Programming Approaches for Policy Systems Strengthening

U.S. Government's Global Food Security Strategy Activity Design Guidance

This is one of several Activity Design Guidance documents for implementing the U.S. Government's Global Food Security Strategy. The full set of documents is at www.feedthefuture.gov and www.agrilinks.org.

Introduction

The U.S. Government's Global Food Security Strategy (GFSS) 2022–2026 calls on the U.S. Government and its implementing partners to sustainably reduce global poverty, hunger, and malnutrition across three interconnected objectives: (1) inclusive and sustainable agriculture-led economic growth, (2) strengthen resilience among people and systems, and (3) a well-nourished population, especially among women and children. Food and agricultural systems governance, policy, institutions, social norms, and constructs such as gender roles comprise the bedrock on which inclusive development rests.

The purpose of this document is to provide guidance on the U.S. Agency for International Development (USAID)-led design and implementation of activities that promote evidence-based policy systems in support of the GFSS. A companion Interagency Guidance explains the process leading to a country-supported policy agenda.

__Why a Policy Systems Approach is Fundamental to Programming Success__
Policies and the systems through which they are formulated and implemented determine food security by advancing or limiting the progress of sustainable and productive agriculture and food systems. Unclear policies, ambiguous procedures, and unpredictable implementation waste precious public resources and increase the time and costs of compliance for firms and farms. Conversely, a well-integrated policy systems approach can increase clarity and inclusiveness within a policymaking process, boosting predictability and improving fitness of policies to the needs of stakeholders.

Terminology and Context

Policy consists of constitutions, laws, treaties, regulations, statements, administrative actions, and funding priorities. Policy systems include the approaches, processes, institutions, and accountability structures necessary for effective, inclusive policy formulation and implementation. Under the GFSS Results Framework, policy systems programming is prominently represented by Crosscutting Intermediate Result 7: More effective governance, policy, and institutions.

Policy programs should address three fundamental elements that underpin an effective and participatory policy system:

1. **Prioritized policy agenda:** The policy agenda defines target policy actions to be implemented by local stakeholders, including government, private sector, civil society, and other actors. By helping local stakeholders identify and advance their own policy priorities, USAID programs can prioritize its support for actions that leverage country-led political will, mobilize community action, and garner inclusive participation in policymaking.

2. **Institutional architecture:** The country's capacity to undertake transparent, inclusive, predictable, and evidence-based policy change. By understanding a country's capacity to undertake policy change, policy programs can better target activities that strengthen the capacities needed to manage new dynamics of engagement between citizens, their leaders, business, government, and civil society.

3. **Mutual accountability:** The process to improve alignment, contribution, and accountability of all stakeholders to accelerate inclusive growth. Ultimately, mutual accountability is about governments, the private sector, and citizens holding each other accountable to their food security commitments.

Global Food Security Strategy Policy Elements

- Country-led
- Evidence-based
- Effective national investments
- Improved enabling environment

Prioritized Agenda

Institutional Architecture

- Inclusive dialogue
- Predictable policy making
- Strengthened policy institutions

- Transparent
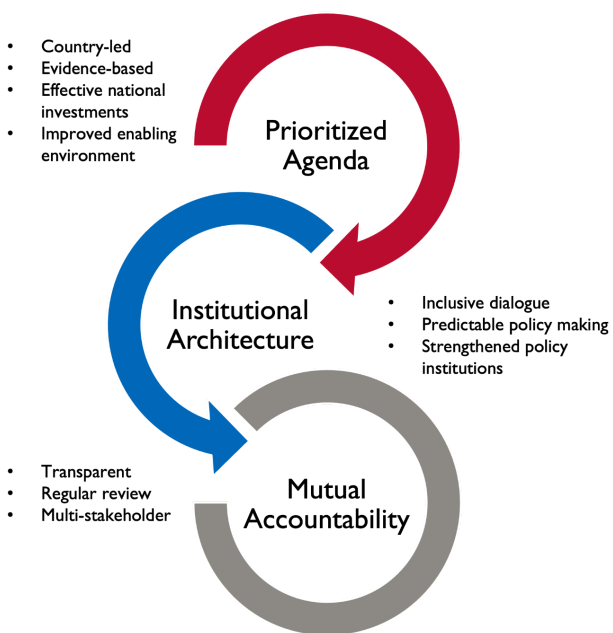- Regular review
- Multi-stakeholder

Mutual Accountability

Figure 1: Global Food Security Strategy Policy Elements.

The **policy matrix** is a set of priority policies integral to achieving the GFSS Country Plan's objectives. A policy matrix articulates a select number of high-level policy results. Within the GFSS policy prioritization process, and the formalization into an Interagency Policy Matrix, a **policy result** is a high-level, priority policy change necessary to achieve Feed the Future GFSS objectives in the country. These strategic outcomes should be aspirational, yet achievable. **Policy actions** comprise actions the U.S. Government will support to work with policy stakeholders toward achieving the prioritized policy objective. The policy results, and those policy actions to achieve the results, should be politically feasible and achievable within a reasonable period of time, based on expected availability of Feed the Future, local, and other development partner resources. See the links to the policy matrix template and the development and reporting guide (internal for USAID staff only). Table 1 summarizes the key focus areas under the policy matrix.

Table 1. Policy areas under the GFSS Policy Matrix.

Policy Area	Overall Objective of Policy Results and Actions
Resilience and Agricultural Risk Management	Enable smallholders, pastoralists, communities, and countries to mitigate and recover from agriculture and other food system risks, shocks, and stresses, in a manner that reduces chronic vulnerability and facilitates inclusive growth, including the role of social transfers and safety nets.

Agricultural and Livestock Inputs and Services	Enable the private sector to develop, commercialize, and broadly and inclusively disseminate improved inputs (e.g., seeds, biotechnologies, fertilizers, management systems, irrigation, etc.) and services (e.g., agriculture and veterinary extension, market information, etc.) to smallholder farmers and livestock owners in order to increase productivity and incomes, and sustainably reduce gender disparities.
Enabling Environment for Private Sector Development	Increase competitiveness and reduce barriers to finance and private investment in agriculture and food systems, including for women-owned and women-led businesses, which increases incomes for smallholders and firms, generates equitable employment opportunities, reduces transactional uncertainty, enables efficient market entry and exit, and increases sector diversity.
Agricultural Trade	Increase efficiency, stability, and transparency in domestic and cross-border trade consistent with international agreements to spur inclusive economic growth and foster increased private sector investment in agriculture.
Diet Quality	Improve policy coherence across sectors in order to strengthen food systems to deliver healthy diets, particularly for women and children, including by advancing and sustaining large-scale food fortification by strengthening and extending the enabling environment, and regulatory monitoring and enforcement.
Food Loss and Waste	Drive a reduction of food loss and waste of 50 percent by 2030 through industry incentives for minimizing postharvest food losses, reducing barriers to investment in food rescue and circular economy businesses, and incorporating methane emissions from food decomposition into national carbon credit schemes.
Food Safety	Support policy formulation that strengthens food safety systems at national and regional levels, including harmonization of food safety standards to facilitate trade and economic development, and support food systems to provide safe food in support of healthy diets.
Climate Adaptation and Mitigation	Develop and scale technologies and integrated approaches that allow crops, livestock, forests and fisheries to thrive under climate change impacts—such as increasing temperatures, extreme weather events, greater climate variability, and changing trends in precipitation—and reduce agriculture and food system effects on the climate. Build policy systems and implementation pathways to meet mitigation and adaptation targets.
Land and Natural Resource Tenure, Rights and Policy	Establish effective institutional arrangements, rules, and mechanisms that recognize the legitimate land and resource rights of all users, including women, pastoralists and vulnerable populations, in order to stimulate transformative and sustainable investments in both land-based and non-agricultural income-generating assets.
Inclusion	Policies and procedures promoting the inclusion of marginalized populations in benefits of food systems, including women, Indigenous populations, and youth, among others.
Digital Technology	Promote legal, regulatory, and policy frameworks that enable inclusive economic growth, equitable benefit from the digital economy, and strengthened user privacy, security, rights, and sovereignty.
Institutional Architecture and Mutual Accountability	Develop predictable, transparent, inclusive, evidence-based mechanisms for accelerated policy improvement and implementation in support of GFSS goals.

Designing Activities

The following steps represent a set of recommended best practices to guide an activity that is working in the policy system through the stages of concept and design. These steps provide a general roadmap, but may not necessarily be in sequential order. For example, conducting relevant analyses is highlighted as step 1 below, but may also be applicable at multiple points during the design process.

The starting point for any policy activity design is the prioritized policy agenda. What are the most important policy and regulatory changes needed to ensure the achievement of the GFSS Country Plan

objectives? These policy priorities should be identified in the GFSS Policy Matrix, which should have been developed as outlined in the companion guide for the role of the interagency in supporting a country to develop a set of policy priorities.

Step 1: Conduct Relevant Analyses

In development of the GFSS Country Plan and the Interagency Policy Agenda, the interagency team may have conducted or sourced additional policy assessments. Missions should consider what analyses have already been conducted by external sources such as the World Bank or policy research institutes that are related to the policy context—such as government policies and strategies, national investment plans, and gender analyses. Assessments for the Mission's Country Development Cooperation Strategy, such as a Private Sector Assessment, may be available. However, further analyses may be necessary throughout the design and implementation phases to more clearly define focus areas of an activity design or assess the changing context. The tools below, also provided in the interagency guidance, may be helpful in understanding policy constraints and entry points for U.S. Government focus.

General Political Context Analysis and Diagnosis

Political Economy Analysis: A political economy analysis (PEA) explores the interaction between political and economic processes in a society, the distribution of power and wealth between different groups and individuals, and the processes that create, sustain, and transform these relationships over time. By thinking and working politically and applying the lessons from the PEA, the design team can better identify reform champions, incentives, and disincentives that determine the success of a policy action.

Institutional Architecture Assessments (IAA): Country teams can use IAAs to inform local policymakers, key stakeholders, and development partners about possible institutional constraints that could stymie the policy change process, if left unaddressed. Repeat IAAs (e.g., in Kenya and Malawi) have demonstrated that this approach can be useful as both a process and a tool to help an inclusive set of stakeholders reach a shared understanding of the current strengths and weaknesses in a country's institutional architecture and build consensus around a set of key priorities and actions to strengthen the reform system necessary for managing a multisectoral food security program. For interested Missions, IAAs may be available through buy-ins to the Bureau for Resilience and Food Security's (RFS) centrally managed mechanisms, including Policy LINK (and formerly through Policy LINK's predecessors, Africa Lead I and II). The Agrilinks hub for IAAs contains further resources.

Kaleidoscope Model: The Kaleidoscope Model synthesizes experience from many countries in the formulation and implementation of policy change and analyzes drivers of change in the food security arena. Applying the Kaleidoscope Model during the analysis phase can help the design team identify factors that promote and inhibit policy change and can help analyze policy priorities and the political economy for policy change.

Analytic Tools for Specific Policy Issue Areas

Agribusiness Commercial Legal and Institutional Reform (AgCLIR) Analysis: An AgCLIR assessment explores how the rules—formal and informal—and the local institutions that develop and regulate the system affect the start-up and operations of small and medium firms and farms. Topics covered include business formation, accessing credit, commercial dispute resolution, investment, intellectual property and plant breeders' rights, as well as getting seeds and fertilizers and trading across borders to access end markets. This approach draws from multiple disciplines, including trace and commercial law, business, and agricultural economics to better understand the patchwork of rules and institutions—the "rules of the game" that firms and farms must navigate through the lifecycle of a

business. Inefficient, agribusiness-enabling environments can increase [time, costs, and unpredictability](#) for firms in the food system.

Enabling Environment for Food Systems: Several frameworks that enable practitioners to identify and analyze food system policies relating more closely to nutrition outcomes exist:

- [Enabling Environment for Food Security tools](#), including food traceability, animal-sourced foods, etc.
- [Sanitary and phytosanitary (SPS)-enabling environment](#)
- Large-scale food fortification policy diagnosis tool (forthcoming)

Digital Ecosystem Country Assessment: A [Digital Ecosystem Country Assessment (DECA)](#) provides USAID Missions with a holistic view of a country's digital technology landscape, along with its societal, political, and economic implications. The DECA spans three broad areas: digital infrastructure and adoption; digital society, rights, and governance; and the digital economy. DECA findings and recommendations can support food security programming by examining the feasibility and utility of digital technologies in agricultural and food systems, from mobile extension services to supply chain tracking and environmental monitoring. All of these digital tools depend on the underlying connectivity infrastructure, as well as the legal, regulatory, and policy environment that enables (or constrains) their use.

Step 2: Verify Theory of Change and Pathways for Each Policy Result

Assuming the prioritized policy agenda has been set with a clear and consensual set of policy results, the design team can take those results as a starting point to develop activity focus areas. As elaborated in the GFSS Interagency Policy Guidance, policy change may require strengthening the policy system itself, the policy institutional architecture. An IAA may be available or could be built into the design of the policy activity as a first diagnostic step.

Institutional architecture strengthening may target capacity-building needs across government ministries, but the framework also acknowledges the importance of targeting other actors with a stake in policy processes, such as farmers and farmer associations, civil society groups (especially those representing more marginalized populations), media, the private sector, and research institutions. Illustrative areas to consider in a country's institutional architecture are discussed in greater detail in the GFSS Interagency Policy Guidance, and include strengthening budgeting and planning, coordination structures, financial management and procurement systems, data availability and systems, data literacy and monitoring, and evaluation capacity, among others.

Finally, it is important in the design of an activity that implementing partners understand the importance of mutual accountability for stakeholders. Accountability is built into USAID-funded activities through monitoring plans with indicators and targets. The policy activity needs to explicitly identify accountability as part of the outcomes.

Step 3: Identify Programming and Engagement Options

After identifying the relevant policy priorities, establishing a theory of change and identifying pathways to policy progress, the design team should determine the most appropriate entry points for programming based on the landscape of available mechanisms and partners. USAID staff (and other U.S. Government partners) need to determine the best approaches to engage stakeholders, strengthen the policy system, and bring evidence into policymaking.

Accompanying and central to all funding activities, the quality of relationships and coordination between stakeholders will often determine the success of a policy program. USAID may leverage its diplomatic tools and convening influence to support this relationship building, thus accelerating progress toward achieving the policy objectives and actions. Examples of this include USAID leadership and participation in joint sector working groups, leveraging exchange visitor programs and organizing study tours, and inviting government officials and other stakeholders on joint field visits. Mission design teams are encouraged to leverage whichever options may be available at a particular embassy.

Design teams are encouraged to consult with their Office of Acquisition and Assistance (OAA) counterparts and the Automated Directives System (ADS)—particularly chapters 302 (Direct Contracting), 303 (Grants and Cooperative Agreements to Non-Governmental Organizations), 304 (Selecting the Appropriate A&A Instrument) , and 308 (Agreements with Public International Organizations).

Procurement Options

Standalone versus Integrated Policy Activities: Policy activities can be standalone activities or integrated into other GFSS-related projects. Deciding which course to follow depends on the policy issues at hand, the extent of political and public will for policy change, the capacity of the institutional architecture, the type or choice of the most effective partner(s) to bring about policy change, the Mission's existing portfolio and that of other U.S. Government and cooperating partners in country, and available resources. For example, a Mission may decide to pursue a standalone climate policy activity to address widespread institutional gaps across multiple ministries, in support of the government's commitment to coordinate climate policy action across sectors. Conversely, another Mission may decide to integrate climate policy work across multiple activities to address climate actions unique to each sector. A market systems activity might have vertically integrated policy objectives, including targeting business licensing or trade regulations at the national level and supporting their implementation at a local level. The RFS Policy Division can assist with examples of the range of policy activity designs.

Buy-Ins or Associate Awards: Design teams may also consult with RFS, other Washington Bureaus, and regional Missions for options to buy-in to existing awards or initiate associate awards under a lead award to address policy issues. The RFS Policy Division manages a portfolio of global awards that may be suitable for Missions to meet their policy objectives (detailed below under Additional Resources and Tools). These awards may have several advantages, including the ability to leverage international expertise and apply global lessons learned around policy systems approaches. Further, buying into a centrally or regionally managed mechanism may be appropriate to strengthen a country's integration in regional policy processes, such as the African Union's Comprehensive African Agricultural Development Programme (CAADP).

Approaches for Policy Programming

Investing in Policy Research and Evidence: Reliable data and research serves as the foundation for informed and evidence-based policy decisions. As highlighted during the COVID-19 pandemic and Russia's war on Ukraine, timely data and analytics enable policymakers and investors to quickly adapt to rapid changes in the global food system. There are a variety of partnership and mechanism options available to design teams, such as leveraging the Feed the Future Innovation Labs (including the Innovation Lab for Food Security Policy, Research, Capacity, and Influence (PRCI), or public international organizations, such as the International Food Policy Research Institute (IFPRI). Design teams are also encouraged to consider investments in a country's research and data capacity to empower local research networks, think tanks, and academic institutions (as part of a localization agenda, described further in the next paragraph).

Localization Approaches: There are diverse programming options that operating units can leverage to advance a policy systems approach in alignment with a localization agenda. USAID's Localization Agenda is the process and actions that USAID is undertaking to ensure our work puts local actors in the lead, strengthens local systems, and is responsive to local communities. It requires a shift in how the Agency manages the program cycle in terms of strategy, design, implementation, monitoring, and learning. As such, programs may consider activities dedicated to the inclusive participation of a broad range of agriculture and food system actors to include those normally left out of policy dialogue (e.g., rural producers, women, and minorities). Capacity-strengthening programs can also help these groups engage more effectively in policy processes through training that strengthens leadership skills, data literacy, and community mobilization. USAID's Locally Led Development Initiatives team offers a variety of mechanism options for design teams to consider, including the Local Works program, which would be well-suited for designs focused on innovation and experimentation with a policy component. The design team may also consult the ADS for options related to restricted eligibility for local partners. For example, ADS 303.3.6.5(c) allows for restricted competition to local partners with a $5 million award limit, while ADS 303.3.6.5(d) allows for "increasing the Agency's partner base by restricting eligibility to organizations that have not previously received a direct award from USAID." In some cases, the design team may also consider government-to-government (G2G) agreements to strengthen government capacity and ownership. Program design resources for localization and locally led development can be found on the ProgramNet Tools and Approaches (internal for USAID staff only) page and in the Locally Led Development Toolkit (internal for USAID staff only).

Step 4: Plan for Knowledge Management and Learning

Improved learning and knowledge management in food systems policy can lead to more informed investment decisions and better coordination between various stakeholders. Thus, by increasing the availability of and access to evidence on agricultural policy, a broader range of stakeholders may participate more fully in policy processes, while allowing programs to adapt and refine implementation based on lessons learned.

Policy Performance Report: Missions with a GFSS Policy Matrix are requested to report annual progress toward policy objectives each fiscal year (FY). This reporting is compiled by the RFS Policy Team to produce the Policy Performance Report, which summarizes policy progress globally and across policy areas. The Policy Performance Report allows stakeholders to track Feed the Future progress in advancing key policy priorities, and to draw lessons learned from successful cases of policy reform and implementation. Implementing partners can play an important role in reporting on and documenting policy successes.

Monitoring, Evaluation, and Learning (MEL) Considerations: Activities are encouraged to consult the Feed the Future Indicator Handbook as a starting point to identify standard foreign assistance indicators to track policy progress. A key standard indicator to include is EG.3.1-d: Milestones in improved institutional architecture for food security policy achieved with USG support, which allows operating units to track milestones toward an improved policy system. The RFS Policy Division manages the reporting template and instructions for EG.3.1-d (internal for USAID staff only). Activities are encouraged to identify additional standard and custom indicators that are relevant to the policy priorities and sector.

It can often be challenging to attribute causality of policy actions to individual actors. Approaches such as contribution analysis or complexity-aware monitoring may be used to examine the contribution of various actors with respect to the policy outcome. The Democracy, Human Rights, and Governance (DRG) Learning, Evidence, and Analysis Platform (LEAP) is a curated set of DRG-related resources that USAID officers and implementing partners can use throughout the program cycle. In particular, LEAP provides a

wide range of country data portraits, third-party indicators, and sample program indicators that may also be relevant to the MEL approach of a policy program.

Centrally Managed Support: RFS manages knowledge management and learning mechanisms that Missions may leverage for support. Missions can leverage the Knowledge, Data, Learning, and Training (KDLT) Activity to support capacity and quality of knowledge sharing, data management and analysis, and organizational learning. Additionally, Missions are encouraged to use the Agrilinks policy page to contribute content or access past lessons learned and resources. The RFS Policy Team also distributes the monthly Policy Matters newsletter, which contributes to a community of learning and knowledge management among USAID agriculture and food systems policy stakeholders.

Programming in Practice

Digital Innovations in Nepal's Seed Industry: Through the Feed the Future Seed and Fertilizer (NSAF) agreement with the International Maize and Wheat Improvement Center (CIMMYT), USAID supported the Government of Nepal to launch a digitally enabled seed system that aggregates seed demand and supply, with the ability to share data in real time. NSAF collaborated with several divisions of Nepal's Ministry of Agricultural Development and the private sector to strengthen capacity for technology development and its in-country dissemination. By addressing institutional capacity gaps for data access and consulting with a broad range of stakeholders, this partnership with the government resulted in a more efficient seed system in Nepal that allows seed companies, private sector actors, and farmers to access critical information and services.

Reforming Agricultural Input Programs in West Africa: USAID/West Africa, through the Feed the Future Enhancing Growth through Regional Agricultural Input Systems (EnGRAIS) Project, has worked with the Economic Commission of West African States (ECOWAS) and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) to harmonize regional policies around agricultural inputs. In partnership with the International Fertilizer Development Center as the implementer, USAID provided technical advice to national governments in Burkina Faso, Ghana, Niger, and Togo that have initiated the process of reforming their subsidy programs to better align with some of the validated 13 "smart" guidance principles. The program also facilitated the translation of the draft Regional Fertilizer Subsidy Program Directive (RFSPD) into English and Portuguese. To support regional biosafety regulations enacted by ECOWAS in 2021, EnGRAIS supported West African countries in reviewing regulations, supporting validation, and training fertilizer inspectors on regulatory provisions and techniques.

Facilitating Agricultural Trade in Honduras through Interagency Partnership: Through a regional participating agency program agreement (PAPA) between USAID and the United States Department of Agriculture (USDA) in Central America, the Honduras Mission provided critical support to the National Plant, Animal Health, and Food Safety Service (SENASA) to improve Honduras's trade integration in the region. USAID and USDA provided technical assistance to SENASA to: (1) design and implement a risk-based inspection model that streamlined import/export procedures; (2) strengthen SENASA's laboratories to conduct pesticide residue analysis and strengthen alignment with SPS standards; and (3) implement an online system for import/export requests and issuance of SPS standards and food safety certificates. By coordinating USAID's and USDA's resources and expertise, the resulting partnership helped Honduras strengthen its regional trade competitiveness and alignment with international food safety standards.

Localization of Policy Research Capacity in Tanzania: To address local research gaps and advance more inclusive and transparent policy formulation, USAID/Tanzania implemented the Agriculture Sector Policy and Institutional Reforms Strengthening (ASPIRES) Program to support locally based

collaborative research, policy coordination, and capacity building. At the conclusion of the activity, ASPIRES was set up as a local nongovernmental organization to play a leading role in supporting evidence-based policymaking. ASPIRES is now implementing the *Sera Bora* (Good Policy) activity with funding through an Associate Award with a centrally funded Innovation Lab. ASPIRES worked with the Policy Analysis Group, a coordinating body of policy analysts from local organizations and implementing partners, to facilitate inclusive policy dialogue and coordinate around a shared policy research agenda. ASPIRES also worked closely with other local institutions, including the Ministry of Agriculture, Livestock, and Fisheries; local academic and research institutions; and civil society groups, to strengthen their capacity for policy analysis, advocacy, and communication. In one notable success story—after local agribusiness company GBRI Business Solutions had been struggling with its agricultural exports due to the impact of COVID-19 restrictions—evidence generated by ASPIRES and local researchers helped the business pivot its focus to the domestic banana market, thus keeping the business afloat during the pandemic.

Sustained Policy Research Contributes to Restructuring of Nigeria's Agricultural Research System: In October 2021, Nigerian President Buhari [signed the Agricultural Research Council of Nigeria (ARCN) bill into law](), with hopes that this policy change would strengthen the council's coordination efforts in the agricultural sector. Policy research under the USAID Feed the Future Nigeria Agricultural Policy Project (NAPP) and the Nigeria Agriculture Policy Activity (NAPA) contributed to this significant policy change. Under the Activity, IFPRI and partners such as Michigan State University published research outputs, strengthened ARCN's capacity, and engaged in long-term policy support to ARCN, the Federal Ministry of Agriculture and Rural Development (FMARD), and other local partners. The Government of Nigeria fully adopted the partners' recommendations for restructuring the ARCN in 2021 to adopt reforms for improved priority setting, resource mobilization and allocation, and implementation of research programs.

Professional Development for Women in Policy: The Gender Responsive Agriculture Systems Policy (GRASP) Fellowship is a career development program that targets mid-career African women in the policy field to catalyze the design and implementation of gender-responsive agricultural policies. GRASP is funded by the USAID's Gender Equity and Equality Action Incentive Fund to foster policy change across institutions and national governance and supports a pool of confident and capable African women to lead gender-responsive policy changes to improve smallholders' livelihoods in their country.

Additional Resources and Tools

The [Guide to Promoting Productive Policy Dialogue in the Agricultural Sector]() provides tools and strategies for improving the effectiveness of policy engagement.

The RFS-designed and -implemented [Food Systems Policy course]() (internal for USAID staff only) is normally offered twice a year and offers an introductory overview of policy approaches to address food systems challenges. RFS announces course timing to Feed the Future country coordinators and other Mission staff via email newsletters, regional calls, and other channels.

RFS central mechanisms available for Mission buy-in for policy support (active as of February 2023):

1. [Policy LINK](): Offers thought leadership, facilitation, and other resources to support people, platforms, and participatory learning for accelerated policy implementation. Implemented by DAI.
2. [Policy Evidence, Analytics, Research, and Learning (PEARL)]() (internal for USAID staff only): Generates analytic tools and strengthens policy systems to promote inclusive, agriculture-led growth, nutrition, resilience, and water security. Implemented by IFPRI.

3. PRCI: Seeks to enhance the ability of local policy research organizations, through a collaborative effort among consortium partners, to conduct high-quality food security policy research and influence food security policy more effectively while becoming increasingly self-reliant. Implemented by Michigan State University.
4. Comprehensive Action for Climate Change Initiative (CACCI): Advances effective implementation of National Determined Contributions and National Adaptation Plans through technical and analytical support capacity development and inclusive and evidence-based policy dialogue. Implemented by a consortium of partners across Asia, Africa, and Latin America, including Michigan State University, Regional Network of Agricultural Policy Research Institutes (ReNAPRI), AKADEMIYA2063, and the International Food Policy Research Institute.
5. Analytic and Policy Support to the African Union: Supports the efforts of the member states of the African Union to achieve its key goals of the agenda 2063 of transforming national economies to boost growth and prosperity. Implemented by AKADEMIYA2063.
6. Food Safety for Food Security Participating Agency Program Agreement (PAPA): Provides science-based support to strengthen the SPS and food safety regulatory systems in Feed the Future countries. The program focuses on: (1) country-level SPS assessments and technical advisory services, (2) SPS distance learning tools, and (3) knowledge management. This is an interagency agreement with USDA/Foreign Agricultural Service (FAS) and the Food and Drug Administration (FDA).

For further assistance related to these Activity Design Guidance documents, please contact ftfguidance@usaid.gov.