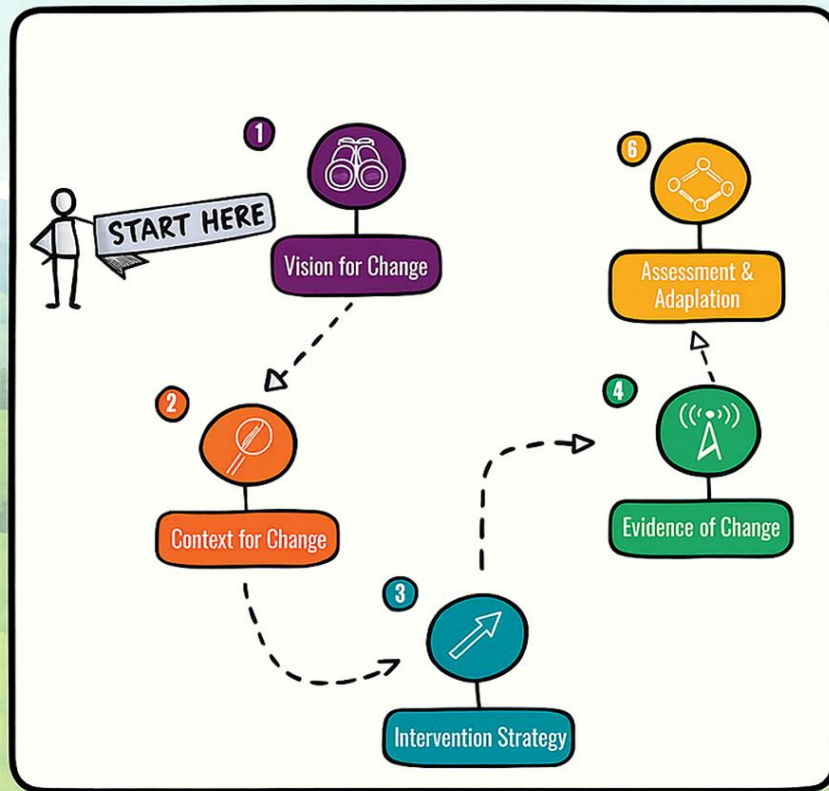


Navigating Systems Change



STRATEGY AND ASSESSMENT GUIDE
JANUARY 2025

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ACKNOWLEDGEMENTS

This report would not have been possible without the collaborative efforts of the following authors Dun Grover, Market Systems Advisor; Jennifer Himmelstein, Senior Director for Analytics and Learning; Caroline Allen, Director for Technical Learning and Impact; and Hayden Aaronson, Vice President for Market and Food System.

We would also like to acknowledge the contributions from the following ACDI/VOCA projects, whose participation, thoughtful questions, and practical examples informed the content for this guide:

[USDA Food for Progress Bangladesh Climate Smart Livestock](#)

- Mohammad Hassanuzzaman, Market Systems Team Lead
- Mohammad Kamrul Hasan, MEL/CLA Director

Feed the Future Bangladesh Livestock Activity for Nutrition

- Imran Hassan, Senior Private Sector Engagement Specialist
- Apurba Data, MEL Team Lead

USAID Colombia Indigenous Peoples and Afro-Colombian Empowerment (IPACE)

- Estefania Pardo Guzman, DCOP

Feed the Future Ghana Market Systems and Resilience

- Michael Owusu, Market Systems Team Lead
- Eric Sunu, MEL Team Lead

Feed the Future Honduras Transforming Market Systems

- Sue Ellen Chavez, DCOP

Feed the Future Honduras Sustainable Agribusiness

- Ricardo Pineda, DCOP
- Nolvía Lizeth Lagos Salgado, Director of MEL/CLA

[USDA Jamaica Spices \(Ja-SPICE\)](#)

- Ronald Blake, COP

Feed the Future Mozambique Resiliência Integrada na Nutrição e Agricultura (FTF RESINA) Activity

- Mussa Rosse, MEL Manager

- Edson Mudivadua, MEL Specialist

Projekat Velka Mala Privreda (the Big Small Business Project) in Serbia

- Zlatko Jovanovic, Agriculture Specialist
- Miodrag Bogdanovic, MEL Team Leader

Feed the Future Tanzania Kilimo Tija Activity

- Ferdinand Mgya, DCOP
- Philemon Ciputa, MEL/CLA Director

USAID Tajikistan Market Driven Rural Development Activity (MDRD)

- Umed Azimov, Grants Manager
- Malika Innoyatova, MEL Manager

USAID Tajikistan Employment and Enterprise Development Activity (EEDA)

- Olimjon Bobokalonov, Value Chain Productivity Manager
- Suhrob Aminov, MEL & CLA Manager
- Alisher Asoev, MIS Specialist

INTRODUCTION

System change planning and assessment is a strategic management issue. It plays a critical role in the project cycle from developing a strategy and designing interventions, to adapting strategies, improving implementation and reporting impact¹. ACDI/VOCA's Navigating Systems Change: Strategy and Assessment Guide provides a straightforward process complete with instructions and a template to navigate systems change effectively. This guide is designed to help project teams take ownership of the process of defining their vision for change, considering the starting conditions and evolving context around the project, and how to track project progress towards systemic impact.

In short, the systems change outcome worksheet (see Annex B) and accompanying guidance integrate the systems change strategy - **what you aim to achieve and how?** - and the systems change assessment - **what is changing and why and how it matters?** - to inform project implementation and effectively communicate impact and learning to our donors, partners, and other external stakeholders. Moreover, the guide also enables us to better communicate our impact by providing a compelling systems change story format that can be tailored to diverse stakeholders to strengthen partnerships and inspire action.



Watch this BEAM Exchange [video](#) on why assessing systems change is important and less complicated than you think!

Using this guide will strengthen our systems change work by supporting the **four phases** of our systems development approach:

- 1) **Analyze.** Focusing our systems analysis on the context and conditions for systems change.
- 2) **Strategize.** Developing a clear and realistic vision for systems change that guides our work and mobilizes others around the change initiative.
- 3) **Collaborate & Facilitate.** Developing an intervention strategy that explains how the project will engage with others within the system to facilitate change.
- 4) **Learn & Adapt.** Providing a responsive monitoring, evaluation and learning framework to monitor progress and inform learning and adaptation to steer us towards our vision for change.

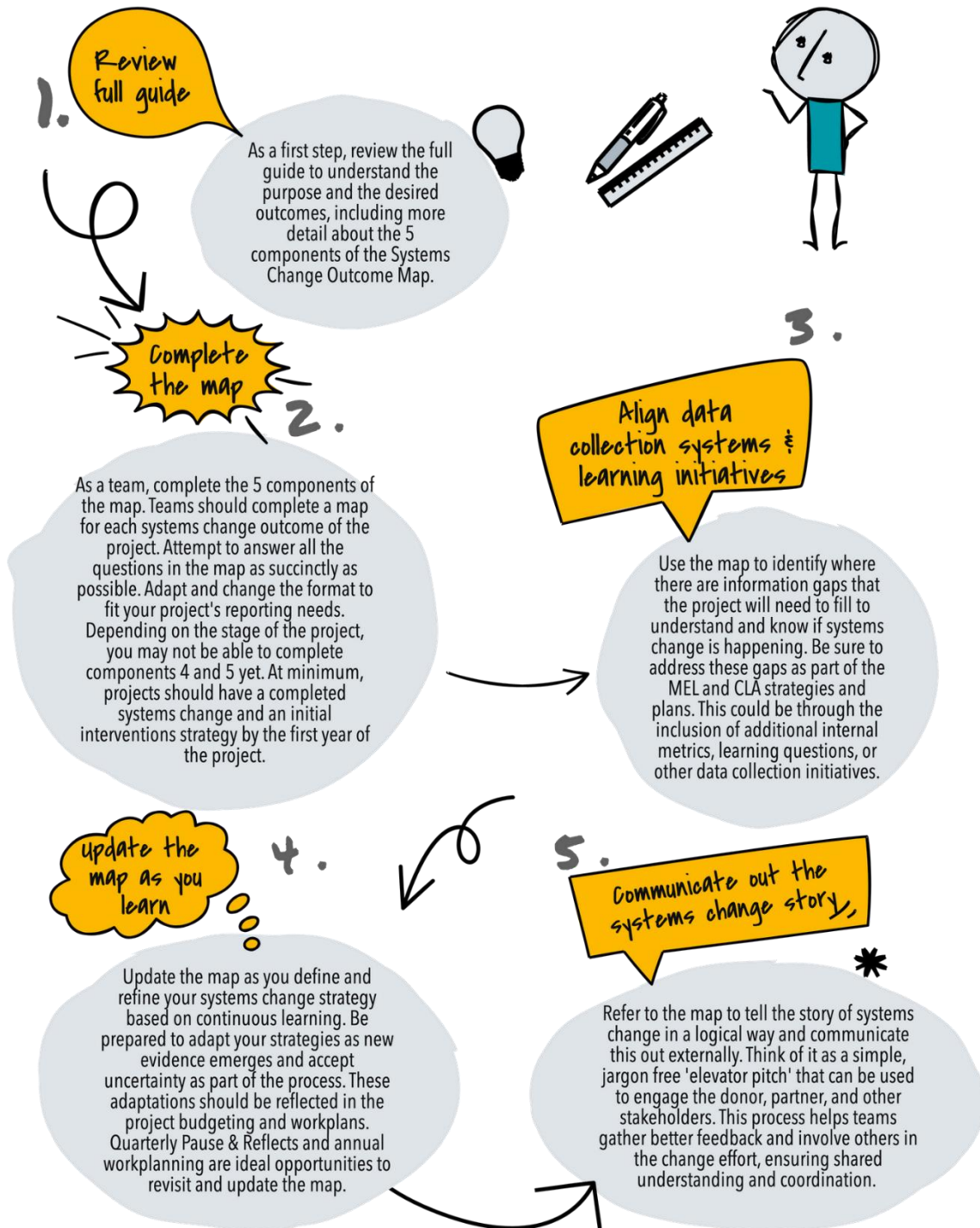
¹ A Pragmatic Approach to Assessing Systems Change - How to put it into practice - 2020, Miehlsbradt, Shah, Posthumus, & Kessler



How to Use the Guide?

The visual below shows how to use the full Systems Change Strategy and Assessment Guide. It includes this Overview document and accompanying tools and facilitator guides. Project teams should have a facilitated workshop to unpack each element of the Systems Change Strategy. They will record initial ideas on a Systems Change Outcome Map. Then, the findings will be written into a narrative form in a living document called the Systems Change Outcome Worksheet. As project teams learn more throughout implementation, they can update the Worksheet. Facilitation guidance is provided for each component.

STEPS TO USE THE GUIDE



Who Should Use the Guide?

The guide is helpful for project teams, with support from Home Office technical teams, M&E teams, and communications teams. Its usefulness lies not so much in the 'what' but in the 'how' it is implemented. If you view it as an opportunity to unite the team around a vision for change, then the outcomes will be most valuable. Therefore, we strongly recommend that MEL, technical and communications team members take part in the co-creation of the Systems Change Strategy and actively participate with the technical team in the completion (and updating) of the systems change outcome worksheet that accompanies the map. The systems change outcome worksheet serves as a unifying management tool that guides our project technical, MEL, communication and Home Office support teams.

Users of the Guide:

Technical Teams will find the guide useful for designing a coherent strategy that defines:

- **WHICH** systems and process changes are important to catalyze desired impacts.
- **WHO** in the system is best placed to drive change and how the project should engage its partners in an equitable manner and support them to drive change,
- **WHAT** the change process looks like to bring about systemic transformation.

MEL Teams will find the guide useful to inform how to:

- **Monitor, evaluate, and learn about our systems change** interventions, including indicator selection, Pause and Reflect questions, learning questions, etc.
- **Generate insights and learning** that proves or disproves our theory of systems change and informs adaptations to strategy and partnerships.
- **Serve as an objective voice** to both question and affirm progress towards the vision for change as well as assess the project's contribution towards observed changes.

In short, MEL is the 'feedback' loop that helps teams navigate systems change, mitigating programming risks that come from self-assessments (from success bias), by matching it with evidence, including qualitative evidence of perspectives of others in the system.

Communication Teams should guide how we communicate systems change to:

- **Showcase systems-level impacts of our work** - including beyond the partner or participant level impacts - highlighting their scale and sustainability.
- **Play an evolving role in accelerating systems change** through strategic communications that influences systems actors to shift behaviors aligned with our systems change outcomes. This ensures communications not only tells a story but also drives change.

Home Office Project Teams can use the map and guide to:

- **Engage deeper with their project counterparts** on strategy, learning, communications and project management issues.
- **Leverage the systems change worksheet** as a regular project snapshot to allow for easier entry points and more meaningful engagement.

New Business Development Teams can use the guide to design a technical approach and inform our local partnering strategy. The guide helps streamline desk research and capture trips around targeted system change outcomes and provides a template for articulating how change will happen through our intervention strategy.

Benefits of the Guide

1. Unified Vision to Align Teams and Messaging

The guide creates a shared vision for systems change that aligns all project activities, from partnerships to MEL and CLA systems, ensuring consistency in strategy and communication.

Why It Matters:

- Strengthens internal alignment, enabling all team members, including operational staff, to confidently articulate project objectives.
- Enhances external communication with donors, partners, and stakeholders by delivering a clear, consistent message.

Example: The Vision for Change component encourages developing an “elevator pitch” for the vision, a practical exercise to engage the full team and unify messaging across the board.

2. Faster and Higher-Quality Reporting

The guide can help to streamline reporting processes, improving the quality and efficiency of project documentation and articulating a coherent narrative of systems change.

Why It Matters:

- Serves as a backbone for project strategy, clearly outlining the “why,” “who,” and “how” of **implementation** which is critical context to explaining our approach.
- Makes it easier to write annual reports or respond to RFPs by providing ready-to-use components that can be quickly adapted into clear, cohesive narratives.

Example: The guide’s structure integrates seamlessly into reporting templates, reducing duplication and enabling real-time updates through regular CLA activities.

3. More Compelling Storytelling for Greater Impact

Value: The process in this guide can enhance the way projects communicate their systemic impacts, leveraging rigorous learning and evidence to craft compelling narratives. See Annex G# for a systems change success story template and example.

Why It Matters:

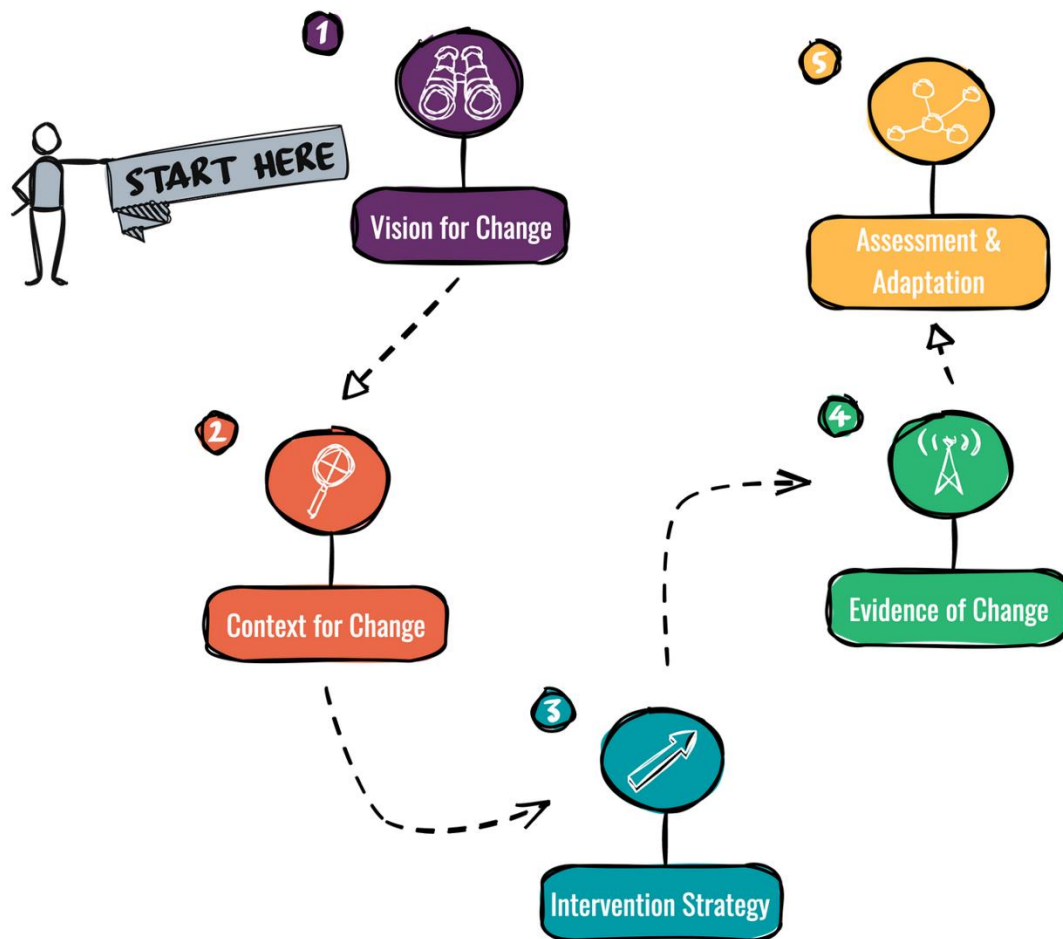
- Provides a format to demonstrate and link evidence to the project contributions to systems change, moving beyond ‘anecdotes’ to compelling narratives.
- Increases project and organizational visibility by showcasing systems-level outcomes effectively to diverse stakeholders aligning collective efforts around the ‘big picture’.
- Improves how we communicate work across our four impact areas of i) equity and social inclusion, ii) expanded economic well-being, iii) enhanced and sustainable food security, and iv) resilience in people and planet.

Example: Engaging the communications team to build narratives around systems change ensures the project's story resonates and drives recognition of broader impacts.

How to Use the Guide as a Facilitator?

The Systems Change Strategy Design & Assessment Guide has been divided into **5 distinct components**. The image below outlines the 5 components, and the order they are intended to be worked through. Note, however, each component guide can also be used on its own, without completing the other components.

Systems Change Strategy Components: A Visual Map



The Systems Change Strategy is comprised of 5 components, each of which have distinct objectives:

- **Component 1: Vision for Change** - *What do we believe, if changed, would have the greatest impact on the system? And how do we facilitate the change?*

Purpose: Define a coherent and collective vision for systems change that aligns with the project's overall theory of change and fosters collaboration across project components and teams.

- **Component 2: Context for Change** - *What is happening in the system right now? And why do we think that our strategy builds off this momentum for change?*

Purpose: Understand the broader system context to identify key drivers, barriers, and opportunities for the project to catalyze systems change.

- **Component 3: Intervention Strategy** - *What partnerships or tactics can best leverage (or influence) the system's potential for change?*

Purpose: Develop a strategic approach that outlines how project interventions and partnerships will drive and sustain the desired systems change.

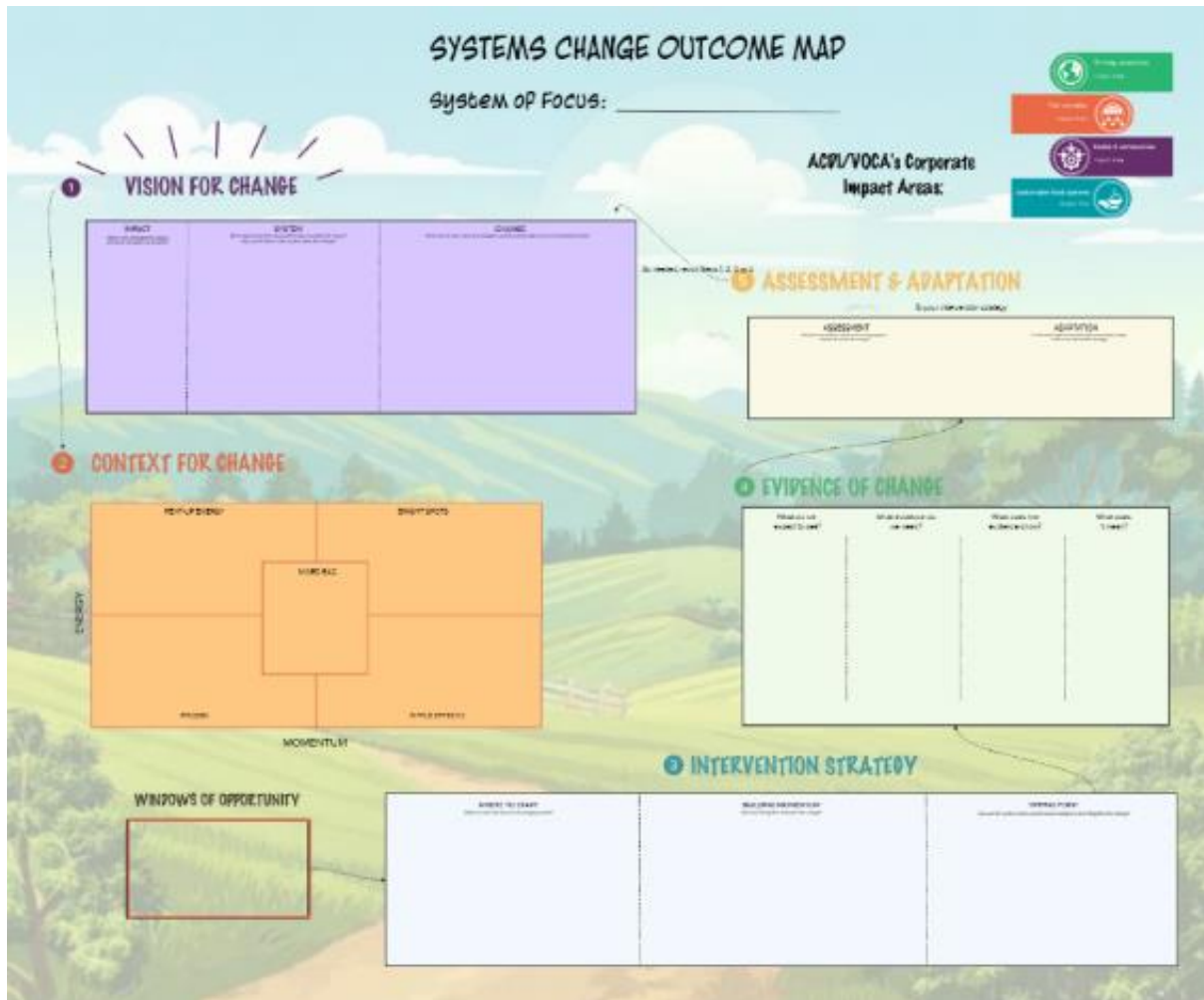
- **Component 4: Evidence of Change** - *How do we know we are on the right track? What do we expect to see? If we don't see it, what do we need to learn?*

Purpose: Track and assess changes in the system, evaluate what is our contribution and identify lessons learned to improve our impact.

- **Component 5: Assessment & Adaptation** - *How close are we to achieving our vision for change? What adaptations can we make to get us closer?*

Purpose: Provide a snapshot and evaluate progress towards our vision for change and identify, as needed, how to adapt to maintain momentum.

In addition to the guides, a Systems Change Map is meant to help in the facilitation of the different components in an in-person workshop. Below is a visual of the map. It is recommended to print off 1 map per systems change outcome. (Note, there are 4 files that should be printed on A0-sized paper and taped together. Click the following links to download those printable files: [part 1](#), [part 2](#), [part 3](#), and [part 4](#). Facilitator(s) will also need to have sticky notes to use for in-person workshops.)




We recommend using the Systems Change Map during a workshop with a project team, then transfer the key conclusions to the Systems Change Worksheet Template (see Annex B). The worksheet is a living document that is periodically revisited and updated. If office space allows, we also recommend keeping the Systems Change Map on the wall (even if it is a cleaned up, more finalized version) as a reminder of the project's strategy and components for achieving systems change.

Timing:


There are different ways to facilitate the Systems Change Strategy with project teams. One option is to hold a focused workshop after project inception and once formative assessments are complete. This approach involves dedicating 2 working days, with groups divided by systems change outcome, with a technical point person facilitating discussion and planning.

Alternatively, the facilitation of the 5 components can be spread over time, allowing the team to address each component as the project progresses and new insights emerge. Both approaches can be tailored to the project needs and timeline.

How Do We Select our Systems Change Outcomes?

 **Step 1: Define the impact/s you want to achieve.** Start with defining the impact we want to achieve. While often the results are given to us by our donor through a results framework, it is critical to distinguish how those results are achieved. If we want those results to be sustainable or scalable, this requires transformative changes in the system itself. Facilitators should reference how the desired impacts align to ACIDI/VOCA's four corporate impact areas and how a systemic approach is important to achieving lasting results:

- **Thriving Economies:** We connect people with businesses to create jobs and strengthen economic market systems.
- **Fair Societies:** We support social systems that engage, benefit, and empower all members: women and men, youth and adults, and rural as well as urban families.
- **Resilient Communities:** We help communities build resilience to conflict, extreme weather, and other shocks and stresses.
- **Sustainable Food Systems:** We enhance food security among poor and vulnerable populations.

 **Step 2: Bound the system: knowing where to intervene.** The next step is to bound our system, by deciding who and what is part of our system that we aim to influence to generate our desired impact. This step focuses on understanding what we are seeing in the system that provides a window of opportunity for change. Boundaries is about strategy, prioritizing where to act and what falls within our influence.

System boundaries are a critical first step of our systems analysis. These boundaries can evolve, narrowing or broadening over the life of the project. Traditionally, our projects take a sectoral or value chain approach, conducting an analysis of a large number of sectors and then [selecting priority sectors](#) based on criteria correlated to the project's development objectives. However, we encourage you to think creatively. For example, [USAID guidance on assessing systems change](#) recommends bounding our system around functions or supporting systems (extension, inputs, business development services, etc.), rather than sectors which can be too narrow and exclude important parts of the system.

One important point for consideration is what supporting systems are important to the functioning of the main system. For example, taking a sectoral approach, the diagram below shows the maize sector as the primary system connected to sub or supporting systems. This same logic applies to other considerations like geography. While our target groups tend to have specific geographies, our system boundaries should be broad enough to include working with partners outside of these geographies (for example government or lead firm partners based in a capital city, or a trade partner located in a different country altogether).

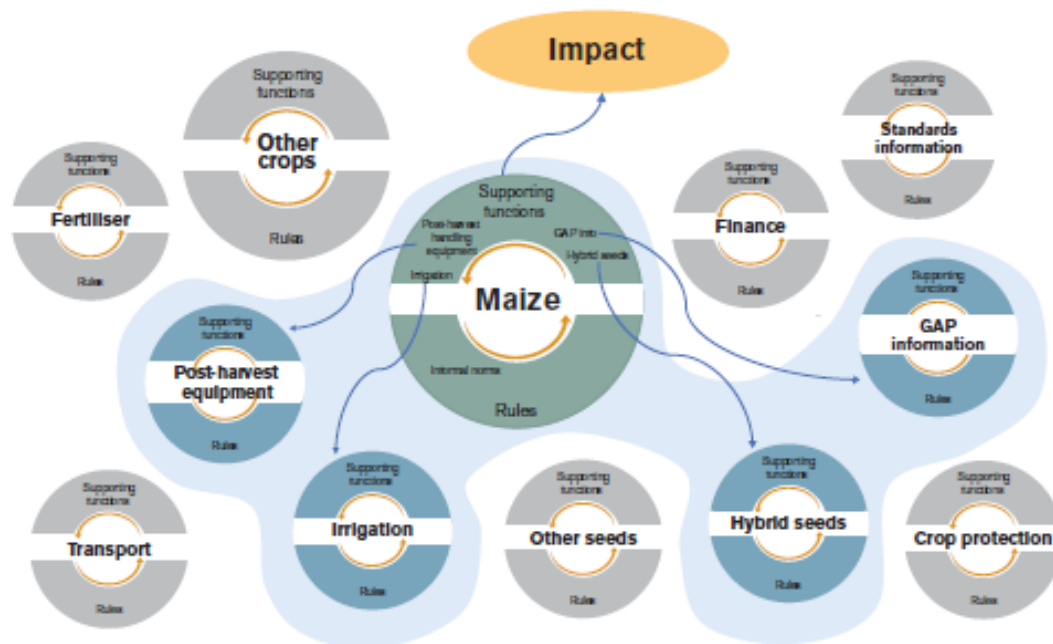


Figure 2 : Example of setting system boundaries from the maize case.

The diagram is taken from the guide *A Pragmatic Approach to Assessing Systems Change: How to put it into practice* (Miehlbradt Consulting/DCED/HPC/Springfield Center)

↳ **Step 3: Conduct systems analyses to understand why the system works the way it does now and how it might work differently.** This is not a linear process but an iterative exploration that combines diverse methods and approaches to uncover dynamics and identify opportunities for systemic change.

- **Market Structure and Competitiveness (Economic Lens):** This lens focuses on identifying market opportunities and comparative advantages that can drive the creation of inclusive economic opportunities at scale.
- **Structural and Social Inequalities (Inclusion Lens):** Our GYSI analysis is an important resource to help assess the causes of social inequality and identifies entry points of interventions to ensure more equitable participation and distribution of benefits.
- **Power and Contextual Dynamics (Political Lens):** An applied political economy analysis explores local interests, power dynamics, and contexts factors within our system (see our [Thinking and Working Politically Toolkit](#)).
- **Localization and Private Sector Engagement (Sustainability Lens):** ACDI/VOCA's participatory systems analysis and private sector engagement methods capture a diverse range of stakeholder perspectives to make sense of the local context, and co-create solutions that are owned and led by local systems actors. See Annex E for more information on the types of commonly used participatory systems analyses methods.

↳ **Step 4: Finding areas of leverage: Prioritize high leverage areas and places in which to intervene in the system to generate our desired impact.**

This step is to prioritize most promising dynamics or drivers within the system that the project could leverage to influence change. From there, teams can begin testing and experimenting to identify which partners and interventions generate the greatest impact.

- One method to identify these drivers is the [Systems Diagnostic Tool](#). ACDI/VOCA developed this tool to apply a more rigorous method to identifying where there are high leverage areas for impact across a system.
- Teams can also prioritize drivers using simpler ranking of areas based on criteria like feasibility and impact or other formats through stakeholder workshops.
- Once teams have prioritized the issues, they should begin defining their vision for change (see next section) for each target system and any supporting systems. Note that the boundaries and factors selected during your initial analysis will likely change over time as we learn more about the system over the life of the project.



Step 5: Develop a High-Level Theory of Change. Develop a high-level systems change strategy that indicates how all the target systems change outcomes influence each other and contribute to the project's desired impact, before completing the worksheet section for each target systems change outcome. See Annex F for diagrams of high-level systems change strategies.

ANNEX A: OTHER RESOURCES

- [USAID's Practitioners Guide to Assessing Systems Change](#)
- [A Pragmatic Approach to Assessing Systems Change Miehbradt Consulting/ DCED / HPC / Springfield Centre](#)
- [Operationalizing Systems Change Assessment - Miehbradt Consulting](#)
- [Evaluating Complexity: Propositions for Improving Practice - FSG](#)
- [Systemic Evaluation Design: A Workbook. Bob Williams](#)
- [USAID Guidelines for Monitoring, Evaluation, and Learning in Market Systems Development](#)
- [Guidelines to the DCED Standard for Results Measurement - DCED](#)
- [Making Markets Work for the Poor \(M4P\) Operational Guide - Springfield Centre](#)
- [Disrupting System Dynamics: A Framework for Understanding System Changes - MarketShare Associates](#)

ANNEX B: SYSTEMS CHANGE OUTCOME WORKSHEET TEMPLATE

Instructions: Complete the below worksheet for every systems change your project is working towards. Ideally, fill in this worksheet after going through a facilitated workshop where the project team collaboratively discusses each component using the Systems Change Strategy Map.

Team Member Name: _____

System of Focus: _____

Date of Last Entry: _____

1.0 Vision for Change Component

<i>IMPACT: What is the development impact we want the system to achieve?</i>
<i>SYSTEM: How might the system work differently to achieve the impact? (Desired State of the System)</i>
<i>CHANGE: What changes could fundamentally shift how the system works?</i>

2.0 Context for Change Component

Energy of Change	Pent-Up Energy:	Mixed Bag:	Bright Spots:
	Frozen:		Ripple Effects:
	Momentum of Change		

3.0 Intervention Strategy Component

WHERE TO START	BUILDING MOMENTUM	TIPPING POINT
<i>Describe the elements within the current system (the status quo) that will ignite the change process.</i>	<i>Explain how the momentum will grow from within the system and how the system itself will embrace the change process.</i>	<i>Explain how the tipping point will be reached, where the system responds to and adapts to the change.</i>
<p>Who:</p> <p>What:</p> <p>When:</p> <p>Where:</p> <p>Why:</p> <p>How:</p>	<p>Who:</p> <p>What:</p> <p>When:</p> <p>Where:</p> <p>Why:</p> <p>How:</p>	<p>Who:</p> <p>What:</p> <p>When:</p> <p>Where:</p> <p>Why:</p> <p>How:</p>

4.0 Evidence of Change Component

What do we expect to see?	What evidence do we need?	What does the evidence show?	What does it mean? (Conclusion)

5.0 Assessment and Adaptation Component

ASSESSMENT: Based on the current evidence, what is the current progress towards our vision of change?	ADAPTATION: In what way(s) do we need to adapt our systems change vision or intervention strategy in any way?

ANNEX C: SYSTEMS CHANGE OUTCOME WORKSHEET (EXAMPLE)

1.0 Vision for Change Component

IMPACT: What is the development impact we want the system to achieve?

The desired impact is to position Honduras as an international tourism destination, driving a 10% increase in international visitation and unlocking significant economic benefits. This growth will fuel visitor spending and create over 10,000 formal, higher-paying jobs, with a strong focus on women in hospitality and related sectors. Beyond economic gains, the growth of the tourism sector will diversify and strengthen the resilience of the Honduran economy, reducing reliance on agriculture and traditional industries. By fostering local recreational options, the goal is also to enhance the overall quality of life for Hondurans, inspiring pride and providing meaningful alternatives to migration.

SYSTEM: How might the system work differently to achieve the impact? (Desired State of the System)

- The tourism system creates and markets unique experiences, as evidenced by positive traveler reviews and repeat visitation. These experiences attract both leisure and business travelers to Honduras, encouraging longer stays and increased spending at local destinations.
- The tourism system successfully grows key segments—Sun and Beach, Nature and Adventure, Culture, and MICE (Meetings, Incentives, Conferences, and Exhibitions) tourism— as shown by increased visitation. This diversification creates more economic opportunities via formal, higher-paying jobs, particularly for women.
- The sector fosters coordination among tourism providers, local businesses, and policymakers to ensure a steady flow of tourism-related revenue and management of public funding and destinations.

CHANGE: What changes outcomes could shift how the system works?

The following system changes will help the tourism system to function in a fundamentally different way and achieve the impact:

- **Reputation:** Negative perceptions driven by stories of crime and instability must be countered through strategic media efforts, SEO, and improved marketing to shift the narrative and present Honduras as a desirable and safe destination.
- **Attractions:** Current offerings are insufficient to motivate tourists to extend their stays. New experiences—such as cultural, culinary, and adventure-based activities—are needed to better capture and retain tourist interest.
- **Connectivity:** High transportation costs and inconvenient travel options are barriers. The system needs better air travel access, reduced fees, and expanded routes to make visiting Honduran destinations more affordable and accessible.

- **Professionalization:** Professionalization of tourism workforce and services is needed to improve skills in commercializing, event planning, hospitality, and related services through certifications, training platforms, and recruitment initiatives to raise service standards and enhance the overall tourist experience in Honduras.
- **Support Services:** Localized support is needed for women-led tourism enterprises, which are often smaller and more informal than male-led businesses. Tailored financing, business advisory and mentorship can help these businesses formalize, scale, and contribute to a more dynamic tourism sector.

Energy of Change	<p>Pent-Up Energy (Low Momentum, High Energy): <u>Social Norm Shifts:</u> Increasing numbers of women entering the workforce are challenging traditional norms and advocating for stronger gender and inclusion practices. These shifts could foster diversity but also position businesses to attract female tourists.</p> <p><u>Strategic Investments:</u> Public budget constraints have forced agencies like the IHT to prioritize high-impact investments. This creates an opportunity for more intentional resource allocation that could target areas with the highest potential for growth and systemic impact.</p>	<p>Mixed Bag (Low/High Momentum and Energy): Narrow Private Sector <u>Focus:</u> Tour operators often prioritize individual goals over collective marketing strategies, which limits broader tourism development. However, aligning competitive pressures could incentivize outreach to foreign markets.</p> <p><u>Recurrent Crises:</u> Frequent disruptions, such as political instability, have challenged the sector but also prompted the public and private sectors to collaborate in new ways. These crises highlight opportunities for more sustained and strategic partnerships in the future.</p>	<p>Bright Spots (High Momentum, High Energy): <u>Digitalization in Tourism:</u> The growing digitization of tourism enables companies to capitalize on user-generated content (such as reviews and social media posts), significantly enhancing the visibility and reputation of Honduras as a destination.</p> <p><u>Emerging Models:</u> Examples like Santa Rosa de Copán showcase gradual progress toward greater collaboration, providing tangible evidence of the potential for destination-based tourism management models that can be scaled or replicated elsewhere.</p>
	<p>Frozen (Low Momentum, Low Energy): <u>Bureaucratic Resistance:</u> Government budget decisions limit investment in tourism promotion and marginalize private sector input. National institutions remain resistant to reform and skeptical of private sector collaboration, maintaining the status quo.</p> <p><u>Traditional Business Models:</u> Many small, family-owned tourism businesses are</p>		<p>Ripple Effects (High Momentum, Low Energy): <u>Improved Connectivity:</u> Incremental improvements in air connections between Honduras and key U.S. markets reflect growing demand. However, without an incentive framework, the full potential for increased connectivity and spillover effects remains untapped.</p> <p><u>Local Governance and Collaboration:</u> Local</p>

	<p>reluctant or unable to adopt digital tools or improve their services for international tourists, further entrenching their limited competitiveness in global markets.</p>		<p>governments are increasingly engaged in tourism development. However, a lack of clear investment priorities offers an opportunity to introduce public-private engagement models to guide their efforts.</p>
Momentum of Change			

3.0 Intervention Strategy Component

WHERE TO START	BUILDING MOMENTUM	TIPPING POINT
<p><i>Describe the elements within the current system (the status quo) that will ignite the change process.</i></p>	<p><i>Explain how the momentum will grow from within the system and how the system itself will embrace the change process.</i></p>	<p><i>Explain how the tipping point will be reached, where the system responds to and adapts to the change.</i></p>
<p>Who: The change began with a strategic shift led by the Minister of Tourism at the Honduran Institute of Tourism (IHT), focusing on expanding from the domestic to international markets.</p> <p>What: TMS co-invested with IHT in a strategic promotion initiative, increasing Honduras' visibility in global markets through articles and publications.</p> <p>When: The change became evident when Honduras was featured in high-profile publications such as <i>Conde Nast Traveler</i> and <i>The New York Times</i>.</p> <p>Where: Increased online visibility in North American markets reverberated through news and media in Honduras signaling the sector new potential.</p> <p>Why: Perceptions of tourism in Honduras improved, and its visibility and reputation grew in international market.</p>	<p>Who: Hotels and tour operators amplified IHT efforts through digital marketing practices that showcased their destinations, driving greater visibility.</p> <p>What: Businesses digitalized booking and marketing practices with support from the National Chamber of Tourism.</p> <p>When: Momentum became evident through user-generated content showcasing visitor engagement with Honduran tourism establishments.</p> <p>Where: Destinations like the Bay Islands and Copán saw increased first-time visitors, signaling new tourism flows.</p> <p>Why: Rising visibility and interest pushed businesses to professionalize their services to capture new opportunities.</p> <p>How: Digitalization provided critical feedback, spurring innovation and enhancing marketing strategies.</p>	<p>Who: Stronger tourism governance structures will be essential to coordinate and sustain promotional and marketing efforts over the long term.</p> <p>What: To build Honduras' tourism brand, stable mechanisms are needed to ensure consistent promotion strategies, secure funding, and protect efforts from political disruptions.</p> <p>When: This will be reached when a public-private agency (or similar institutional structure) is established to sustainably mobilize resources and develop infrastructure, services, and attractions.</p> <p>Where: This mechanism will likely occur at the national level but would also depend on destination-level initiatives driving practical implementation.</p> <p>Why: A governance solution is needed to address collective action, if economic and political will supports</p>

<p>How: The process gained traction when IHT, as the governance entity for tourism, embraced its role in promotions for the international market.</p>		<p>tourism as a key part of a diversified economy.</p> <p>How: A political consensus must be reached on the value of tourism and its promotion as a critical driver of Honduras' economic growth.</p>
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4.0 Evidence of Change Component

What do we expect to see?	What evidence do we need?	What does the evidence show?	What does it mean? (Conclusion)
<p>Increase in tourist arrivals (10%+) as a result of increased international exposure and connectivity.</p>	<p>Visitor arrival data, which is available from the Office of Migration, segmented by destination and market origin.</p>	<p>8% increase in net attributable arrivals (25% overall tourism growth).</p>	<p>Solid impact in terms of initial growth, but growth is still constrained. Visitor surveys say high cost and inconvenience still play major roles.</p>
<p>New tourism jobs created (10,000+) because of tourist spending in destinations.</p>	<p>Employment data by sector, gender, and age, from National Household Survey to estimate the multiplier effect of spending on jobs.</p>	<p>5,000+ jobs created based on 8% increase in net attributable arrivals, but less than half for women.</p>	<p>Job creation is progressing in line with visitation but is not translating into as many jobs for women. A different strategy is needed.</p>
<p>Diversification of tourism to mainland destinations.</p>	<p>Destination-specific visitor trends, which will require specific tourism surveys.</p>	<p>Some growth in Copán Ruins, but most growth remains focused on the Bay Islands.</p>	<p>Tourism diversification is slow; there are infrastructure challenges in mainland tourism.</p>
<p>Development of new segments, specifically the MICE business.</p>	<p>Data on events and conferences provided from convention bureaus.</p>	<p>More than doubling of the MICE tourism segment, in terms of international arrivals.</p>	<p>New segment potential exists, but is still marginal, the convention bureau model needs to be replicated.</p>
<p>High visitor satisfaction and referrals, which lead to repeat tourism.</p>	<p>Online travel reviews, from Google, and qualitative surveys of visitors.</p>	<p>Anecdotal evidence of Positive reviews, but not systematic, Visitor surveys show referrals are driving new visits.</p>	<p>Visitor experience is good, but needs better ways to amplify than word-of-mouth marketing.</p>

Increased public and private investment in tourism marketing.	Budget allocations from government and private sector investments.	Government has stopped marketing investments under the new administration.	The volatility of government support presents a challenge for sustained international visibility.
Stronger destination management by public and private sectors.	Operational sustainability assessments of destination-level organizations.	Limited DMO success (e.g., Santa Rosa), while others struggle with sustainability.	Without stronger coordination, many of these initiatives are isolated and struggle to achieve scale.
Tourism enterprises independently managing marketing and innovating services.	Review of tourism sites for evidence of new tourism service offerings .	190 SMEs have improved digital presence and marketing strategies.	SMEs are taking ownership of marketing, but innovation in services requires more significant support to business model change.
Improved international connectivity to Honduran destinations.	Airline route data , passenger load factors, and travel bookings.	Seven new airline routes established, but prices have not dropped.	Connectivity is improving, but cost is still a prohibitive factor.
Improved SEO rankings and global visibility for Honduras tourism.	Website traffic analytics, keyword rankings, and publication reach metrics.	Improved SEO rankings and 92 travel articles published in major outlets, reaching 157 million unique visitors.	Campaign drove visibility and interest, but there was low translation into visitation, requiring more sophisticated strategy.

ANNEX D: SYSTEMS PRIMER

What is the problem we are trying to solve?

The problem is that one or more of the systems, as they currently function, are not effectively addressing societal challenges or achieving their desired purposes. The goal is to change the way these systems function so they operate more effectively and better address the needs of those they are intended to serve.

How to change a system?

Systems development is an intentional approach that improves how people collectively address challenges and solve problems. To change a system, you must partner and actively engage with the people (including the groups and organizations) within the system to define goals (purpose), change the structures (parts), or shift incentives and behaviors (processes) so the entire system functions differently and better aligns with its purpose. These 4 Ps are very closely related to [USAID's 5R local systems framework](#) of Roles (People), Parts (Resources), Processes (Relationships) and Results (Purpose) as well as [FSG's Conditions of Systems Change](#), two frameworks ACDI/VOCA uses when analyzing systems.

<p>People (Agents)</p>	<p>People are central to systems—they manage the processes and benefit from the outcomes. To effectively engage people to drive change, it's important to understand their behaviors, incentives and why and how they choose to participate in the system and what prevents others from participating and/or benefitting from the system.</p> <p>GYSI Note: For systems change to be effective, there is a need to understand why people are not participating and if there are certain social barriers that exclude or prevent them from participating. This is a clear integration point between GYSI strategy and systems change strategy.</p>
<p>Purpose (Goals)</p>	<p>The purpose of a system provides the direction for all components (parts) and processes (interactions). Changing the overall system's purpose (or its goals) can drive changes in how the entire system operates.</p>
<p>Parts (Structures)</p>	<p>Systems are made up of various parts or components, each playing a role that supports the overall system's purposes. Modifying these parts (or structure) can result in significant changes to how the system functions as a whole.</p> <p>GYSI Note: For systems change to be effective, there is a need to understand how some parts or structures have been designed or operate in ways that create or maintain barriers that exclude or prevent certain groups or actors from participating. This is a clear integration point between GYSI strategy and systems change strategy.</p>

Processes <i>(Dynamics)</i>	Processes are the interactions between parts that enable the system as a whole to function effectively. The efficiency and quality of these processes are critical for ensuring that parts work together to fulfill their roles and achieve the system's purpose in support of the people engaged in the system.
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Below is an example of a tourism system.

People <i>(Agents)</i>	Tourists, tour operators, hotels, government agencies, and communities. Each group has different incentives (experiences, profits, jobs) that motivate them.
Purpose <i>(Goals)</i>	Shifting the sector's goal towards sustainable eco-tourism could impact how the whole system operates (more efficient transport, new attractions, etc.).
Parts <i>(Structures)</i>	Modifying these parts, such as adding new attractions or improving infrastructure, can significantly change how the system functions.
Processes <i>(Dynamics)</i>	Effective processes, like coordinated marketing efforts, smooth logistics and more professional services, would enable the system to achieve its purpose.

ANNEX E: PARTICIPATORY SYSTEMS ANALYSES

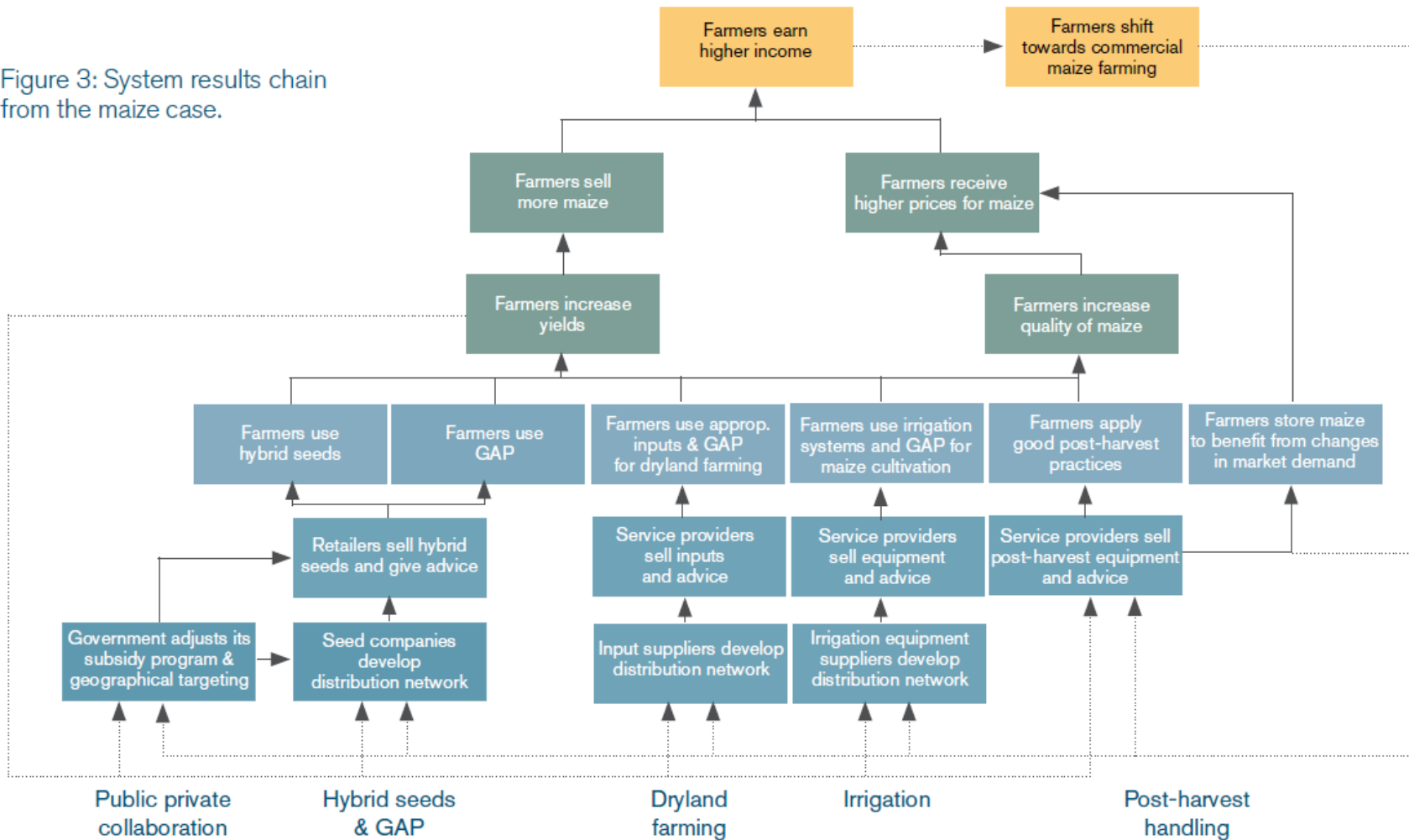
Participatory Analysis	What is it?	When to use it?
<u>Whole-System-in-the-Room</u>	Large workshop structured around FSG’s framework for conditions for systems change: (1) behaviors and practices; (2) relationships and networks, stocks and resource flows (knowledge, people, natural resources, etc.); (3) diversity of elements (products, services, etc.); (4) standards and policies; and (5) power dynamics.	Often conducted at the end of a project inception period to consolidate learning from analyses as well as voices from a diverse range of stakeholders. WSR workshops can be used to quickly identify key factors influencing a system. It is best used in more complex and larger systems.
<u>Root Cause Analysis</u>	Smaller focus group discussion that is an excellent tool for thinking through every probable or likely factor or issue that is at play in the system. The root cause analysis should first be done internally within the project and then again with other external stakeholders.	Used when teams have time for conducting more rigorous analysis to understand how different factors influence each other. Ideally, teams would conduct a systems diagnostic first to identify priority factors before conducting a root cause analysis to understand the dynamics underlying priority factors.
<u>USAID’s 5Rs Framework Mapping</u>	Smaller focus group to analyze the five key dimensions of systems: results, roles, relationships, rules, and resources.	A helpful tool for understanding how a system is working at a high level. Useful for new business capture trips and/or conducting focus groups to analyze a less complex or more narrowly bounded system.
<u>Three Horizons Framework</u>	Aids teams in thinking about current assumptions, emerging changes, and possible and desired future outcomes.	Useful for getting consensus around a vision for change within a short amount of time. Particularly helpful for new business teams when designing a technical approach.

<p><u>ACDI/VOCA Technical Strategy Worksheet</u> -</p>	<p>The technical strategy worksheet is useful for new business teams to bring in outside stakeholders to develop a high-level technical strategy.</p>	<p>Best for developing a high-level technical approach strategy at the Blue Review 1 or Blue Review 2 stage.</p>
<p><u>Market Actor Focus Group Discussion Guides</u></p>	<p>The focus group discussion guides provide questions that probe at systems-level trends around competitiveness, resilience, and inclusion.</p>	<p>Helpful for new business teams or project teams during start-up for organizing guiding questions that can help teams better understand the local context.</p>
<p>Gender, Youth, and Social Inclusion (GYSI) Analysis -</p>	<p>Makes explicit the different priorities, needs, constraints, and risks including social norms, power dynamics, and structural and systemic barriers impacting women, men, male and female youth, and members of historically excluded groups.</p>	
<p>Women's Economic Empowerment (WEE) in Inclusive Market Systems Framework</p>	<p>Focuses on the concepts of women's access and agency in a market system.</p>	

ANNEX F: HIGH-LEVEL SYSTEMS CHANGE STRATEGIES

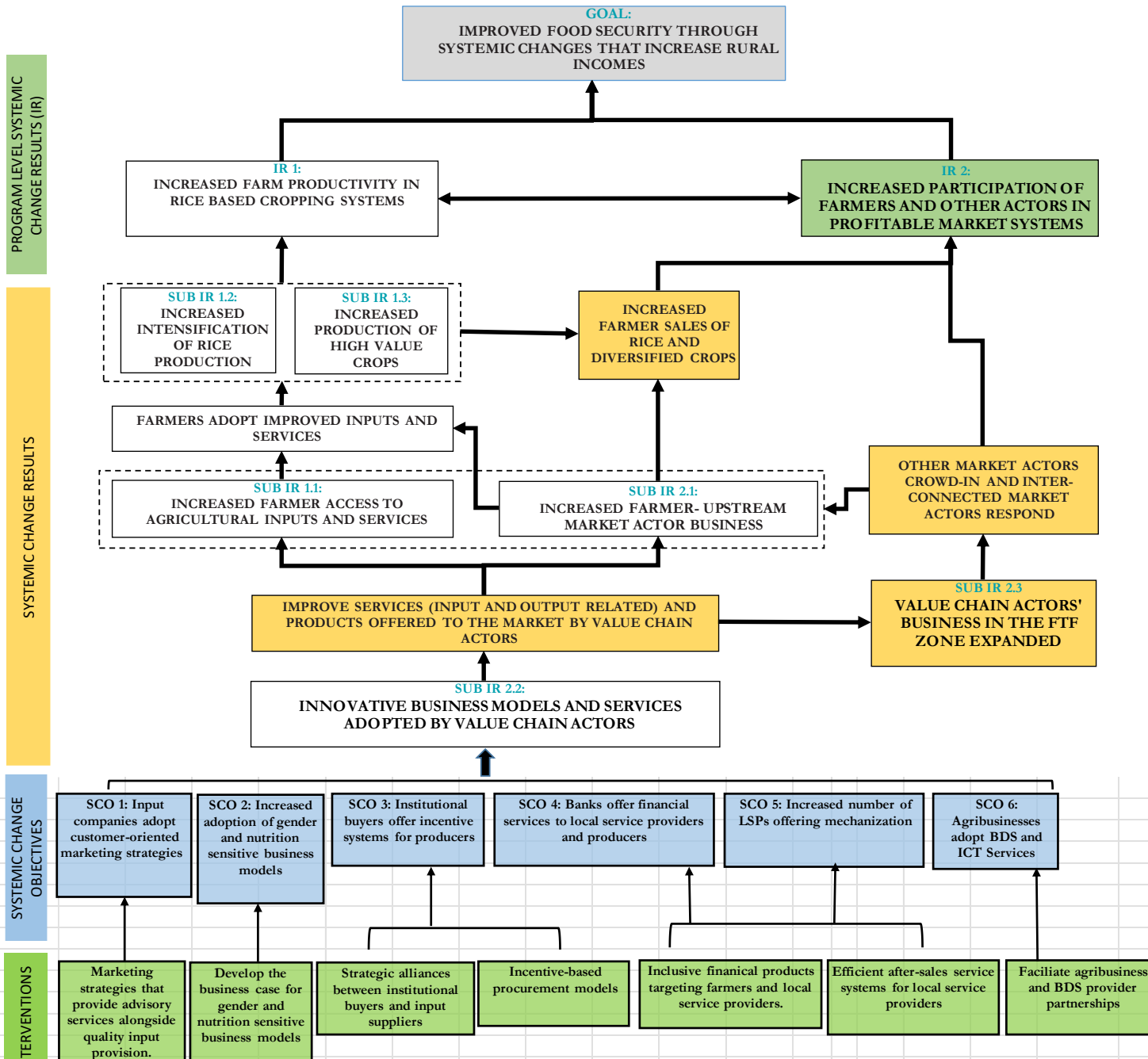
Example from the BEAM Exchange - [A Pragmatic Approach to Assessing Systems Change](#)

Figure 3: System results chain from the maize case.



FEED THE FUTURE BANGLADESH RICE AND DIVERSIFIED CROPS (RDC) ACTIVITY

THEORY OF CHANGE



ANNEX G: EVIDENCE & ASSESSMENT PLAN TEMPLATE

Program & MEL Team				Operational (MEL Team)			
Assessment Level <i>(System, Outcome, Intervention)</i>	What You Expect To See	What You Are Seeing	What the Evidence Tells Us	Indicator Definitions <i>(if relevant)</i>	Data Sources	When/How Often	By Whom

ANNEX H: SYSTEMS CHANGE SUCCESS STORY TEMPLATE

Title:

Catchy and descriptive title that names the system and highlights the success.

Introduction: *Brief overview of the impact the project is working towards and the context of the target systems we are working in to achieve the impact.*

- **Target Systems:** *Description of the system, including key actors and dynamics.*
- **Challenges:** *Specific challenges or constraints that were identified in the system.*

Vision for Change Statement

What is the desired impact we want to achieve and how will we get there?

Intervention Strategy

Clear objectives of the intervention. How will the intervention contribute to change?

- **Strategies:** *Key strategies and activities implemented to address the challenges.*
- **Partnerships:** *Details of partnerships and collaborations with stakeholders.*

Activities

Specific activities carried out during the intervention.

Signs of Lasting Change: Scale and Sustainability

- **Immediate Results:** *Short-term results and changes observed.*
- **Long-term Impact:** *Discuss the long-term impact of the intervention on the market system and its actors.*

Conclusion:

Summary of the success story, emphasizing the positive changes and future outlook.

- **Key Drivers:** *Factors that contributed to the success of the intervention.*
- **Innovations:** *Innovative approaches or solutions that were particularly effective.*
- **Challenges:** *Obstacles faced during the intervention and how they were addressed.*
- **Lessons Learned:** *Key takeaways and insights gained from the experience.*

Quotes and Testimonials:

Quotes from beneficiaries, stakeholders, or partners that highlight the impact of the intervention.

Visuals:

Photos, charts, or infographics that illustrate the story and its impact.

Bringing International Buyers to Serbia: Unlocking Global Market Potential for Serbian SMEs in the International Trade System

Introduction

Serbia's small and medium-sized enterprises (SMEs) face significant challenges in gaining visibility and making connections at international trade fairs typically dominated by large companies that can cover the costs of participation. This leaves smaller businesses struggling to participate and showcase their products. In the past, Serbia's presence at international trade fairs was organized by key business support organizations (BSOs) like the Serbian Chamber of Commerce. However, these fairs were expensive, and smaller enterprises, which make up about 45% of total exports, found it hard to participate. There was also a lack of preparation for these fairs, leading to limited exposure for Serbia's smaller suppliers.

Vision for Change

After assessing the variables that limit SME's access to the international trade system, we believed the most effective way to draw in Serbian SMEs was to bring international buyers to Serbia. Not only would this draw down the cost of participation for smaller companies, it would raise Serbia's visibility as a reliable supplier to foreign buyers.

Intervention

The Big Small Businesses project recognized the need for change in the international trade fair market system and partnered with existing BSOs to improve foreign buyers' perceptions of Serbian SMEs to entice them to invest in attending Serbian trade fairs. BSOs created targeted business-to-business (B2B) platforms and hosted two fruit and vegetable fairs and one equipment and machinery fair in Serbia, allowing SMEs to showcase their products and capabilities.

Activities

Agro Belgrade (B2B Zone, January 2024)

This event brought together 76 F&V suppliers and 21 buyers from various regions, including the Western Balkans, the EU, the UK, India, and Canada. With over 300



“The Big Small Businesses project connected us with major players in the international market right here in Serbia, which was a game changer for us. This exposure has opened doors that were previously closed to local producers like us.”

TogiTwins
a small veggie growing company and coop from
underdeveloped Lebane municipality in
southern Serbia.

meetings held, five producers secured contracts worth a total of \$0.7 million with buyers from the Western Balkans, Romania, and the United Kingdom. Numerous informal connections were made at booths. And an online B2B platform facilitated self-registration, meeting schedules, company profiles, and post-event analytics. While a comprehensive results survey is planned for the fall, initial outcomes are promising; over 20 non-disclosure agreements were signed, and at least four foreign partners visited Serbian SMEs after the event.

Fruitnet Forum South East Europe (October 2023)

Featuring B2B networking with 11 buyers and 55 suppliers from Serbia and the Western Balkans, this event organized 120 meetings. Four EU buyers (Eurogroup, Greenyard, RoFresh, Champion Fruit) have already committed to purchasing Serbian fresh fruit and vegetables (F&V) for the 2024 season, with berries, vegetables, stone fruits, and grapes in high demand. This success caught the attention of leading EU F&V magazines Fresh Plaza and Fruitnet, which published articles highlighting Serbia's potential.

Interconnect B2B Matchmaking Conference (April 2024)

With more than 80 Serbian and regional SMEs in attendance, over 200 formal meetings took place with representatives from 17 large companies from Germany, Sweden, Slovenia, and Bosnia and Herzegovina.



“We have been trying for some time to dip our toes in the water of the Western Balkans to find suppliers and partners for the future. I am very happy to have come here and found many new contacts and even potential business partners. The event concept is smart, and everyone is forced to use those 25 minutes effectively.”

Representative of Kiekert AG, Germany

“I have a new record with ten scheduled meetings. Suppliers are well prepared and committed, so the first day was a complete success for me.”

Representative of LWB-Automation, Germany

Signs of Lasting Change: Scale and Sustainability

These interventions increased sales and exports for Serbian SMEs and diversified their markets and clients. In the absence of similar trade fairs in surrounding countries, companies from North Macedonia, Bosnia and Herzegovina, and Albania participated in Serbian trade fairs, additional confirmation that Serbia and its capital, Belgrade, have become business centers for the region.

Major B2B events like Agro Belgrade and Fruitnet Forum South East Europe have already shown success in the fruit and vegetables sector.

The collaborative approach among the Project and BSOs CCIS, and Convestenics, along with SME contributions, proved to be a cost-effective alternative to expensive fairs. Professional preparation and targeted networking are crucial for successful market penetration.

Conclusion

The Big Small Businesses project has successfully unlocked global market potential for Serbian SMEs by providing direct access to international markets and fostering business relationships. This shift not only boosts the country's economy but also positions Serbia as a business and trade hub.

"This model serves as a cost-effective alternative to expensive fairs and aims to establish a premier industrial matchmaking event in Eastern Europe, filling a significant gap in Serbia's event landscape." – Chamber of Commerce and Industry of Serbia.