



## **Feed the Future Workshop:**

Identifying Pathways to Food Security and  
Inclusive Growth

Day 2 Summary

**USAID/Uganda Feed the Future Market System Monitoring Activity**

June 2019

## **ACKNOWLEDGEMENTS**

The June 2019 Feed the Future Workshop: Identifying Pathways to Food Security and Inclusive Growth was led by the USAID/Uganda Mission, and organized by the USAID/Uganda Feed the Future Market System Monitoring Activity. We would like to thank all those who attended for their participation and insightful comments.

## **DISCLAIMER**

This report was prepared for the United States Agency for International Development (USAID) under contract number AID-OAA-A-12-00095. The author's views expressed in this publication 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

On June 10, 2019, the USAID/Uganda Mission hosted a workshop for Uganda's Global Food Security Strategy portfolio, bringing together USAID staff and implementing partners working on Feed the Future, Food for Peace, and resilience programming. The purpose of this workshop was to generate insights into how USAID's current investments in agriculture, nutrition, and resilience overlap and interact, and to begin identifying opportunities for future investment. The workshop was also designed to provide an introduction to the System Pathways Toolkit, a set of tools for mapping and measuring complex systems developed by the USAID/Uganda Feed the Future Market System Monitoring Activity (MSM). The MSM team organized and facilitated the workshop in consultation with the USAID/Uganda Economic Growth Unit. For more about the Workshop, including its genesis and a summary of the day's activities, please view the Workshop Report at [\\*LINK\\*](#).

\*\*This contains a brief summary of Day 2 as well as the key takeaways from Day 1 and Day 2, and recommendations for next steps.

For USAID participants, it was a two-day workshop. The second day, June 11, included the following sessions, each of which is described in greater detail in this report:

<b>Session 0: Goals and Recap</b>	Goals for Day 2 and recap from Day 1 of Workshop
<b>Session 1: Using Systems Tools for Investment Planning</b>	Translating the material generated during the Workshop into actionable insights
<b>Session 2: Budget and Timing</b>	USAID-only discussion on assigning budgets and timing to priority investments
<b>Session 3: Wrap-Up</b>	Reflections on using systems thinking in activity design

TODO: Add basic summary of the key takeaway points for USAID

# WORKSHOP SUMMARY

## SESSION 0: GOAL AND RECAP

### GOALS FOR DAY 2

After welcome remarks from both USAID and the MSM team, we considered that there was one primary **goal** for the day - to provide foundations for future investment decisions and activity designs. This goal would be accomplished through the following activities:

- Consider existing investments (mapped on Day 1)
- Review leverage points identified by stakeholders (Day 1)
- Consider the data and evidence available to guide investment decisions
- Prioritize the top leverage points
- Assess leverage points against the GFSS objectives
- Discuss budget and timing for investments

### RECAP FROM DAY 1

A brief recap of Day 1 followed. This started with three key insights generated by the participants:

1. A representative focused on access to finance was surprised that they could not find 15 things to add to the financial subsystem map. Instead, they were only able to add one. This gave them confidence in the methodology.
2. Mapping tools are useful for identifying collaboration opportunities, but when USAID does work planning and collaboration planning, they don't go back to maps.
3. Interconnectedness and layering of effort needs to be incorporated in activity design. This enables coordination of activities. Collective action opportunities are then clear and can be pursued.

What did we think were the most important outcomes

Top 24 leverage points  
Concept of leverage points in the first place  
Data gaps, difficulty prioritizing  
Mention women / youth  
People liked diagnostic / off-pathway indicators - troubleshooting/other measures/early, attribution  
Where gaps on map - inputs manuf etc  
Working at different levels  
Value of having everyone in the room, could have also had private sector/govt  
Really seemed to appreciate seeing where everyone is working, collaboration tool  
Confident in map, not much to add - was product of lots of iteration  
Evidence base

The participants identified dozens of examples of intersection or overlap between their Activity pathways and others', which inspired some discussions about collaboration and knowledge

sharing. This exercise also drove home the point that all of USAID's GFSS interventions are working within the same system and are connected in some way, and often working together on the same pathway or key outcome.

Learning Agenda?

Feedback from Participants: Some quotes How could a project use this in a targeted way/could we do an STTA Brief summary of common answers from evaluation forms - majority of respondents said was useful, how they said could apply, etc. Feedback that was on regina brief

## SESSION 1: USING SYSTEMS TOOLS FOR INVESTMENT PLANNING

### CONSIDER EXISTING INVESTMENTS & RECAP KEY LEVERAGE POINTS

What we did: Consolidate all activity pathways on one map (so we can see all the existing investments at once) Review the top 3 leverage points identified by each table

The 24 leverage points are listed in Appendix B: Leverage Points and Resulting Themes. The list is colored to distinguish the 3 leverage points for each table.



Figure 1: Discussing the map with all pathways overlaid together

**Key takeaway points:** Additional text about what we learned from this exercise



Figure 2: All of the pathway layers on a single map, showing how the current activities overlap and intersect

## ASSESSING DATA/EVIDENCE BASE FOR INVESTMENT DECISIONS

Pull from slides

### ACTIVITY: FURTHER PRIORITIZING LEVERAGE POINTS

The key activity in this session was to further prioritize the 24 priority leverage points generated by eight tables on Day 1. To facilitate this activity, the full list of leverage points was cut into 24 individual strips with one point per strip. Instructions called for participants to circle a table and sort the strips of paper into a newly prioritized list.

The activity started with discussion around a focal question: if you had one million dollars, then where would you invest? One participant made the point that they already had investments. So the question was modified to be: where should we be investing next?

With a guiding question in place, participants then turned their focus to prioritizing the 24 leverage points. Soon the sorting activity quickly became a grouping activity. Figure 3 shows participants working together to identify similar leverage points generated by more than one table on Day 1. Themes began to emerge quickly based on similar leverage points. For example, one theme formed around the topic of finance and consisted of these leverage points spanning six tables:

- SME Finance (Financial institutions offer long term loans for capital investment + Financial institutions offer specialized products to farmers + Banks utilize credit guarantees)
- Financial institutions offer specialized products to farmers
- Access to capital to provide financial services by lower level institutions like SACCOS and VSLAs
- Financial institutions and mobile money platforms (relationship)
- Use of ICT Platform to profile farmers to access finance
- Farmer understanding. Benefit of a loan for ag purposes.

Within a theme like this, it was difficult to prioritize the different leverage points. Also, multiple leverage points could be covering the same basic concept but with slightly different wording or focus. Day 2 participants did not see the need to further sort leverage points within a theme.



Figure 3: Participants identifying themes spanning several leverage points

Participants identified four themes that spanned several leverage points and a Miscellaneous group of stand-alone leverage points:

- Finance: The right suite of financial products for a variety of (ag) market actors provided by financial institutions and others (VSLAs, SACCOS, etc.)



- Regulation: Government enforces regulations effectively; policy decisions are informed by data and research; and private sector plays a role in advocacy.
- Local Services: Local government / community based orgs (CBOs) effectively deliver services.
- Information: Translate data into relevant, useful formats for farmers that they can then act upon to address issues or plan better for the future.
- Miscellaneous: leverage point statements that stood alone.

With themes identified, participants then returned to the prioritization discussion (see Figure 4) . They considered the four themes and the three stand-alone leverage points from the Miscellaneous category. **\*\* SUMMARIZE THE DISCUSSION POINTS FROM JARROD'S NOTES \*\*** Three priority investment areas emerged from the discussion: Finance, Regulation, and Inclusivity in Markets (a theme emerging from the Miscellaneous around the leverage point M: "Value Chain Actor sees value in employing Women, Youth, and OVC").



Figure 4: Participants prioritizing leverage points

## DISCUSSION: LEARNING AGENDA

Ochieng pointed out that matches with self-reliance roadmap and where Uganda falls short, priorities match up

- What you wished you knew to do that exercise (in small groups)
- Facilitator takes notes and/or others take notes

## ACTIVITY: ASSESSING LEVERAGE POINTS AGAINST THE GFSS OBJECTIVES

Goal: Consider prioritized leverage points against the GFSS objectives Steps: • In the same groups, reconsider your prioritized list of potential investments • Are the objectives covered? • Should priorities be changed to define a different portfolio of investments?

### Learn More:

- Are we doing appendices for this? Providing our slides?

## SESSION 2: BUDGET AND TIMING

Assigning budgets and timing to priority investments - What does our budget look like over the next three years? - How many activities do we have absorbing the money? - How much money will we have to program and when?

Options for the Money - Option A: Raising TECs, expanding scope, key thresholds to watch - Option B: New Designs - Option C: combination of A and B

## SESSION 3: WRAP-UP

- Reflections on using systems thinking in activity design
- How to engage going forward

How to use this information going forward, what should USAID do with it

Need to add a section on the implications of the work - something more than just a list of suggested areas that have been prioritized.



Figure 5: Participants reflecting on Day 2

### **About the MSM Activity**

The USAID/Uganda Feed the Future Market System Monitoring Activity (MSM) leads US-AID/Uganda's efforts to understand the market systems in Uganda. The Activity applies principles from systems engineering and supply chain management to develop methodologies and tools that can be used to understand, monitor, and adapt to system change. The Activity is implemented by the Humanitarian Supply Chain Lab at the Massachusetts Institute of Technology (MIT) in partnership with The George Washington University (GW). Our Activity team has developed two flagship methodologies for practitioners to learn and apply: the Systems Pathways Mapping Toolkit and the Systems Pathways Measurement Toolkit. We foster collaboration and learning through workshops and stakeholder engagement, and consult with implementing partners and other stakeholders on applying systems thinking to specific challenges or contexts. We also conduct research studies within the Ugandan market system to strengthen the evidence base for learning, adaptation, and investment decisions.

Please visit our website for more information:  
<http://humanitarian.mit.edu/projects/feed-the-future-uganda>

# Appendices

## APPENDIX A: LINKS TO WORKSHOP MATERIALS

### WORKSHOP PRESENTATION MATERIALS

- The presentation materials from the workshop, including the research briefing, are available here: \*LINK\*
- The research briefing presented at the workshop was based in part on a master's thesis, which is available here: \*LINK\*

### WORKSHEETS COMPLETED BY PARTICIPANTS

- The worksheets that were filled in by participants were typed up by the MSM team and can be viewed here: \*LINK\*

### WORKSHOP MAPS

The MSM team synthesized the edits made to the Uganda Agricultural Market System Map during the Workshop, and added them to the online version of the map.

- To learn more about the Uganda Agricultural Market System Map, including how it was created and how to interpret it, we encourage you to read the release notes:  
<https://bit.ly/329Azk4>
- To view the pre-workshop version of the map, please visit:  
USAID/Uganda FTF MSM PRE-Workshop Map June 2019:  
<https://kumu.io/MSM/usaiduganda-ftf-msm-pre-workshop-map-june-2019>
- The post-workshop version of the map, with all of the participant inputs (interventions, pathways, leverage points), is available here:  
USAID/Uganda FTF MSM POST-Workshop Map June 2019:  
<https://kumu.io/MSM/usaiduganda-ftf-msm-post-workshop-map-june-2019>
- A guide to the online mapping tool, Kumu, is included below.
- The "mapping cheat sheet" handout from the workshop, a Guide to Reading the System Pathways Maps, is also included below.

### LEARN MORE ABOUT THE MSM ACTIVITY

- Activity Overview: [http://bit.ly/MSM\\_Activity\\_Overview](http://bit.ly/MSM_Activity_Overview)
- Visit our website: <http://humanitarian.mit.edu/projects/feed-the-future-uganda>

- Contact us: [msm.uganda@mit.edu](mailto:msm.uganda@mit.edu)

## APPENDIX B: LEVERAGE POINTS AND RESULTING THEMES

### DAY 1 PRIORITY LEVERAGE POINTS

This list includes the 24 leverage points prioritized by the eight tables on Day 1 (three per table). They are grouped by table, with alternating colors.

Item	Leverage Point	Outcome that is influenced	Evidence base	Why is this a good leverage point for USAID intervention?
A	Weather data is available	Farmer is resilient to climate change	This season farmers have lost two plantings, no motivation to plant again	UKAID - DFMS; shows time and location where there will be rain
B	Simple locally produced ag equipment (new)	Higher Ag Service Provider Profitability	Too complicated and expensive	Example: MIT's D-Lab helps with farm practices and processing post harvest
C	SME Finance (Financial institutions offer long term loans for capital investment + Financial institutions offer specialized products to farmers + Banks utilize credit guarantees)	More farmers take out loans	Not enough activity for larger commercial entities	Help with risk mgt for financial institutions (ex: WHAM in SE Asia)
D	Government uses structured, transparent processes for policy formulation and implementation	Government enforces regulations effectively	Low compliance to policies, e.g. in post harvest handling; counterfeit inputs and outputs	Improve value for money of other investments; Increase sustainability of all efforts
E	Financial institutions offer specialized products to farmers	More farmers take out loans to improve farming practices	Low uptake of loans from financial institutions to invest in agricultural sector; Default rate is too high	Increases farmer productivity and production
F	Local government / CBOs effectively deliver services	Household is resilient to shocks and stresses	Lack of funding to support extension workers and deliver services to communities	Enables other activities to be sustainable
G	Market information available	Higher farmer income	The group wanted to investigate "lack of information" generally.	
H	Donors and NGOs share data with government	Government enforces regulation effectively	EEA and NUTEC experience; well aware that data is unavailable; government agencies all use different datasets	USAID has a strong partnership with the government; it has many opportunities to demonstrate using data for policy; they already spend a lot of \$ of data collection to should be invested in seeing it used well; already in the nascent stages of a data sharing program with MAIFF
I	Weather and climate information is available	Higher farmer income	EEA gave grant to World Vision which has proven that weather data can cause behavior change; this year, many farmers suffered problems because of late rains in March. The government puts info out at the district level, but anecdotal experience says this is not localized enough.	This problem is too expensive for the private sector, with low potential revenue. Not sustainable for private sector to provide.
J	Fewer free and subsidized inputs available	Higher farmer income, government enforces regulations, manufacturers and importers stock quality inputs	Effectiveness of government subsidized inputs distribution, eg OWC, market distortions of government subsidies, financial services for inputs are rewarded ineffective	Affects multiple subsystems and outcomes
K	Wildlife natural reserves and related enterprises are protected	Natural resources sustainably managed, household is resilient to shocks and stresses	Conservancy models in Kenya	Biodiversity for resilience, natural resources conservation
L	Access to capital to provide financial services by lower level institutions like SACCOS and VSLAs	Move farmers take out loans to improve farming, value chain actors have access to financial services, agribusinesses have access to insurance	MUUs project by UNFFE / Netherlands government and microfinance support, YLA work with Ensibuuko	Access to finance through lower level financial institutions us likely to achieve scale for the majority who haven't pmt for formal baking systems

Item	Leverage Point	Outcome that is influenced	Evidence base	Why is this a good leverage point for USAID intervention?
M	Value Chain Actor sees value in employing Women, Youth, and OVC	More Women, Youth, and OVC are profitably engaged in the agricultural sector	YLA experience interfacing with private sector	Current investment has seen some improvements
N	Financial institutions and mobile money platforms (relationship)	Value Chain Actor has access to financial services	YLA success with strengthening SACCOs on access to fintech	Helps generate more loans at scale through SACCOs if have access to fintech tools
O	Local Government/CBOs effectively deliver services	Household is resilient to shocks and stresses	Supported by projects but then delivery collapses after money is gone, not financed sufficiently by government	Capacity building for local government, both HR and to advocate for funding, and local revenue collection
P	Effective planning, budgeting monitoring, and reporting	Government enforces regulations effectively	Effective use of allocated funds triggers larger allocation.	USAID has support development of several policies but the current gap is inadequate funding for implementation/enforcement
Q	Policy decisions informed by data and research	Government enforces regulations effectively	Effective use of allocated funds triggers larger allocation, and this requires data and research to inform discussion.	Building on ongoing work to improve data demand and use in the agricultural sector
R	Private sector (farmers) advocate for policy change and enforcement	Government enforces regulations effectively	Previous engagement resulted in increased allocation of funding for extension.	As part of PS engagement USAID is able to mobilize these actors
S	Synthesize and disseminate research findings in farmer friendly manner	Farmer is resilient to climate change	Very rare in national forums, discussions to have clear messages geared toward farmers. Especially considering farmer segmentation. Each donor, agent w/ different messages	USAID has a strong CLA/MEL orientation; numerous activities working with farmers; reach especially in government convening power (donors, government). Able to facilitate a change process. Use experience from health messaging - SBC.
T	Farmer understanding. Benefit of a loan for ag purposes.	More farmers take out loans to improve farming practices.	Only (13%) of VSLA used for ag purposes [study from 2 years ago]. 61% members but only 3% borrow. But for ag??	USAID already supports a number of VSLAs. (Needs to be tied to "living income" so off farm resources/income)
U	Service providers provide extension services (especially traders)	Extension services are available to farmers.	Previous ag inputs activities, YLA found that they play important role -- trusted relationships. Multiple touch points.	Needs some regulation to ensure consistency, enforcement of standards. Also needs to be done alongside government services to ensure full population coverage.
V	Use of ICT Platform to profile farmers to access finance	More farmers take out loans to improve farming practices	most farmers don't meet basic requirements, but their profiled records and transactions at 10 level can help	USAID through its IPs/Activities is in position to support this initiative. Equally ICT firms.
W	Change in perception of agricultural work	both of the HR outcomes	youth don't want to be farmers. they want to be in tech and make fast money.	Will be a way to truly engage youth
X	More widespread knowledge of land rights	individual enters the agricultural sector		Women and children don't know their rights



## DAY 2 SORTED LEVERAGE POINTS

This list includes the leverage points re-prioritized, by theme, on Day 2.

Theme	Item	Leverage Point	Outcome that is influenced	Evidence base	Why is this a good leverage point for USAID intervention?
Finance	C	SME Finance (Financial institutions offer long term loans for capital investment + Financial institutions offer specialized products to farmers + Banks utilize credit guarantees)	More farmers take out loans	Not enough activity for larger commercial entities	Help with risk mgt for financial institutions (ex: WHAM in SE Asia)
	E	Financial institutions offer specialized products to farmers	More farmers take out loans to improve farming practices	Low uptake of loans from financial institutions to invest in agricultural sector; Default rate is too high	Increases farmer productivity and production
	L	Access to capital to provide financial services by lower level institutions like SACCOS and VSLAs	More farmers take out loans to improve farming, value chain actors have access to financial services, agribusinesses have access to insurance	MUUs project by UNFFE / Netherlands government and microfinance support, YLA work with Ensibuuko	Access to finance through lower level financial institutions us likely to achieve scale for the majority who haven't pmt for formal banking systems
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Local Services	U	Service providers provide extension services (especially traders)	Extension services are available to farmers.	Previous ag inputs activities, YLA found that they play important role -- trusted relationships. Multiple touch points.	Needs some regulation to ensure consistency, enforcement of standards. Also needs to be done alongside government services to ensure full population coverage.
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Theme	Item	Leverage Point	Outcome that is influenced	Evidence base	Why is this a good leverage point for USAID intervention?
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Information	A	Weather data is available	Farmer is resilient to climate change	This season farmers have lost two plantings, no motivation to plant again	UKAID - DFMS; shows time and location where there will be rain
	I	Weather and climate information is available	Higher farmer income	EEA gave grant to World Vision which has proven that weather data can cause behavior change; this year, many farmers suffered problems because of late rains in March. The government puts info out at the district level, but anecdotal experience says this is not localized enough.	This problem is too expensive for the private sector, with low potential revenue. Not sustainable for private sector to provide.
	G	Market information available	Higher farmer income	The group wanted to investigate "lack of information" generally.	
	S	Synthesize and disseminate research findings in farmer friendly manner	Farmer is resilient to climate change	Very rare in national forums, discussions to have clear messages geared toward farmers. Especially considering farmer segmentation. Each donor, agent w/ different messages	USAID has a strong CLA/MEL orientation; numerous activities working with farmers; reach especially in government convening power (donors, government). Able to facilitate a change process. Use experience from health messaging - SBC.
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