

LEO: SUMMARY OF RESOURCES AND ACTIVITIES

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

- a **systems approach** to markets, acknowledging the complex interrelationships among market actors, market and household systems, climate change, nutrition, the policy environment, and sociocultural factors, including poverty and gender; and
- **inclusion**, recognizing the role that a spectrum of actors—from resource-poor households and small-scale enterprises to larger and more formal firms—play in catalyzing market change and growth that benefits the poor.

Figure 1: LEO By the Numbers: Key Metrics

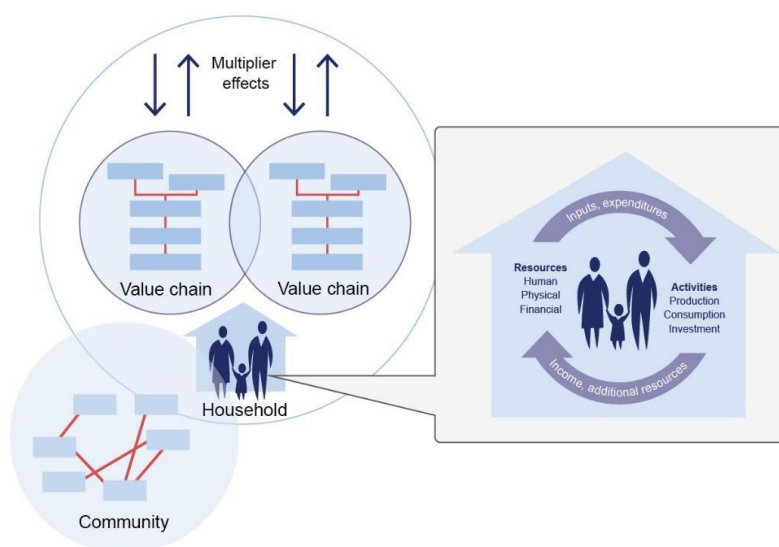


Access LEO's Final Report at:

www.microlinks.org/library/leveraging-economic-activities-leo-final-report

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

Figure 2: Market system and interrelated household system



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

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

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

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

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

LEO's activities, organized by learning agenda area are presented below, along with hyperlinks to all publications, and a host of associated resources such as webinars, blog posts, and workshop agendas. These are also available on www.microlinks.org/leo.

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

- In coordination with the BFS evaluation team, LEO developed a [taxonomy](#) of distinct groups of market actors who are potential beneficiaries from interventions that facilitate market system change.
- [Evaluating Systems and Systemic Change for Inclusive Market Development](#) is a literature review that highlights empirical approaches for identifying and monitoring systemic changes. Based on this literature review and in collaboration with systems and MEL experts at USAID, the BEAM Exchange, and the practitioner community, LEO developed [Guidelines for Monitoring, Evaluation, and Learning in Market Systems Development](#). A companion publication, [Disrupting Systems: A Framework for Understanding Systemic Change](#) dives deeper into the specific topic of systemic change and includes a list of indicator areas that show systemic change is underway.
- Building from this [webinar](#), LEO conducted trials of four [Tools for Assessing Systemic Change](#) (SenseMaker in Mozambique, Social Network Analysis in Sierra Leone, Outcome Harvesting in Georgia, and Standard Measurement Tools in Bangladesh). Field-testing of SenseMaker and Outcome Harvesting was co-funded by DFID through the [BEAM Exchange](#). A synthesis report summarized findings and comparative merits of each tool, and a [webinar](#) was conducted to more fully share learning, presented together with the aforementioned [Disrupting Systems: A Framework for Understanding Systemic Change](#). An additional, complementary [brief](#) summarizes the Standard Tools being used by USAID Feed the Future Bangladesh Agricultural Value Chains (AVC), featured in a webinar entitled [Practical Tools to Monitor Market Systems Dynamics](#).

- [Scale of Outreach in Market Systems Development: Building the Evidence Base](#) looks at the evidence on outreach from 11 market system facilitation projects designed to promote inclusive growth in agricultural value chains. A supporting blog post was published, entitled [Question: How many farmers does the Feed the Future initiative benefit worldwide?](#)
- In four countries – Senegal, Ghana, Zambia, and Rwanda – LEO conducted research to understand USAID’s role in stimulating systemic change in agricultural market systems. The [Case Studies on Facilitating Systemic Change in FTF](#) report and key findings were summarized in a [webinar](#).
- LEO collaborated with the BEAM Exchange to design the Evidence track of the [BEAM Conference](#) held in May 2016 and presented on systemic change tool testing at the [DCED Conference](#) in Bangkok in March 2016.
- LEO and BEAM co-hosted several workshops at the 2016 SEEP Network Annual Conference, sharing research and practical resources around conceptualizing and monitoring systemic change.

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

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

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

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

report summarizing findings and job aides for USAID was produced for internal use at USAID/BFS.

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

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

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

- The [*Market Systems for Resilience*](#) report draws from resilience literature and market systems thinking to describe the interaction of market systems and resilience; proposes a framework to strengthen resilience through market system engagement; identifies promising market systems interventions for strengthening resilience; and highlights significant knowledge gaps.
- Through ODI, LEO developed a multi-country research initiative to investigate the individual-, household- and country-level factors that enable people to avoid impoverishment, and in particular, returning to poverty after having graduated out of it. A [*synthesis*](#) brief summarizes the research into sustainable poverty escapes with a

particular focus on transitory poverty escapes as a unique and concerning subset of impoverishment. Country-specific reports are available for [Uganda](#), [Rural Bangladesh](#), and [Rural Ethiopia](#), along with an [infographic](#). A subsequent report compared findings using monetary poverty versus a [multi-dimensional poverty index](#).

- A brief summarized the [Policy and Program Implications](#) of this research, also discussed at a high-level event on [Sustainable Poverty Escapes: What Resilience and Risk Matters Really Matter?](#) at USAID.
- The blog post [Sustaining Poverty Escapes: The Holy Grail of Development, and Why Resilience Matters](#) addresses the evidence related to sustainable poverty escapes, and the relevance of the resilience agenda and systems thinking to this concept. A second post, [The Art of Collecting Qualitative Life Histories, and What They Can Teach Us About Resilience](#), provides insights into an important tool used in this research. A [Methodological Note](#) on conducting research into poverty dynamics further expands on the process.

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

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

- To help bridge the gap between theory and practice, LEO developed a [Guide to Including Wage Labor in Value Chain Analyses](#), which includes survey tools, examples from the field, and step-by-step guidance which builds on the findings from the stocktaking and e-consultation.
- g. Policy**—LEO promoted understanding of the role of policy in systemic change.
- LEO conducted a [policy landscape analysis](#) of USAID-funded value chain activities in which (i) policy is/was a constraint to investment by private-sector actors along the value chain, and/or (ii) resolution of a policy constraint opened up new private-sector investment opportunities. The team also conducted primary research to understand USAID’s role in stimulating private sector investment due to policy reform in three countries: Ethiopia, Tanzania and Ghana, producing [Case Studies on Policy-Constrained Value Chain Initiatives](#).
 - LEO conducted a study of *sanitary and phytosanitary (SPS)-related constraints to trade* in the maize and livestock/animal-sourced products value chains in [East Africa](#). Similar studies were also conducted for maize and livestock in [West Africa](#) (also available in French); and maize, groundnuts and soy in [Southern Africa](#) (also available in Portuguese) as presented in an Ag Sector Council [webinar](#).
- h. Youth**—LEO explored ways in which youth are engaged in and benefit from investments in agricultural market systems by USAID.
- LEO conducted a landscape analysis of [Youth Engagement in Agriculture across the Feed the Future](#) portfolio, which included in-country research in four countries (Guatemala, Uganda, Liberia, and Nepal) with particularly engaged portfolios. This [blog post](#) highlights some initial findings from the field work, and it was also featured as part of the Making Cents Youth Economic Opportunities Conference in September 2016.
- i. Nutrition**—LEO collaborated with the Strengthening Partnerships, Results, and Innovations in Nutrition Globally (SPRING) project to identify strategies to ensuring positive impact on nutrition from market systems activities.
- LEO and SPRING collaborated on the *Integrating Agriculture and Nutrition Project Design Roundtable* attended by 39 USAID staff and consultants. The roundtable discussed various aspects of how to design a nutrition-sensitive value chain development project.
 - [Designing a Value Chain Project](#) was developed for USAID staff and consultants involved in the design of nutrition-sensitive agricultural development projects taking a value chain or market systems facilitation approach.
 - [Convergence and Tension in Nutrition-Sensitive Agricultural Market Development Activities](#) discusses areas of convergence and areas of tension between market system facilitation and nutrition-sensitive approaches to agricultural development. The paper was presented and well received at the Multi-Sectoral Nutrition Strategy Global Learning and Evidence Exchange in Ghana in January 2016, and on a [SPRING webinar](#) in April 2016.
 - LEO also provided technical support to SPRING on the following draft papers: *Behavior Change for Nutrition-Sensitive Agriculture*, *Nutrition-Sensitive Agriculture: Applying the Income Pathway* and *Gender in Nutrition-Sensitive Agriculture*.
- j. Multiplier effects**—LEO investigated how agricultural value chain development can promote and be supported by on- and off-farm employment creation and entrepreneurial activity.

- A literature review entitled [*Agricultural Transformation in Sub-Saharan Africa and the Role of the Multiplier*](#) examines the connection between agricultural development and economic growth, and explores the programmatic implications of the multiplier effect.

k. Private sector engagement—LEO provided recommendations for how to ensure the development impacts of engagement with local firms and multinational corporations.

- Duke University conducted three case studies of USAID and other donor engagement with private sector firms designed to produce development results. These cases—horticulture in Kenya, cocoa in Indonesia, and coffee in Rwanda—were used to develop a set of recommendations on how to structure public-private partnerships to ensure that economic results also translate into significant and sustained benefits for the poor. The highlights of the report, [*Public-Private Partnerships in Global Value Chains: Can They Actually Benefit the Poor?*](#), were presented at an unprecedentedly well-attended [Microlinks seminar](#).

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

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

- LEO presented “Alternative Approaches to Assessing Systemic Change” as part of the online training for the DCED Standard for Results Measurement.
- LEO presented its labor research at the Women’s Leadership in Small and Medium Enterprises Community of Practice meeting in Peru, which included representatives from USAID, the World Bank, and the Inter-American Development Bank, amongst others.
- LEO provided regular content for the [Microlinks Market Systems Blog](#).
- The team coordinated activities with the DFID- and SDC-funded [BEAM Exchange](#) to ensure synergy and shared learning, particularly around women’s economic empowerment, labor and M&E. LEO participated in an external expert advisory group to support development of BEAM evaluation guidelines and supported the design and budgeting of M&E-related research.
- LEO provided technical assistance to USAID/PPL in the area of sentinel indicators.
- LEO promoted practitioner learning through the annual SEEP conference, and through collaboration with SEEP working groups.
- The LEO team presented to the USAID Knowledge Management Reference Group and the Local Systems Community, and provided content for the [Learning Lab](#).
- This [brief](#) was developed for BFS to explore the complementarity between the inclusive market systems framework and USAID’s local systems framework.
- The [Transforming Market Systems Conference: Learning, Practice, and Shaping the New Frontier](#) was hosted on September 27, 2016 in Washington D.C. for a full-day of panels, workshops, and networking with leading influencers in the market systems development community. At this event, LEO’s core learning over the life of the project was featured, with a focus on experiential learning opportunities for participants.

LEO Services to Missions

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

- **USAID/Afghanistan**—LEO conducted in-country training for mission personnel and for implementing partner staff on the value chain approach; and explored with implementers how to adopt more of a facilitation approach within the constraints of the Afghanistan context. Also at the request of the mission, LEO developed a [training on applying a gender lens](#) to pro-poor value chain project design.
- **USAID/Cambodia**—LEO conducted an analysis of [three commodity value chains](#): rice, horticulture, and aquaculture, with an emphasis on political economy.
- **USAID/DRC**—LEO conducted a climate change-sensitive [study of 10 agricultural crops](#) to inform value chain selection in North Kivu, South Kivu and Katanga provinces.
- **USAID/East Africa**—LEO provided a post-harvest handling and storage expert to participate in the evaluation of the Market Linkages Initiative.
- **USAID/Ethiopia**—As referenced above, at the request of the World Bank, and with funding from USAID/Ethiopia, LEO provided [technical assistance to the employment pathway](#) of the government of Ethiopia’s Productive Safety Net Program (PSNP IV).
- **USAID/Guinea**—LEO conducted [agricultural value chain analyses](#) for eggs, small ruminants, maize, rice and groundnuts. A subsequent consultancy supported Guinea’s

Ministry of Livestock's efforts to launch an abattoir system through a commercially-driven, public-private partnership, with a [Plan for Investment](#).

- **USAID/Malawi**—LEO conducted an [assessment of the small and medium enterprise \(SME\) sector](#) in Malawi, with a focus on agribusinesses and access to finance for SMEs. A [synthesis of this report](#) was also published.
- **USAID/Mozambique**—LEO conducted an analysis of [conservation-friendly livelihood alternatives](#) in and around protected areas in Mozambique. LEO also conducted an [analysis of agricultural value chains in Mozambique](#), including soybean, sesame, groundnut, beans, cowpeas, pigeon peas, and bananas.
- **USAID/Serbia**—LEO conducted the [Serbia SME Competitiveness Assessment and Political Economy Analysis](#), which determines and prioritizes the major factors influencing the Serbian private sector's ability to grow, export and compete in the European Union and global markets. LEO also conducted a separate [Organizational Network Analysis](#) to assess the nature and context of relationships between actors mandated to support MSME development at national and local levels.
- **USAID/Sierra Leone**—LEO conducted [agricultural value chain analyses](#) for eggs, small ruminants, maize, millet, groundnuts, pigeon pea, and select vegetables.
- **USAID/Timor-Leste**—LEO carried out value chain analyses of the [candlenut, mobile finance and tourism sectors](#). Later, LEO conducted an [aquaculture assessment](#).
- **USAID/Uganda**—In collaboration with evaluation experts from BFS, LEO conducted an assignment to provide training in market systems facilitation to mission staff; explore the challenge of monitoring and evaluating facilitation activities; and make [recommendations for improving data collection methods](#) used to measure Feed the Future and other indicators for facilitation activities.

For more on any of these resources or to share feedback, contact LEO COR Kristin O'Planick at koplanick@usaid.gov or LEO CoP Anna Garloch at agarloch@acdivoca.org.