



FEED THE FUTURE

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

FEED THE FUTURE ENABLING ENVIRONMENT FOR FOOD SECURITY

Life of Project Work Plan

FEED THE FUTURE ENABLING ENVIRONMENT FOR FOOD SECURITY PERFORMANCE MONITORING AND EVALUATION PLAN

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ACRONYMS

ASEAN	Association of Southeast Asian Nations
BFS	Bureau for Food Security
CLA	Collaborating, Learning, Adapting
EBA	Enabling the Business of Agriculture
FTF	Feed the Future
GLEE	Global Learning and Evidence Exchange
KM	Knowledge Management
MPI	Office of Market and Partnership Innovations
USAID-EAT	USAID Enabling Agricultural Trade

INTRODUCTION

After nearly five years of food security interventions under Feed the Future (FTF), we continue to observe that the solution for global food insecurity is not simply growing more food (production), or increasing yields relative to factors of production (productivity). Rather, the challenge of access to and consumption of nutritious food and the end of global food insecurity is a complex set of challenges that require sophisticated, systemic solutions that address the causal factors that limit effective agricultural markets.

Sometimes, the challenge lies within the structural framework of laws, regulations, and institutions that shape market design and performance, the “enabling environment” for food security. In some instances, the weakness of basic 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. The Feed the Future Enabling Environment for Food Security mechanism exists to help USAID (1) identify these constraints, (2) resolve them, and (3) build, grow, and share the evidence base in a manner that achieves a clearer technical coherence for enabling environment reforms in an actionable fashion.

On September 23, 2015, the Office of Market and Partnership Innovations (MPI) launched the \$13.5 million Feed the Future Enabling Environment for Food Security program to offer the consulting services necessary to help the USAID Bureau for Food Security (BFS) and Feed the Future Focused and Aligned Missions worldwide to better address the legal, regulatory, institutional, and market constraints that affect inclusive, sustainable food security outcomes. This mechanism, with a maximum possible 5-year period of performance, is designed to work in a responsive and collaborative fashion with USAID offices and Missions to build the capacity for improved enabling environment programs to help sustain advances already made in addressing global food insecurity.

A demand-driven vehicle structured as a 1-year base period plus four 1-year option periods precludes the design of a firm, fixed 5-year work plan. The flexibility and unpredictability that characterize this mechanism are of critical importance to ensure that the Feed the Future Enabling Environment for Food Security mechanism remains relevant in the changing landscape of food security programmatic support for the Feed the Future initiative. However, while the demand-driven nature enables opportunistic engagement, a guiding framework is necessary to ensure consistency in the implementation of technical assignments over the life of the project.

This life of project work plan serves as a 5-year strategy document outlining key project-level objectives, as well as a roadmap for the likely arc of the project’s implementation.¹ This document provides an overall framework to guide annual work planning and project monitoring and evaluation planning. The project will produce separate annual work plans that provide

¹ As a mechanism largely intended to be responsive to USAID Mission needs within the enabling environment space, it may seem that the need for work planning is less relevant. Instead, to achieve strategic outcomes that are greater than the sum of the individual consultancies for USAID Missions and offices, we believe that regular work planning is critical to ensure that program activities and services continue to align with needs, and to provide regular waypoints against which we can track the path and trajectory of activities toward life of project goals.

greater specificity regarding assignments and objectives. The project will also prepare a Performance Management and Evaluation Plan for project-level indicators to be achieved for the project designed to fit within the life of project work plan framework. On an annual basis, concurrent with annual work planning, the project will review this life of project work plan to validate life of project objectives and to ensure that project annual work planning and assignment implementation are leading to strategic, whole-of-project objectives.

WORK PLAN CONTEXT

As the Feed the Future initiative approaches its 5-year point and USAID and other implementing agencies take stock of the underlying theory of change, the demand for – and thus the nature of the services required under this mechanism - may shift in unanticipated directions. Over the past five years, the Feed the Future initiative has continued to evolve the theory of change to reflect growing awareness of the complex interrelationships that affect local, national, and regional markets for agricultural commodities and food.

Important developments over the past five years have reshaped how we think about policy and enabling environment reform. In 2014, the African Union drafted the Malabo Declaration which included a commitment to triple intra-African agricultural trade. Throughout Southeast Asia, the Association of Southeast Asian Nations (ASEAN) Economic Community reinforced commitments to reduce barriers to cross-border agricultural trade including tariffs as well as non-tariff barriers to trade. Seed regulation harmonization efforts in Southern and Eastern Africa in formal discussion for nearly 30 years have formally launched in the last 18 months. Key national-level victories have taken root as well, as in Tanzania where commitments have been achieved to unilaterally remove export bans as an option for addressing food deficits, instead embracing a regional market-based approach. The last five years have seen unprecedented commitments to reform, yet it still remains to be seen whether political will can translate into long-term, sustained reforms.

Enabling environment critical to sustain reforms. Traditional agricultural production interventions remain critical to food security objectives, yet feedback from USAID headquarters and field staff indicates a growing awareness of the importance of several factors that affect improved food security outcomes. An agency-wide training needs assessment conducted by the USAID/BFS knowledge management (KM) team in 2013 noted that enabling environment constraints were the single most-requested technical training need based upon a broad sample. A KM needs assessment conducted by the Feed the Future Enabling Environment for Food Security project in late 2015, which included feedback from both USAID staff as well as key non-USAID stakeholders similarly noted high demand for information on policy, enabling environment, governance, and institutional capacity building. After five years of on-the-ground observations and results, the enabling environment is now recognized as a critical component for inclusive, sustained growth.

Despite five years of success in achieving policy reform commitments, there is still a critical gap in how USAID, the Feed the Future initiative, and the donor community broadly can most efficiently and effectively serve as a facilitator of effective reform. A growing, but still incomplete evidence base provides guidance for reform initiatives. While some toolkits provide how-to support for enabling environment reform good practices, often these toolkits have too narrow of a focus or have become outdated.

While a great deal of research is available, the body of evidence includes too little synthesis for use by USAID Missions. Furthermore, insufficient resources exist to capture and capitalize upon the effective interventions championed by forward-thinking Missions. There is much to be gained from enhancing opportunities for Mission to Mission learning and facilitated engagement for more effective knowledge synthesis and management. The past five years provide USAID with numerous examples of success as well as lessons to be learned and shared. The Feed the Future Enabling Environment for Food Security mechanism will be the primary vehicle for USAID to capitalize upon these lessons and help USAID offices and Missions to translate lessons learned into improved programs and interventions that enable inclusive, sustained improvements to the enabling environment for better food security outcomes.

Starting from an advanced position. The Feed the Future Enabling Environment for Food Security project launched immediately upon award of the project with all three key personnel originally proposed available immediately as project level of effort was authorized. The project team has four years of past experience advising USAID/BFS/MPI on enabling environment reforms through the USAID Enabling Agricultural Trade (USAID-EAT) project. The Feed the Future Enabling Environment for Food Security project builds on the success of USAID-EAT and breaks important new ground in establishing strategic knowledge management services. The USAID-EAT project focused on elevating the dialogue for enabling environment reforms to build awareness of the importance of the enabling environment for market-based, sustainable outcomes and to improve the caliber of analysis in the enabling environment space. As the successes of the USAID-EAT project have borne fruit, the need for the Feed the Future Enabling Environment for Food Security have evolved; this is a significantly different project than USAID-EAT largely because the context has shifted in the ensuing five years.

Increasingly, new priorities and new thinking are required for how we translate policies into improved outcomes. **Improvements to benchmarking** and indicators begun under USAID-EAT in conjunction with the World Bank have produced results, yet more work is required to understand how better benchmarking can drive positive reforms. **New technical topics** – thinking around inputs policies, food safety, competition policy, fiscal policy, and better approaches toward gender integration will be key to improving sustainable outcomes. Equally important will be how we **frame market fundamentals** such as contracts, property, and intellectual property in a fashion that enables free economic exchange while looking at **intended policy outcomes** (e.g., protection of smallholders; inclusivity of women; etc.).

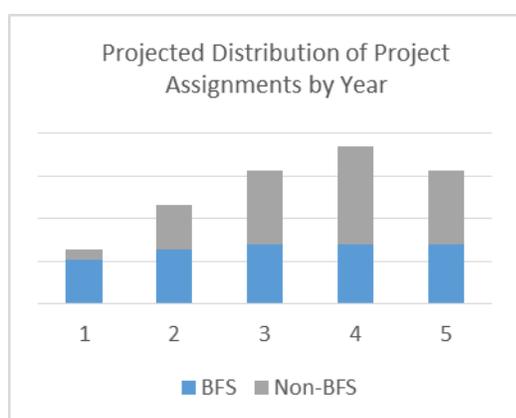
Under this new project, knowledge management (KM) is a core component with dedicated key personnel focused on shepherding the growth of the knowledge base on enabling environment reforms. Using proven and innovative approaches, KM under the project will promote knowledge exchange around important enabling environment topics and issues across priority stakeholder groups. Best practices in KM will be integrated throughout the life of project and its activities as a key means of achieving project objectives and ultimately improve use and uptake of data and information. The project will establish systems for how to formally and informally implement adaptive learning and strategic collaboration techniques (e.g. collaborating, learning, and adapting (CLA)). Adaptation and application of technical tools, methods, and services will help align project activities secure improved outcomes.

“Connector” leveraging USAID’s combined thought leadership. The traditional model and mandate for the USAID-EAT project, focused on translating project analysis into action,

remains intact under this mechanism, but expands to fit the growing need for more collaboration to achieve a technical coherence across key stakeholders. To better facilitate this model, we will look to this project more as a **connector**, linking partners in research, analysis, benchmarking, and programmatic reforms, particularly across key topics that have traditionally seen little interaction and cross-learning. Bringing together diverse technical expertise such as agricultural markets, economic growth, gender integration, and governance will be key to leveraging the latent expertise and knowledge that exists within USAID, across the Feed the Future initiative, and throughout the broader donor community.

LIFE OF PROJECT WORK PLAN- 5 YEAR ACTIVITY ARC

The uniquely demand-driven nature of the Feed the Future Enabling Environment for Food Security project, as well as the considerable level of possible change within the Feed the Future



initiative, presents some challenges when projecting a 5-year life of project work plan. In this section, we lay out our broad conceptualization of the general arc of project implementation, assuming for purposes of this document that the project achieves its full 5-year life and all option periods are exercised. We assume that during the first project year, most of the support will be provided directly to the BFS, based upon the most current information known to the project, and also based upon past performance of multiple centrally-managed enabling environment support projects. As the project continues, we assume that Years 2 – 4 will

see increasing demand and funding from sources outside of USAID/BFS (including other offices within USAID/Washington and Missions). We anticipate that buy-ins from sources other than USAID/BFS will overtake the total value of USAID/BFS funding in Years 3 – 5.

We provide brief descriptions of how three distinct phases (Year 1, Years 2 – 4, and Year 5) will be defined, along with a list of bullet points describing key characteristics of each of the six project components at each stage of the project.

YEAR 1: LAUNCH

The first phase of this project, which largely accounts for the first year of the Feed the Future Enabling Environment for Food Security project, will likely entail activities that focus on looking back at past enabling environment initiatives – both USAID-funded and externally-funded programs – to understand what resources now exist and what gaps must be filled to achieve the objectives of USAID/BFS/MPI and the Feed the Future initiative. During this period, which also will see deep retrospection within MPI and the broader Feed the Future initiative, our mechanism will offer assistance to gather evidence and data, facilitate knowledge exchange and dialogue, and support MPI in elevating the dialogue on key enabling environment topics to achieve a broad technical coherence on the role of enabling environment reforms in food security outcomes. We anticipate that this period will be punctuated by a high level of central

(i.e., USAID/BFS) analytical support needs and a great deal of field-based programmatic uncertainty, thus we expect that the first project year will entail relatively greater centrally-funded activities as compared to Mission-funded activities. Furthermore, while this mechanism builds upon previous work managed by USAID/BFS/MPI, primarily the work from USAID-EAT, sufficient time has lapsed between the conclusion of USAID-EAT and the launch of this project that we anticipate a brief time lapse in field-level engagements as Mission agency staff become acquainted with the new project and the processes required to access project services.

During Year I, the project will focus on data-gathering, systems refinement, knowledge generation, and analytical support. Within the broader context, Year I will see the launch of the strategic review of the Feed the Future initiative, including what we project will be a greater emphasis on refining the overall theory of change that underlies the Feed the Future initiative.

Component 1: Technical Analysis	<ul style="list-style-type: none"> Review existing tools and toolkits available; identify clear gaps and map out timetable and process to create new tools Review benchmarking and indicators in the enabling environment for food security (World Bank's Enabling the Business of Agriculture (EBA); governance tools; etc.) Conduct field assignments utilizing existing tools based on demand Draft synthesis reports providing clear understanding on the state of the evidence for relevant enabling environment topics
Component 2: Knowledge Management	<ul style="list-style-type: none"> KM needs assessment conducted for key stakeholders (internal and external of USAID) Implementation plan created KM framework established and pilot-tested Initial formation of knowledge exchange among stakeholders on key issues relevant to Feed the Future
Component 3: Capacity Building	<ul style="list-style-type: none"> Briefings offered for state of the evidence reviews of enabling environment topics Coordinate with USAID/BFS on training needs
Component 4: Implementation Support	<ul style="list-style-type: none"> Provide support as requested by USAID Missions Refine the existing evidence base for effective reform programming Develop a toolkit for designing effective reform programs
Component 5: On-Demand Consulting	<ul style="list-style-type: none"> Maintain ongoing pool of potential consultants Provide rapid response services on an as-needed basis
Component 6: Institutional Support Services	<ul style="list-style-type: none"> Participate in meetings on key topics relevant to the enabling environment for food security Support the upcoming Global Learning and Evidence Exchange (GLEE) hosted by MPI on markets Provide analytical support, content creation, and other advisory services as needed to assist in the Feed the Future Looking Forward Looking Back process

YEARS 2 – 4: BROADENING AND DEEPENING ENGAGEMENT AND COLLABORATION

During the second phase of project implementation, as the strategic vision for the Feed the Future comes into focus, we anticipate a surge in demand from Missions as they begin to recognize the need for new analysis, programmatic support, and targeted technical assistance to facilitate enabling environment reforms. This largest segment of project implementation will be defined by evolving MPI and Mission priorities. This period is expected to see preliminary results from significant early emphasis on Mission engagement and outreach, improvements to the evidence base, and clarity regarding the needs of Missions for engagement in the enabling environment space.

With the new Mission demand, we anticipate that we will have a growing body of information regarding the types of analysis and technical support required by Missions to respond to evolving objectives and targets for the Feed the Future initiative. Similarly, over the course of the first year we will gain practical insights into Mission knowledge management needs, testing early project assumptions informed by the preliminary KM assessment. Our project will evolve and adapt our approach to ensure that we are meeting the KM needs of USAID/BFS and Missions, while at the same time effectively integrating a KM-centric approach into project operations.

This period of the project will likely see early learning and adaption of project implementation, and will also see what we anticipate will be the greatest Mission demand relative to central funding sources.

Component 1: Technical Analysis	<ul style="list-style-type: none"> • Refine new tools from Year 1; develop additional new tools as requested by MPI and Missions • Respond to assumed surge in Mission demand
Component 2: Knowledge Management	<ul style="list-style-type: none"> • Ongoing implementation deepens and grows stakeholder network with heavy emphasis on knowledge generation • Increasing engagement with Missions enables greater opportunity to facilitate Mission-to-Mission learning • Revisit KM plan annually, conduct KM assessment at project mid-point to inform project strategies about ongoing relevance/priority of topics, etc. • Revisit implementation plan annually based on learning
Component 3: Capacity Building	<ul style="list-style-type: none"> • Continued engagement with USAID/BFS/KM team on evolving formal training needs • Create trainings focused on how to implement project tools to enable broader uptake of tools by USAID agency staff, local partners • Advisory services to train Mission staff in approaches for better integrating enabling environment into strategies and programs
Component 4: Implementation Support	<ul style="list-style-type: none"> • Refine and develop new services and identify best practices and lessons learned • Respond/react to assumed surge in Mission demand for support services • Identify means of stronger linkage between analysis and implementation of findings

Component 5: On-Demand Consulting	<ul style="list-style-type: none"> • Maintain and expand ongoing pool of potential consultants • Provide rapid response services on an as-needed basis
Component 6: Institutional Support and Global Thought Leadership	<ul style="list-style-type: none"> • Participate in meetings on key topics relevant to the enabling environment for food security • Provide analytical support, content creation, and other advisory services as needed to assist MPI in its role as a chief facilitator for improved technical coherence and global thought leadership regarding the enabling environment for food security

YEAR 5: SUSTAINABILITY AND CONCLUSION

Throughout the duration of the project, our knowledge management and capacity-building components will help to broaden the capability for other actors to engage in the enabling environment technical space. In the final project year for the Feed the Future Enabling Environment for Food Security, the project will continue to offer the full line of support services through the conclusion of the mechanism, but will add greater focus toward planning for transition of project capabilities to new and existing platforms and stakeholders. We anticipate that in the final year, and particularly in the final quarter, the demand for project support will transition from reacting to Mission technical support and toward a review of what gains have been achieved, how sustainability is defined, and what strategies the project team can adopt to transition support at the conclusion of the project. For each of the six components, the project will take stock of lessons learned and will provide USAID with a final project debrief.

Component 1: Technical Analysis	<ul style="list-style-type: none"> • Offer continued support to Missions on-demand • Identify key lessons learned and any observed gaps • Prioritize increased local capacity to enable successful sustainability
Component 2: Knowledge Management	<ul style="list-style-type: none"> • Continued expansion of KM network and attention on knowledge synthesis to improving technical coherence within USAID and other priority stakeholder groups • Develop and implement activities to enhance the capacity of USAID and key stakeholders engaging in knowledge exchange • Identify strategies for next-generation KM support
Component 3: Capacity Building	<ul style="list-style-type: none"> • Continued engagement with USAID/BFS/KM team on evolving formal training needs • Create implementation trainings to enable broader uptake of tools by USAID agency staff, local partners • Advisory services to train Mission staff in approaches for better integrating enabling environment into strategies and programs
Component 4: Implementation Support	<ul style="list-style-type: none"> • Respond to any remaining Mission demand for support services • Develop transition plan for any ongoing implementation support activities. • Craft lessons learned in how to do implementation support differently based upon project successes and learning opportunities.

Component 5: On-Demand Consulting	<ul style="list-style-type: none"> • Maintain and expand ongoing pool of potential consultants • Provide rapid response services on an as-needed basis • Develop lessons learned on the utility of and practical applications for offering on-demand consulting services
Component 6: Institutional Support and Global Thought Leadership	<ul style="list-style-type: none"> • Participate in meetings on key topics relevant to the enabling environment for food security • Provide analytical support, content creation, and other advisory services as needed to assist MPI as it takes stock on the evolving need for new thinking in the enabling environment space

LIFE OF PROJECT ASPIRATIONAL ACHIEVEMENTS

Within the lifetime of the Feed the Future Enabling Environment for Food Security, if for a 5-year period, certain key achievements relevant to this mechanism emerged through internal team discussions, as well as consultations with USAID/BFS/MPI. It is noted that these life of project achievements will be further refined and linked to Feed the Future objectives in the Performance Management and Evaluation Plan that the project team will submit to USAID in February 2016. Nonetheless, the desired strategic outcomes that the project will seek to attain fall within the following themes:

- **Building technical coherence and institutionalization of enabling environment reforms to foster improved food security outcomes.** Creating a more uniform set of approaches and definitions of enabling environment constraints, with universal acceptance that enabling environment constraints are foundational to the theory of change for Feed the Future
- **Expansive and continuous support for diverse Mission priorities.** A broad geographic and technical scope of support activities that extends project work beyond mere analysis, translating into discrete, effective reform activities throughout the life of the project with tangible impact on food insecurity.
- **Use of innovative KM approaches to enable the knowledge exchange necessary for a sustainable, virtuous cycle of adaptation and evolution of enabling environment practices.** Building out the evidentiary basis and facilitating broad stakeholder networks that enable continuous cycles and peer-to-peer learnings among Missions, throughout USAID, across implementing partners, and across donors to sustainably improve the quality and capacity for enabling environment reforms.
- **Elevating the dialogue and improving the capacity for translating evidence and analysis into impactful implementation.** Synthesizing research and experience to translate it into new, more effective approaches, a platform for a sustainable knowledge exchange, and improved capability within USAID to translate this knowledge into impactful programs.