



FEED THE FUTURE

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

FEED THE FUTURE ENABLING ENVIRONMENT FOR FOOD SECURITY

ANNUAL WORK PLAN: YEAR I

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FEED THE FUTURE ENABLING ENVIRONMENT FOR FOOD SECURITY ANNUAL WORK PLAN: YEAR I

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Contents

- 1. Introduction..... 2**
- 2. Activity Breakdown by Components..... 4**
 - Component 1: Technical Analysis and Targeted Technical Assistance 4
 - Component 2: Knowledge Management 6
 - Component 3: Capacity Building 7
 - Component 4: Implementation Support..... 8
 - Component 5: On-Demand Consulting Services..... 9
 - Component 6: Institutional Support Services 9
- Annex: Activity Timeline Year I Work Plan..... 10**

I. INTRODUCTION

The global food price spikes of 2008 and ensuing policy responses exposed many frailties within the global food system, particularly among those where limited resources, poor accessibility, or sociocultural factors limit adaptation to the food price shock. To address these challenges, Feed the Future, the U.S. government's response to global food insecurity, offered clear focus and prioritization in investment centered on smallholder farmers and their critical position – as chief producer and chief consumer - within the broader food security system. Feed the Future adopted critical systems-based thinking to recognize that a complex challenge like food insecurity requires a multi-faceted response. Support to access better technologies that boost production and yield are key, yet provide limited impact if higher yields do not translate to improved returns. Improved agronomic practices, agricultural risk mitigation, improved finance, efficient trade and supportive competition policy are all key elements necessary to create an environment that is conducive to better food security outcomes.

Markets matter for food security, yet too often “protective” policies created by governments to support food security – especially when created by fiat without broad private sector engagement – can have unintended consequences that drive up the costs along value chains for key agricultural products. Anticompetitive policy and regulatory frameworks with unpredictable implementation create transaction costs that drive up the price of food for consumers while squeezing razor-thin margins for small and medium-sized farmers. In some instances, ***weaknesses in fundamental economic rights – contracts, property, and the right to trade - subvert efficient markets*** and competitive forces necessary for efficient exchange. In other words, how the rules of the game are written and enforced against smallholder farmers, intermediaries, processors, and even consumers – by design, or by neglect – can often ***stack the deck against efficient, food secure outcomes***. Enabling environment reforms are often challenging to accomplish and can be difficult to establish full attribution, yet they are crucial building blocks for achieving sustainable improvements to global food insecurity outcomes in an inclusive fashion.

On September 23, 2015 the Office of Markets and Partnership Innovations launched the \$13.5 million Feed the Future Enabling Environment for Food Security project to offer consulting services to augment the capacity of the USAID Bureau for Food Security and Feed the Future Focused and Aligned Missions worldwide to address constraints to the enabling environment for food security. Through this demand-driven mechanism, USAID may secure (1) technical analysis services to identify key enabling environment constraints, (2) advisory services that can catalyze country-led reform initiatives, and (3) strategic knowledge management services to facilitate learning and exchange to build the evidence base for clearer technical coherence.

USAID designed this project as a Blanket Purchase Agreement for up to a 5-year term, but structured as a one-year base period for implementation, along with 4 annual options to extend the project. The mechanism was designed to maximize flexibility for a broad range of services, yet also challenges the project team to offer support in such a manner that the value of the project exceeds the sum total of its individual assignments.¹ To this end, the project has developed a 5-year “Life of Project Work Plan”

¹ It is expected that this mechanism will secure funding through a range of sources across multiple “Call Order” procurements. For purposes of this work plan, we have not exclusively looked to current funding as obligated under existing Call Orders, but have instead listed illustrative activities. To the extent that illustrative activities identified within this work plan exceed existing committed resources, any commitments to implementation would be predicated upon demand expressed by USAID for these services as well as sufficient resourcing provided via a new Call Order procurement action.

strategy document to provide a guiding framework that ensures consistency in implementation of technical assignments with a learning and adaptation approach at the core of the project.

This first annual work plan builds upon the broader, 5-year “Life of Project Work Plan” offering a set of preliminary activities that can be undertaken by the project team through September 22, 2016 by the lean, 3-person Global Support Unit team as supplemented by consultants on an as-needed basis. Activity summaries are broken out across 6 technical “components” as found in the project’s contract. Where available, estimated timetables and staffing have been allocated to the assignments, however all activities will be undertaken in coordination with the USAID/BFS/MPI team, with information subject to change based upon demand.

This annual work plan provides activities designed to advance the data, dialogue, and capability to address enabling environment constraints affecting Feed the Future objectives. First year activities are designed to expand upon the evidence base and establish critical knowledge linkages to key programs and organizations, while simultaneously creating the systems and structures necessary to quickly scale support as demand requires.

2. ACTIVITY BREAKDOWN BY COMPONENTS

COMPONENT 1: TECHNICAL ANALYSIS AND TARGETED TECHNICAL ASSISTANCE

Legal, regulatory, and institutional factors can play significant roles in the incentives that drive individual, farm, and firm behavior. The content of formal and informal rules, and the manner in which these rules are implemented can affect the structure and makeup of transactions, the cost of and access to finance, personal liability for loss in new technology adoption, the structure of value chains in country, the makeup up foreign and domestic investment, and even access to higher-value end markets. Global indicator sets such as *Doing Business* and the *Enabling the Business of Agriculture* project at the World Bank are two important data resources to help unpack some of these issues, but their data sets do not identify causal constraints; only indicators that constraints may exist.

Within the first quarter of the project, the team conducted a major regional analysis across Southern Africa, researching the status of the harmonization of seed regulation under the SADC Harmonized Seed Regulation framework in a manner that has been integrated into the work planning process within the regional mission. Growing from this strong start, we propose to utilize a data-driven approach for prioritizing the process of building out our project's capability, upgrading existing tools, and directing investment of resources into new tools. Our general approach in Year 1 for this component will follow a simple, structured approach:

- ✔ **Analyze** available data on historic and existing demand for enabling environment support
- ✔ **Synthesize** the status of research on priority technical topics through a targeted briefing series
- ✔ **Optimize** existing project toolkit with upgrades to existing tools, or the development of new tools or support services tailored to need

During this analysis and optimization process for our project's toolkit, our technical analysis capability remains available for any support necessary, however during the first contract year we expect to have lower demand for mission support services than in future contract years.

Analyze Historic Data on Enabling Environment Challenges Facing USAID

USAID maintains substantial data regarding enabling environment challenges that have affected Feed the Future programs globally. This data is located across numerous sources, including the Feed the Future Monitoring System, project documentation located in the Development Exchange Clearinghouse, and mission strategy documents, and supplement by information from the knowledge management assessment conducted by our project, to name a few. Drawing from this data, our project team will develop categories of constraints to help establish priority support capabilities and to inform technical analysis capability offerings. The team will also conduct a thorough review of enabling environment data sources and indices, as well as data on existing tools and methodologies that currently exist to facilitate enabling environment reforms in country. Analysis of these priority constraints, paired with a review of

existing tool capabilities, will feed into prioritization and design of new tools tailored to proven need and demand.

Synthesize Research into Technical Briefs

Based upon findings from the review of historical data on enabling environment constraints observed by USAID missions and other data sources, the project team will select 2 technical policy briefs that will explore the state of current research on key enabling environment topics. We will coordinate closely at the outset and throughout with the Knowledge Management lead to identify key formats and fora to circulate content. Key technical issues raised by briefs will serve in part as the basis for a broader review of existing tools to ensure appropriate topical coverage across existing tools.

Optimize: Upgrade existing tools and develop new tools to align services with FtF need based upon analysis.

Our project staff and our core team of consultancy experts have proven experience implementing numerous tools and capabilities within the enabling environment space. A non-comprehensive list of existing tools for technical analysis of enabling environment constraints includes the following:

- AgCLIR: commercial legal reform prioritization tool for the ag sector
- AGRI: benchmarking agribusiness enabling environment processes
- CIBER: competitiveness impact analysis for business environment reforms
- SeedCLIR: Seed sector maturity matrix and reform tool
- VcCLIR: Value chain-level business environment reform tool
- Institutional Architecture for Food Security Policy: policy reform process capability tool
- Value chain analysis
- Cross-border trade analysis
- Agricultural technology commercialization analysis

These tools and methodologies were each designed to fulfill a specific function or to address a specific need for USAID. However, these tools and approaches are products of their time at design, and may no longer fully reflect all of the evolving needs of Feed the Future for enabling environment reform tools.

Throughout the course of the first contract year, we will develop a plan to upgrade our toolbox of enabling environment reform capabilities and, where appropriate, propose new tool designs for USAID. Based upon findings from the technical policy briefs above, existing tools will also be reviewed to ensure adequate coverage of key priority topics through our data-driven review process.

Field Support Assignment #2: To be determined, and pending resourcing.

It is anticipated that the Feed the Future Enabling Environment for Food Security team will provide support to a second USAID mission in a Feed the Future focus or aligned country or to a regional Mission. Assignments could range from a standard analytical support assignment (such as an AgCLIR or a

SeedCLIR assessment) to a tailored support activity that is unique to the specific needs of the requesting Mission.

COMPONENT 2: KNOWLEDGE MANAGEMENT

Analytical findings from across the Feed the Future initiative and throughout the broader donor community provide an important base of evidence from which USAID can refine its thinking for programs that lead to improved food security outcomes. Yet how knowledge is identified, captured, organized, shared, distributed, and accessed has considerable impact on the ultimate success of this project. First-year Knowledge Management (KM) activities under the Enabling Environment for Food Security project will focus on gathering the data required to understand how key users of enabling environment analysis access and use this information, and then establishing an operating plan that ensures sharing of materials across numerous stakeholder groups. Our project's approach will look critically at the value of distribution channels to utilize existing platforms that reach the right audience for each activity's targeted purpose. Partnerships will be critical for successful implementation of our knowledge management component. Existing platforms such as Agrilinks with a specific user group will be utilized to its fullest potential. Additionally, alternative channels such as World Bank and other trusted research institutions will be explored to foster cross-donor technical learnings and dialogue, and to effectively distribute findings through key nodes to reach new key audiences within the broader donor network.

Knowledge Management Implementation Plan

Concurrently with submission of the draft first year work plan, the project team is also submitting a KM Implementation Plan offering strategic guidance over the life of the project on how the Feed the Future Enabling Environment for Food Security project will fully integrate KM learnings to amplify the impact of our project. The KM implementation plan defines key principles, core elements, and a strategic framework for operationalizing and integrating KM findings across project work. The KM implementation plan proposes conducting activities around three areas each year that support, strengthen and foster 1) Project KM infrastructure; 2) Technical knowledge and evidence base; and 3) Knowledge exchange. Below are the key tasks in support of the plan and then the necessary activities to carry it out over the next year for each of these three areas.

Knowledge Management Infrastructure

As described in the KM implementation plan, there are a series of activities needed to support the project so it can effectively work with others, make KM a streamlined part of our work, and support our technical work in reaching its objectives and target audiences. Below are a series of internal project systems, processes, tools and steps to support our approach to KM.

Knowledge and Evidence Base

These activities will focus on how the project can work closely especially with components 1 and 6 to generate and synthesize new knowledge and curate existing evidence to address priority knowledge gaps. These gaps will be defined jointly with USAID. They will also be opportunistic based on demand from Missions and where assignments build out new learning and work. Under this component, the

project will pay attention in particular to how this information can be further synthesized and shared in terms of cost-effective, innovative and relevant knowledge products that can support key audiences and build the broader evidence base for action. Many foundational resources can support knowledge exchange to facilitate dialogue and take advantage more fully of in-person and online formats.

Knowledge Exchange

Foundational knowledge exchange activities will be designed to facilitate exchange among key stakeholders while simultaneously positioning the project as a key thought leader in priority topics. In the first year, it is expected that USAID (Washington and Missions) will be the primary audiences for knowledge exchange activities, with implementing partners (development, private sector, universities, governments, and others) as secondary targets but potentially important contributors. Key priorities will include: 1) promoting exchange around lessons learned from implementing Feed the Future with respect to the enabling environment and 2) ensuring that evidence enabling environment reforms is integrated into Feed the Future's technical approach going forward. Utilizing evidence from a range of different donors will be critical for Missions in managing and leading their respective evolving portfolios.

COMPONENT 3: CAPACITY BUILDING

While a sound legal system provides an adequate framework for functional markets and reduced transaction costs, successful implementation requires adequate capacity within the public sector, private sector, and civil society to devise, implement, and utilize the rules. Within USAID, the capacity of key staff in business enabling environment topics is crucial to the successful integration of enabling environment reform engagement within a Mission portfolio. Under Component 3, the project staff will coordinate with USAID/BFS training staff to provide support as demand requires to nurture existing capabilities of USAID staff, while also facilitating cross-agency learning from experienced Mission and USAID/BFS staff. Our project team awaits the results of an ongoing training needs assessment managed by USAID/BFS regarding key training priorities.

Global Learning and Evidence Exchange – “Markets”

The Feed the Future Enabling Environment for Food Security project staff will provide support for a Global Learning and Evidence Exchange (GLEE) (expected to take place in Fall 2016) focused on the importance of markets as a critical vehicle for transformational change for food security. The precise format of the proposed GLEE will be determined in coordination with USAID/BFS/MPI and will also be subject to change based upon learnings identified by USAID/BFS/KM regarding GLEE implementation. Specific topics will be determined in close coordination with USAID/BFS/MPI but may include enabling environment topics, agricultural finance, technology commercialization and adoption, standards, food safety, and agricultural risk.

In the lead up to this GLEE, the Feed the Future Enabling Environment for Food Security project will develop relevant technical content that can be circulated through various formats and media to provide a shared knowledge base to help encourage potential GLEE participants to engage in robust dialogue and to facilitate knowledge sharing. Proposed formats to be informed by findings from the Knowledge Management Assessment conducted by the Feed the Future Enabling Environment for Food Security project in Fall 2015. Decisions regarding content will be coordinated with the USAID/BFS/MPI bureau.

Technical analysis and content creation for Benchmarking and EBA

The launch of the World Bank's Enabling the Business of Agriculture (EBA) 2016 project and report has generated a high degree of interest in the potential for benchmarking some of the topics relevant to the enabling environment for food security. The EBA indicators are directly relevant to USAID Mission staff they have been incorporated into the monitoring and evaluation framework for the Feed the Future initiative. Yet ample evidence from experience in designing and utilizing global benchmarking data raises important critical questions that must be answered by USAID Mission staff who want to use this index as an important tool without misusing the data.

In February 2016, the Feed the Future Enabling Environment for Food Security developed a two-page critical summary of the EBA project that was distributed to all USAID staff with sufficient information to understand the basics of the EBA methodology. For staff who wish to utilize the data, our project team and consultants will develop a series of technical briefings to serve as guidance to practitioners, unpacking the strengths and gaps of the methodology. We will also provide critical technical pieces to help build the capability of USAID staff to ask important critical questions for proper use of global indicator sets.

COMPONENT 4: IMPLEMENTATION SUPPORT

Component 4 of the Feed the Future Enabling Environment for Food Security project provides missions with access to on-site, short-term technical assistance advisors that can help to catalyze reform efforts, taking missions from analysis to action. The nature of the assistance contemplated under Component 4 often results from analytical support activities. Our project team anticipates that this form of support will likely be in high demand in future years, but we anticipate little demand for these services in the first year of the contract.

Conduct Evidence Review for Reform Strategies

USAID and other donor organizations have a deep history marked with numerous successes and lessons learned in facilitating enabling environment reforms. Among these experiences, wide variation exists in the sustainability of the intervention, the level of success in securing an effective "reform", and the degree to which governments enforce the reform and to which the private sector reacts to the reform through changes in their commercial behavior. The Feed the Future Enabling Environment for Food Security project will undertake a review of current and past USAID projects, as well as projects implemented by other donor organizations, to ascertain common success factors and common pitfalls. The purpose of this activity will be to broaden the base of knowledge and understanding across multiple areas of expertise within USAID (food security, governance, business enabling environment reform, and monitoring and evaluation).

Design standard templates for assignment instruction/guide.

In October 2015, the Feed the Future Enabling Environment for Food Security team met with a representative from the DFID-funded Legal Assistance for Economic Reform (LASER) project, which has similar scope and mandate as our own project in building capacity for improved enabling environment reforms utilizing a model similar to Component 4 of the EEFS project. To boost effectiveness of short-term embedded advisors, the LASER team developed an implementation guide that provides a consistent framework for all embedded advisors to follow, irrespective of technical intervention. The process document, designed for the embedded advisor, helps to establish a consistent, technically-coherent, results-oriented approach for all STTA embedded advisors. Building upon this keen insight, the Feed the Future Enabling Environment for Food Security project will develop a technical

implementation guide for embedded advisors to ensure that engagement is rapid and with consistently high quality across all technical engagements.

COMPONENT 5: ON-DEMAND CONSULTING SERVICES

Component 5 of the Enabling Environment for Food Security project consists of short-term consultancies where observed need is of such a rapid nature that separate Call Orders cannot be developed in time for required performance. Past examples of this service include immediate, time-sensitive requests for legal review of proposed rules or legislation, technical document production for meetings, or on-call technical expertise to generate presentation content for USAID Mission support, to name a few. By the nature of this component, no technical support activity can be known, as all of this support is time-sensitive. Nevertheless, the EEFS project team maintains a deep bench of technical expertise capable of offering support on a range of technical topics.

COMPONENT 6: INSTITUTIONAL SUPPORT SERVICES

Institutional support services under Component 6 are expected to be a key area for support under this mechanism within its first year. Within the broader strategic context of the Feed the Future initiative, as the USAID/BFS/MPI office continues to evolve its organization and priorities, the Feed the Future Enabling Environment for Food Security project team will provide ongoing support as needed to assist through a range of anticipated support services.

Represent BFS/MPI in DC-based meetings on enabling environment topics and provide institutional support services as needed.

The project team offers the capability to extend the reach of BFS/MPI to remain engaged in ongoing discussions around the evolution of enabling environment reforms in food security. Traditional players in the enabling environment space such as the World Bank and the IFC have been joined by new entrants into the space such as IFPRI and CSIS, offering new and dynamic opportunities for engagement to shape donor dialogue and to coordinate activities in enabling environment reforms. In consultation with BFS/MPI to ensure technical relevance, the Feed the Future Enabling Environment for Food Security team will continue the ongoing practice of participating in DC-based and online enabling environment reform discussions and will report out to BFS/MPI staff during biweekly management meetings.

To facilitate this process, the team will develop a standardized project presentation template with standard introductory slides that can be used by project staff for a succinct, yet consistent introduction of the project.

Feed the Future “Looking Back, Looking Forward”

As the Feed the Future initiative reaches its fifth anniversary, our project team will offer evidence, analysis, and facilitation support to enable the BFS/MPI office to refine its strategic framework within the enabling environment for food security space and to drive discussions on the role of the enabling environment in future US Government food security initiatives. While no specific request has been issued, the project team will remain available to provide any data or evidence required to ensure adequate coverage of enabling environment topics within the strategic review process.

ANNEX: ACTIVITY TIMELINE YEAR I WORK PLAN

Activity	Funding Source	Mar	Apr	May	Jun	Jul	Aug	Sep
Component I: Technical Analysis and Targeted Technical Assistance								
Analyze historic data regarding enabling environment constraints affecting Feed the Future	Call 1; Call 2							
Develop categorization and develop template for data on key constraints								
Map 4 bilateral Mission portfolios and 5 regional mission portfolios investing enabling environment constraints affecting Feed the Future programs								
Develop list of enabling environment data sources, tools, methodologies, and technologies								
Compile list of enabling environment data and sources								
Compile list of enabling environment toolkits								
Analyze technical topic coverage among exist tools; identify any gaps in tool coverage for key enabling environment constraints								
Synthesize research into technical briefs	Call 1; Call 2							
Select technical brief topics based upon data-driven need from above, and with the concurrence of BFS/MPI								
Identify potential research partner institutions (if relevant to topic)								
Undertake literature review and engage in iterative development process to establish key technical findings								
Coordinate with KM lead regarding outreach approach/strategy								
Optimize: Upgrade existing tools and develop new tools to align with FtF need based upon analysis	Call 2							
Review existing methodologies available through FtF EEFS project								
Develop and implement plan to review and upgrade methodologies								
Field Assignment #2	TBD							

Component 2: Knowledge Management								
KM infrastructure established	Call 2							
Establish KM and CLA tools, processes, and systems								
Establish online project presence and create strategic opportunities for dissemination (content creation; MOU development with numerous projects; expand presence in online exchange platforms)								
Develop outreach/engagement tools (general public outreach materials; project overview powerpoint presentation; email descriptions, and MPI talking points).								
Contact management & network development (CMS created; network growth; systematized communication with network)								
Knowledge and evidence base augmented	Call 2							
Coordinate with evidence-gathering activities								
Based upon technical priorities in KM assessment as well as key non-traditional topics of importance to enabling environment, curate technical information and data broken out by topic								
Undertake knowledge exchange activities	Call 2; TBD							
Support USAID in establishing GLEE objectives and priority issues for LFLB with USAID								
Disseminate and promote exchange around technical resources developed (inclusive of online discussions with platforms; co-sponsoring events with key partners; strategies for connecting mission-to-mission engagement in technical topics)								
Component 3: Capacity Building								
Global Learning and Evidence Exchange (Activity pending demand)	TBD							
Clarifying assignment; identifying objectives; discrete logistical support								
Providing technical topic prioritization; identifying sources for content								
Technical oversight of logistics for organization and receipt of content from presenters/contributors								
Preparation and implementation of GLEE support role								
Technical analysis and content creation for benchmarking and EBA	Call 1; Call 2							
Draft scopes and secure BFS/MPI concurrence with objectives								

Develop technical guides for USAID field missions								
Draft reference guide for agricultural benchmarking indices								
Component 4: Implementation Support								
Evidence review of enabling environment implementation support approaches from non-resident support mechanisms	Call 2							
Conduct literature review of USAID and donor programs, inclusive of work plan, management reports, and impact evaluations (as available)								
Conduct interviews with representatives from successful implementers								
Synthesize data to establish models, success factors, and lessons learned in non-resident reform approaches								
Draft strategy document for implementation support integrating findings and lessons learned in short-term, non-resident reform approaches								
Component 5: On Demand Consulting								
Remain capable of rapid engagement for on-demand consulting services	Call 1; Call 2							
Component 6: Institutional Support Services								
Represent MPI in DC-based meetings on enabling environment topics and provide other institutional support services as periodically required	Call 2							
Provide periodic support to Feed the Future Looking Back Looking Forward initiative	Call 2							