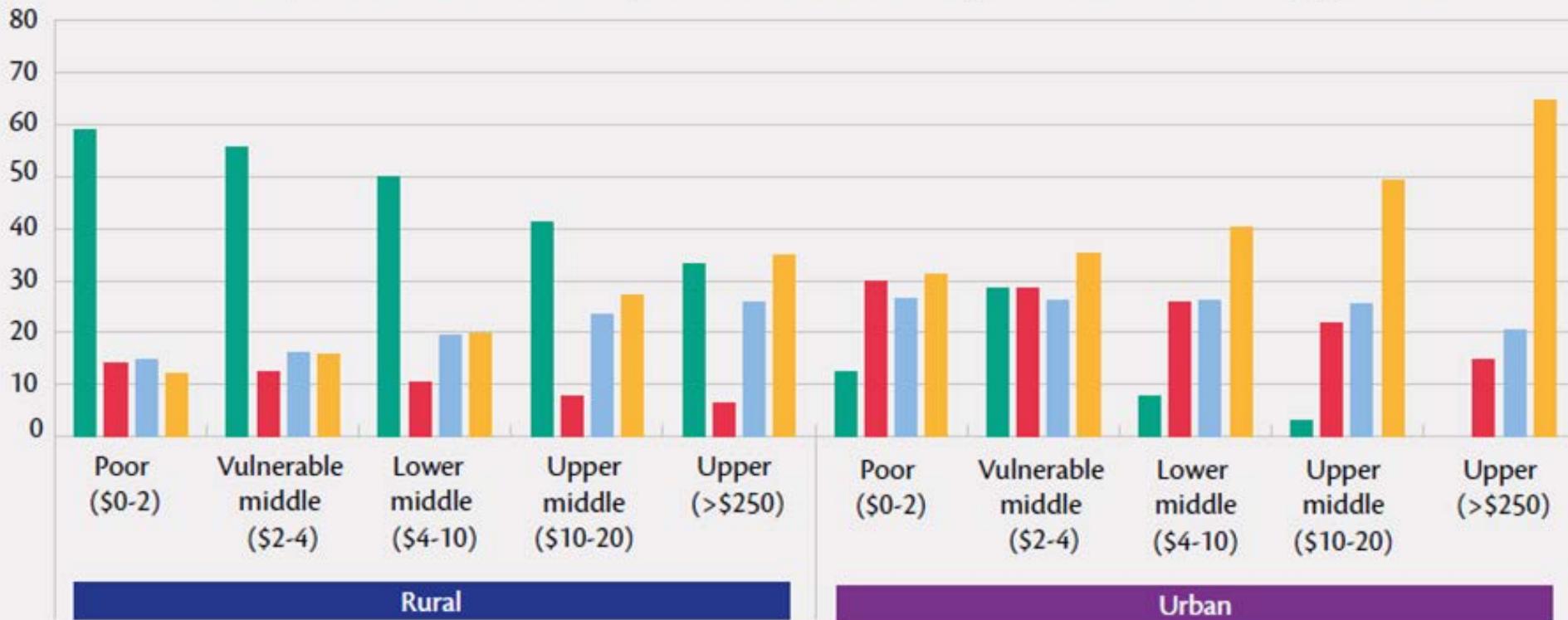
- Sufficient food available all year round
- Diversity of foods and food groups
- Plenty of fruits, vegetables, pulses, nuts...
- Animal source foods at recommended levels
- Moderate consumption of “ultra-processed” foods
- Clean and safe
- Doesn't deplete natural resources
- Frequent and responsive breastfeeding



## Diets don't necessarily improve with income

Percentage of value of food consumed from different categories

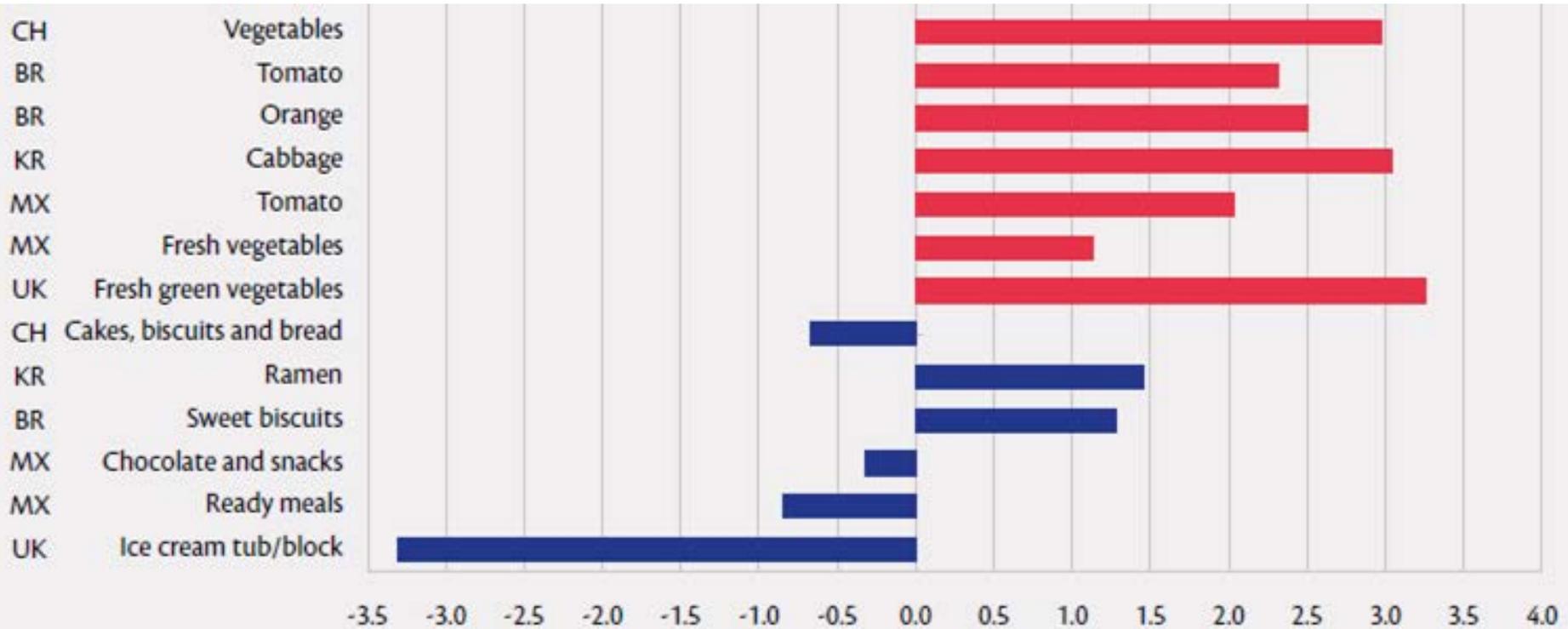
Own production Purchase: unprocessed Purchase: low processed Purchase: high processed





## Consumer price trends 1990-2010 (UK, Mexico, Brazil, South Korea & China)

-  fruits and vegetables
-  highly-processed foods



Note: CH: China; KR: Republic of Korea; BR: Brazil; MX: Mexico; UK: United Kingdom

Source: Overseas Development Institute, Figure A, Wiggins and Keats (2015)



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Meeting the “**5 a day**” fruit and vegetable recommendation would cost low income households in Bangladesh, India, Pakistan and Zimbabwe

**52%**

of their household income

Source: Miller et al. Lancet August 2016, cited by Lawrence Haddad





## Examples from the field

### Themes

- Making nutritious foods more accessible and available
- Income and nutrition
- Gender and nutrition



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## Examples from the field

SPRING

Strengthening Partnerships, Results,  
and Innovations in Nutrition Globally



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## Making nutritious foods accessible & affordable

Grow your own at home .....



..... and sell the surplus.



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## Making nutritious foods accessible & affordable

Raise your own at home .....



..... and sell the surplus.



## Making nutritious foods accessible & affordable

### Creating a network of Community-based Service Providers (CBSP) in Cereal Producer Organizations

- SPRING oriented CBSPs who are :
  - designated by Cereal Producer Organizations
  - known to, and trusted by Cereal Producer Organizations
  - located near the cereal producers
- Linked CBSP with suppliers of agricultural inputs who were screened for quality, reliability, fair pricing and reputation
- CBSP are supplying seeds, cuttings, veterinary products, handwashing stations, sanitation/hygiene products, fertilizers, advice, etc.
- System is now on auto-pilot and functioning well.



## Gender, income, and nutrition

Mechanized Cereal Transformation Units that can:

- Greatly reduce the workload of women
- Reduce energy/calorie consumption for women
- Generate income for women's groups who own and operate – more money available for child diet, health, and education, and increased autonomy in the household
- Make high-quality composed flours for weaning foods available locally and cheaply





## Gender and nutrition



- Women's use of income for food and non-food expenditures
- Ability of women to care for themselves and their families
- Women's energy expenditure
- Tackling gender norms is possible



## Gender and nutrition

### Gender Champions (Men and Women)

Promoting:

- Sharing the women's workload
  - Household hygiene
  - Childcare
  - Water transport
  - Fire wood gathering
- Sharing childcare responsibility
- Equal voices in family decisions
- Increasing women's access to land
- Encouraging/facilitating women's income generation





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## Examples from the field

# USAID | YAAJEENDE

**Nutrition-Led Agriculture Project for Food Security in Senegal**





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## Making nutritious foods accessible & affordable

### Through Home Production and Markets

- Vegetables & Fruit
- More Nutritious Cereals: QPM, Biofortified Millet, Pro vitamin A Maize
- Orange Flesh Sweet Potatoes
- Wild Foods
- Biofortified beans
- Locally “fortified” products
- Animal sources of protein
- Village markets, luuma, regional exchanges





## Making nutritious foods accessible & affordable



### Local Private Sector

- CBSPs and Cultivert Franchise = 8 firms from national private sector
  - 72 franchisees, 30% women
- Local food processors (units and individuals)
- Emerging producers (livestock, horticulture)
- Producer Organizations



## Income and nutrition



### Asset Building

- Land access
  - BDL
  - Land titling
  - Loan + title
- Livestock
  - Goat & sheep
  - Poultry
- Financial access
- Knowledge
  - Technical
  - Managerial



## Gender and nutrition



### Community Engagement in Food Security: Children's Food Reserves

- Women and men working together to mobilize community resources and achieve Childhood Nutrition Outcomes



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## Gender and nutrition

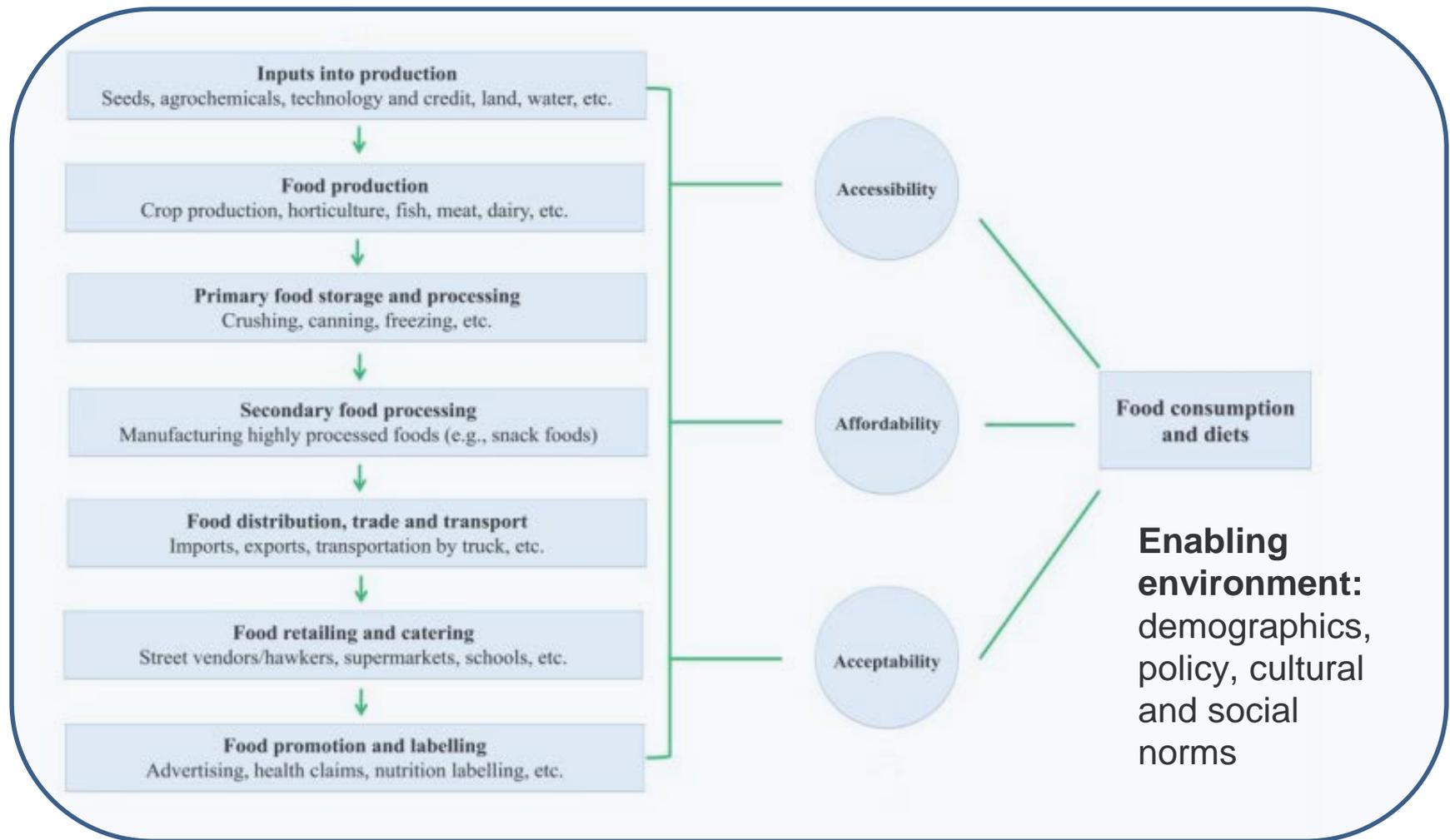


### Women's space and voice in Nutrition-Led Agriculture Local Institutions

- Debbo Galle Groups
- CBSPs
- Citizen Working Groups



## Food system and its influence on diets





## Market systems approaches for nutrition

- Increase staple crops' contribution to nutrition (biofortified varieties, year-round availability, food safety, women's labor...)
- Move beyond staple crops
- Local private sector service provision (seed, inputs, veterinary services...)
- Food labeling/advertising
- Fortification
- Processing and trade for healthy foods
- Integration of nutrition education
- Promote use of income for health, nutrition, WASH
- Increase women's income
- Strengthen resilience of households and markets
- Support policies and guidelines that improve access and affordability of nutritious foods



## Your turn...

How can we harness agriculture and food systems to more effectively promote optimal nutrition, reducing undernutrition and discouraging overnutrition simultaneously?

### **Activity Instructions:**

1. Select a Facilitator, Timekeeper, and Recorder.
2. By yourself, take a few minutes to review the discussion guide. Jot down your ideas.
3. With your table group, take turns sharing your ideas, brainstorming, and discussing.
4. Recorder: please note interesting ideas your group comes up with on the “Group Notes” sheet.
5. At the end of the activity, hand in your “Group Notes” sheet to one of the GLEE organizers.

**20 Minutes**



## Market systems that work for nutrition

*“We need to nourish, not just feed, 9 billion people by 2030”*

- Start with the nutrition and diet that you want to achieve, and **work back** to change food systems so that they are ‘fit for purpose’.
- Don’t overlook the impact of market systems on gender and incomes/expenditures
- Enabling environment is as important as program activities



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**USAID**  
FROM THE AMERICAN PEOPLE



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Megan Kyles

Agriculture-Nutrition Specialist

USAID/Senegal

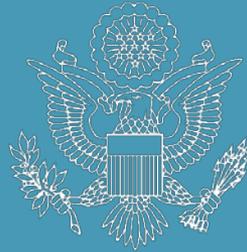
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[www.feedthefuture.gov](http://www.feedthefuture.gov)



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in  
**15**  
mins.



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**Partnering for Impact: Leveraging  
Local Systems and Private Sector  
Engagement**

<https://www.youtube.com/watch?v=2O4M4uJX3cE>



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## Prezi

<https://prezi.com/view/tfIWQLULZEury890KOoF>



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## LUNCH BREAK



**Please be back by  
2:00 pm.**

**Prayer room:** Go to break area. Go outside by pool and turn left. Walk to Ibis building and turn right. Prayer room is at the end on the left.



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# Monitoring for Systemic Impact and Results

Prepared by Tatiana Pulido, BFS/SPPM  
Presented by Jessica Cagley, BFS/SPPM



Why is good monitoring essential in market systems development work?

# Accountability and Learning



## The Challenge

**Measuring market systems change through traditional M&E alone doesn't work because:**



- 1. Market system and value chain development is:**
  - **Multidimensional:** Lots of interventions, lots of levels of intervention
  - **Dynamic:** Context and interventions shift over time
  - **Complex:** System responses are difficult to predict
- 2. Facilitation approaches** lead to results that come more slowly, and are more difficult to track



## The Response: Changes to the MEL system

- Changes to standard indicators
- Promoting custom indicators
- Promoting qualitative methods
- Understanding that Theories of Change will change and there may be a lag in results/impacts
- More holistic picture will be communicated through:
  - portfolio reviews
  - Feed the Future Monitoring System (FTFMS)
  - Key Issue Narratives





## NO SILVER BULLET



**There is no magic indicator list. Monitoring Market System Development is a learning process and your experiences will help refine and improve the process.**

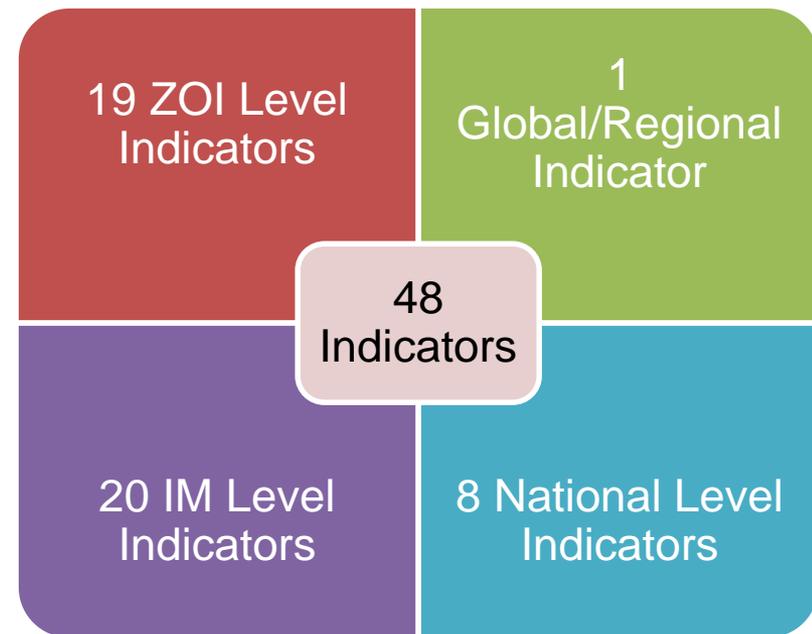
# GFSS Standard Indicators: National and ZOI Indicators

## New ZOI Indicators with an ag systems transformation lens:

- Wealth Asset Index Score (Obj 1)
- Proportion of producers in the targeted area who have applied targeted improved management practices or technologies (IR1)
- Yield of targeted agricultural commodities within target areas (IR 4)

## National Level Indicators with a ag systems transformation lens:

- Percent change in value-added in the agrifood system (Ag GDP+) (Obj 1)
- Employment in the agrifood system (IR 3)
- Value of targeted agricultural commodities exported at a national level (IR 2)
- Institutional Architecture (Modified) Index (CC IR 5)
- GFSS Policy Matrix Progress Score (CC IR 5)





## GFSS standard indicators: Activity-level Indicators to measure market systems work

- Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance (IR 1)
- Value of annual sales of farms and firms receiving USG assistance (IR 2)
- Yield of targeted agricultural commodities among program participants with USG assistance (IR 4)
- Number of hectares under improved management practices or technologies with USG assistance (IR 4)
- Value of new private sector capital investment leveraged by the USG to support food security and nutrition (CC IR 1)





## Special note: What is a direct beneficiary?

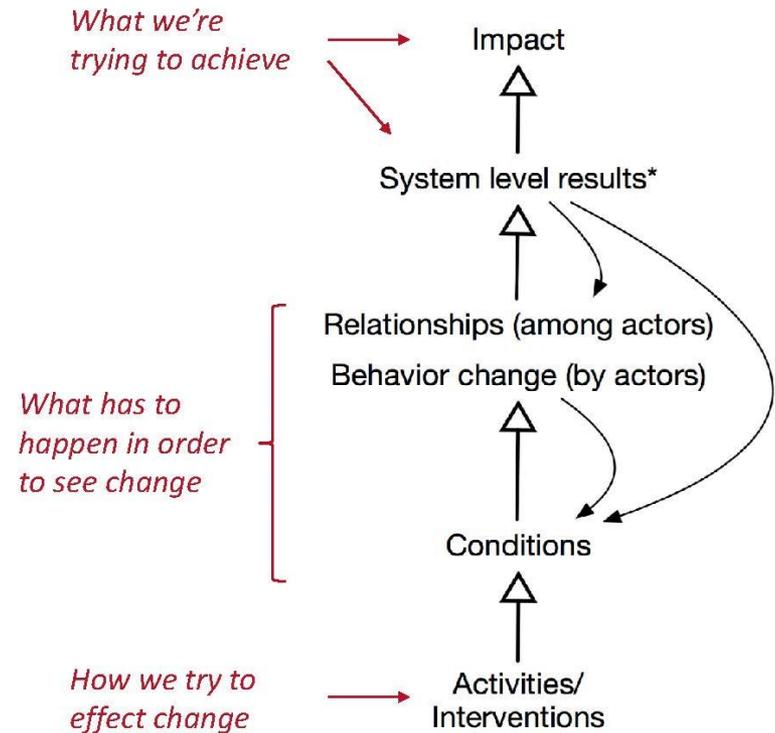
- *“The individuals who then benefit from services or training delivered by the individuals or organizations trained or assisted by the implementing mechanism are also direct beneficiaries”* – Feed the Future Agricultural Indicators Guide
- The reach must be part of a deliberate implementation strategy
- Example: Partnering for Innovation public-private partnerships

Did you know??



## Step #1: Create a strong theory of change

- Understand and map the system
- Who do you want to affect?
- What has to happen to see the change?
- How will we try to affect change?
- Think about the 5Rs: Results, Roles, Relationships, Rules and Resources

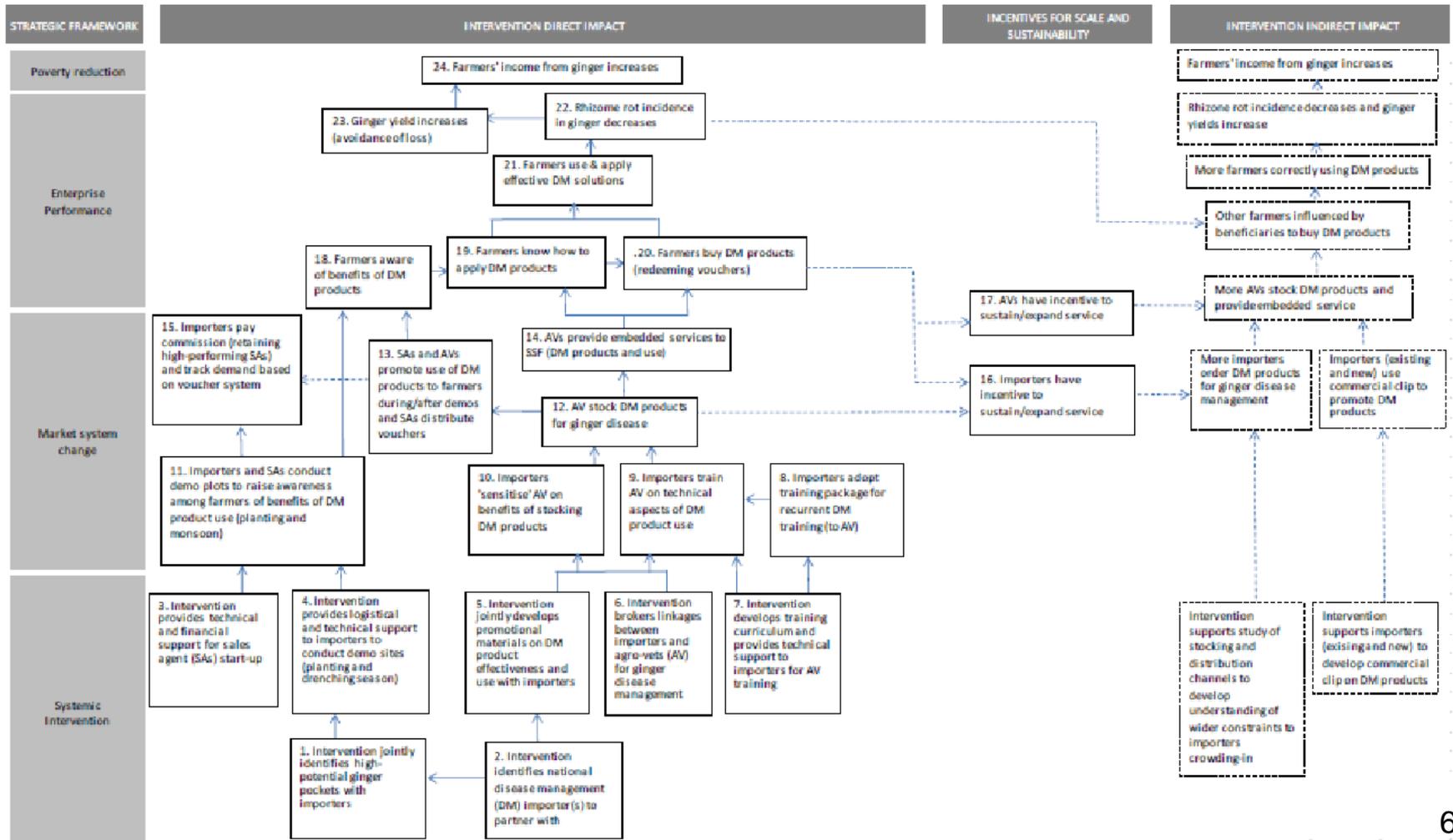




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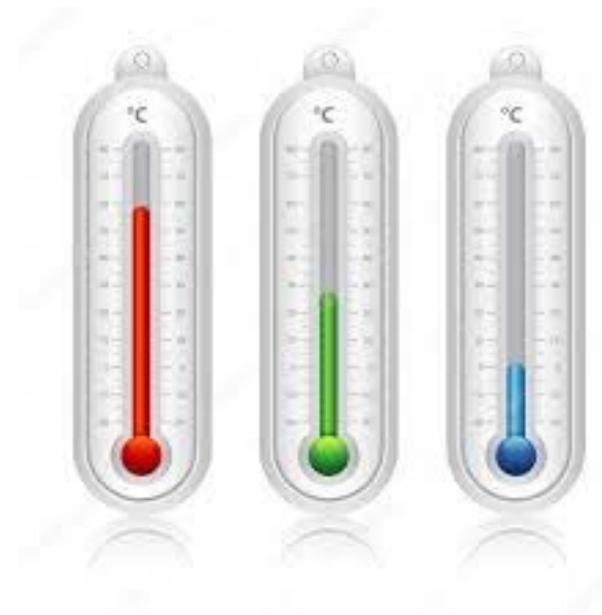
## Step #1: Results chain as best practice





## Step #2: Identify indicators customized to your theory of change

- Mix standard and custom, qualitative and quantitative
- Balance across different types of changes at different levels
- Identify sufficient number to inform decisions while avoiding unnecessary indicators:
  - Will indicator inform next steps?
  - Will indicator help establish link between changes between levels in the causal pathway?
  - Is the indicator needed for reporting?





## Step #2: Custom indicators of sustainability/scale

- Independent investment
- Target group benefits are sustained after support ends



- Partner contributions
- Partner satisfaction
- Evidence of long-term benefit
- Partner ability to continue
- Target group's satisfaction and benefit from pilot

- System responsiveness and receptiveness
- Ability of adopters to cope with stress

- Competitors crowd in
- Ability to accommodate competition or collaboration



## Step #2: More custom indicators

|                        |   |
|------------------------|---|
| Perception and Beliefs | Perception of the acceptability of a new model                              |
| Investment             | Investment in project-supported models                                      |
|                        | Replication of new innovations by an agent in other parts of its operations |
| Innovation             | Evolution in business models, products, and processes                       |
|                        | Business entry and exit rates   |
| Imitation              | Number of new actors adopting an innovation                                 |
| Norms                  | Relationship duration   |
|                        | Compliance with formal rules  |
| Networks               | Flows of information, finance, materials                                    |
|                        | Network fragmentation   |

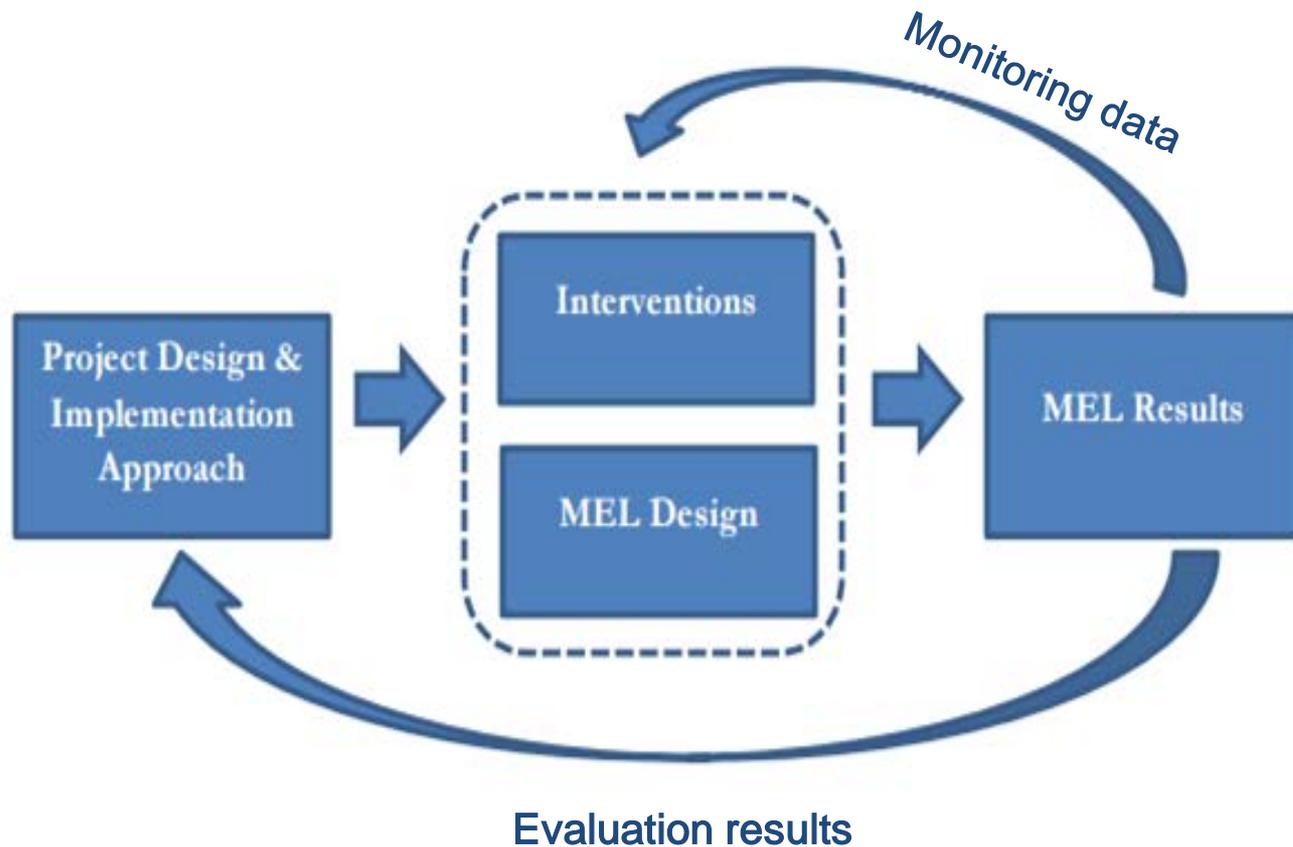


## Step #3 – Add qualitative methodologies

| Method/Tool                                 | Description   |
|---|---|
| <b>Most significant change</b>              | A participatory method based on stakeholder narratives. Stakeholders identify what they consider to be the most significant change resulting from the intervention, generating hundreds of stories. The stories are sorted into categories (domains of change) and the most representative stories are selected. Stories may be collected on a monthly, quarterly or annual basis.  |
| <b>Social network analysis</b>              | A number of techniques used to visualize and analyze actors in a system and the relationships between them. A network map can show the number of actors, how closely or distantly they are connected, and identify actors who are centrally located. A variety of flows between actors can be measured, including products, payments, business services, credit, information, and technology diffusion.   |
| <b>Outcome harvesting</b>                   | The evaluator works with the evaluation user to define questions related outcomes in behavior, relationships, practices or policies. For each outcome, the harvester uses a variety of data sources to determine the degree to which outcomes have occurred and the contribution of the intervention to that outcome. The approach is retrospective in that it first describes outcomes and then seeks plausible explanations of how the outcomes occurred. |
| <b>Participatory systemic inquiry (PSI)</b> | An approach for mapping partners and relationships by engaging multiple groups of stakeholders within the system. Results from different subsystems are triangulated and shared with stakeholders to clarify how the system is operating.   |
| <b>SenseMaker</b>                           | The proprietary SenseMaker software program captures a large number of brief narratives that are interpreted by the people telling the story, using dimensions defined by the implementer. The software identifies emerging patterns of perceptions and attitudes, providing insights the implementer can use to adjust the intervention in order to, for example, amplify or dampen emerging patterns.   |



## Step #4 - Use Frequent Feedback Loops





## Resources: Learning

- [Guidelines for Monitoring, Evaluation, and Learning in Market Systems Development \(USAID, LEO\)](#)
- [Making Sense of Messiness – Monitoring and measuring change in market systems: A practitioner's perspective \(Springfield Center\)](#)
- [The Operational Guide for Making Markets Work for the Poor \(M4P\) Approach \(Springfield Center\)](#)
- [Evaluating Systems and Systemic Change for Inclusive Market Development](#)
- [Disrupting System Dynamics: A Framework for Understanding Systemic Change](#)
- [Practical Tools for Measuring System Health & Webinar](#)
- [Testing Tools for Assessing Systemic Change: A Synthesis and Tool Trials Report](#)
- [Learning with the Toolmakers webinar series \(including Using Systemic M&E Tools in Feed the Future Uganda\)](#)
- [BEAM Exchange Tools and Tips for M&E](#)
- [BEAM Exchange Monitoring Guidance](#)
- [The 5Rs Framework in the Program Cycle \(USAID\)](#)
- [Samareth Nepal's Results Measurement Manual \(DfID\)](#)
- [Measuring Attribution: Samareth NMDP Nepal \(DfID\)](#)



## Resources: Doing

| BFS MEL Advisor     | Countries                          |
|---------------------|------------------------------------|
| Lindsey Anna        | Liberia, All Aligned FTF countries |
| Madeleine Gauthier  | Ghana, Senegal                     |
| Kiersten Johnson    | Mali, Nigeria                      |
| Catherine Maldonado | Regional Missions                  |
| Janina Mera         | Kenya, Mozambique                  |
| Tatiana Pulido      | Rwanda, Uganda                     |
| Farzana Ramzan      | Ethiopia, Tanzania, Zambia         |

### Mechanisms:

- Monitoring, Evaluation, Research, and Learning Innovations (MERLIN)
  - POC: Sophia van der Bijl, PPL
  - SPACES mechanism: systems mapping, systems modeling, narrative based approaches and indicator-based approaches.
  - Rapid feedback: tests key program adaptations to inform achievement of results.
  - Developmental Evaluation Pilot Activity: quick, ongoing, iterative approach to evaluation.



## Take-home messages

1. Good monitoring for market systems and value chain programming is essential for accountability AND good implementation (learning).
1. The GFSS Monitoring, Evaluation, and Learning system promotes a customized, mixed methods approach to better capture results of market systems development and transformation through:
  - Strong, detailed theory of change
  - Standard indicators
  - Custom indicators
  - Qualitative methods
  - Frequent feedback loops
1. There are many resources to draw from, but we need your help to test tools and develop best practice!



## Panel

- Rita Laker-Ojok, Chief of Party, Feed the Future Agricultural Inputs Activity
- Laura Gonzalez, Uganda Feed the Future Coordinator
- Luca Crudeli, Chief of Party, Feed the Future Mozambique Agricultural Innovations Activity
- Todd Flower, Mozambique Feed the Future Coordinator



## Pulling it all together: Uganda example

### **Custom indicator examples (early, middle, and system-level)**

- Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources
- Reduction in post-harvest losses by activity-assisted smallholders
- Percentage of farmers acknowledging positive benefits from the accessed inputs
- Input sales by activity-assisted intermediary business models
- Number of traders with established relationships with labor-saving technology suppliers

### **Quantitative and Qualitative Methodologies**

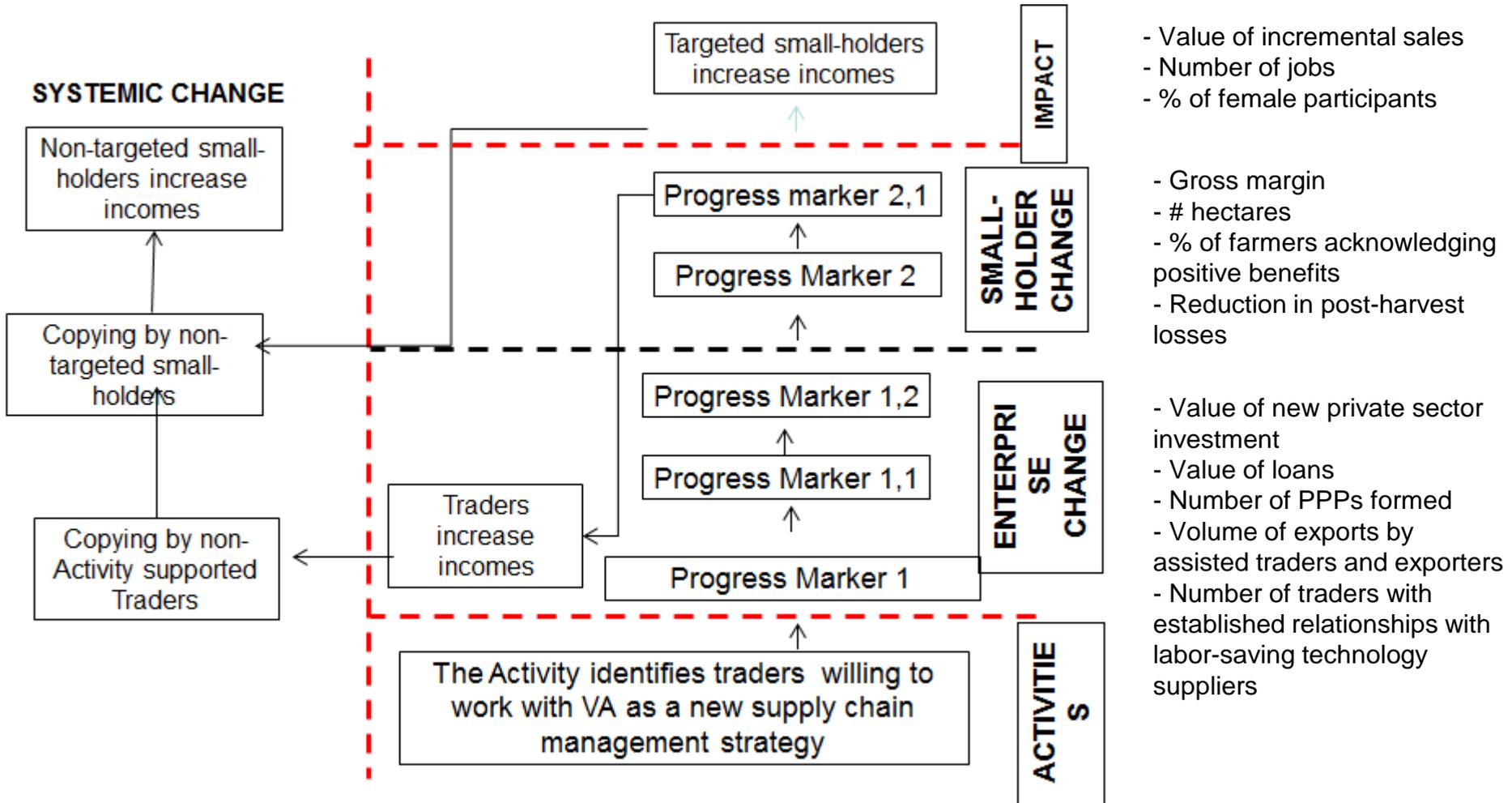
- System mapping
- Outcome mapping and outcome mapping journaling
- Baseline studies
- Annual reporting
- Adoption module in population-based survey
- SenseMaker
- VOTO





# FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative





## Small group discussion

Identify a note-taker to discuss the following questions and chart your answers on a flip chart:

1. What innovative methods, indicators, or approaches have you used and found helpful in your value chain or market system programs to monitor whether interventions are resulting in the expected outcomes and impacts?
2. What challenges do you see to implementing some of the monitoring methods and ideas you've heard in this session?
3. What solutions would you propose to these challenges?



## CLOSING PLENARY

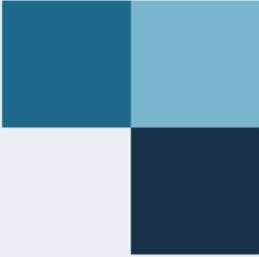
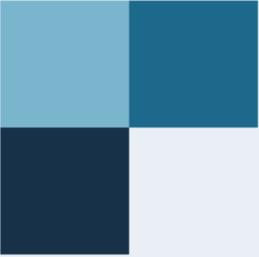
### Table Activity:

- Individually, complete an “Exit Ticket”.
- Create an improv story that starts with: It was a hot and sunny day at the market in Dakar...
- Each person adds one sentence to the story, starting with: Yes, AND...
- Each statement should relate in some way to **inclusion, nutrition, partnership** or **monitoring**.
- The story should include all 4 topics and conclude with the last person.
- Develop one Tweet of 140 character or less that summarizes your story and post your group Tweet.



[Tweets](#)

20 Minutes



# To show this poll

1

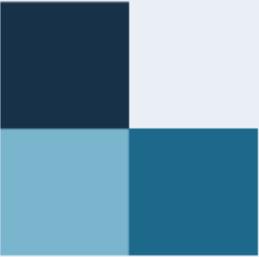
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2

Start the presentation

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or

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## ANNOUNCEMENTS

1. Please submit your “Exit Tickets” to Chrissy & Katie as you exit the room.
2. Debrief with session leads of today’s sessions here and now with Chrissy. Prep meeting with tomorrow’s presenters also here and now with Lisa.
3. We start **tomorrow morning at 8:00 am** in this room. Please be on time. Have a great evening!