



FEED THE FUTURE

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



Feed the Future Enabling Environment for Food Security Review of Feed the Future Investments in Enabling Environment Reform

Summer 2016



USAID
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CONTENTS

List of Acronyms	i
Executive Summary	1
Introduction	4
Methodology	5
Scope.....	5
Methodology and Data Sources	6
Challenges and Limitations	7
Enabling Environment Reforms under Feed the Future	8
Feed the Future Framework	8
Program Design	11
Policy Priorities.....	14
Methods of Engagement	20
Learning from Experience	22
Common Challenges	22
Five Years of Results	24
Looking Forward	27
Annex I: List of Investments	29
Annex II: Detailed Examples of Methods of Engagement	32
Annex III: Project Summaries	38
Africa	38
Asia	61
Latin America & The Caribbean	68

LIST OF ACRONYMS

AAPI	Accelerating Agriculture Productivity Improvement
ABSP II	Agricultural Biotechnology Support Program II
ACTI	ASEAN Connectivity Through Trade and Investment
ADVANCE	ASEAN Development Vision to Advance National Cooperation and Economic Integration
ADVANCE	Agricultural Development and Value Chain Enhancement Program
AFAP	African Fertilizer and Agribusiness Program
AgCLIR	Agribusiness Commercial, Legal, and Institutional Reform diagnostic
Ag-Inputs	Feed the Future Agricultural Inputs Activity
AGRA	Alliance for a Green Revolution in Africa
AGRA SSTP	AGRA Scaling Seeds and Technologies Partnership
AGRI	Agribusiness Regulation and Institutions Index
AIN	Aquaculture for Income and Nutrition
AIP	Agro-Inputs Project
AFAC	ASEAN Farmers' Advisory Council
AGOA	African Growth and Opportunities Act
AMA	Feed the Future Innovation Lab for Assets and Markets Access
APEC-TATF	APEC Technical Assistance and Training Facility
APSP	Agriculture Policy Support Project
APSU	Bangladesh Agricultural Policy Support Unit
ARP	Office of Agricultural Research and Policy
ARP/POL	Office of Agricultural Research and Policy, Policy Division
ARP/R	Office of Agricultural Research and Policy, Research Division
ASEAN	Association of Southeast Asian Nations
ASW	ASEAN Single Window
ATP	Agribusiness and Trade Promotion Program in West Africa
ATT	Agricultural Technology Transfer project
BCC	Behavior Change Communications
BFS	Bureau for Food Security
BizCLIR	Business Climate Legal and Institutional Reform project
BUSAC	Business Sector Advocacy Challenge Fund
CAADP	Comprehensive Africa Agriculture Development Program
CAC	Central American Agricultural Council
CCAD	Central American Commission for Environment and Development
CDCS	Country Development Cooperation Strategy
CGIAR	Consultative Group on international Agricultural Research
CIC-B	Comité Interprofessionnel des Céréales du Burkina Faso
CILSS	Permanent Inter-State Committee for Drought Control in the Sahel
CIP	Country Investment Plan

CIPC	Ghana Investment Promotion Centre
CNFA	Cultivating New Frontiers in Agriculture
COMESA	Common Market for Eastern and Southern Africa
COMPETE	Competitiveness and Trade Expansion program
CORAF	West and Central African Council for Agricultural Research and Development
CSI	Office of Country Strategy Implementation
CSISA	Cereal Systems Initiative for South Asia
CSLP	Coastal Sustainable Landscapes Project
DEC	Development Experience Clearinghouse
EAC	East African Community
EAT	Enabling Agricultural Trade project
EATIH	East Africa Trade and Investment Hub
EBA	Enabling the Business of Agriculture
ECA	East and Central Africa
ECAM	Mission for Central America and Mexico
ECOWAS	Economic Community of West African States
EMP	Environment management committee
ERA	Environmental Risk Assessment
EU	European Union
FANTA III	Food and Nutrition Technical Assistance III
FAO	Food and Agricultural Organization of the United Nations
FCM	Ghana Fisheries and Coastal Management program
FEBEVIM	Federation of Inter-Professional Associations for the Livestock and Meat Value Chains in Mali
FinGAP	Financing Ghanaian Agriculture Project
FSNIS	Food Security and Nutrition System
FTF	Feed the Future
FTF-AVC	Feed the Future Bangladesh Agricultural Value Chains Program
FTFMS	Feed the Future Monitoring System
GAPP	Governance Accountability Performance and Participation
GCAP	Ghana Commercial Agriculture Program
GSSP	Ghana Strategy Support Program
HACCP	Hazard Analysis and Critical Control Point
I4	Index Insurance Innovation Initiative
IFDC	International Fertilizer Development Center
IFPRI	International Food Policy Research Institute
INCOPAS	Guatemala Consulting and Social Participation Advocacy group
ISU	Iowa State University
KAVES	Kenya Agricultural Value Chain Enterprises
KDAD	Knowledge-Driven Agricultural Development project
KHCP	Kenya Horticulture Competitiveness Project
KDSCP	Kenya Dairy Sector Competitiveness Program

LEAD	Livelihoods and Enterprises for Agriculture Development
LEO	Leveraging Economic Opportunities project
LUNA II	Laos-U.S. International and ASEAN Integration Project
M&E	Monitoring and Evaluation
MAFAP	Monitoring African Food and Agriculture Policies
MAREA	Management of Aquatic Resources and Economic Alternatives
MARKET	Maximizing Agricultural Revenue through Knowledge, Enterprise Development, and Trade
MCC	Millennium Challenge Corporation
MEAS	Modernizing Extension and Advisory Services project
MINAGRI	Rwanda Ministry of Agriculture
MINIRENA	Rwanda Ministry of Natural Resources
MPI	Office of Market and Partnership Innovations
MSU	Michigan State University
MYS	Feed the Future Multi-Year Strategy
NAFAKA	NAFAKA Staples Value Chain Activity
NAPP	National Alliance Partnership Program
NATP	National Agricultural Technology Project
NFPCSP	National Food Policy Capacity Strengthening Program
NUCAFE	Uganda National Union of Coffee Agribusinesses and Farm Enterprises
OSPESCA	Organization of the Fisheries and Aquaculture Sector of the Central American Isthmus
PBS	Program for Biosafety Systems
PHHS	Post-Harvest Handling and Storage project
PMP	Performance Monitoring Plan
PReFER	Privatizing Fertilizer Import and Distribution for Rwanda
PRRG	Property Rights and Resource Governance Program
PRS	Policy and Regulatory Support for Economic Growth Project
PRSSP	Policy Research and Strategy Support Program for Food Security and Agricultural Development
PSDAG	Private Sector-Driven Agricultural Growth
PWANI	PWANI Project
RAFT	Responsible Asia Forestry and Trade program (RAFT)
RDCP II	Rwanda Dairy Competitiveness Project II
RDMA	Regional Development Mission for Asia
REC	Regional economic community
REGAL-AG	Resilience and Economic Growth in the Arid Lands – Accelerated Growth
ReSAKSS	Regional Strategic Analysis and Knowledge Support Systems
RNRA	Rwanda Natural Resources Authority
RTMA	Regional Trade and Market Alliances project
SAADPP	Southern African Agricultural Development Partnership Platform
SAARC	South Asian Association for Regional Cooperation

SABP	South Asia Biosafety Program
SADC	Southern Africa Development Community
SADC-HSR	SADC Harmonized Seed Regulations project
SAGCOT	Southern African Growth Corridor of Tanzania
SAKSS	CAADP
SATH	Southern African Trade Hub
SERA	Tanzania SERA Policy Project
SESAN	Guatemala Secretary of Food and Nutritional Security
SFMP	Sustainable Fisheries Management Project
SPS	Sanitary and phytosanitary standards
SPRING	Strengthening Partnerships, Results, and Innovations in Nutrition Globally project
TAPP	Tanzania Agriculture Productivity Program
TAPRA	Tegemeo Agricultural Policy Research and Analysis project
TBT	Technical barriers to trade
TIPCEE	Trade and Investment Promotion for a Competitive Export Economy
UEMOA	Union Economique et Monetaire Ouest Africaine / West African Economic and Monetary Union (WAEMU)
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USG	United States Government
WA-WASH	West Africa – Water, Sanitation and Hygiene Initiative
WACIP	West African Cotton Improvement Program
WAFP	West Africa Fertilizer Program
WASP	West Africa Seed Program
WATIH	West Africa Trade and Investment Hub and African Partner Network
WEAI	Women’s Empowerment in Agriculture Index
WTO	World Trade Organization

EXECUTIVE SUMMARY

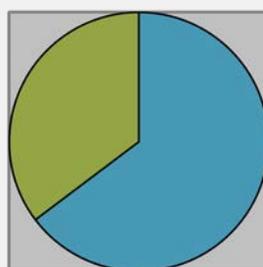
In spring 2016, the Feed the Future Enabling Environment for Food Security project conducted a comprehensive review of US government investments in agricultural policy reform in the first five years of Feed the Future (FTF). This study catalogued what has been done, analyzed results, and identified common constraints encountered across seven FTF focus countries, five regional Missions, and the Bureau for Food Security.

In total, the team reviewed **more than 240 US government projects and other investments**, combing through Mission strategies, project reports, technical publications, and data from the Feed the Future Monitoring System (FTFMS). Of these investments, the team identified more than 100 that engaged in significant enabling environment reform efforts.¹ The activities conducted and results achieved through these investments were synthesized and analyzed across a variety of dimensions to obtain a broad picture of what has been accomplished and common challenges. The results of this study will add to a growing evidence base for enabling environment reforms and inform the design of future investments at the country and initiative level.

SCOPE OF THE REVIEW

More than 240 projects reviewed, of which 103 were found to contain an enabling environment component.

Number of Investments Reviewed



■ USAID Missions
■ Bureau for Food Security

USAID Missions included in study:

- Ghana
- Tanzania
- Kenya
- Rwanda
- Uganda
- Bangladesh
- Guatemala
- USAID/Southern Africa
- USAID/West Africa
- USAID/East Africa
- USAID/RDMA
- USAID/ECAM

ENABLING ENVIRONMENT INVESTMENTS UNDER FEED THE FUTURE

Each of the projects reviewed was analyzed according to its programming structure, the methods of engagement employed, and key policy areas addressed. From this data, the assessment team analyzed trends across the agency and noted differences in the approaches used by bilateral Missions, regional Missions, and the Bureau for Food Security.

Table 1: Dimensions of the Analysis

Programming Structure	Methods of Engagement	Priority Policy Areas
<ul style="list-style-type: none"> • Feed the Future Results Framework and Mission strategies • Qualitative and quantitative indicators of policy reform • Program approaches employed by the Bureau for Food Security, bilateral Missions, and regional Missions 	<ul style="list-style-type: none"> • Technical analysis • Convening stakeholders • Advisory services • Capacity building • Advocacy/diplomacy • Public-private partnerships 	<ul style="list-style-type: none"> • Agricultural policymaking process • Inputs • Cross-border trade • Gender • Value chain strengthening • Agricultural finance • Land tenure • Climate smart agriculture • Nutrition • Scaling agricultural technologies • Biotechnology/biosafety • Agricultural research and extension

¹ For purposes of this review, the “enabling environment for food security” was defined broadly to include all laws, regulations, and institutions, both formal and informal, that shape market behavior related to the production, trade, and consumption of agricultural goods and services.

The team identified a number of clear priority policy areas under Feed the Future, as summarized below. Investments in other policy areas, such as land tenure, technology scaling, biotechnology, and agricultural finance are covered in the main body of the report.

Agricultural sector policymaking. With central funding and support from the Bureau for Food Security's policy unit, USAID has invested heavily in improving the policymaking process for agriculture and food security. These interventions into the institutional architecture of policymaking have supported the creation of dedicated policy units in Ministries of Agriculture, strengthened agricultural data systems, and promoted better monitoring of policy implementation. Programs have also built the capacity of private sector and civil society groups to engage in advocacy and effective public-private dialogue.

Inputs. High quality agricultural inputs are essential to achieving the productivity gains envisioned under Feed the Future. Mission strategies and programs have regularly tackled regulatory constraints to input markets. Projects have advised governments on policy options for phasing out input subsidy programs and privatizing input markets. They have strengthened supply chain management and quality standards to combat fraud in the market and measured the regulatory cost of burdensome registration and licensing regimes. Substantial support has also been provided to further the implementation of regional input harmonization regimes at the national level.

Cross-border trade. Feed the Future projects have provided technical assistance to national and regional institutions to comply with global and regional trade agreements. In particular, projects have supported the implementation of customs single windows, sanitary and phytosanitary standards, and aflatoxin controls. Investments in private sector capacity building have facilitated improved public-private dialogue, private sector advocacy, and access to export markets. Projects have also used evidence-based analysis to successfully lobby for trade policy and trade facilitation reforms.

FIVE YEARS OF RESULTS

The enabling environment and its impact on markets from farm to export have featured heavily in FTF programming, from dedicated agricultural policy projects to micro-level policy interventions as part of broader value chain programs. Across all FTF focus and aligned countries, the Feed the Future Monitoring System recorded **more than 4,500 policies, laws, or administrative procedures** passing through at least one of five stages of policy reform with US government assistance during the period of 2011-2015. Notable examples include:

- Policy reform activities have led to the creation of a dedicated agricultural policy support unit in the Bangladesh Ministry of Agriculture, shepherded the privatization of the fertilizer market in Rwanda, and convinced the government of Tanzania to lift a maize export ban on the basis of a USAID economic impact assessment.
- Feed the Future projects provided technical support for the enactment of 22 dairy sector policies and standards in Kenya, and Mission investments helped establish warehouse receipt systems in Mozambique, Kenya, and Ghana.
- USAID made substantial investments in benchmarking the enabling environment for agriculture through the development of the Women's Empowerment in Agriculture Index (WEAI), the Agribusiness Regulation and Institutions (AGRI) Index, and support for the World Bank's Enabling the Business of Agriculture (EBA) index.
- USAID facilitated new public-private partnership models, such as the New Alliance for Food Security and Nutrition, which had leveraged \$1.8 billion of private investment in support of Feed the Future objectives at the time of this assessment.²

² See www.new-alliance.org for current information.

COMMON CHALLENGES

Many projects expressed concerns that the nature of policy reform work is often at odds with the typical USAID program design and lifecycle. The challenges of generating stakeholder buy-in as well as a regular lack of sufficient resources and capacity for policy formulation and implementation has frequently made policy objectives unattainable within five years. There is a need for more adaptive program designs, longer-term monitoring of outcomes, and a stronger commitment to sustainable approaches that outlive the project's direct engagement on the ground.

LOOKING FORWARD

Throughout the assessment, the team faced hurdles in finding up-to-date public information about identified Feed the Future investments that could adequately describe project activities, challenges faced, and outcomes achieved. This finding affirms the importance of further evaluating how USAID and its partners track, report, and manage knowledge generated, both qualitative and quantitative, through Feed the Future investments in enabling environment reform. Improvements in the indicators and reporting mechanisms used by programs receiving Feed the Future funding could lead to a more adaptable, ongoing process of learning within and across projects.

INTRODUCTION

Under Feed the Future, the US government has made a number of investments in support of country- and regional-level strategies for policy reform. Through project reports, monitoring data, and technical outputs of these projects, there is a vast and untapped trove of data to better understand the nature and efficacy of Feed the Future policy investments. In spring 2016, the Feed the Future Enabling Environment for Food Security project conducted the first review of enabling environment investments³ across seven focus countries, five regional Missions, and the Bureau for Food Security to catalogue what has been done, what is working, and what lessons have been learned that can help identify technical gaps and improve technical coherence across project activities. Further, as the United States Agency for International Development (USAID) engages in a process of looking back and forward on the Feed the Future initiative, this study can contribute new data and analysis on selected investments to spur dialogue and inform future programming related to the enabling environment for improved food security outcomes.

Objectives of this study:

- Catalogue what has been done.
- Compile common constraints and notable achievements.
- Evaluate key learnings, gaps, and areas for future research.

In total, the team reviewed the activities of more than 100 Feed the Future investments across 12 Missions and the Bureau for Food Security:

Table 2: USAID Missions and Offices Covered by Study

Africa	Asia	Latin America & the Caribbean	Bureau for Food Security
USAID/Ghana USAID/Kenya USAID/Uganda USAID/Tanzania USAID/Rwanda USAID/West Africa USAID/East Africa USAID/Southern Africa	USAID/Bangladesh USAID/Regional Development Mission for Asia (RDMA)	USAID/Guatemala USAID/Central America and Mexico (ECAM)	Office of Market and Partnership Innovations (MPI) Office of Country Strategy Implementation (CSI) Office of Agricultural Research and Policy (ARP)

This review is the first step in a series of activities to support Component I: Technical Analysis and Targeted Technical Assistance of the Feed the Future Enabling Environment for Food Security Year 1 Work Plan. The results of this review will inform the selection of new topics for technical policy briefs, the upgrading of existing tools, and the development of new tools aligned with Feed the Future Mission needs. The review will also provide important foundational knowledge to set the stage for future knowledge sharing and exchange activities and yield new areas for synergy through the identification of new data sources and potential partners for collaboration.

³ For purposes of this review, the “enabling environment for food security” is defined broadly to include all laws, regulations, institutions, and behavior that shape markets for production, trade, and consumption of agricultural goods and services. See Methodology for further discussion.

METHODOLOGY

SCOPE

In setting out to evaluate how USAID has engaged in enabling environment reform efforts under Feed the Future, the scope of the task posed a serious challenge. The intent of the review was to identify and review all enabling environment investments under Feed the Future, i.e. all projects, partnerships, or other investment vehicles receiving Feed the Future funding that incorporated an enabling environment objective, component, or otherwise engaged in significant activities related to improving the enabling environment for food security.⁴

In light of limited time and resources, the following criteria were employed to narrow the field of potential investments covered:

Definition. For purposes of this review, the “enabling environment for food security” was defined broadly to include all laws, regulations, and institutions, both formal and informal, that shape market behavior related to the production, trade, and consumption of agricultural goods and services. While projects addressing government engagement in the areas of food safety, nutrition, resiliency, and climate-smart agriculture were included, general poverty reduction strategies, such as social safety nets, despite their impact on consumers’ capacity to purchase food, were not. The team focused on programs that address market impacts at the micro (i.e. transactional) level as well as the overall policymaking environment for agriculture, food security, and nutrition.

Source of funding. Feed the Future is a whole-of-government initiative and entails partnerships with other donors and organizations around the world. To limit the scale to a manageable level, the current review includes only investments in enabling environment reform that received Feed the Future funding from USAID bilateral and regional Missions in Feed the Future focus countries and regions as well as relevant programs centrally-funded and/or managed by the Bureau for Food Security. The following were excluded:

- Activities exclusively funded or implemented by other US government agencies, such as US Department of Agriculture (USDA), Millennium Challenge Corporation (MCC), Peace Corps, Treasury, or through the Global Climate Change Initiative.
- Feed the Future programs engaged in areas other than agricultural development and food security (e.g. wildlife or health programs).
- Food aid programs, such as Food for Peace.
- Feed the Future activities in aligned countries.

Geographic distribution. In addition to the Bureau for Food Security and the five regional Feed the Future Missions, the team selected seven bilateral Missions based on level of Feed the Future funding and/or a known focus on enabling environment reforms in the Mission’s portfolio. To ensure geographic diversity, at least one bilateral Mission from each Feed the Future region was included. Some relevant enabling environment activities in additional Feed the Future focus countries are incorporated via findings from the five regional Feed the Future Missions and multi-country investments by the Bureau for Food Security.

Project dates. The projects profiled in this review include primarily those created and implemented after the start of the Feed the Future initiative. However, relevant ongoing projects referenced in the Missions’ Feed the Future multi-year strategies (MYS) have also been included. Accordingly, this review includes all

⁴ Feed the Future has funded activities through a wide range of investment vehicles. For simplicity, in this report, the terms “investment,” “project,” and “program” are used interchangeably.

projects identified as part of a Mission or office's Feed the Future strategy and implemented, in whole or in part, between 2009/2010 and the present, including some that began well before 2009 and others that began as recently as 2015 or 2016 and will continue through 2020.

METHODOLOGY AND DATA SOURCES

The first step in the review entailed identifying a list of all Feed the Future investments for each selected USAID Mission and office within the Bureau for Food Security. As there is no central public database of Feed the Future investments, the projects reviewed were culled from a variety of sources, including:

- The list of programs, partnerships, and organizations receiving Feed the Future support from each Mission's summary on the Feed the Future website.
- Feed the Future Mission strategy documents, such as the FY 2010 Implementation Plans, strategic reviews, Multi-Year Strategies, Mission Country Development Cooperation Strategy (CDCS) reports, and Mission Performance Monitoring Plans (PMPs).
- Two sets of summary data from the Feed the Future Monitoring System (FTFMS): one covering a variety of Feed the Future indicators from 2014-2015⁵ and one tallying all reporting across the two policy-related indicators (4.5.1(24) and 4.5.1(TBD9)) between 2011-2015.⁶
- Two other recent reviews of projects: State of the Sector (2014)⁷ published by the USAID Leveraging Economic Opportunities (LEO) project and Synthesis of Evaluations Related to the Feed the Future Learning Agenda (2016)⁸ published by the Knowledge Driven Agricultural Development project.

For each investment, the team researched available public resources documenting project objectives, activities, and performance indicators to determine whether the project was dedicated in whole or in part to reforms of the policy, legal, regulatory, or institutional enabling environment for food security. The sources were found through online searches and the USAID Development Experience Clearinghouse (DEC) and included:

- Project websites.
- Project reporting documents (i.e., quarterly, annual, or final reports), mid-term evaluations, or third-party program evaluations.
- Project technical resources, such as technical reports, newsletters, or outreach materials.

For those investments determined to include an enabling environment component, the team drafted a short summary detailing the dates of the project, implementing partner, overview of objectives, and a short description of relevant enabling environment activities undertaken. The findings across all relevant projects have been synthesized to highlight priority policy areas, program design structure, key methods of engagement, common constraints, and selected outcomes.

In total, the team reviewed more than 240 Feed the Future investments across seven countries, five regions, and the Bureau for Food Security.⁹ Of these, 103 investments were found to have relevant enabling environment objectives or activities. A list of these projects can be found in Annex I, and short summaries for all projects from USAID Mission portfolios are compiled by region in Annex III. Throughout this report, project examples are referenced in parentheses listing the Mission/office and project name

⁵ Available at <https://www.usaid.gov/data/dataset/d03994db-4fc5-4b6c-9206-f17d1ce68f79>. From this dataset, this review examined only the data related to policy indicator 4.5.1(24).

⁶ Tailored summary data provided by the Bureau for Food Security at the team's request.

⁷ <https://www.microlinks.org/library/state-sector-report>

⁸ http://usaidlearninglab.org/sites/default/files/resource/files/kdad_evaluation_synthesis_final_3.16.pdf

⁹ Given the size of the BFS portfolio, particularly the extensive investments in agricultural research, only projects with a clear enabling environment objective received a thorough evaluation.

or acronym: e.g., (Tanzania SERA). Additional details in support of the examples can be found by referencing the project summaries in Annex III.

CHALLENGES AND LIMITATIONS

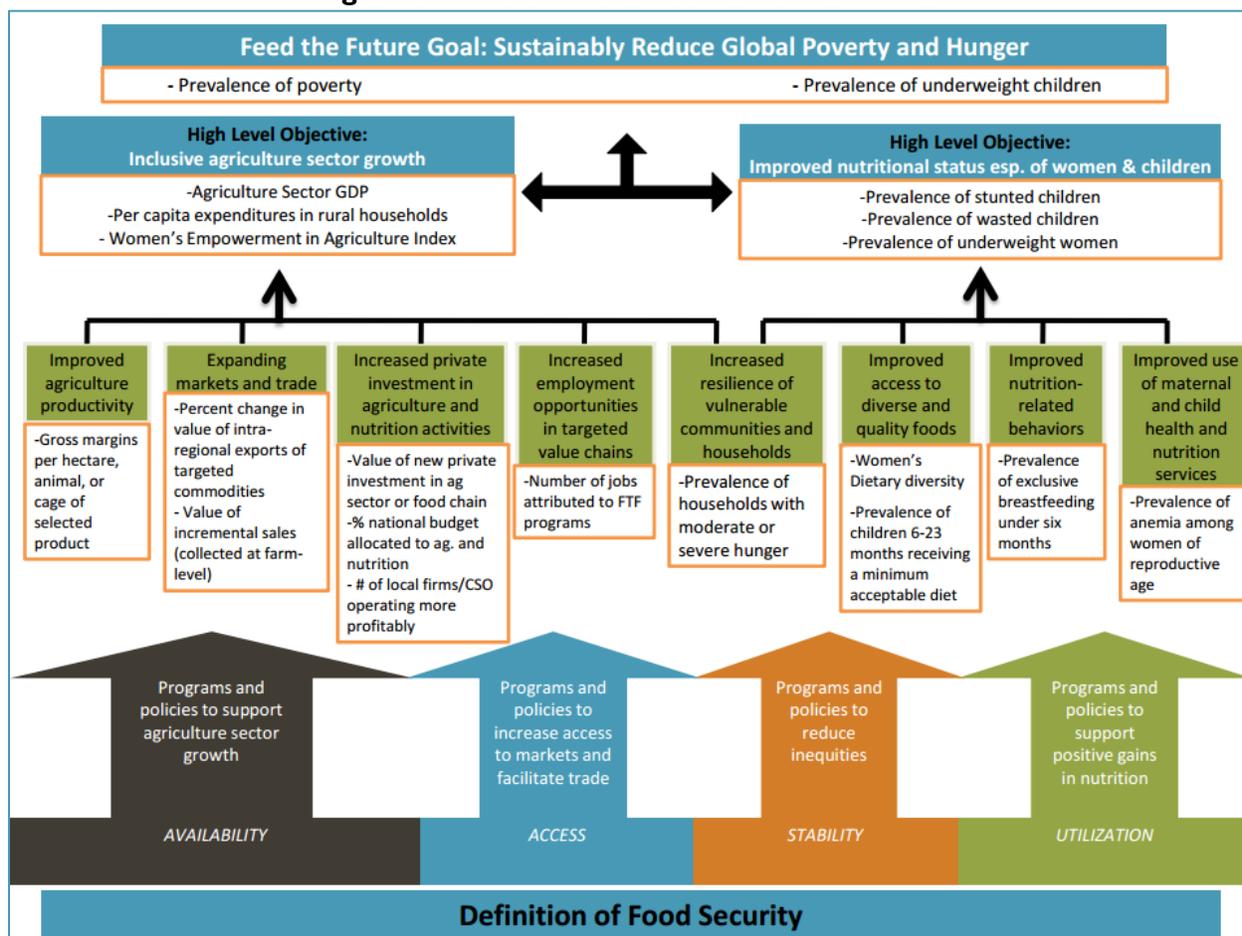
This study was often hampered by the lack of availability of key project performance data, whether qualitative or quantitative, through the DEC or online resources. It was often difficult to ascertain details of the activities undertaken and the outcomes and impacts achieved, either because relevant project reports could not be located or because the available reports lacked sufficient specificity. This challenge could be caused by differences in reporting requirements based on the type of investment vehicle and/or compliance issues with respect to reporting requirements via the DEC. Due to the limitations on publicly available information, this review does not purport to be a comprehensive accounting of all enabling environment activities across the selected USAID Missions and offices. Rather the intent is to provide a strong representative sample that accounts for the breadth of enabling environment activities and allows for categorization, identification of key gaps, a synthesis of common challenges, and insights into areas for further research and engagement.

ENABLING ENVIRONMENT REFORMS UNDER FEED THE FUTURE

FEED THE FUTURE FRAMEWORK

From the outset, the architects of the Feed the Future initiative recognized the importance of the building a legal, regulatory, and institutional environment conducive to investment and business growth to amplify the impact and sustainability of investments in agricultural productivity and nutrition. The design of the Feed the Future Results Framework emphasized policies as cross-cutting to all four components of food security and critical to achieving the goal of sustainably reducing global poverty and hunger (Figure 1).¹⁰

Figure 1: Feed the Future Results Framework



A focus on the policy environment also pervaded the focus country selection process, country investment plans, and multi-year Mission strategies, as well as a call for better analysis to inform the design of these investments.

Focus Country Selection and Country Investment Plans (CIPs)

Feed the Future focus countries were selected on the basis of five criteria, one of which was an evaluation of the government's commitment to agricultural development, i.e. whether the country had the leadership

¹⁰ Feed the Future Guide (May 2010).

and political will, stable governance, conducive policy environment, and willingness to invest in its people. All 20 focus countries¹¹ selected were tasked with developing a Country Investment Plan (CIP) that outlined the government's priorities, goals, and strategy for achieving food security. The CIPs included clear commitments to specific policy reforms. For many of the focus countries in Africa, the CIP process was aligned with the development of the national agricultural investment plans under the African Union's Comprehensive Africa Agriculture Development Program (CAADP).¹²

In the early years of Feed the Future, focus countries passed through a two-stage process to graduate into full Feed the Future funding. A Phase I designation implied that the country lacked a robust CIP. Phase I countries received foundational investments in support of strategy development and capacity building.¹³ To pass into Phase II, countries had to demonstrate progress made on the policy agenda and implementation capacity building plan linked to their CIP.¹⁴ In Phase II, focus countries became eligible for an expansion of US government core investments toward the achievement of Feed the Future strategic objectives, as delineated in the Mission's multi-year strategies. After review, the Phase I/II classification system was retired in 2013.¹⁵

USAID Mission Multi-Year Strategies

In addition to these host country prerequisites, enabling environment reform was a part of the theory of change reflected in the Missions' Feed the Future multi-year strategies (MYSs). The MYSs were aligned with the country's CIP and stressed interagency coordination through the whole-of-government approach as well as collaboration with other donors. A review of the MYSs for USAID Missions in seven of the current 19 Feed the Future focus countries and all five focus regions showed that all 12 MYSs included agricultural policy reforms among their core investment areas.

The universal inclusion of enabling environment reform objectives likely reflects guidance Missions received from USAID/Washington to inform the design of the MYSs. For example, Regional Missions received Feed the Future guidance on recommended core investment areas that included "support for harmonization of policy, regulatory, and administrative reforms to improve trade efficiencies."¹⁶ Although the source of this guidance could not be located, the team presumes that similar guidance was given to bilateral Missions based on the similarity in the wording and structure of each Mission's strategy.

Missions recognized the need for strong technical analysis of the enabling environment to guide the implementation of these strategies. For example, USAID Missions in Tanzania, Ghana, and Southern Africa either had conducted or stated plans to conduct an Agribusiness Commercial, Legal, and Institutional Reform (AgCLIR) diagnostic to inform program design.

Feed the Future Monitoring and Evaluation Indicators

To monitor results of policy reform efforts against stated objectives, the Feed the Future M&E framework includes three standard indicators pertaining to agricultural policy reform that can be included on a

¹¹ Nicaragua was later removed from the list of Feed the Future focus countries. In addition to the focus countries, a small number of Feed the Future aligned countries receive some Feed the Future funding for their agricultural programs.

¹² Congressional Research Service, *The Obama Administration's Feed the Future Initiative* (January 29, 2016).

¹³ Examples of "foundational investments" included: "programs to increase women's control over land and other assets" and "support for policy reforms, such as modern seed laws, land tenure reform, fisheries access and management reform, greater transparency, reduced tariff barriers, gender equality, and integrated community-based resource management policies." Feed the Future Guide (May 2010). The guide also includes examples of capacity building investments for Phase I countries.

¹⁴ Feed the Future Guide (May 2010). Specifically, the criteria for transitioning from Phase I to Phase II were: "(1) a multi-stakeholder review of the technical quality and soundness of the CIP; (2) evidence of coordination and consultation with key stakeholders; and (3) Focus Country commitment and capacity as indicated by follow-through on the country's own financial and policy commitments."

¹⁵ Congressional Research Service (2016).

¹⁶ Regional Development Mission for Asia, FY 2011-2015 Multi-Year Strategy (December 2011), p.22.

voluntary basis in Mission and project Performance Monitoring Plans (PMPs). In addition, FTF Missions and projects have designed a wide variety of custom indicators to track performance on these activities.

Indicator 4.5.1(24): The number of agricultural enabling environment policies that have passed through any of five stages of reform. Indicator 4.5.1(24) is the main Feed the Future indicator pertaining to agricultural enabling environment reform.¹⁷ In 2013 or early 2014,¹⁸ indicator 4.5.1(24) was amended to make slight changes to the text as well as altering the descriptions of the five stages and the disaggregated list of policy areas. This quantitative indicator notably does not track qualitative outcomes or regulatory efficiency, opting instead to capture the volume, rather than value, of policy reform efforts.

Table 3. Comparison of Original and New Versions of Feed the Future Indicator 4.5.1(24)

Original Version	Current Text
<p>Numbers of policies/regulations/administrative procedures in each of the following stages of development as a result of USG assistance.</p> <p>Stages of Development: Number of policies/regulations/administrative procedures:</p> <ol style="list-style-type: none"> 1. Analyzed 2. Drafted and presented for public/stakeholder consultation 3. Presented for legislation/decreed 4. Prepared with USG assistance passed/approved 5. Passed for which implementation has begun <p>Disaggregated List of Sectors:</p> <ul style="list-style-type: none"> • Inputs • Outputs • Macroeconomic • Agricultural sector-wide • Research, extension, information, and other public service • Food security/vulnerable • Climate change adaptation and natural resource management (ag-related) 	<p>Numbers of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance.</p> <p>Process/Step:</p> <ol style="list-style-type: none"> 1. Analysis 2. Stakeholder consultation/debate 3. Drafting or revision 4. Approval (legislative or regulatory) 5. Full and effective implementation <p>Disaggregated List of Policy Areas:</p> <ul style="list-style-type: none"> • Institutional architecture for improved policy formulation • Enabling environment for private sector investment • Agricultural trade policy • Agricultural input policy • Land and natural resources tenure, rights, and policy • Resilience and agricultural risk management policy • Nutrition

Indicator 4.5.1(TBD9): The number of national policies supporting regionally agreed-upon policies for which a national-level implementation action has been taken as a result of USG assistance (Regional Missions only). In October 2014, a new indicator 4.5.1(TBD9) was added for reporting by regional Missions to measure progress towards the implementation of regional agreements at the national level. The 4.5.1(TBD9) data is also disaggregated by policy area, using the same list of policy areas as the new 4.5.1(24). Both indicator 4.5.1(24) and 4.5.1(TBD9) are voluntary for reporting purposes.

Indicator 4-17: Ease of Doing Business rank.¹⁹ The original Feed the Future Results Framework also included an indicator for the country's Ease of Doing Business ranking as a proxy for the strength of the

¹⁷ Indicator 4.5.1(24) derives from the Foreign Assistance Framework indicators for economic growth, which contain a subsection (4.5.1) on the agricultural enabling environment.

¹⁸ While the exact date is unclear, the new text appears in the most recent Feed the Future Handbook of Indicator Definitions (October 2014) and is not marked as a new change. Data for the new version of the indicator is first reported in the FTFMS in 2014.

¹⁹ This indicator is numbered as 4-17 in the original Feed the Future Indicator Handbook: Definition Sheets (April 2012). The most recent Feed the Future Handbook of Indicator Definitions (October 2014) refers to it as indicator 4(16) and states that it will be archived at the conclusion of FY14 reporting.

enabling environment for agriculture. Given the tenuous connection of the Doing Business methodology to agricultural businesses, this indicator was removed for reporting after FY 2014.

Custom indicators. In light of the limited scope of the indicators in the formal FTF Results Framework, many of the MYSs contain custom indicators for policy reform objectives. For example, according to the USAID/Ghana 2013-2017 Performance Management Plan, Mission-wide PMP indicators for achieving an “improved enabling environment for private sector investment” include the number of firms using model land-access land agreements as a result of US government assistance, and the area entered into a land bank for commercial agribusiness as a result of US government assistance.

The use of custom indicators carries over into individual project PMPs as well. For example, the Tanzania SERA project tracked the number of policy seminars conducted, number of advocacy platforms that changed policy, and number of policy seminar participants. In light of the project’s work in seed policy reform, the PMP also included a custom indicator measuring the volume of improved seed sold in the domestic market.²⁰

PROGRAM DESIGN

While the surveyed Missions uniformly included agricultural policy reform in their core investment areas in their MYSs, the manner in which Missions promoted these reforms varied widely, ranging from dedicated policy reform projects to the integration of enabling environment activities in value chain projects to direct advocacy by Mission staff.

Bilateral Missions

Of the seven bilateral Mission portfolios reviewed, six of the seven funded a dedicated agricultural policy reform project (see box). Five of the six were implemented by US development partners. In Kenya, the Tegemeo Agricultural Policy Research and Analysis (TAPRA) project is implemented by local policy group the Tegemeo Institute. These projects provide technical analysis, institutional capacity building, and advocacy support across a wide range of technical topics and work with government officials, civil society, and the private sector to promote inclusive policymaking and an improved enabling environment for agriculture and food security.

Agricultural Policy Projects

- Tanzania, SERA
- Ghana, GSSP and ASPs
- Kenya, TAPRA
- Uganda, Feed the Future Enabling Environment for Agriculture
- Bangladesh, NFPSCSP II and PRRSP
- Guatemala, PRS

In Rwanda, the USAID Mission employed a “sector program assistance” approach to enabling environment reform, by which resources to support policy activities were directed through the Rwandan government for government-sponsored reform activities rather than through the private sector, civil society, or external development partners.²¹ Citing the strength of the country’s government institutions, this approach aimed to enhance government capacity in this area. The activities and outcomes entailed in this approach could not be evaluated as little information could be found beyond the Rwanda MYS.

Policy reform activities were also integrated into value chain projects, particularly efforts to establish quality standards or sector-wide strategies for specific agricultural products.²² These projects had the benefit of taking a holistic approach to value chain challenges, including market, policy, and technology constraints. However, the inherent challenges of policy reform have in some cases led projects to neglect the policy mandate in favor of faster and more measurable returns from other activities, such as productivity enhancement.²³

²⁰ Tanzania SERA: Enabling Policy Environment for Agriculture Sector Growth, Quarterly Report April 1-June 30, 2012 (2012), available at http://pdf.usaid.gov/pdf_docs/pa00kq6z.pdf.

²¹ Rwanda, Feed the Future Multi-Year Strategy 2011-2015 (February 2011), p.27.

²² See the section on standards and traceability under Policy Priorities for further discussion and project examples.

²³ See the section on the long-term nature of policy change under Common Challenges for further discussion of this issue.

In addition to, and complementary to, technical programs, engagement in policy reform has likely been conducted directly by USAID Mission staff through public diplomacy and participation in the policy dialogue process. Exact levels of engagement and types of activities undertaken are unknown as this type of engagement is not subject to public reporting.

Finally, bilateral Missions have also sought support from centrally-funded and/or managed mechanisms. These projects provide specialized expertise or serve as surge capacity when Mission staff or in-country projects lack the bandwidth to engage on a particular topic. When structured as a flexible, demand-driven mechanism, these projects can be critical gap fillers, purveyors of cross-country learning, and ad hoc service providers for Mission needs outside the scope of locally-based projects.

Regional Missions

Regional Missions have focused largely on regional harmonization initiatives, facilitating greater regional trade and the flow of goods and information across state borders and providing capacity-building support to the relevant regional economic communities (RECs) such as SADC, EAC, COMESA, ECOWAS, SAARC, and ASEAN. These Missions act in a supporting role to the bilateral Missions, regional governments, or RECs. According to the MYS for USAID/RDMA, regional Missions are “designed to maximize the impact of FTF programs in focus countries.”²⁴ This support has included a clear mandate to provide direct technical assistance to bilateral Missions in their respective regions. For example, the Program Structure diagram for USAID/RDMA delineates the breakdown of program activities between existing regional partners, local organizations, and direct technical assistance from USAID staff.²⁵

However, each regional Mission has invested in one or more dedicated regional policy reform project. In Africa, the three regional Missions each invested heavily in a trade and investment hub. These trade hubs provide technical analysis, capacity building, and trade promotion for their respective regions. Other regional-level policy reform projects have focused on the development of integrated national single windows to expedite border clearance procedures in the ASEAN region (RDMA ASW) and the negotiation of a common agenda to improve marine resource management and biodiversity conservation in Central America (ECAM MAREA).

The regional Missions also have a strong need for regional analysis, for which they have often sought out the support of BFS-funded enabling environment projects. For example, the EAT project conducted a four-country comparative study of trade and input regulations for the Lower Mekong Initiative. In 2015, the Enabling Environment for Food Security project conducted a Southern Africa regional seed assessment, the findings of which informed the work plan for the newly awarded SADC-HSR program.

The regional Missions also have a unique need for specific types of regional analysis to inform their cross-country policy reform initiatives. For example, the USAID Enabling Agricultural Trade (EAT) project conducted a four-country comparative study of trade and input regulations for the Lower Mekong Initiative to support data-driven policy reforms. In 2015, the USAID Enabling Environment for Food Security project conducted a Southern Africa regional seed assessment, the findings of which informed the work plan for the newly awarded SADC-HSR program.

Bureau for Food Security

The Bureau for Food Security (BFS) was established in 2010 to manage agency-wide implementation of the Feed the Future initiative. Since it was created after the start of Feed the Future, some of the initial projects were originally funded by other USAID offices and bureaus and migrated to BFS.

As the central bureau coordinating and supporting all Feed the Future programming, BFS investments have naturally focused more holistically on the enabling environment, spanning all topics and the policymaking

²⁴ See RDMA Multi-Year Strategy 2011-2015, p. 9.

²⁵ Ibid. p.21.

process itself. BFS's core role is providing technical coherence, direct Mission support, and thought leadership across the Feed the Future initiative. To achieve these objectives, BFS has established different types of support mechanisms on topics of need to all Missions or for which a multi-country approach may be more effective. These programs are housed within a variety of offices in BFS, including the Office of Market and Partnership Innovations (MPI), the Office of Country Strategy Implementation (CSI), and the Policy Division of the Office of Agricultural Research and Policy, Policy Division (ARP/POL).

BFS engagement in enabling environment reform falls into five (5) broad categories:

1. **Flexible Mission support mechanisms.** These projects provide technical analysis and advisory services to support Mission programming. They provide training for Mission staff and local partners and can serve as a bridging mechanism to carry on reform activities when there is a gap in Mission procurement. They also frequently serve as surge capacity and a source of ad hoc expertise in specific enabling environment topics. For example, USAID/West Africa expressed the need to reach out to USAID/Washington to request a technical specialist in biosafety regulatory frameworks, a position not covered in the Mission's own staff.²⁶ Finally, these projects provide thought leadership for BFS by encouraging technical coherence across BFS offices, facilitating cross-country learning, and ensuring uniformity of message and Mission approaches. Their mandates range from broad and flexible support for all categories of enabling environment reform (e.g., Feed the Future Enabling Environment for Food Security) to programs focused on specific technical issues, such as biotechnology or nutrition.
- Sample BFS-Funded Mission Support Projects**

 - Enabling Agricultural Trade (EAT)
 - Feed the Future Enabling Environment for Food Security
 - Africa Lead
 - Feed the Future Innovation Lab for Food Security Policy
 - Food Security Service Center
2. **Agricultural research programs.** USAID has a longstanding partnership with agricultural research institutions, including US land grant universities, Consultative Group on International Agricultural Research (CGIAR) centers, and private research organizations.²⁷ These investments are now managed by the BFS Office of Agricultural Research and Policy, Research Division (ARP/R), which is responsible for implementation of the Feed the Future Research Strategy. While most of these research investments did not meet the criteria to be included in this review, a handful of these programs were found to engage in enabling environment activities complementary to their research. For example, the Feed the Future Innovation Lab for Small-Scale Irrigation has conducted policy analysis in Ghana on land tenure and in Ghana and Ethiopia on microfinance.²⁸
 3. **Management of USAID investment in multi-donor initiatives.** USAID invests in a variety of multi-donor development initiatives. These initiatives may be implemented by another donor or by an independent organization such as the Alliance for a Green Revolution in Africa (AGRA). Some examples include USAID's investments in the World Bank's Enabling the Business of Agriculture (EBA), the CAADP Multi-Donor Trust Fund, and the AGRA Scaling Seeds and Technologies Partnership.
 4. **Public-private partnership models.** Under Feed the Future, USAID has championed the use of innovative partnership models that leverage private investment and host government commitments to policy reform to achieve improved food security and nutrition goals. These investments include the Global Development Alliances, such as the African Cocoa Initiative, which combines resources from USAID and the World Cocoa Foundation to support productivity and food security in the cocoa sector in Africa, and the National Alliance Partnership Program, which

²⁶ West Africa MYS, p. 22.

²⁷ Congressional Research Service (2016).

²⁸ Comments on reporting data in FTFMS.

builds the advocacy capacity of civil society alliances in Africa and Central America through a grant to the Alliance to End Hunger. Other grant-based models include Grand Challenges for Development, such as Powering Agriculture,²⁹ and Feed the Future Partnering for Innovation.³⁰

In 2012, USAID launched the New Alliance for Food Security and Nutrition, the largest of these initiatives. The New Alliance covers ten African countries and leverages political commitments to policy reform and significant public and private sector funding to support an agenda for inclusive agricultural sector growth (see box).

5. **Direct technical support to Missions.** Where resources and internal technical expertise allow, BFS staff also regularly provide direct technical support to Missions, both remote and in-person, as surge capacity for program design or as technical experts on specific enabling environment topics.

The New Alliance for Food Security and Nutrition

The New Alliance for Food Security and Nutrition leverages the resources of African governments, the private sector, research institutions, civil society, and donors to promote inclusive agricultural sector growth in Africa. Founded in 2012, the initiative now covers 10 African countries:

The Cooperation Framework for each New Alliance country outlines the investment commitments of private sector and donor partners in exchange for a commitment by each government to achieve policy commitments aligned with their National Agriculture and Food Security Investment Plans.

Since its inception, these partnerships have yielded commitments to the investment of USD 10 billion from more than 200 African and international companies, USD 6.3 billion from donor partners, and a combined 213 policy reforms from the governments of the ten participating New Alliance countries across a range of policy areas impacting agricultural investment and food security, including:

- Inputs
- Land and resource rights
- Nutrition
- Resilience and risk management
- Trade and markets
- Policies that facilitate investment, such as infrastructure, tax, and finance
- Policy institutions

Source: <https://new-alliance.org>

POLICY PRIORITIES

USAID priorities for policy-related reform under Feed the Future have spanned a wide range of topics within the enabling environment for agriculture, from macro-level support for the policymaking process to micro-level engagement on specific enabling environment topics. The following subsections describe Feed the Future investments to date in specific priority policy areas. Project examples are drawn from the stated enabling environment objectives of the projects reviewed and, where available, public statements of enabling environment activities undertaken.

General enabling environment projects. A number of centrally-funded projects have been designed with a broad-based mandate to support improvements within the enabling environment for agriculture and food security writ large. Activities undertaken by these projects include technical analysis to support project design and agriculture strategy formulation as well as support for the implementation of specific reforms. These projects also promote cross-country learning through policy briefs and training for USAID staff and other partners. These projects generally operate as demand-driven mechanisms to support USAID Missions and USAID/Washington on enabling environment issues. For example, the USAID

²⁹ See <https://www.usaid.gov/grandchallenges> for more information on the Grand Challenges for Development.

³⁰ See <http://www.partneringforinnovation.org/>.

Enabling Agricultural Trade (EAT) project provided technical analysis across 30 countries on a wide range of enabling environment topics.

Agriculture strategy development and implementation. Nearly all Feed the Future Missions reviewed for this study have funded a dedicated policy reform project to facilitate enabling environment reform efforts in the country or region. In some cases, these projects focused at the micro-level, engaging with national or regional institutions to address specific policy reform issues through policy research, facilitating stakeholder dialogue, and providing technical advisory services to support the drafting, approval, and implementation of reforms. For example, the Kenya TAPRA project conducted policy research and stakeholder workshops on issues as varied as fertilizer, genetically-modified food, and the value-added tax. These projects are complementary to and often benefit from analysis conducted by centrally-funded projects during the program design stage. For example, the Tanzania AgCLIR assessment conducted by the USAID Business Climate Legal and Institutional Reform (BizCLIR) project in 2010 laid the groundwork for the work plan of the later-awarded Tanzania SERA project, including initial analysis of the maize export ban that featured heavily in SERA's work.³¹

Other dedicated policy projects have adopted a macro-level focus on improving the overall institutional architecture for policymaking for agriculture, food security, and nutrition. These projects support evidence-based analysis for policy formulation and the monitoring of policy implementation either through direct technical services, such as those provided by the SAKSS nodes, or by building local capacity in these areas (e.g. BFS MAFAP). This work includes advocacy training for civil society groups (e.g. BFS NAPP) and the private sector (e.g. Southern Africa SAADPP). In Guatemala, the PRS project developed a diagnostic tool to assess the advocacy capacity of civil society groups and strengthened the advocacy capacity of the Consulting and Social Participation Advocacy group. In Ghana, the Business Sector Advocacy Challenge Fund (BUSAC) awarded grants to private sector organizations to fund evidence-based analysis and advocacy. In addition, Feed the Future investments have funded activities to strengthen government capacity for policymaking, such as through the creation of policy support units within the Ministry of Agriculture (e.g. Bangladesh PRSSP) and improving agricultural data systems (e.g. BFS/USDA Agricultural Data Systems).

An initial analysis of constraints within the institutional architecture for each Feed the Future focus country was conducted via an analytical assessment tool co-designed by the BFS-funded Africa Lead and EAT projects. In 2015, the EAT project published a cross-country comparative IA study, which highlighted common constraints and profiled good practices to improve knowledge sharing across Missions and governments.

Inputs. All of the Feed the Future Missions reviewed have engaged in input sector reforms, either as a part of the Mission-funded portfolio or through BFS-funded mechanisms. At the global level, the Feed the Future Innovation Lab for Assets and Market Access (AMA) and Feed the Future Innovation Lab for Food Security Policy have conducted research on the impact of input subsidy programs. At the country level, projects such as Kenya TAPRA and Bangladesh PRSSP have advised government officials on policy options and recommended reforms for the fertilizer sector. Enabling environment analyses have also been used to establish baseline constraints as a benchmark for reform efforts. The EAT project's SeedCLIR methodology, piloted in Tanzania and used in an adapted format by the Enabling Environment for Food Security for a regional analysis of SADC countries, provides a snapshot of the legal framework and institutional capacity of seed regulatory bodies and can be repeated over time to measure progress.

Other projects have focused on institutional capacity building, such as strengthening supply chain management to counteract counterfeit goods (e.g. Uganda Ag-Inputs), drafting protocols on variety

³¹ Further research is recommended to evaluate how policy priorities of these projects evolved over time, what factors influenced the project work plan in later years, and how adaptable the program design was to allow for learning and adjustment to political realities.

registration (e.g. Ghana ATT), and providing technical assistance for the review of national seed health standards (e.g. Bangladesh AIP). In Rwanda, the PReFER project shepherded the privatization of the fertilizer industry from lobbying the government for reform to assisting in the drafting of new procedures to regulate the nascent private sector.

At the regional level, input sector investments have focused on regional harmonization initiatives and the implementation of regional commitments at the national level (e.g. West Africa WAFP and WASP, Southern Africa SADC-HSR). Funding from USAID/West Africa to the Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) has supported the alignment of national regulations in eight countries with the harmonized seed regulations for ECOWAS, including development of procedure manuals, national quarantine pest lists, and national and regional seed variety catalogues.³²

Cross-border trade. National-level engagement in trade reforms under Feed the Future has included projects such as the TIPCEE project in Ghana, which embedded a full-time advisor in the Ministry of Trade and Industry to facilitate public-private dialogue and provide technical support on trade facilitation reforms. However, the bulk of USAID's investment in trade policy and trade facilitation under Feed the Future has occurred through regional or BFS-funded mechanisms. In Africa, the regional trade and investment hubs have supported capacity building for the private sector in accessing export markets (e.g. Southern Africa SATH, West Africa WATIH) and assisted government institutions in complying with global and regional commitments, such as World Trade Organization (WTO) requirements (e.g. Southern Africa SATH). Regional analyses have measured the burden of trade constraints, such as West Africa WATIH's assessment of the impact of roadblocks on cross-border trade. In Asia, RDMA's APEC-TATF and ACTI projects supported capacity building for the Secretariats of regional economic communities APEC and ASEAN, respectively. Regional Missions have also funded a large number of investments in the establishment of customs single windows across Africa, Asia, and Central America, through the East Africa COMPETE project, RMDA's ASEAN Single Window project, and the ECAM Central America Agribusiness and Logistics Regional Program. Regional Feed the Future projects have also facilitated public-private dialogue on trade policy and trade facilitation (e.g. East Africa EATIH) and strengthened private sector capacity for advocacy on trade issues (e.g. East Africa COMPETE).

Centrally-funded mechanisms such as USAID-EAT provided cross-border trade studies for Rwanda and comparative regional analysis of trade and input policies across South Asia, the Lower Mekong, and West Africa. In partnership with the USDA, BFS also funded sanitary and phytosanitary standards (SPS) and aflatoxin capacity building support through long-term resident advisors in Feed the Future focus countries throughout Africa. This support included food safety lab assessments and policy drafting and revision in West Africa through the assistance of an SPS advisor.

Agricultural sector finance. Much of the Feed the Future support for agricultural sector financing focused on facilitating access to finance through mechanisms such as the Development Credit Authority. Fewer projects directly addressed constraints within the enabling environment for agricultural finance. In Ghana, Fin-GAP assisted the Securities and Exchange Commission in drafting three regulations/administrative procedures: the Inspection and Surveillance Manual, the Risk-Based Supervisory Manual, and the Anti-Money Laundering Manual.³³ In Kenya, the FIRM project supported development of the National Credit Sharing Bill, National Credit Guarantee Bill, and County Cooperatives Development Bill. The project further assisted in the adaptation and adoption of the County Cooperatives Development Bill at the county level.³⁴ BFS-funded projects have analyzed microfinance in Ghana and Ethiopia (BFS Feed the Future Innovation Lab for Small-Scale Irrigation) and conducted a three-country comparative study of access to finance issues in Honduras, Mozambique, and Cambodia (BFS EAT).

³² Comments on reporting data in FTFMS.

³³ USAID, 2015, Financing Ghanaian Agriculture Project, Year 2 Annual Performance Report (October 2014 – November 2015), http://pdf.usaid.gov/pdf_docs/pa00kwjb.pdf

³⁴ Comments on reporting data in FTFMS.

Agricultural research and extension. A significant amount of Feed the Future investment has supported advancements in public agricultural research, such as development of improved crop varieties and other agricultural technologies either through US universities, the CGIAR centers, or national agricultural research organizations in focus countries. Feed the Future investments have also supported agricultural research by the private sector. For example, in Uganda, the LEAD project promoted greater inclusion of the private sector in coffee research through public-private workshops and funding a study tour to Colombia to examine their model for private sector funded research.³⁵

Projects have also worked with national governments to strengthen the link between research and production through improved extension service delivery. For example, Ghana APSP, in partnership with the Ministry of Food and Agriculture and the Modernizing Extension and Advisory Services (MEAS) project, held a two-day agricultural extension policy review forum with public, private, and civil society stakeholders sharing best practices and lessons learned on agriculture extension delivery.³⁶ In Bangladesh, NATP supported the Ministry of Agriculture in revising the National Agricultural Extension Policy, including decentralizing extension services and promoting low-cost, high impact technology.³⁷ Through the African Cocoa Initiative, a Global Development Alliance between USAID and the World Cocoa Foundation, new extension training manuals were introduced in Nigeria, Cameroon, and Ghana.³⁸

Scaling agricultural technology. In 2013, Feed the Future Missions, at the bequest of BFS, began drafting strategies for promoting the commercialization and adoption of new agricultural technologies at scale (i.e. scaling plans). The Missions and BFS recognized a growing need to address enabling environment constraints to technology commercialization and adoption to maximize the impact of investments in agricultural research. BFS supported Mission strategies through technical analysis, such as the EAT project policy brief outlining key principles for scaling agricultural technologies and a country-level study of constraints to technology commercialization and adoption in Tajikistan. BFS also established new mechanisms for facilitating investment in new innovations for the agricultural sector such as grants for piloting promising new agricultural technologies through the Feed the Future Partnering for Innovation project and support for public-private coordination in technology distribution through AGRA SSTP.

Value chain strengthening. There has been a strong focus throughout the Feed the Future portfolio on upgrading the value chains for target crops, including addressing enabling environment constraints that inhibit productive, efficient commercial relationships. Value chain projects have facilitated improved market linkages through development of sector-specific strategies, post-harvest and storage regulation, and quality standards and traceability systems.

Sector analysis and strategy development. Value chain projects have frequently been engaged to assist in the development of sector-specific policies and regulations. In Kenya, KHCP supported drafting of the national Horticulture Policy and review of the National Sweet Potato Draft Strategy, KDSCP worked with the Ministry of Livestock to develop and launch the Dairy Master Plan, and Kenya REGAL-AG facilitated stakeholder discussion on issues of grazing management, land use, and pastoral mobility. In Bangladesh, projects addressed enabling environment constraints with respect to mango processing and marketing (FTF-AVC) and aquaculture standards (AIN). At the regional level, Regional Missions and BFS have supported crop-specific programs with enabling environment reform components such as BFS WACIP (cotton sector regulations) and East Africa AU-IBAR (animal health standards). To assist these efforts, BFS-funded projects have developed tools for assessing policy constraints along the value chain, such as the VcCLIR methodology developed by the EAT project and applied to the livestock, rice, shallots, sorghum, and millet sectors in Mali.

³⁵ USAID, 2009, Livelihoods and Enterprises for Agricultural Development (LEAD), Second Annual Work Plan, October 2009 to September 2010, http://pdf.usaid.gov/pdf_docs/Pdacr582.pdf.

³⁶ <http://agricinghana.com/tag/usaighana-feed-the-future-agriculture-policy-support-project-apspl/>.

³⁷ World Bank, 2015, National Agricultural Technology Project Implementation Completion and Results Report.

³⁸ Comments on reporting data in FTFMS.

Postharvest and storage. Many projects addressed challenges related to postharvest and storage regulation. For example, in Rwanda, the PHHS project supported development of a National Postharvest Staple Crop Policy and a national strategic reserves policy, as well as the creation of a national grains and cereals corporation and a national commodities exchange. In Ghana, the ADVANCE project and West Africa ATP project supported the Ghana Grains Council in establishing a warehouse receipts system.

Standards and traceability. Substantial investments have also been made under Feed the Future to improve quality standards, traceability systems, and the capacity of farmers to meet these requirements, particularly in Kenya. KHCP assisted in the implementation of new regulations supporting national and international compliance for labeling, packaging, grading, transporting, and storage for horticulture and supported the Horticulture Competent Authority in raising awareness of standards and agrochemical risk assessments. The Kenya KAVES project has provided compliance training to assist smallholder farmers in meeting pesticide residue levels (MRLs) and other standards set by the market and European Union (EU) legal requirements. The Kenya KDSCP project helped to enact new dairy sector policies and standards and facilitated trainings for processors on Hazard Analysis and Critical Control Point (HACCP) food safety, as well as training for 69 milk-bulking groups on Good Manufacturing Practices.³⁹ In Rwanda, RDCP II reviewed the current status of dairy regulations and laws related to milk and milk products and hosted a two-day workshop to review and draft ministerial instructions for milk handling, collection, transportation, and milk sales.⁴⁰ In Bangladesh, the Institutionalization of Food Safety in Bangladesh for Safer Food project assisted in the development of standard operating procedures for food inspectors and food safety regulations.

Land tenure. While much has been written about the importance of property rights to achieving inclusive agricultural sector growth, this review uncovered few dedicated land tenure projects under Feed the Future. The exceptions include the Guatemala TIERRAS project, the Rwanda LAND project, and Ghana GCAP. These projects addressed issues such as land dispute resolution, the development of guidelines and agreements to govern land-scale land transactions, and the review of land tenure legislation. For example, in Rwanda, the LAND project conducted reviews of the Presidential Order on Land Allocation and Leasing, the Ministerial Order on Land Assignment, the Ministerial Order on Land Use Consolidation, and the Prime Minister's Order on Swamp Land on behalf of the Ministry of Natural Resources (MINIRENA) and Rwanda Natural Resources Authority (RNRA).⁴¹ The Property Rights and Resource Governance Program (PRRG), managed by the USAID Office of Land Tenure and Resource Management and funded through Mission buy-ins, has also provided support to USAID/Kenya on property rights issues. Projects have also addressed land issues related to livestock regulation and grazing patterns in the context of sustainable natural resource management (e.g. Kenya REGAL-AG).

Biotechnology/Biosafety. Feed the Future investments in biotechnology and biosafety have centered on advocacy at regional and country levels and assisting governments in the drafting of biosafety policies and regulations. The BFS-funded Program for Biosafety Systems (PBS), Agricultural Biotechnology Support Program II (ABSP II), and South Asia Biosafety Program (SABP) work collaboratively to promote the effective use and regulation of biotechnology across Africa and Asia. USAID/West Africa, through CILSS, has supported the adoption of a regional biosafety framework for the *Union Economique et Monetaire Ouest Africaine* (UEMOA). Individual country-level projects in Kenya (TAPRA) and Uganda (Feed the Future Biosafety Activity) have also promoted policy reforms to create an enabling environment conducive to the use of biotechnology in support of food security objectives. In Uganda, activities included public consultations, information dissemination, and other awareness building regarding the importance of a

³⁹ USAID, 2013, USAID Kenya Dairy Sector Competitiveness Program, Impact Report, <http://www.landolakes.org/getattachment/Resources/Publications/Kenya-Dairy-Sector-Competitiveness-Program-Impact/Kenya-Dairy-Sector-Competitiveness-Program-Impact-Report.pdf.aspx>.

⁴⁰ http://pdf.usaid.gov/pdf_docs/PA00K5K7.pdf

⁴¹ Comments on reporting data in FTFMS.

biosafety regulatory framework. The project also conducted analysis and prepared reports for the Parliamentary Committee on Science and Technology and other institutional biosafety committees.⁴²

Climate smart agriculture/Natural resource management. Under Feed the Future, USAID has promoted improved awareness of climate change risks and mitigation strategies and promoted more efficient use of natural resources such as water and fisheries. For example, in Tanzania, the PWANI project helped develop nearly 30 policies, strategies, and regulations regarding climate change mitigation, climate change adaptation, and biodiversity conservation. With respect to water resource policies, Feed the Future projects have advocated against water subsidies in Burkina Faso by funding a study tour to Northern Ghana (e.g. West Africa WA-WASH) and promoted improved water management practices (e.g. Bangladesh AAPI, Rwanda RIWSP). Fisheries programs have focused on inclusive dialogue regarding ecosystem management, study tours to learn good practices, and capacity building for local authorities in monitoring and enforcement against violators (e.g. ECAM MAREA, Ghana SFMP). A number of new projects, such as the Rwanda Climate Services for Agriculture Program, will address climate risk management for agriculture but are too new to have reported on activities.

Nutrition. According to the MYSs of several Missions in Feed the Future focus countries, nutrition activities have focused on the scaling up of community-based nutrition programs, conducting Behavior Change Communications (BCC) campaigns, strengthening the capacity of national and local government in nutrition strategy development, and advocating for policies and programs to increase the consumption of bio-fortified crops.⁴³ These activities have been carried out by dedicated nutrition programs (e.g. the Tanzania Mwanzo Bora Nutrition Program) and integrated into traditional value chain projects (e.g. Tanzania TAPP). Nutrition activities often intersected with gender issues, stressing women's economic empowerment as a vehicle for enabling improved nutrition for children (e.g. Uganda Community Connector). Not all of these programs were deemed to include an enabling environment component for purposes of this review, and thus not all of them appear in the annex of project summaries. The primary mechanisms for engagement in nutrition policy and government capacity building in support of nutrition programs were all USAID/Washington-funded global scope support projects, including the BFS SPRING and HarvestPlus projects and the FANTA project in the Office of Health and Nutrition. These projects conduct extensive activities at the national level. For example, in 2015, FANTA's work in Uganda contributed to National Nutrition Planning guidelines, guidelines for the Integration of Nutrition into Agriculture Enterprise Mixes, a Nutrition Handbook for Agriculture Extension workers, District Nutrition Action Plans, a community mobilization guide, and various nutrition assessment and advocacy tools.⁴⁴

Gender. Activities to support women's economic empowerment and participation in the agricultural sector have generally been integrated into value chain projects and other programs and tracked through disaggregated gender data in FTFMS reporting. While there are excellent rationales for this approach, it has made it difficult to compile information related to activities that address enabling environment constraints faced by women in the agricultural sector.⁴⁵ However, several examples of specific gender-related enabling environment investments emerged from our research. In Guatemala, the Nexos Locales project assessed institutional gaps within the Municipal Women's Office and provided technical support in the design and implementation of municipal plans to address food security and nutrition. In Tanzania, the PWANI project assisted 21 of 33 Village Multisectoral AIDS Committees in integrating gender empowerment and leadership into their village plans. Projects at the global (BFS EAT) and regional (RDMA APEC-TATF) levels have provided knowledge sharing and good practices in addressing constraints faced by women in cross-border agricultural trade, starting a business, and accessing credit. Finally, the Uganda Gender-Based Advocacy for Ugandan National Coffee Policy was a two-year campaign in partnership with

⁴² Comments on reporting data in FTFMS.

⁴³ See MYSs for Rwanda, Uganda, and Ghana as examples.

⁴⁴ Comments on reporting data in FTFMS.

⁴⁵ We understand that a separate review of gender activities under Feed the Future is underway, and we hope that it will include a specific breakdown of enabling environment reforms related to gender in a way that this review could not.

the National Union of Coffee Agribusiness and Farm Enterprises (Nucafe) to promote implementation of the national coffee policy with an emphasis on the participation of women and youth. In addition, USAID made a substantial investment in the development of the Women's Empowerment in Agriculture Index (WEAI), which measures women's control of assets, income, decision-making regarding agricultural production, time use, and leadership in the community.

Other enabling environment topics. The enabling environment for agriculture comprises a wide range of policy areas forming a complex system of rules, institutions, and behaviors that impact food security and nutrition outcomes. The sections above have covered the primary categories of policy reform that emerged from the research. However, a number of other issues such as public financial management, agricultural taxation, and commercial dispute resolution were addressed one or more times under Feed the Future investments. These other policy areas, while receiving little direct attention, were covered through comprehensive enabling environment assessments such as AgCLIR or on an ad hoc basis by dedicated policy projects when raised by stakeholders (e.g., research and a policy paper on the value-added tax conducted by the Kenya TAPRA project).

In addition, the Uganda Governance Accountability Performance and Participation (GAPP) project strengthened local and national government capacity in budgetary and financial planning systems, and the Guatemala Nexos Locales project targeted municipal-level public financial management and service delivery to support food security. With respect to access to justice, the RDMA LUNA II project, while primarily a trade policy and trade facilitation program, is supporting broader enabling environment reforms such as the Ministry of Justice's effort to improve commercial dispute settlement processes. Finally, a number of investments addressed the regulation of contract farming, including a policy brief on good practices by the EAT project and development of national level policies or legislation related to contract farming (e.g. Ghana GCAP).

METHODS OF ENGAGEMENT

USAID and its implementing partners have employed a variety of approaches to enabling environment reform, ranging from support for stakeholder dialogue processes to institutional reform to embedding advisors to assist ministries in the drafting of laws and regulations. These activities support strengthening of the policymaking process, legal and regulatory reform, and institutional capacity building, taking agricultural policies from inception to enforcement. The following sections describe the most common methods of engagement used by the projects reviewed for this study and provide examples of how those methods were employed in practice. Annex II contains a more detailed accounting of examples of each method of engagement from the countries studied.

Technical analysis. Technical analysis supports improved program design, better policymaking, informed stakeholder dialogue, and advocacy and monitoring of progress for reforms. The scope, objective, and format of this analysis have varied widely depending on the intended use. Some analysis followed a defined analytical framework or tool that provides consistent deliverables, rapid response, and can be used over time for monitoring progress. Other assessments were tailored to the specific needs of Missions or other audiences. Technical analysis included both quantitative and qualitative approaches and applied a global, regional, national, and even subnational or sectoral lens.

Some examples of the uses of technical analysis under Feed the Future include:

- To inform program design or work planning
- As an input for stakeholder dialogue
- To provide evidence-based analysis to inform policy options
- As an advocacy tool
- To assess institutional capacity
- To monitor progress on reform efforts

Convening stakeholders. Stakeholder dialogue is an essential part of inclusive policymaking. Yet many countries lack resources or a clear mechanism for incorporating the voice of different private sector and civil society groups into the policymaking process. USAID has played a key role in convening stakeholders in support of enabling environment reforms under Feed the Future. This engagement has included acting as a neutral third party to bring different groups to the table, providing start-up funding for new mechanisms, and building the capacity of institutions to promote their effectiveness and sustainability.

Some examples of the uses of USAID's convening power under Feed the Future include:

- To build momentum for reform
- To promote knowledge-sharing across countries and regions
- To facilitate coordination on regional initiatives
- To establish or support ongoing dialogue mechanisms

Technical assistance/advisory services. USAID has frequently provided government Ministries, working groups, regional bodies, and other institutions with technical expertise to support enabling environment reforms under Feed the Future. This technical assistance has been provided on a short-term, as-needed basis and through the use of long-term embedded advisors. Advisory services have supported policy reform and policy implementation processes at the national and regional levels.

Some examples of the uses of technical advisory services under Feed the Future include:

- Review of existing laws, regulations, and standards
- Support for the drafting of new laws and regulations
- Advice in the development of sector strategies
- Assistance in the creation of new administrative institutions and their operating procedures

Capacity building. In addition to technical advisory services, which typically entail the expertise of one or more individuals in support of reform efforts, USAID Feed the Future investments have provided direct training to build the capacity of local institutions and stakeholder groups to advocate for and implement enabling environment policies. This support has included sponsoring study tours, providing trainings, supporting infrastructure and ICT upgrades, and streamlining administrative systems and management.

Some examples of the uses of capacity building support under Feed the Future include:

- Advocacy training for private sector and civil society groups
- Strengthening internal management systems, data collection, and budgeting
- Funding study tours and regional knowledge-sharing

Advocacy/diplomacy/communications. Feed the Future Missions and implementing partners have occasionally engaged in direct advocacy for specific policy reforms through both written policy papers, person-to-person diplomacy, and other communication channels.

Some examples of the use of direct advocacy under Feed the Future include:

- Participation in Parliamentary discussions, working groups, and policy reform committees
- Publishing policy papers and other evidence-based research
- Communications campaigns to raise awareness of new policies and regulations

Public-private partnership facilitation. USAID has placed a strong emphasis on the role of private investment in accomplishing the goals of Feed the Future and has often acted to facilitate these investments through various mechanisms.

Some examples of the use of public-private partnerships under Feed the Future include:

- Grants to promote new agricultural technologies or other value chain solutions
- Partner matching programs
- Large-scale, multi-country partnerships between governments, private sector, and donors

LEARNING FROM EXPERIENCE

COMMON CHALLENGES

This section compiles anecdotal reports of challenges faced by enabling environment reform projects under Feed the Future. At present, there is no uniform mechanism for sharing and managing this type of information. The information below has been culled from comments supplied through the FTFMS and from project reports found online and through the DEC.

The reported constraints to reform efforts fall into four broad themes, ranging from challenges to obtaining stakeholder buy-in for reform to limitations due to program design.

Generating widespread stakeholder buy-in for reform. Multiple projects cited the limited time and differing priorities of government officials as a key impediment to reform efforts, particularly during parliamentary and budgetary proceedings (e.g. Tanzania SERA, Kenya KAVES). This issue can create problems when projects are not aligned with the government's planning cycle (e.g. Tanzania PWANI). By contrast, projects have had more success when project activities are linked to national strategic plans (e.g. Ghana TIPCEE).

Projects also stressed the importance of trust and relationships between project and government staff (e.g. Ghana TIPCEE) and warned that a failure to communicate and coordinate clearly with local government at project start-up can be viewed as disrespectful (e.g. Tanzania TAPP). Successful relationship-building takes time, which should be built into the program design (e.g. Ghana TIPCEE).

Other challenges in generating buy-in arose when local policymakers or other stakeholder groups lacked an understanding of the importance of the reform the project wished to achieve (e.g. West Africa ATP) and/or when these reforms involved a sizeable shift from cultural norms such as those regarding property rights (e.g. ECAM MAREA). These issues presented a particular challenge in regional initiatives, when disagreement among member states and conflicting national interests have frequently stalled the process of domestication of regional commitments at the national level (e.g. RDMA ASW, West Africa ATP, USAID/East Africa FTFMS data). As stated in the FTFMS comments on reporting for the CILSS investment in West Africa, moving through the policy reform stages in indicator 4.5.1(24), particularly moving from Stage 3 to Stage 5, is very challenging, "because each country has its own priorities and immediate needs."

Projects also noted the need to coordinate better with other development partners and even other US government entities. For example, RDMA APEC-TAFT recommending adequately informing US embassies and other USAID Missions on activities relevant to their reporting or diplomatic efforts.

Lack of sufficient resources and capacity for policy formulation and implementation. Even where political will for reforms exists, countervailing factors can undermine these efforts, such as a lack of sufficient resources or technical capacity for policy formulation and implementation. Two projects cited a lack of sufficient reliable data as a hindrance to conducting evidence-based analysis in support of reform (Tanzania SERA, ECAM MAREA). Policy reforms have also been hampered by weak or complex policy formulation procedures and high turnover among government staff (e.g. Guatemala PRS).

With respect to policy implementation, both USAID/West Africa and USAID/Southern Africa have cited low human or financial resource capacity within institutions as the source of delays in the implementation of new laws and regulations.⁴⁶ These capacity constraints can occur where government institutions are highly centralized and lack a presence in rural areas (e.g. Guatemala PRS) or, conversely, where decentralization of decision-making and implementation is delegated to local governments with insufficient capacity to carry out the mandate (e.g. Kenya KAVES).

⁴⁶ Comments on reporting data in FTFMS.

Limitations related to program structure/design. As stated above, projects have found it essential to build trust and confidence between the project and local stakeholders to generate buy-in for enabling environment activities. Accordingly, policy support projects have stated it is important to raise awareness of project benefits and the role that it can play as early as possible (e.g. Ghana GSSP). This goal can be undermined when the project itself lacks clear performance indicators or clarity of scope with respect to policy reform activities (e.g. RDMA APEC-TATF, Ghana GSSP). Others have been delayed due to high staff turnover, such as challenges faced by the Rwanda PSDAG project in replacing the lead for the policy component, resulting in a management gap for six months in 2015 and disrupting project activities. In some cases, these challenges, combined with the incompatibility of the short project time frame and long time frame for reform, have led projects to shy away from policy reform activities and to instead focus limited resources on improving farmer productivity (e.g., BFS WACIP).

Projects are often encouraged to partner with local organizations to build local capacity, drive local ownership, and support more sustainable results. However, they have found it difficult to find partners with the requisite financial, management, and technical skills to meet contracting requirements (e.g. Kenya KAVES, East Africa EATIH). By contrast, one project reported that it received less support for and coordination from the local government officials when funding was routed through the project instead of the government (e.g. Tanzania PWANI).

Finally, projects expressed the need for flexibility in program design to adapt their activities in line with evolving priorities on the ground. For example, the Ghana TIPCEE project found that long-term embedded advisors may be approached by their government counterparts to take on additional issues beyond their scope of work, which is encouraged to build relationships but requires a more independent and flexible approach to project activities.

Long-term nature of policy reform. Due to the long-term and unpredictable nature of legal, regulatory, and institutional reforms, many projects had to revise down initial reform targets to account for political realities. For example, the Uganda Feed the Future Enabling Environment for Agriculture project reported that seven of 18 policies targeted experienced no movement during the fiscal year because the chief government counterpart (Ministry of Trade) was unable to take action.⁴⁷ In Guatemala, an ECAM project opted to put certain policy reform activities on hold pending the installation of a new government.

Even where there is political buy-in, high-level government support does not always translate into actual reforms. Many projects expressed frustration with being at the mercy of stakeholders to achieve their goals. For example, as stated by the Uganda Improving Local Stakeholders Readiness to Adapt to Climate Change in Agriculture Activity, “Policy formulation takes a lot of time and requires political buy-in. This being an awareness activity, reliance is on project stakeholders’ willingness to initiate policy actions.”⁴⁸ Due to these challenges, the BFS AGRA SSTP project simply stated in the comments to indicator 4.5.1 (24), “Targeting is not realistic for this indicator due to the nature of the policy interventions.”⁴⁹

In some cases, these challenges, combined with the incompatibility of the short project duration and long time frame for reform, have led projects to shy away from policy reform activities and to instead focus limited resources on improving farmer productivity (e.g. BFS WACIP). In Ghana, the Coastal Sustainable Landscapes Project (CSLP) chose to simply “stay abreast of national level policy work by sharing lessons learned from the field while simultaneously learning of changes to natural resource-related policy, while maintaining the key focus of the project on livelihood and management interventions on the ground.”⁵⁰

⁴⁷ Comments on reporting data in FTFMS.

⁴⁸ Comments on reporting data in FTFMS.

⁴⁹ Comments on reporting data in FTFMS.

⁵⁰ USAID, 2014, Coastal Sustainable Landscapes Project, Annual Progress Report, October 2013 – September 2014.

FIVE YEARS OF RESULTS

In the five years of the Feed the Future initiative, a substantial number of enabling environment reforms have been achieved with US government assistance. In some cases, these reforms have led to transformative shifts in the regulation of agricultural goods, such as the privatization of the fertilizer industry in Rwanda; in others, the impact of activities to strengthen the enabling environment may be harder to discern, such as subtle shifts in behavior or institutional governance that may be difficult to capture or for which longer-term effects have not yet been felt.

This section compiles publicly available information from the Feed the Future Monitoring System (FTFMS), project reports, media, and other sources to highlight some of the quantitative and qualitative measures of Feed the Future enabling environment outcomes.

Quantitative Measures

Feed the Future Monitoring System. The FTFMS compiles self-reported performance data across all Feed the Future investments worldwide, including those made by other US government agencies. Many of the indicators, including those related to policy reform, are voluntary. Summary data for the main policy reform indicator (4.5.1(24)) revealed that at least one project (and frequently more) across all Feed the Future focus countries, regions, and BFS offices surveyed reported data for this indicator for at least one year in the five-year period from 2011-2015.

Table 4 details the number of policies, laws, and administrative procedures impacted by US government assistance across all regions. Note that the summary data in this table includes all Feed the Future countries, both focus and aligned, as well as BFS-funded investments. Due to the change in the indicator, there is possibly some duplication in the reported statistics for the year 2014. Overall reporting for this indicator has steadily climbed from 2011 to 2015, reflecting an increasing focus on policy reforms in recent years as projects recognized the need to make productivity gains sustainable through a strong enabling environment.

Table 4. Total reported policies/laws/administrative procedures for indicator 4.5.1(24), 2011-2015

Number of policies/laws/administrative procedures	2011	2012	2013	2014	2015
4.5.1(24) (old)	684	832	833	1026	67
4.5.1(24) (new)				39	1033
TOTAL	684	832	833	1065	1100

Summary data for the regional Mission policy reform indicator (4.5.1(TBD9)) shows that in the two years that the indicator has been in use, a total of 120 national policies related to the alignment of national legislation with regional policy commitments have been reported to have passed through at least one stage of national-level implementation (36 in 2014; 31 in 2015) across the three Africa regional Missions, the Central America Regional Mission (ECAM).⁵¹ These policies addressed the following policy areas:

Table 5. Breakdown of number of policies reported for indicator 4.5.1(TBD9) (2014/2015)⁵²

	East Africa	West Africa	Southern Africa	ECAM	Total
Institutional Architecture			4/3	4/6	16
Enabling environment for private sector investment	0/3		0/2		5
Agricultural trade policy					0

⁵¹ There is no reported data for the Regional Development Mission for Asia (RDMA). The summary data can be further broken down by country. Some regional Mission projects (e.g., WAFFP) have expressed interest in reporting on 4.5.1(TBD9) in lieu of 4.5.1(24) as it aligns better with their regional approach and allows disaggregation by country. In its current version, the indicator is only available to regional Missions.

⁵² In the table below, the first number represents the number of policies reported in 2014; the second the number reported in 2015. The right-hand column shows the total number of policies reported for both years.

Agricultural input policy		28/14			42
Land and natural resources					0
Resilience and risk management	0/3				3
Nutrition					0
TOTAL	6	42	9	10	67

Custom indicators. For projects with an enabling environment component, the project's Performance Monitoring Plan (PMP) often includes custom indicators with respect to policy reform activities in lieu of or in addition to indicator 4.5.1(24). These indicators tend to measure project outputs and/or outcomes, relying on a higher level theory of change for the anticipated broader impact of these activities. As custom indicators are not reported through the FTFMS, we have no means of readily compiling these results.⁵³

New Alliance. For investments not subject to Feed the Future reporting and monitoring requirements, quantitative measures of progress towards policy reform objectives can sometimes be found through other sources. For example, the New Alliance for Food Security and Nutrition reports annually on progress towards investment and policy reform commitments. As of June 2015, the New Alliance reported that 33 percent of all intended policy actions had been completed as scheduled, progress had been made on an additional 59 percent, and 8 percent had either experienced no movement or provided no update.⁵⁴

Qualitative Measures

In addition to the quantitative measures of policy reform achievements described above, project records contain self-reported qualitative reports of enabling environment successes achieved through project activities. These range from new regulations passed through project support to the establishment of a single window to reduce customs delays. To give color to the FTFMS numbers, the following sections highlight examples of reforms achieved in specific areas of the enabling environment. The examples included here are illustrative, not exhaustive.⁵⁵

Agriculture strategy development and implementation. A large number of recent Feed the Future investments have focused on improving the processes and capacity of various stakeholder groups to engage in policymaking and policy implementation for food security and nutrition. As a result, a number of new public-private dialogue mechanisms and working groups have been formed to address policy constraints, particularly at the regional level. In Asia, the MARKET project facilitated two ASEAN workshops on the aquaculture and fisheries sector that led to the creation of the ASEAN Public Private Taskforce for Sustainable Fisheries and Aquaculture. The project also assisted in the formation of the ASEAN Farmers' Advisory Council (AFAC). In East Africa, EATIH and the Eastern African Grain Council co-hosted the 6th African Grain Trade Summit, which resulted in the formation of a private sector action group to champion policy reforms, as well as a commitment by government officials to harmonize regional grain trade policies. In West Africa, a grant from the ATP project to the *Comite Interprofessionnel des Cereales du Burkina Faso* led to the development of the West African Grains Network, a regional forum for cereals actors to collaborate and advocate for policy reform.

Investments in the institutional architecture for policymaking have also improved the capacity of national statistics agencies to collect and analyze agricultural sector data and strengthened institutions' capacity for policy analysis and the monitoring of policy implementation at the national level. In Bangladesh, the NFPCSP assisted in the establishment of a web-based Food Security and Nutrition System (FSNIS) with

⁵³ Further research to compile and compare the custom policy indicators would be a valuable addition to the Feed the Future Looking Back Looking Forward process.

⁵⁴ See New Alliance for Food Security and Nutrition and Grow Africa, *Joint Annual Progress Report: 2014-2015*, available at <https://new-alliance.org/progress>. Annex 5.2, which

⁵⁵ Given the limitations on access to project documents, particularly for investments not subject to the same reporting requirements as for a contract or cooperative agreement, any stocktaking on the breadth and depth of enabling environment outcomes from Feed the Future investments is by necessity illustrative only.

more than 2,000 food security online resources and a physical information center with more than 900 resources. The PRSSP project in Bangladesh supported the creation of the Agricultural Policy Support Unit (APSU) within the Ministry of Agriculture, which has significantly strengthened evidence-based analysis, policy recommendations, and the monitoring of policy implementation by the Ministry.

Inputs. Feed the Future investments have contributed widely to the introduction of new laws and regulations for agricultural inputs. For example, in Ghana, the APSP project assisted in the preparation of the National Seed Development Plan, Seeds Regulation, National Quarantine Pest List, and Plants and Fertilizer Act through evidence-based analysis, stakeholder consultation, and technical drafting of policies and regulations. At the regional level, Feed the Future programs have supported progress in regional harmonization of input policies and provided assistance in the domestic implementation of regional commitments. In West Africa, regional Mission support has facilitated publication of regional seed regulations for ECOWAS and UEMOA in the national gazettes of 12 countries and additional measures to implement those regulations in seven countries.⁵⁶ The West Africa Fertilizer Program (WAFP) has accomplished similar goals for the domestic adoption and implementation of regional regulations across seven and three countries, respectively. In Rwanda, the PReFER project successfully lobbied the government to transfer responsibility for fertilizer import, distribution, and sale to the private sector. Following the restructuring of the sector, fertilizer sales have increased, resulting in an increase in the number of agro-dealers receiving loans and higher volumes of fertilizer imports valued at \$26.5 million.⁵⁷ In 2015, the Rwanda Ministry of Agriculture (MINAGRI) increased the number of companies licensed to sell fertilizer from five to eight companies and approved import licenses for three new companies from Burundi.⁵⁸

Cross-border trade. Across Feed the Future focus countries, enabling environment projects have successfully used evidence-based analysis to lobby for trade policy reforms. In Tanzania, a SERA project review of the economic impact of the maize export ban convinced the government to lift it. In West Africa, the E-ATP project played a leading role in removing four-year bans on poultry trade in Burkina Faso and Cote d'Ivoire by providing evidence-based analysis of its negative effects in a poultry value chain assessment. Similar successes have been recorded with respect to trade facilitation. In East Africa, the COMPETE project helped to lower the time to move goods across borders from Kenya to Kampala and Kigali by 40 percent (or 5.5 days) through support for the Kenya Ports Authority and Ministries of Trade and Transport. The EATIH helped the Kenyan Cabinet Secretary of Industrialization and Enterprise and the Kenya Leather Development Council in developing a leather and textile park within Special Export Zones across Kenya. USAID/East Africa also supported COMESA in analyzing the Pest Risk Analysis protocol on avocado and the COMESA Fertilizer policy; facilitating public debate on the Litchi import protocol and SPS strategy development; and drafting the COMESA Biotechnology Implementation Plan.⁵⁹

Natural resource management. Achievements in natural resource management have included institutional capacity building for better resource management and improved monitoring of resource usage. For example, the Tanzania PWANI project significantly improved coordination between local communities and local government authorities through capacity building training for district staff in Pangani and Bagamayo. In West Africa, the WA-WASH project successfully lobbied the Ministry of Water, Hydraulic Facilities and Sanitation to improve rural water service monitoring.

Value chain strengthening. Under Feed the Future, the US government has made numerous investments in value chain upgrading, including the introduction of quality standards for agricultural products and improved postharvest handling and storage options. For example, in Kenya, Feed the Future projects provided technical support for the enactment of 22 dairy sector policies and standards as well as the

⁵⁶ Comments on reporting data in FTFMS.

⁵⁷ Feed the Future website, Rwanda overview, available at <https://www.feedthefuture.gov/country/rwanda>.

⁵⁸ Comments on reporting data in FTFMS.

⁵⁹ Comments on reporting data in FTFMS.

drafting of the National Horticulture Policy. In West Africa and East Africa, Mission investments have supported the establishment of warehouse receipt systems in Mozambique, Zambia, and Ghana. In Rwanda, RDCP assisted in the creation of the Rwanda National Dairy Platform, which will provide a forum for the private sector and farmers organizations to advocate for enabling environment reforms for the dairy sector. The project also supported the approval of new regulations for milk handling, transport, and sale.⁶⁰

Biotechnology/Biosafety. The BFS Program for Biosafety Systems reported achievements across Uganda, Kenya, Malawi, Nigeria, COMESA, Ghana, Indonesia, and Tanzania, such as the Uganda biosafety bill (pending adoption) and the publication of biosafety regulations in Tanzania.⁶¹ In South Asia, the SABP project conducted extensive support for biosafety frameworks in Bangladesh and India from initial analysis to legislative or regulatory approval, including administrative process guidance, environmental risk assessment (ERA) guidance, and food safety guidelines in Bangladesh, and in India guidelines, a users' guide, and risk analysis framework for ERAs and guidance for the drafting of technical regulations.

Nutrition. The FANTA III project has reported numerous nutrition achievements under Feed the Future, including the following activities in Uganda: the project collaborated with the Government of Uganda and other stakeholders to develop and implement the five-year Uganda Nutrition Action Plan (2011-2016), which outlines activities to reduce the prevalence of malnutrition in Uganda, with an emphasis on women of reproductive age, young children and infants.⁶² The project also designed a nutrition advocacy training program to improve nutrition policy implementation at the community, local, and district levels in Uganda. The training helped participants to understand the principles of effective advocacy, identify key decision makers, form alliances, and develop appropriate messaging.⁶³ Finally, the project worked with District Nutrition Coordination Committees to build capacity to plan, budget, and monitor nutrition activities.⁶⁴

LOOKING FORWARD

The review uncovered a wealth of information regarding enabling environment activities conducted under Feed the Future. Clearly, a significant amount of investment has gone into addressing the policy, legal, regulatory, and institutional constraints to achieving the Feed the Future twin goals of inclusive agriculture-led growth and improved nutritional status. However, this review, while providing a strong representative sample of policy reform efforts across Africa, Asia, and Latin America, barely scratches the surface. An additional 12 Feed the Future focus countries remain to be surveyed, and the findings of this review suggest myriad avenues for further research.

In light of the Feed the Future Looking Back Looking Forward process, it would be valuable to conduct a new stocktaking of the key constraints in each focus country to determine how the findings across all Feed the Future investments included in this report could inform new directions for Mission strategies in the next five years. In addition to the lessons of the past five years, new trends in agricultural development suggest a growing need for analytical tools and reform approaches related to climate smart agriculture and natural resource management, youth and employment, and agricultural risk reduction. There is also an increasing recognition of the impact of urbanization and the importance of understanding not just agricultural production but also consumption trends (e.g. the entire food system from farm to consumer).

Finally, there is a need to seriously evaluate how USAID and its partners track, report, and manage knowledge generated, both qualitative and quantitative, through Feed the Future investments in enabling environment reform. Throughout this assessment, the team faced hurdles in finding up-to-date public

⁶⁰ Comments on reporting data in FTFMS.

⁶¹ Comments on reporting data in FTFMS.

⁶² <http://www.fantaproject.org/countries/uganda/uganda-nutrition-action-plan>

⁶³ <http://www.fantaproject.org/countries/uganda/uganda-nutrition-advocacy-training>

⁶⁴ <http://www.fantaproject.org/countries/uganda/uganda-district-nutrition-coordination-committee-initiative>

information about identified Feed the Future investments that could adequately describe project activities, challenges faced, and outcomes achieved. The USAID Development Experience Clearinghouse (DEC) houses a wealth of project reports and technical resources, but despite the mandatory nature of reporting requirements for USAID implementing partners, the team found significant gaps in the project information available on the DEC. Similarly, Agrilinks, USAID's online knowledge-sharing platform for food security and agriculture, contains relevant technical resources, forum discussions, and event materials for projects that voluntarily select to participate and showcase their work. However, neither the DEC nor Agrilinks serves as a comprehensive, easily accessible central database of quantitative or qualitative results of USAID investments. Without a clear mechanism for sharing this information, synthesizing learnings across projects and regions requires time-consuming examination of project documents, a rare resource outside of reviews such as this one. Improvements in the indicators and reporting mechanisms used by programs receiving Feed the Future funding could lead to a more adaptable, ongoing process of learning within and across projects.

ANNEX I: LIST OF INVESTMENTS

The following sections contain summaries of all FTF projects reviewed that were found to have engaged in enabling environment reform activities. Information was drawn from project reports, press releases, and technical reports as available online or through the Development Exchange Clearinghouse (DEC).

Enabling Environment-Related Investments under Feed the Future

AFRICA	
Ghana	<ul style="list-style-type: none"> • Agricultural Development and Value Chain Enhancement Program (ADVANCE I) • Agricultural Development and Value Chain Enhancement Program (ADVANCE II) • Agriculture Policy Support Project (APSP) • Financing Ghanaian Agriculture Project (FinGAP) • Business Sector Advocacy Challenge Fund (BUSAC) • Coastal Sustainable Landscapes Project (CSLP) • Ghana Commercial Agriculture Program (GCAP) • Ghana Strategy Support Program (GSSP) • Sustainable Fisheries Management Project (SFMP) • Trade and Investment Promotion for a Competitive Export Economy (TIPCEE) • Agricultural Technology Transfer project (ATT)
Kenya	<ul style="list-style-type: none"> • Kenya Agricultural Value Chain Enterprises (KAVES) • Kenya Horticulture Competitiveness Project (KHCP) • Resilience and Economic Growth in the Arid Lands – Accelerated Growth (REGAL-AG) • Kenya Dairy Sector Competitiveness Program (KDSCP) • Tegemeo Agricultural Policy Research and Analysis Program (TAPRA II)
Rwanda	<ul style="list-style-type: none"> • Post-Harvest Handling and Storage project (PHHS) • Rwanda Dairy Competitiveness Project II (RDPC II) • Privatizing Fertilizer Import and Distribution for Rwanda (PReFER) • Private Sector-Driven Agricultural Growth (PSDAG) • Trade Infrastructure Program • Rwanda Climate Services for Agriculture
Tanzania	<ul style="list-style-type: none"> • NAFAKA Staples Value Chain Activity (NAFAKA) • Tanzania SERA Policy Project (SERA) • PWANI Project (PWANI) • Tanzania Agriculture Productivity Program (TAPP) • Southern African Growth Corridor of Tanzania (SAGCOT)
Uganda	<ul style="list-style-type: none"> • Feed the Future Enabling Environment for Agriculture • Feed the Future Agricultural Inputs Activity (Ag-Inputs) • Gender-Based Advocacy for Ugandan National Coffee Policy • Governance Accountability Performance and Participation (GAPP) • Policy Advancement for Climate Change Adaptation and Agricultural Development Activity • Livelihoods and Enterprises for Agriculture Development (LEAD)
East Africa	<ul style="list-style-type: none"> • Competitiveness and Trade Expansion program (COMPETE) • East Africa Trade and Investment Hub (EATIH)
Southern Africa	<ul style="list-style-type: none"> • Southern African Development Community Harmonized Seed Regulations (SADC-HSR) • Southern African Trade Hub (SATH) • Southern African Agricultural Development Partnership Platform (SAADPP)
West Africa	<ul style="list-style-type: none"> • West Africa – Water, Sanitation and Hygiene Initiative (WA-WASH) • West Africa Fertilizer Program (WAFP) • West Africa Seed Program (WASP) • West Africa Trade and Investment Hub and African Partner Network (WATIH) • Agribusiness and Trade Promotion Program in West Africa (ATP)

	<ul style="list-style-type: none"> Extended Agribusiness and Trade Promotion Program in West Africa (E-ATP)
ASIA	
Bangladesh	<ul style="list-style-type: none"> Accelerating Agriculture Productivity Improvement (AAPI) Feed the Future Bangladesh Agricultural Value Chains Program (FTF-AVC) Agro-Inputs Project (AIP) Aquaculture for Income and Nutrition (AIN) National Agricultural Technology Project (NATP) National Food Policy Capacity Strengthening Program (NFPCSP) Policy Research and Strategy Support Program for Food Security and Agricultural Development (PRSSP)
Regional Development Mission for Asia (RDMA)	<ul style="list-style-type: none"> APEC Technical Assistance and Training Facility (APEC-TATF) ASEAN Single Window (ASW) Maximizing Agricultural Revenue through Knowledge, Enterprise Development, and Trade (MARKET) Laos-U.S. International and ASEAN Integration Project (LUNA II) ASEAN Connectivity Through Trade and Investment (ACTI) Feed the Future Asia Innovative Farmers project ASEAN Development Vision to Advance National Cooperation and Economic Integration (ADVANCE) Responsible Asia Forestry and Trade program (RAFT)
LATIN AMERICA AND THE CARIBBEAN	
Guatemala	<ul style="list-style-type: none"> TIERRAS/Land Conflict Resolution project Policy and Regulatory Support for Economic Growth Project (PRS) Local Governance Project / Nexos Locales
Central America and Mexico Regional (ECAM)	<ul style="list-style-type: none"> Management of Aquatic Resources and Economic Alternatives (MAREA) Promoting Food Security and Trade Integration through Sanitary and Phytosanitary (SPS) and other Ag-Related Capacity Building Regional Food Security Policy Effectiveness and Sustainable Agriculture Program Regional Trade and Market Alliances project (RTMA) Central America Agribusiness and Logistics Regional Program
GLOBAL / BUREAU FOR FOOD SECURITY	
Office of Market and Partnership Innovations (MPI)	<ul style="list-style-type: none"> Enabling Agricultural Trade project (EAT) New Alliance for Food Security and Nutrition National Agricultural Risk Assessment Strategies Grow Africa AGRA Scaling Seeds and Technologies Partnership (AGRA SSTP) Feed the Future Enabling Environment for Food Security project Investment Support Program
Office of Country Strategy Initiatives (CSI)	<ul style="list-style-type: none"> West African Cotton Improvement Program (WACIP) Food Security Service Center National Alliance Partnership Program (NAPP) Agriculture and Food Security Technical Services (through USDA)
Office of Agricultural Research and Policy (ARP)	<ul style="list-style-type: none"> SPS/Aflatoxin Partnership (through USDA) HarvestPlus Program for Biosafety Systems (PBS) South Asia Biosafety Program (SABP) Agricultural Biotechnology Support Program II (ABSP II) CAADP Strategic Analysis and Knowledge Support Systems (SAKSS) Asia ReSAKSS network Central America ReSAKSS network CAADP Multi-Donor Trust Fund CAADP Phase II

	<ul style="list-style-type: none"> • Monitoring African Food and Agriculture Policies (MAFAP) • Water and Livelihoods Initiative • Cereal Systems Initiative for South Asia (CSISA) • Africa Lead I and II • Agricultural Data Systems (through USDA) • CGIAR Research Program on Policies, Institutions, and Markets • Feed the Future Innovation Lab for Food Security Policy • Feed the Future Innovation Lab for Small-Scale Irrigation • Feed the Future Innovation Lab for Assets and Markets Access (AMA) • Index Insurance Innovation Initiative (I4) • Soil Fertility Technology Adoption, Policy Reform, and Knowledge Management Project
<p>Relevant projects from other USAID/ Washington offices or bureaus that received FTF funding</p>	<ul style="list-style-type: none"> • Food and Nutrition Technical Assistance III (FANTA III) (USAID/Office of Health and Nutrition) • Strengthening Partnerships, Results, and Innovations in Nutrition Globally project (SPRING) (USAID/Global Health) • Leveraging Economic Opportunities (LEO) (USAID/E3) • Property Rights and Resource Governance Program (PRRG)

ANNEX II: DETAILED EXAMPLES OF METHODS OF ENGAGEMENT

The review uncovered extensive examples of how the various methods of engagement have been employed to support enabling environment reforms by projects under Feed the Future. To streamline the summary report, the more detailed list of these examples has been compiled in this annex. Only the most relevant examples are included here; others can be found in the project summaries in Annex III.

Technical Analysis

To inform program design or work planning:

- The Bangladesh PRSSP project released the *Policy Perspectives of the Country Investment Plan for Food and Nutrition Security in Bangladesh* report, which identified key policy issues, constraints, and drivers for each of the Country Investment Plan's 12 priority areas. The findings from this report were used to develop USAID/Bangladesh's policy reform agenda under Feed the Future.⁶⁵

As an input for stakeholder dialogue:

- In Ghana, SFMP analyzed laws and regulations related to fisheries to support stakeholder dialogue on addressing over-fishing and developing a small pelagic management plan.⁶⁶
- The AAPI project in Bangladesh conducted a fertilizer market assessment to identify constraints to market access and serve as a basis for policy dialogue.
- In Kenya, the REGAL-AG project drafted policy briefs on land tenure and livestock challenges along the Moyale-Nairobi transport corridor to support dialogue on livestock policy in Marsabit County.⁶⁷

To provide evidence-based analysis to inform policy options:

- The RDMA APEC-TATF project conducted an assessment of Indonesia's Ease of Doing Business, comparing the country with Peru and Thailand, and provided a list of policy recommendations for the government.
- In Ghana, GCAP conducted a study of land banks to inform the creation of a database for land banks in Ghana.
- The Uganda LEAD project conducted analysis of the policy and regulatory constraints in key value chains and provided evidence-based analysis to government and private sector stakeholders within the value chain.
- The Kenya TAPRA project completed a series of policy research papers on fertilizer policy, genetically modified food, and value added tax to support policy reform efforts.⁶⁸
- The TIPCEE program conducted economic benefit assessments of the banana, mango, and rice sectors, examining comparative advantages of the sector and the policy environment of Ghana's competitors.

As an advocacy tool:

⁶⁵ IFPRI, 2015, Seeking Evidence-Based Policy Solutions to Poverty and Malnutrition in Bangladesh: Highlights from the PRSSP - <http://www.ifpri.org/cdmref/p15738coll2/id/128342/filename/128553.pdf>

⁶⁶ Comments on reporting data in FTFMS.

⁶⁷ USAID, 2013, Resilience and Economic Growth in the Arid Lands – Accelerated Growth (REGAL-AG), Quarterly Progress Report FY2013 QIV, http://pdf.usaid.gov/pdf_docs/pa00jrmz.pdf.

⁶⁸ <https://www.usaid.gov/sites/default/files/documents/1860/Tegemeo%20Fact%20sheet%20September%202014.pdf>

- In 2012, the Tanzania SERA project conducted a policy review of the ban on the export of maize, conducted two multi-stakeholder workshops, and successfully lobbied the government to remove the ban.⁶⁹
- The National Alliance Partnership Program, funded by BFS/CSI, works with civil society alliances in Feed the Future countries to build their capacity to engage in policy reform, including conducting baseline studies and monitoring and evaluation to support lobbying efforts.

To assess institutional capacity:

- In Ghana, APSP completed an assessment of the agricultural research capacity of 12 public and private universities and research institutions.⁷⁰
- The Kenya KAVES project employed an Organizational Capacity Assessment tool to evaluate the financial management, governance, administration, human resources, and program management for 12 organizations.⁷¹
- The RDMA ASW program conducted an institutional and financial sustainability study that evaluated the financial costs, governance options, business models, and staffing requirements for member states to graduate from the single window pilot phase to full implementation.

To monitor progress on reform efforts:

- In West Africa, the West Africa Trade and Investment Hub (WATIH) undertook a road governance study to assess the status and challenges of current road governance data collection efforts in West Africa, develop a uniform data collection methodology, and assign responsibilities to various regional and national actors.⁷²

Convening Stakeholders

To build momentum for reform:

- In East Africa, the EATIH partnered with the Eastern African Grain Council to host the 6th African Grain Trade Summit in Rwanda in 2014. The event resulted in the formation of a private sector action group to champion policy reforms, as well as a commitment by government officials to harmonize regional grain trade policies.

To promote knowledge-sharing across countries and regions:

- The Kenya TAPRA project has organized policy workshops with local and international stakeholders to share agriculture and rural development data and stimulate debate.

To facilitate coordination on regional initiatives:

- The East Africa COMPETE project coordinated with customs agencies in Kenya, Uganda, Rwanda, Burundi, and DRC to introduce joint inspections at key international trade borders, laying the foundation for the eventual introduction of national single windows.⁷³
- In West Africa, the West Africa Seed Program (WASP) facilitated the establishment of the West African Seed Committee, whose function is to coordinate implementation of seed harmonization regulations across 17 member state National Seed Committees.⁷⁴

To establish or support ongoing dialogue mechanisms:

⁶⁹ <http://www.tzsera.com/index.php/activities>

⁷⁰ USAID, 2015, Feed the Future Agriculture Policy Support Project, Annual Report, (October 2014 – September 2015), http://pdf.usaid.gov/pdf_docs/pa00m1f1.pdf.

⁷¹ USAID, 2015, Kenya Agricultural Value Chain Enterprises project (KAVES), FY 2015 Annual Report.

⁷² USAID, 2014, Trade Hub and African Partners Network, Road Governance Study: Current Status, Analysis, and Recommendations, http://pdf.usaid.gov/pdf_docs/pa00kjp4.pdf.

⁷³ USAID, 2010, Competitiveness and Trade Expansion Program, Annual Progress Report - FY 10, http://pdf.usaid.gov/pdf_docs/pdact847.pdf.

⁷⁴ <http://www.coraf.org/wasp2013/?p=692>

- In West Africa, the West Africa Fertilizer Program (WAFP) created and hosted the West Africa Fertilizer Stakeholder’s Forum, which brought together public and private stakeholders to discuss fertilizer policies in West Africa for the first time.⁷⁵
- In Kenya, KDSCP helped foster stakeholder dialogue between key government and private sector stakeholders through the National Dairy Task Force.⁷⁶
- The RDMA MARKET project hosted two workshops on food security within the aquaculture and fisheries sector in the ASEAN region, which led to the creation of the ASEAN Public-Private Taskforce for Sustainable Fisheries and Aquaculture. The project also assisted in the formation of the ASEAN Farmers’ Advisory Council (AFAC).⁷⁷
- The Southern Africa SAADPP created three regional private sector working groups in the areas of regional market integration, alternative funding streams, and capacity building.

Technical Assistance/Advisory Services

Review of existing laws, regulations, and standards:

- In Rwanda, RDCP II reviewed the current status of dairy regulations and laws related to milk and milk products and provided an analysis of the steps needed to implement required reforms.
- The Ghana TIPCEE project providing technical support to the Ministry of Trade and Industry’s Trade Sector Support Programme on issues such as duty drawback and value-added tax refunds.⁷⁸
- The Tanzania SERA project assisted the Zanzibar Food Security and Nutrition Department in conducting an assessment of their food security and nutrition program, developing strategic priorities, and mapping out a three-year action plan.⁷⁹
- In Bangladesh, the AIP project provided an Agro-Input Quality Control and Policy Adviser to review the national seed health standards on behalf of the Minister of Agriculture’s Seed Health Standards Committee.⁸⁰

Support for the drafting of new laws and regulations:

- The Bangladesh AIN project developed a certification and standards manual to assist the government in certifying feed mills for the fisheries sector.
- In 2015, Ghana FinGAP assisted the Securities and Exchange Commission in drafting three regulations/administrative procedures, including the Inspection and Surveillance Manual, the Risk-Based Supervisory Manual, and the Anti-Money Laundering Manual.⁸¹
- In Ghana, GCAP developed a Model Commercial Agriculture Land Lease Agreement, Recommendations for Large-Scale Land-Based Investment in Ghana, and Community/Investor Guidelines for Large-Scale Land Transactions in support of the National Framework for Out-grower Schemes/Contract Farming.⁸²

⁷⁵ <https://www.usaid.gov/west-africa-regional/fact-sheets/west-african-regional-fertilizer-program-wafp>

⁷⁶ USAID, 2012, USAID Kenya Dairy Sector Competitiveness Program (October 2011 – September 2012), http://pdf.usaid.gov/pdf_docs/pa00ht14.pdf.

⁷⁷ USAID, 2013, Mid-Term Evaluation of the USAID/RDMA Maximizing Agricultural Revenue Through Knowledge, Enterprise Development, and Trade (MARKET) project, http://pdf.usaid.gov/pdf_docs/pbaaa334.pdf.

⁷⁸ USAID, 2009, Trade and Investment Promotion for a Competitive Export Economy (TIPCEE), Final Report, http://pdf.usaid.gov/pdf_docs/Pdacc167.pdf

⁷⁹ <http://www.tzsera.com/index.php/activities>

⁸⁰ USAID, 2014, Agro-Inputs Project, Annual Progress Report, Year 2: October 1, 2013 – September 31, 2014 - http://pdf.usaid.gov/pdf_docs/pa00k9m2.pdf.

⁸¹ USAID, 2015, Financing Ghanaian Agriculture Project, Year 2 Annual Performance Report (October 2014 – November 2015), http://pdf.usaid.gov/pdf_docs/pa00kwjb.pdf

⁸² <http://gcap.org.gh/index.php/get-to-know-us>

- The Tanzania PWANI project helped to develop nearly 30 policies, strategies, and regulations regarding climate change mitigation, climate change adaptation, and biodiversity conservation, including finalizing the draft regional protocol on Integrated Coastal Zone Management for Eastern Africa.⁸³
- To support the privatization of fertilizer procurement and distribution in Rwanda, the PReFER project assisted the Ministry of Agriculture in developing the policies necessary to support a private sector-led fertilizer market.⁸⁴
- The ECAM MAREA project coordinated representatives from seven countries to draft aligned National Fisheries-Environmental Agendas and assisted local authorities in drafting operational protocols for the enforcement of violations.

Advice in the development of sector strategies:

- Ghana GSSP supported the Ministry of Agriculture in consulting on and developing a sustainable national agricultural productivity strategy.⁸⁵
- In Uganda, FANTA III collaborated with the Government of Uganda and other stakeholders to develop and implement the five-year Uganda Nutrition Action Plan (2011-2016), which delineates activities to reduce the prevalence of malnutrition in Uganda with an emphasis on women of reproductive age, young children and infants.⁸⁶

Assistance in the creation of new administrative institutions and their operating procedures:

- The Ghana TIPCEE project assisted in the design of Ghana's Tariff Advisory Board, providing input on the institutional framework and enabling legislation.
- In Rwanda, the PHHS project provided a dedicated Policy Adviser to the Ministry of Agriculture to support development of its policy planning capacity and advise the government on the creation of a national grains and cereals corporation, a national commodities exchange, and a national strategic reserves policy.⁸⁷
- In Bangladesh, NFPCSP supported the creation of an inter-ministerial coordination mechanism on food security and nutrition.⁸⁸
- In East Africa, EATIH assisted the Kenyan Cabinet Secretary of Industrialization and Enterprise and the Kenya Leather Development Council in undertaking investment policy reform, including the development of a leather and textile park within Special Export Zones across Kenya.

Capacity Building

Advocacy training for private sector and civil society groups:

- The Ghana APSP provided capacity strengthening for 40 non-state actors to improve their skills in advocating for agricultural policy reform.⁸⁹
- In Uganda, FANTA III designed a nutrition advocacy training program to help participants improve nutrition policy implementation at the community, local, and district levels through an

⁸³ USAID, 2013, Performance Evaluation for the Coastal PWANI project, Tanzania Final Report, http://pdf.usaid.gov/pdf_docs/pa00kd1q.pdf.

⁸⁴ https://ifdcorg.files.wordpress.com/2015/01/vol39n01_final_spreads_web_rev.pdf.

⁸⁵ http://reliefweb.int/sites/reliefweb.int/files/resources/FSP%20Annual%20Report%20Oct%202014%20to%20Sept%202015_final_28Jan.pdf

⁸⁶ <http://www.fantaproject.org/countries/uganda/uganda-nutrition-action-plan>

⁸⁷ http://pdf.usaid.gov/pdf_docs/pa00jfxn.pdf

⁸⁸ <http://www.nfpcsp.org/agridrupal/achievements>.

⁸⁹ USAID, 2015, Feed the Future Agriculture Policy Support Project, Annual Report, (October 2014 – September 2015), http://pdf.usaid.gov/pdf_docs/pa00m1f1.pdf.

understanding of the principles of effective advocacy, including how to identify key decision makers, form alliances, and develop appropriate messaging.⁹⁰

- In East Africa, the COMPETE project provide grants to three private sector associations – the Kenya Shippers Council, the Kenya Transport Association, and the Federation of East African Freight Forwarders Association – to strengthen their capacity to engage in policy advocacy.⁹¹

Strengthening internal management systems, data collection, and budgeting:

- In Uganda, the GAPP project implemented the U-Bridge model, through which Ugandan citizens can contact local government officials via text message regarding government services. Results thus far include various infrastructure upgrades, higher staffing at health centers, and improved teacher attendance.⁹²
- The RDMA ASW project facilitated seven workshops for ASEAN technical working groups on design architecture, business process analysis, data harmonization, and management of regional services.
- In Bangladesh, PRSSP assisted in the creation of the Ministry of Agriculture’s Agricultural Policy Support Unit (APSU) to provide evidence-based analysis, develop policy recommendations, and monitor policy implementation for the agricultural sector.⁹³
- The Tanzania SERA project provided direct capacity building support to the Department of Policy and Planning within the Ministry of Agriculture to conduct policy analysis and research, improve organizational systems, and streamline internal management structures.⁹⁴

Funding study tours and regional knowledge-sharing:

- The Uganda LEAD project sponsored a study tour to Colombia to encourage greater private-sector inclusion in coffee research through examining the Colombian model for private sector-funded research.⁹⁵
- In West Africa, WA-WASH facilitated a study tour for stakeholders in Burkina Faso to learn about water resource management in North Ghana and encourage advocacy against the water subsidy policy currently in place in Burkina Faso.⁹⁶
- The RDMA APEC-TATF project organized a seminar for member states during the Women in the Economy Summit to share lessons learned in overcoming barriers to starting a business and access to credit for women in APEC.

Advocacy/Diplomacy/Communications

Participation in Parliamentary debate, working groups, and committees:

- In Tanzania, the Senior Policy Advisor for the PWANI project participated in the annual Parliament sessions to discuss policy and budgetary issues related to coastal and marine areas.

Publishing policy papers and other evidence-based research:

⁹⁰ <http://www.fantaproject.org/countries/uganda/uganda-nutrition-advocacy-training>

⁹¹ USAID, 2010, Competitiveness and Trade Expansion Program, Annual Progress Report - FY 10, http://pdf.usaid.gov/pdf_docs/pdact847.pdf.

⁹² <https://www.rti.org/impact/uganda-governance-accountability-participation-and-performance-gapp>

⁹³ IFPRI, 2015, Seeking Evidence-Based Policy Solutions to Poverty and Malnutrition in Bangladesh: Highlights from the PRSSP - <http://www.ifpri.org/cdmref/p15738coll2/id/128342/filename/128553.pdf>

⁹⁴ USAID, 2012, Tanzania SERA: Enabling Policy Environment for Agricultural Sector Growth, http://pdf.usaid.gov/pdf_docs/pa00kq6z.pdf

⁹⁵ USAID, 2009, Livelihoods and Enterprises for Agricultural Development (LEAD), Second Annual Work Plan, October 2009 to September 2010, http://pdf.usaid.gov/pdf_docs/Pdactn582.pdf.

⁹⁶ USAID, 2016, WA-WASH Final Report Phase I, Performance Period: August 15, 2011 – December 31, 2015, http://pdf.usaid.gov/pdf_docs/pa00kwmw.pdf.

- The West Africa ATP program played a leading role in removing four-year bans on poultry trade in Burkina Faso and Cote d'Ivoire by providing evidence-based analysis of its negative effects in a poultry value chain assessment.⁹⁷
- The West Africa WA-WASH project assisted in the annual water service monitoring annual review and successfully lobbied the Ministry of Water, Hydraulic Facilities and Sanitation to improve monitoring of rural water service monitoring.⁹⁸

Communication campaigns to raise awareness of new policies and regulations:

- In Kenya, KHCP assisted the Horticulture Competent Authority in raising awareness of standards and agrochemical risk assessments.

Public-Private Partnership Facilitation

Grants to promote new agricultural technologies or other value chain solutions:

- The Rwanda PSDAG project provides Value Chain Competitiveness Grants to promote innovative value chain solutions for key focus commodities, such as Irish potatoes, beans, maize, fruits, vegetables, and nuts.⁹⁹

Partner matching programs:

- In Zambia, the Southern Africa SAADPP established a program that assists donors and investors to find and fund local activities.¹⁰⁰

Large-scale, multi-country partnerships between governments, private sector, and donors:

- New Alliance for Food Security and Nutrition.

⁹⁷ <http://www.abtassociates.com/AbtAssociates/files/d9/d9bfa913-efc7-495a-a357-96cc22d44c56.pdf>

⁹⁸ USAID, 2016, WA-WASH Final Report Phase I, Performance Period: August 15, 2011 – December 31, 2015, http://pdf.usaid.gov/pdf_docs/pa00kwmw.pdf.

⁹⁹ http://www.agriprofocus.com/upload/PSDAG_FY16_APS_Full_Final_English1458807724.pdf

¹⁰⁰ USDA Foreign Agricultural Service, 2014, SAADPP Regional Policy and Agribusiness Conference, http://gain.fas.usda.gov/Recent%20GAIN%20Publications/SAADPP%20Regional%20Policy%20and%20Agribusiness%20Conference%202014_Pretoria_South%20Africa%20-%20Republic%20of_8-14-2014.pdf.

ANNEX III: PROJECT SUMMARIES

The following sections contain summaries of all of the projects in FTF focus countries reviewed for this assessment that were found to have engaged in enabling environment reform activities. Information was drawn from project reports, press releases, and technical reports as available online or through the Development Exchange Clearinghouse (DEC).

AFRICA

Ghana

Agricultural Development and Value Chain Enhancement Program (ADVANCE) I

Implementing Partner(s):	ACDI/VOCA
Dates:	2009 - 2013
Funding:	USD 32 million
Overview:	ADVANCE supported Feed the Future's objectives of inclusive agricultural growth and improved nutrition in three select agricultural staples (maize, rice, and soybean) in Northern Ghana. ADVANCE "adopted a value chain approach where smallholder farmers were linked to markets, finance, inputs, and equipment through larger commercial farmers and traders who had the capacity to invest in these value chains." ¹⁰¹
Relevant Activities:	<p>* ADVANCE supported the Ministry of Food and Agriculture in planning and implementing Ghana's Medium Term Agricultural Sector Investment Plan.</p> <p>* ADVANCE provided the Ghana Grains Council with technical and financial support to establish a grain warehouse receipt system. This support included organizing a stakeholder workshop to mobilize initial support, meeting space, and expert advice on drafting the regulatory framework and design specifications for certifiable warehouses, and continuing budgetary support.¹⁰²</p>

Agricultural Development and Value Chain Enhancement Program (ADVANCE) II

Implementing Partner(s):	ACDI/VOCA
Dates:	2014 - 2019
Funding:	USD 37.5 million
Overview:	As a follow on to ADVANCE I, ADVANCE II focuses on scaling up agricultural investments in the maize, rice, and soybean value chains. The project promotes an inclusive approach, where smallholder farmers are connected to inputs, finance, equipment, and markets through partnerships with traders and commercial farmers. ¹⁰³

¹⁰¹ <http://acdivoca.org/our-programs/project-profiles/ghana-agricultural-development-and-value-chain-enhancement-advance>.

¹⁰² <http://acdivoca.org/ghanaian-producers-and-consumers-benefit-new-financial-services-option>

¹⁰³ <http://acdivoca.org/our-programs/project-profiles/ghana-agricultural-development-and-value-chain-enhancement-ii-advance>

Relevant Activities: Specific project activities could not be located; however, stated objectives include “strengthen local capacity for advocacy and development.”¹⁰⁴

Agriculture Policy Support Project (APSP)

Implementing Partner: Chemonics International Inc.

Dates: 2013 - 2018

Funding: USD 15 million

Overview: APSP supports Ghana’s regulatory climate to advance evidence-based policymaking, build the capacity of the private sector and civil society to participate in the policy process, and improve the enabling environment for the agriculture sector. APSP works across three priority outcome areas: 1) Policy Formulation 2) Policy Research, and 3) Policy Advocacy.

Relevant Activities:

Policy Development

* APSP, in partnership with the Ministry of Food and Agriculture and the Modernizing Extension and Advisory Services (MEAS) project, held a two-day agricultural extension policy review forum in Accra. The Forum brought together public, private and civil society stakeholders to share best practices and lessons learned on agriculture extension delivery.¹⁰⁵

* APSP supported evidence-based analysis, stakeholder consultation, and drafting for seven policies and regulations: Seeds Regulations, National Quarantine Pest List, National Seed Development Plan, Animal Production and Animal Bills Fertilizer Subsidy, Agricultural Extension Policy, and Plants and Fertilizer Act.¹⁰⁶

Evidence-Based Analysis

* APSP partnered with the International Food Policy Research Institute (IFPRI), African Fertilizer and Agribusiness Program (AFAP), Michigan State University (MSU), and other partners to complete three policy studies on agricultural insurance, commodity trading mechanisms and soil fertility management, as well as a baseline survey on gender data.

* APSP completed an assessment of the agricultural research capacity of 12 public and private universities and research institutions.¹⁰⁷

Stakeholder Consultation

* APSP hosted nearly 5,000 individuals (of which one third were females) in agricultural policy trainings, community sensitization, policy advocacy, and district-level public-private dialogue.

* APSP assisted 40 non-state actors to strengthen their capacity to advocate for agricultural policy reform.¹⁰⁸

¹⁰⁴ Ibid.

¹⁰⁵ <http://agricinghana.com/tag/usaighana-feed-the-future-agriculture-policy-support-project-aps/>.

¹⁰⁶ USAID, 2015, Feed the Future Agriculture Policy Support Project, Annual Report, (October 2014 – September 2015), http://pdf.usaid.gov/pdf_docs/pa00m1f1.pdf.

¹⁰⁷ ¹⁰⁷ USAID, 2015, Feed the Future Agriculture Policy Support Project, Annual Report, (October 2014 – September 2015), http://pdf.usaid.gov/pdf_docs/pa00m1f1.pdf.

¹⁰⁸ ¹⁰⁸ USAID, 2015, Feed the Future Agriculture Policy Support Project, Annual Report, (October 2014 – September 2015), http://pdf.usaid.gov/pdf_docs/pa00m1f1.pdf.

Financing Ghanaian Agriculture Project (USAID-FinGAP)

Implementing Partner(s):	CARANA Corporation
Dates:	2013 - 2018
Funding:	USD 75 million
Overview:	FinGAP supports financing for actors along the maize, rice, and soy value chains in Northern Ghana. USAID-FinGAP focuses on three areas of intervention. First, the project builds the capacity of financial institutions and business advisory services providers to facilitate investment in the target value chains. Second, USAID-FinGAP engages in enabling environment reform by supporting improved regulation and enforcement within Ghana's Securities and Exchange Commission. Third, USAID-FinGAP supports market linkages and promotes equal gender inclusion in supply chains. ¹⁰⁹
Relevant Activities:	* In 2015, USAID-FinGAP assisted the Securities and Exchange Commission in drafting three regulations/administrative procedures: the Inspection and Surveillance Manual, the Risk-Based Supervisory Manual, and the Anti-Money Laundering Manual. ¹¹⁰

Business Sector Advocacy Challenge Fund (BUSAC)

Implementing Partner(s):	COWI
Dates:	2004 – 2010 (Phase I); 2010 – ongoing (Phase II)
Funding:	USD 16.8 million (Phase II)
Overview:	BUSAC empowers business membership organizations, trade unions, and the media to undertake effective evidence-based analysis and advocacy to support policy formulation. The fund is a demand-driven mechanism where private sector organizations apply for funding through a call for concept notes, and which, upon award, covers 90 percent of the cost of the activity. ¹¹¹
Relevant Activities:	Between 2004 and 2012, BUSAC provided more than 600 grants to private sector organizations.

Coastal Sustainable Landscapes Project (CSLP)

Implementing Partner(s):	United States Forest Service International Programs
Dates:	2013 - 2016
Funding:	USD 3.3 million
Overview:	CSLP is one component of USAID/Ghana's Economic Growth office's Fisheries and Coastal Management (FCM) program. FCM has four primary

¹⁰⁹ <http://www.carana.com/projects/subsaharanafrika/919-financing-ghanaian-agriculture-project-fingap>

¹¹⁰ USAID, 2015, Financing Ghanaian Agriculture Project, Year 2 Annual Performance Report (October 2014 – November 2015), http://pdf.usaid.gov/pdf_docs/pa00kwjb.pdf

¹¹¹ <http://www.busac.org/mainsite/about/objectives.php>

areas of focus: 1) strengthened enabling environment for decentralized fisheries and coastal governance; 2) increased use of evidence-based analysis for decision-making, implementation, and enforcement; 3) increased public awareness of ecosystem management and conservation; and 4) improved marine and coastal natural resources. CSLP works across all four areas of focus, but most of its emphasis is on improved marine and coastal natural resources. The project operates in six coastal districts in Western Ghana.¹¹²

Relevant Activities:

* CSLP actively participated in several natural resource management policy roundtables, including three civil society meetings facilitated by ClientEarth designed to assist in policy advocacy with the Forestry Commission.

* CSLP worked with the government to get an official letter of introduction to the district assemblies to facilitate quarterly regional policy stakeholder meetings.¹¹³

Ghana Commercial Agriculture Program (GCAP)

Implementing Partner(s): Ministry of Food and Agriculture / World Bank

Dates: 2012 - 2019

Funding: USD 100 million from World Bank, USD 45 million from USAID

Overview: The objective of GCAP is to promote agricultural growth and food security by promoting inclusive commercial farming in select value chains. Its primary areas of focus are 1) increased access to secure land; 2) private sector finance; 3) agricultural inputs; and 4) connecting smallholder farmers to output markets. Activities are focused on maize, rice, and soy in the Savannah Accelerated Development Authority and maize, rice, fruits, and vegetables in the Accra Plains.¹¹⁴

Relevant Activities:

* GCAP supported the Ghana Investment Promotion Centre (CIPC) to undertake research on the investment climate for agriculture, to develop a strategic plan for the agriculture sector, and to develop the capacity of the CIPC for commercial agricultural investments.

* GCAP developed the National Framework for Out-grower Schemes/Contract Farming.

* GCAP conducted a study of land banks in Ghana to inform the creation of a database for land banks in Ghana. As part of this work, GCAP established a Grievance Redress Mechanism to provide a platform for questions and complaints.

* GCAP published three reports on easy and secure access to commercial farming land: Model Commercial Agriculture Land Lease Agreement,

¹¹² USAID/Ghana, Coastal Sustainable Landscapes Project, Annual Progress Report, October 1, 2013 to September 30, 2014 (November 2014).

¹¹³ USAID/Ghana, Coastal Sustainable Landscapes Project, Annual Progress Report, October 1, 2013 to September 30, 2014 (November 2014).

¹¹⁴ <http://gcap.org.gh/index.php/2013-10-03-15-56-33>

Recommendations for Large-Scale Land-Based Investment in Ghana, and Community/Investor Guidelines for Large-Scale Land Transactions.¹¹⁵

Ghana Strategy Support Program (GSSP)

Implementing Partner(s):	International Food Policy Research Institute (IFPRI)
Dates:	2005 - ongoing
Funding:	USD 17 million
Overview:	GSSP is designed to strengthen the capacity of policy makers, civil society, and research organizations to develop and implement agriculture and rural development. There are five key objectives of the project. First, to address knowledge and capacity gaps in agricultural and rural development strategies through research and capacity building. Second, to improve data systems, data management, and data sharing. Third, to boost the analytical capacity of local institutions and researchers. Fourth, to use policy analysis tools to encourage policy discussions. Finally, to stimulate policy dialogue and strengthen policymaking processes. ¹¹⁶
Relevant Activities:	<p>* GSSP supported the development of an integrated soil fertility program to be implemented by the Ministry of Agriculture, as well as hosted a number of stakeholder roundtables chaired by the Deputy Minister of Agriculture to solicit feedback.¹¹⁷</p> <p>* GSSP supported the Ministry of Agriculture in consulting on and developing a sustainable national agricultural productivity strategy.¹¹⁸</p>

Sustainable Fisheries Management Project (SFMP)

Implementing Partner(s):	University of Rhode Island / Coastal Resources Center
Dates:	2014 – 2019
Funding:	USD 24 million
Overview:	SFMP is one component of USAID/Ghana's Economic Growth Office's Fisheries and Coastal Management (FCM) program. The objective of the project is to rebuild marine fish stocks, with a particular emphasis on small pelagic fisheries that are important for food security. The project has four areas of focus: 1) improved enabling environment for implementing fish use rights and effort-reduction strategies; 2) improved access to evidence-based analysis for informed policy making; 3) increased stakeholder participation in policy development; and 4) applied management initiatives for fisheries ecosystems. ¹¹⁹

¹¹⁵ <http://gcap.org.gh/index.php/get-to-know-us>

¹¹⁶ http://pdf.usaid.gov/pdf_docs/Pdacl376.pdf

¹¹⁷ http://reliefweb.int/sites/reliefweb.int/files/resources/FSP%20Annual%20Report%20Oct%202014%20to%20Sept%202015_final_28Jan.pdf

¹¹⁸ http://reliefweb.int/sites/reliefweb.int/files/resources/FSP%20Annual%20Report%20Oct%202014%20to%20Sept%202015_final_28Jan.pdf

¹¹⁹ USAID, 2015, Sustainable Fisheries Management Program, Annual Progress Report, October 22 2014 – September 30 2015. http://pdf.usaid.gov/pdf_docs/pa00ktsf.pdf.

Relevant Activities: * SFMP organized stakeholder roundtables in all four coastal regions of Ghana. These roundtables presented stakeholders with eleven potential small pelagic fisheries management options, which were then voted on.
 * SFMP planned a study tour to the Philippines for 20 fisheries stakeholders in partnership with the West African Regional Fisheries Project. Included in the study tour were representatives from the Fisheries Commission, the Ministry of Fisheries and Aquaculture Development marine police, chief fishermen, and women fish processors.
 * SFMP hosted a prosecution chain workshop in Western Region that focused on reviewing existing prosecution cases, identifying weaknesses in prosecution processes, identifying recommendations to strengthening these processes, and developing a road map for tracking new fisheries cases.¹²⁰

Trade and Investment Promotion for a Competitive Export Economy (TIPCEE) program

Implementing Partner(s): Chemonics International Inc.

Dates: 2004 – 2009

Funding: USD 30 million

Overview: TIPCEE was a five-year project designed to enhance agricultural productivity, foster sales of non-traditional agricultural exports, and improve the enabling environment. The program focused on select value chains with export potential. Activities included supporting smallholders in achieving international standards and certifications, as well as developing market linkages with international markets. For enabling environment reform, the program assisted with policy analysis, development, and implementation across three economic sectors (agriculture, finance, and trade).¹²¹

Relevant Activities: * TIPCEE embedded a full-time advisor in the Ministry of Trade and Industry to facilitate technical support on trade facilitation and facilitate public-private dialogue on policy reform.
 * The program conducted economic benefit assessments of the banana, mango, and rice sectors, examining comparative advantages of the sector and the policy environment of Ghana’s competitors.
 * TIPCEE supported the government for two years in designing Ghana’s Tariff Advisory Board, providing the government with a mechanism for balancing needed revenue benefits with the loss of competitiveness tariffs have on industry. TIPCEE provided input on the institutional framework for the board, and then worked with the government to draft legislation.
 * TIPCEE supported the Ministry of Trade and Industry’s Trade Sector Support Programme, providing technical support on issues including duty drawback and value-added tax refunds.¹²²

¹²⁰ USAID, 2015, Sustainable Fisheries Management Program, Annual Progress Report, October 22 2014 – September 30 2015. http://pdf.usaid.gov/pdf_docs/pa00ktsf.pdf.

¹²¹ USAID, 2012, Trade and Investment Promotion for a Competitive Export Economy (TIPCEE), A Synthesis of Findings, http://www.jfoehmke.com/uploads/9/4/1/8/9418218/ghana_tipcee_mango_pineapple_impact.pdf.

¹²² USAID, 2009, Trade and Investment Promotion for a Competitive Export Economy (TIPCEE), Final Report, http://pdf.usaid.gov/pdf_docs/Pdacp167.pdf

Agricultural Technology Transfer (ATT) project

Implementing Partner(s):	International Fertilizer Development Center (IFDC)
Dates:	2013 – 2018
Funding:	USD 22 million
Overview:	The objective of the ATT project is to improve agricultural research and extension systems. The project focuses on developing a private sector agricultural technology transfer mechanism, linking research and extension services to producers, and working with government and regulatory bodies to strengthen the enabling environment for agricultural technology transfer. The project has three components: 1) seeds; 2) integrated soil fertility management; and 3) capacity building for agricultural research. ¹²³
Relevant Activities:	* Iowa State University (ISU) hosted a four-week biosafety workshop for nine members, including government regulatory officials, of Ghana's National Biosafety Committee. The workshop sought to increase among other things committee members' ability to implement biosafety regulatory measures. ¹²⁴

Uganda

Feed the Future Enabling Environment for Agriculture

Implementing Partner(s):	Chemonics International Inc.
Dates:	2013 - 2016
Funding:	USD 22 million
Overview:	Feed the Future Enabling Environment for Agriculture Activity supports policymakers and the private sector in designing solutions in the policy, legal, and regulatory spheres to address constraints to agriculture. The project also supports enabling environment issues related to the effects of climate change on agriculture. ¹²⁵
Relevant Activities:	* The project co-facilitated several events related to the Ugandan seed sector, including a meeting on the 2010 Seed and Plant regulations and several stakeholder meetings on the National Seed Strategy.

Food and Nutrition Technical Assistance (FANTA III)

Implementing Partner(s):	FHI 360
Dates:	2012 – 2017
Funding:	USD 1 million

¹²³ <https://ifdcorg.files.wordpress.com/2014/12/att-factsheet.pdf>.

¹²⁴ <http://www.seeds.iastate.edu/images/fall2014.pdf>

¹²⁵ <http://www.chemonics.com/OurWork/OurProjects/Pages/Uganda-Feed-the-Future-Enabling-Environment-for-Agriculture.aspx>.

Overview: FANTA III supports the Government of Uganda in raising awareness of maternal and child nutrition and in developing and implementing evidence-based nutrition interventions.

Relevant Activities:

- * FANTA III collaborated with the Government of Uganda and other stakeholders to develop and implement the five-year Uganda Nutrition Action Plan (2011-2016). The Action Plan outlines activities to reduce the prevalence of malnutrition in Uganda, with an emphasis on women of reproductive age, young children, and infants.¹²⁶
- * FANTA III designed a nutrition advocacy training program to improve nutrition policy implementation at the community, local, and district levels in Uganda. The training helped participants to understand the principles of effective advocacy, identify key decision makers, form alliances, and develop appropriate messaging.¹²⁷
- * FANTA III worked with District Nutrition Coordination Committee's to build capacity to plan, budget, and monitor nutrition activities.¹²⁸

Feed the Future Agricultural Inputs Activity (Ag-Inputs)

Implementing Partner(s): TetraTech / ARD

Dates: 2012 - 2017

Funding: USD 10 million

Overview: The Ag-Inputs program supports the use of high-quality agricultural inputs through improved supply chain management, marketing, and monitoring of counterfeit products. The project focuses on the maize, beans, and coffee value chains. The project works with input wholesalers, retailers, national seed associations (specifically the Uganda National Agro-dealers' Association and the Uganda Seed Trade Association), and local government agencies.

Relevant Activities: There is no reference to policy or EE reform in either of their past two annual reports, but they should have a limited role in working with the Uganda National Agro-dealers' association and the Uganda Seed Trade Association on policy advocacy.

Gender-Based Advocacy for Ugandan National Coffee Policy

Implementing Partner(s): National Union of Coffee Agribusinesses and Farm Enterprises (NUCAFE)

Dates: 2014 - 2016

Funding: USD 500,000

¹²⁶ <http://www.fantaproject.org/countries/uganda/uganda-nutrition-action-plan>

¹²⁷ <http://www.fantaproject.org/countries/uganda/uganda-nutrition-advocacy-training>

¹²⁸ <http://www.fantaproject.org/countries/uganda/uganda-district-nutrition-coordination-committee-initiative>

Overview: The objective of this activity is to work with the 100 NUCAFE farmer organizations to create awareness and build capacity to constructively participate in the coffee policy implementation process.¹²⁹

Relevant Activities: * The project engaged in a two-year campaign in partnership with the National Union of Coffee Agribusiness and Farm Enterprises (Nucafe) to promote implementation of the national coffee policy with an emphasis on the participation of women and youth.

Governance Accountability Performance and Participation (GAPP)

Implementing Partner(s): RTI International

Dates: 2012 – 2017

Funding: USD 17 million

Overview: Supports increased participation and accountability in local and national governance through three components: 1) improving accountability between local and national level governments; 2) strengthening budgetary and financial planning systems; and 3) building the capacity of civil society and private sector organizations. GAPP works across 25 local districts and at the national level.¹³⁰

Relevant Activities: * Implemented the U-Bridge model, through which Ugandan citizens can contact local government officials via text message regarding government services. Results thus far include various infrastructure upgrades, higher staffing at health centers, and improved teacher attendance.¹³¹

Policy Advancement for Climate Change Adaption and Agricultural Development Activity

Implementing Partner(s): Uganda National Farmers' Federation

Dates: 2014 - 2016

Funding: USD 500,000

Overview: This activity provides funding to enhance the capacity of the Uganda National Farmer's Federation to engage in policy advocacy for agricultural policy development.¹³²

Relevant Activities: Specific project activities could not be located.

Livelihoods and Enterprises for Agriculture Development (LEAD)

Implementing Partner(s): TetraTech / ARD

Dates: 2008 – 2013

Funding: USD 35 million

¹²⁹ <http://www.monitor.co.ug/Magazines/Farming/Usaid-Coffee-policy-boost/-/689860/2706836/-/vvnwk9/-/index.html>

¹³⁰ <https://www.rti.org/impact/uganda-governance-accountability-participation-and-performance-gapp>

¹³¹ <https://www.rti.org/impact/uganda-governance-accountability-participation-and-performance-gapp>

¹³² https://www.usaid.gov/sites/default/files/documents/1860/FTF_Uganda_Factsheet_January_2015.pdf

Overview:	LEAD supported improved livelihoods by expanding sustainable economic opportunities. The program supported farmers and related small and medium enterprises to address weakness in select agricultural value chains, improve relationships in these value chains, and increase access to markets. ¹³³ Throughout the life of the project, LEAD supported more than 110 agribusinesses and 160,000 smallholder farmers.
Relevant Activities:	<ul style="list-style-type: none"> * Conducted analysis of the policy and regulatory constraints in key value chains and provided evidence-based analysis to government and private sector stakeholders within the value chain. * Hosted public-private stakeholder workshops and policy dialogue sessions, including a monthly Uganda Coffee Traders Federation coffee breakfast. * Promoted greater private-sector inclusion in coffee research and organized a study tour visit to Colombia to examine their model for private sector funded research.¹³⁴

Tanzania

NAFAKA Staples Value Chain Activity (NAFAKA)

Implementing Partner(s):	ACDI/VOCA
Dates:	2015 – 2020
Funding:	USD 30 million
Overview:	The objective of NAFAKA is to reduce poverty and food security by increasing incomes for smallholder farmers, including women and youth. The project has four primary components: 1) improving the competitiveness and productivity of maize and rice value chains; 2) facilitating improved domestic and regional trade; 3) expanding the benefits of growth in the maize and rice subsectors to women and youth; and 4) enhancing rural household nutrition through women-focused value chain development and improved consumption. Geographical areas of focus include Morogoro (Kilombero and Mvomero Districts), Dodoma (Kongwa District), Manyara (Kiteto District), Mbeya, Iringa, and Zanzibar (Pemba and Unguja). ¹³⁵
Relevant Activities:	<ul style="list-style-type: none"> * Partnered with the USAID SERA project to conduct a study on policy options for increasing Tanzanian exports of rice and maize while improving food security for the year 2015. * Conducted a study on the effects of the focus on the National Food Reserve Agency on emergency food assistance as opposed to price support for cereals.¹³⁶

¹³³ USAID, 2009, Livelihoods and Enterprises for Agricultural Development (LEAD), Second Annual Work Plan, October 2009 to September 2010, http://pdf.usaid.gov/pdf_docs/Pdacr582.pdf.

¹³⁴ USAID, 2009, Livelihoods and Enterprises for Agricultural Development (LEAD), Second Annual Work Plan, October 2009 to September 2010, http://pdf.usaid.gov/pdf_docs/Pdacr582.pdf.

¹³⁵ [http://acdivoca.org/sites/default/files/attach/legacy/site/Lookup/Tanzania-NAFAKA/\\$file/Tanzania-NAFAKA.pdf](http://acdivoca.org/sites/default/files/attach/legacy/site/Lookup/Tanzania-NAFAKA/$file/Tanzania-NAFAKA.pdf).

¹³⁶ http://pdf.usaid.gov/pdf_docs/pa00ks35.pdf.

Tanzania SERA Policy Project

Implementing Partner(s):	Booz Allen Hamilton
Dates:	2011 – 2016
Funding:	Unknown
Overview:	The objective of the Tanzania SERA Policy Project is to advance agricultural policy and enabling environment reform in Tanzania. Key areas of focus include: assessing the impacts of the maize import ban, creating the legal and institutional framework to develop a collateral registry system, and streamlining taxation on seeds and seed packaging materials. ¹³⁷
Relevant Activities:	<ul style="list-style-type: none"> * Conducted a policy review of the ban on the export of maize, conducted two multi-stakeholder workshops, and successfully lobbied the government to remove the ban.¹³⁸ * Provided direct capacity building support to the Department of Policy and Planning within the Ministry of Agriculture to conduct policy analysis and research, improve organizational systems, and streamline internal management structures.¹³⁹ * Provided support to the Zanzibar Food Security and Nutrition Department to conduct an assessment of their food security and nutrition program, develop strategic priorities, and map key activities for a three year period.¹⁴⁰

PWANI Project

Implementing Partner(s):	Coastal Resources Center
Dates:	2009 – 2013
Funding:	Unknown
Overview:	PWANI is an ecosystem-based management initiative focused on the northern coastal area of Tanzania focusing on the Saadani National Park and the Wami River estuary, as well as the Menai Bay Conservation Area on Zanzibar. The project takes a crosscutting approach, integrating poverty, gender, climate change, and infectious diseases into biodiversity conservation. PWANI also works at the local level to advocate for policy reform and strengthen capacity for policy implementation. ¹⁴¹
Relevant Activities:	* Helped develop nearly 30 policies, strategies, and regulations regarding climate change mitigation, climate change adaption, and biodiversity conservation.

¹³⁷ <http://www.tzsera.com/>

¹³⁸ <http://www.tzsera.com/index.php/activities>

¹³⁹ USAID, 2012, Tanzania SERA: Enabling Policy Environment for Agricultural Sector Growth, http://pdf.usaid.gov/pdf_docs/pa00kq6z.pdf

¹⁴⁰ <http://www.tzsera.com/index.php/activities>

¹⁴¹ USAID, 2013, Performance Evaluation for the Coastal PWANI project, Tanzania Final Report, http://pdf.usaid.gov/pdf_docs/pa00kd1q.pdf.

* PWANI successfully built the capacity of 21 out of 33 Village Multisectoral AIDS Committees to integrate gender empowerment and leadership into their village plans.

* The project conducted trainings to strengthen the capacity of the village and district staff in Pangani and Bagamoyo to better manage natural resources. This resulted in significantly improved coordination between local communities and local government authorities.

* PWANI's Senior Policy Advisor participated on the annual Parliament sessions to discuss policy and budgetary issues related to coastal and marine areas and assisted in finalizing the draft regional protocol on Integrated Coastal Zone Management for Eastern Africa.¹⁴²

Tanzania Agriculture Productivity Program (TAPP)

Implementing Partner(s):	Fintrac Inc.
Dates:	2009 - 2015
Funding:	USD 35.5 million
Overview:	The objective of TAPP was to increase smallholder incomes, expand markets, and improve nutrition. The program focused on high-value horticulture crops, including avocado, beans, cabbage, eggplant, Irish potato, onion, sweet pepper, tomato, and watermelon. Over the life of the program, TAPP worked with 61,584 householders across 12 regions. ¹⁴³
Relevant Activities:	The final report for TAPP notes 10 policy reforms completed but does not mention enabling environments activities in final report.

Southern African Growth Corridor of Tanzania (SAGCOT)

Implementing Partner(s)	SAGCOT Center Ltd.
Dates:	2010 – present
Funding:	Unknown
Overview:	SAGCOT was launched at the World Economic Forum in 2010 as an agricultural partnership designed to improve agricultural productivity, food security, and livelihoods in Tanzania.
Relevant Activities:	Detailed project activities could not be located. Website states that "[b]y addressing the entire agricultural value chain, the SAGCOT approach will go beyond raising agricultural productivity and ensure the necessary infrastructure, policy environment and access to knowledge to create an efficient, well-functioning agricultural value chain."

¹⁴² USAID, 2013, Performance Evaluation for the Coastal PWANI project, Tanzania Final Report, http://pdf.usaid.gov/pdf_docs/pa00kd1q.pdf.

¹⁴³ USAID, 2015, Tanzania Agriculture Productivity Program (TAPP), Final Report 2009 – 2015, http://pdf.usaid.gov/pdf_docs/PA00KQ74.pdf.

Kenya

Kenya Agricultural Value Chain Enterprises (KAVES)

Implementing Partner(s):	Fintrac Inc.
Dates:	2013 - 2017
Funding:	USD 44.6 million
Overview:	The objective of KAVES is to increase the productivity and incomes of smallholder farmers along select value chains to improve nutrition and food security. The project focuses on maize, sorghum, rice, dairy, and other horticultural crop value chains, and aims to reach 500,000 farmers by 2018. ¹⁴⁴
Relevant activities:	<ul style="list-style-type: none"> * Provided training and compliance training to smallholders in order to meet pesticide residue levels (MRLs) and other standards set by the market and EU legal requirements. * Facilitated organizational capacity assessments for 12 organizations. The tool assessed organizational capacity in terms of financial management, governance, administration, human resources, and program management.¹⁴⁵

Kenya Horticulture Competitiveness Project (KHCP)

Implementing Partner(s):	Fintrac Inc.
Dates:	2010 – 2015
Funding:	USD 32.4 million
Overview:	The objective of KHCP was to build a competitive and inclusive horticulture industry. The project had five components: 1) support for adoption of productivity-enhancing technologies, 2) support to respond to market demand and requirements, 3) increased coordination along the value chain, 4) increased value-addition, and 5) improved infrastructure and enabling environment. ¹⁴⁶
Relevant Activities:	<ul style="list-style-type: none"> * Provided technical support in the drafting of the National Horticulture Policy, which was ratified in 2013. * Provided technical support in implementing HCDA order Legal Notice No 190 of 2011, which supported national and international compliance for labeling, packaging, grading, transporting, and storage. * Provided technical support in the review of the National Sweet Potato Draft Strategy. * Sponsored the Crop Nutrition Laboratory Services to participate in a regional think tank in Tanzania on fertilizer and marketing strategies. * Supported the Horticulture Competent Authority in raising awareness of standards and agrochemical risk assessments.

¹⁴⁴ USAID, 2015, Kenya Agricultural Value Chain Enterprises project (KAVES), FY 2015 Annual Report.

¹⁴⁵ USAID, 2015, Kenya Agricultural Value Chain Enterprises project (KAVES), FY 2015 Annual Report.

¹⁴⁶ USAID, 2015, Kenya Horticulture Competitiveness Project, Final Report 2010 – 2015.

Resilience and Economic Growth in the Arid Lands – Accelerated Growth (REGAL-AG)

Implementing Partner(s):	ACDI-VOCA
Dates:	2012 – 2017
Funding:	USD 20 million
Overview:	The objective of REGAL-AG is to increase incomes and foster growth for actors along agricultural value chains. The project has four key components: 1) improve enabling environment for pastoral communities; 2) exploit market opportunities in the meat, dairy, and hides and skins value chains; 3) increase productivity and access to inputs for livestock; and 4) increase resilience for women, youth, and community groups. ¹⁴⁷
Relevant Activities:	<ul style="list-style-type: none"> * Assisted in the formulation of the Marsabit Country Policy Workgroup, which will be responsible for leading livestock policy work in the county. * Worked with environmental management committee (EMC) members on building capacity for policy advocacy for land tenure, land use, grazing management, and pastoral mobility. * Developed a number of policy briefs on the involvement of EMCs in community advocacy on land tenure and livestock challenges along the Moyale-Nairobi transport corridor.¹⁴⁸

USAID Kenya Dairy Sector Competitiveness Program (KDSCP)

Implementing Partner(s):	Land O'Lakes International Development
Dates:	2008 – 2013
Funding:	USD 9 million
Overview:	KDSCP supported the development of the Kenyan dairy industry, addressing production and processing costs, market inefficiencies, and assisting farmers in improving the quality of milk production to meet domestic and international quality standards. The project helped to increase household incomes by more than 200 percent, with a particular emphasis on supporting women, youth, and HIV/AIDS-affected milk producing households. ¹⁴⁹
Relevant Activities	<ul style="list-style-type: none"> * Helped to enact 22 dairy sector policies and standards. * In 2011, KDSCP helped to develop and launch the Dairy Master Plan with the Ministry of Livestock. The Master Plan serves as an action plan to guide growth in the dairy sector. * Helped foster stakeholder dialogue between key government and private sector stakeholders through the National Dairy Task Force.¹⁵⁰

¹⁴⁷ [http://acdivoca.org/sites/default/files/attach/legacy/site/Lookup/Kenya-REGAL-AG/\\$file/Kenya-REGAL-AG.pdf](http://acdivoca.org/sites/default/files/attach/legacy/site/Lookup/Kenya-REGAL-AG/$file/Kenya-REGAL-AG.pdf)

¹⁴⁸ USAID, 2013, Resilience and Economic Growth in the Arid Lands – Accelerated Growth (REGAL-AG), Quarterly Progress Report FY2013 QIV, http://pdf.usaid.gov/pdf_docs/pa00jrmz.pdf.

¹⁴⁹ USAID, 2013, USAID Kenya Dairy Sector Competitiveness Program, Impact Report, <http://www.landolakes.org/getattachment/Resources/Publications/Kenya-Dairy-Sector-Competitiveness-Program-Impact/Kenya-Dairy-Sector-Competitiveness-Program-Impact-Report.pdf.aspx>.

¹⁵⁰ USAID, 2012, USAID Kenya Dairy Sector Competitiveness Program (October 2011 – September 2012), http://pdf.usaid.gov/pdf_docs/pa00ht14.pdf.

* KDSCP facilitated trainings for processors on Hazard Analysis and Critical Control Point (HACCP) food safety, as well as training for 69 milk-bulking groups on Good Manufacturing Practices.¹⁵¹

Tegemeo Agricultural Policy Research and Analysis Program (TAPRA II)

Implementing Partner(s): Tegemeo Institute of Agricultural Policy and Development

Dates: 2012 – 2017

Funding: USD 8.8 million

Overview: The Tegemeo Institute conducts policy research and analysis in the areas of agriculture, rural development, natural resources, and the environment. This project supports Tegemeo Institute to: 1) monitor trends in agriculture, 2) undertake evidence-based analysis, 3) undertake policy outreach and advocacy, and 4) build capacity within the Institute.¹⁵²

Relevant Activities: * Organized policy workshops with local and international stakeholders to share agriculture and rural development data and stimulate debate.
* Completed a series of policy research papers on fertilizer policy, genetically modified food, and value added tax.¹⁵³

Rwanda

Post-Harvest Handling and Storage (PHHS) Project

Implementing Partner(s): CARANA

Dates: 2009 - 2013

Funding: USD 8.3 million

Overview: The goal of PHHS was to integrate farmers into commercial marketing channels, improve production practices for staple crops (with a particularly focus on maize, beans, and rice), and drive investment in postharvest technology. The project comprised four key components: market linkages, investment finance, postharvest management, and postharvest policy to improve the business environment.¹⁵⁴

Relevant Activities: * PHHS assisted Rwanda's Ministry of Agriculture in developing a National Post-Harvest Staple Crop Policy. In addition, the project developed a budget implementation strategy and presented it at several public-private workshops.
* Though a dedicated Policy Adviser, PHHS supported the Ministry of Agriculture in developing its policy planning capacity, and adviser the government on the creation of a national grains and cereals corporation, a national commodities exchange, and a national strategic reserves policy.

¹⁵¹ USAID, 2013, USAID Kenya Dairy Sector Competitiveness Program, Impact Report, <http://www.landolakes.org/getattachment/Resources/Publications/Kenya-Dairy-Sector-Competitiveness-Program-Impact/Kenya-Dairy-Sector-Competitiveness-Program-Impact-Report.pdf.aspx>.

¹⁵² <https://www.usaid.gov/sites/default/files/documents/1860/Tegemeo%20Fact%20sheet%20September%202014.pdf>

¹⁵³ <https://www.usaid.gov/sites/default/files/documents/1860/Tegemeo%20Fact%20sheet%20September%202014.pdf>

¹⁵⁴ http://pdf.usaid.gov/pdf_docs/pa00jfxn.pdf.

* PHHS facilitated a Rwanda Grain Stakeholder Forum led by the Eastern African Grain Council. The forum brought together 37 traders, processors, millers, government representatives, development partners and cooperatives.¹⁵⁵

Rwanda Dairy Competitiveness Project II (RDCP II)

Implementing Partner(s):	Land O'Lakes International Development with African Breeders Services Total Cattle Management
Dates:	2012 - 2017
Funding:	USD 15 million
Overview:	RDCP supports the Government of Rwanda in increasing the competitiveness of Rwandan dairy products, promoting private sector growth, and facilitating research and investment in technology.
Relevant Activities:	<ul style="list-style-type: none">* Enacted nine policy reforms to date, including the development of the National Dairy Strategy.* Partnered with the Private Sector Federation to restructure and establish an advocacy forum for all dairy actors.* Reviewed the current status of dairy regulations and laws related to milk and milk products, as well as the steps needed to implement required reforms. In conjunction with the assignment, RDCP II hosted a two-day workshop to review and draft ministerial instructions for milk handling, collection, transportation, and milk sales.¹⁵⁶

Privatizing Fertilizer Import and Distribution for Rwanda (PReFER)

Implementing Partner(s):	IFDC
Dates:	2010 - 2015
Funding:	USD 7.4 million
Overview:	The project's primary objective was to accomplish an orderly end to the government-run national fertilizer procurement and distribution. ¹⁵⁷ Following privatization, the project supported the government to promote private sector investment and enabling environment reform, including technical support and training for importers, distributors, and retailers to develop the capacity of the private fertilizer industry.
Relevant Activities:	<ul style="list-style-type: none">* PReFER successfully lobbied the Government of Rwanda announce the transfer of responsibility for fertilizer to the private sector.* PReFER supported the Ministry of Agriculture to develop the policies necessary to support a private sector led fertilizer market.¹⁵⁸

¹⁵⁵ http://pdf.usaid.gov/pdf_docs/pa00jfxn.pdf

¹⁵⁶ http://pdf.usaid.gov/pdf_docs/PA00K5K7.pdf

¹⁵⁷ <http://ifdc.org/2010/12/14/new-project-helps-rwanda-to-privatize-its-fertilizer-sector/>.

¹⁵⁸ https://ifdcorg.files.wordpress.com/2015/01/vol39n01_final_spreads_web_rev.pdf.

Private Sector-Driven Agricultural Growth (PSDAG)

Implementing Partner(s):	Connexus / Engility
Dates:	2014 - 2019
Funding:	USD 24.6 million
Overview:	The objective of PSDAG is to support smallholder farmers through partnerships with the private sector and more competitive value chains. Key focus commodities include Irish potatoes, beans, maize, fruits, vegetables, and nuts. PSDAG also issues Value Chain Competitiveness Grants to promote innovate value chain solutions. ¹⁵⁹
Relevant Activities:	Specific project activities could not be located.

Trade Infrastructure Program

Implementing Partner(s):	Trademark East Africa
Dates:	2014 – 2017
Funding:	USD 5.7 million
Overview:	The objective of the Trade Infrastructure Program is to decrease the time and cost to trading goods into and out of Rwanda through reduced technical barriers to trade. ¹⁶⁰
Relevant Activities:	Specific project activities could not be located.

Rwanda Climate Services for Agriculture

Implementing Partner(s):	Research Program on Climate Change, Agriculture, and Food Security (CGIAR)
Dates:	2016 – 2019
Funding:	USD 6 million
Overview:	The objective of the Rwanda Climate Services for Agriculture project is to improve agriculture and food security planning at both local and government levels in the context of climate change. The project works directly with farmers, agribusinesses, technical officers, and policymakers within the country. ¹⁶¹
Relevant Activities:	Specific project activities could not be located.

¹⁵⁹ http://www.agriprofocus.com/upload/PSDAG_FY16_APS_Full_Final_English1458807724.pdf

¹⁶⁰ <https://www.trademark.com/press-releases/trademark-east-africa-usaid-invest-in-more-efficient-trade-for-rwanda/>

¹⁶¹ <https://ccaafs.cgiar.org/building-climate-services-capacity-rwanda#.Vyj7eBMrdU>

West Africa Regional Mission

West Africa – Water, Sanitation and Hygiene Initiative (WA-WASH)

Implementing Partner(s):	Consortium of 11 partners: Business Development Services, CARE, Florida International University, International Water and Sanitation Center, International Water Association, Programme de Marketing Social et. Communication pour la Sante, Rainwater Harvesting Implementation Network, United Nations Educational Scientific and Cultural Organization – Institute for Water Education, WaterAid, Water and Sanitation for Africa, and Winrock International.
Dates:	2011 – 2015
Funding:	Unknown
Overview:	WA-WASH was a regional program designed to increase sustainable access to safe water, sanitation and hygiene to improve livelihoods. WA-WASH operated across three countries: Burkina Faso, Ghana, and Niger. Areas of operation included improving operational practices for the private sector and local governments and strengthening national and regional enabling environments. ¹⁶²
Relevant Activities:	<ul style="list-style-type: none"> * Conducted 10 workshops in Burkina Faso, Ghana, and Niger to strengthen the capacity of policy makers to include climate risks and adaption into water resource policy. Participants included mayors, directors of regional water departments, and directors of national water supply and sanitation companies. * Organized stakeholders in Burkina Faso to undertake a study tour to Northern Ghana in order to advocate against the water subsidy policy currently in place in Burkina Faso. * Assisted in the annual water service monitoring review and successfully lobbied the Ministry of Water, Hydraulic Facilities and Sanitation to improve monitoring of rural water service monitoring.¹⁶³

West Africa Fertilizer Program (WAFP)

Implementing Partner(s):	IFDC
Dates:	2012 - 2017
Funding:	USD 20 million
Overview:	The objective of WAFP is to boost agricultural productivity through improved access to high quality, affordable fertilizers. The program has three core components: 1) build private sector supply and distribution capacity; 2) provide evidence-based analysis on the fertilizer sector, including the impact of subsidies; and 3) assist countries in meeting ECOWAS regional standards. ¹⁶⁴

¹⁶² USAID, 2016, West Africa – Water, Sanitation and Hygiene (WA-WASH), Final Report Phase I, Period of Performance: August 15, 2011 – December 31, 2015, http://pdf.usaid.gov/pdf_docs/pa00kwmw.pdf.

¹⁶³ USAID, 2016, WA-WASH Final Report Phase I, Performance Period: August 15, 2011 – December 31, 2015, http://pdf.usaid.gov/pdf_docs/pa00kwmw.pdf.

¹⁶⁴ <https://www.usaid.gov/west-africa-regional/fact-sheets/west-african-regional-fertilizer-program-wafp>

Relevant Activities: * Provided technical assistance to ECOWAS to assist in the implementation of the ECOWAS fertilizer regulatory framework.
 * Provided support to publish the ECOWAS fertilizer regulatory framework in the national gazettes of eight countries.
 * Created and hosted the West Africa Fertilizer Stakeholder’s Forum, which brought together public and private stakeholders in West Africa for the first time.¹⁶⁵

West Africa Seed Program (WASP)

Implementing Partner(s): West and Central African Council for Agricultural Research and Development (CORAF)

Dates: 2012 – 2017

Funding: USD 9 million

Overview: The objective of WASP is to increase the supply of improved certified seeds in West Africa from 12 percent to 25 percent by 2017. WASP focuses on building the capacity of the private sector to play a central role in the seed sector, as well as building strong market linkages between seed producers, farmers, certifiers and research institutions. WASP also builds the capacity of national seed associations and regional seed networks to increase coordination and harmonization.¹⁶⁶

Relevant Activities: * Issued official release letters for official Gazettes of the ECOWAS Seed Regulations to the Ministries of Agriculture in the 17 ECOWAS-UEMOA-CILSS member states.
 * Assisted the Ghanaian seed regulatory body in supporting the implementation of ECOWAS seed regulations.¹⁶⁷
 * Facilitated the establishment of the West African Seed Committee, whose function is to coordinate implementation of seed harmonization regulations across all the 17 member state National Seed Committees.¹⁶⁸

West Africa Trade Hub and African Partner Network (WATIH)

Implementing Partner(s): Abt Associates

Dates: 2014 - 2019

Funding: USD 48.6 million

Overview: The objective of WATIH is to support increased trade and business enabling environment reform within West Africa. The project has five core components: 1) supporting regional value chain staple foods; 2) improving access to finance and investment; 3) removing constraints to efficient trade and transport, with a focus on the five major regional

¹⁶⁵ <https://www.usaid.gov/west-africa-regional/fact-sheets/west-african-regional-fertilizer-program-wafp>

¹⁶⁶ USAID, 2015, West Africa Seed Program, Fact Sheet, <https://www.usaid.gov/sites/default/files/documents/1860/WASP%20Fact%20Sheet%20November%202015.pdf>.

¹⁶⁷ <http://www.coraf.org/wasp2013/wp-content/uploads/2015/03/Summary-Achievements-from-Mission-undertaken-2014-Ernest.pdf>.

¹⁶⁸ <http://www.coraf.org/wasp2013/?p=692>

corridors; 4) building the capacity of regional associations and supporting gender-sensitive programming; and 5) supporting firms to export to the US under the African Growth and Opportunities Act (AGOA).¹⁶⁹

Relevant Activities:

* Conducted trade and transport enabling environment policy assessment of West Africa. The results of the assignment helped the project to develop a strategy to improving the enabling environment through improvements along specific transport corridors, seed and fertilizer support activities, and a number of regional engagement activities.¹⁷⁰

* Undertook a road governance study to assess the status and challenges of current road governance data collection efforts in West Africa. The goal of the study was to develop a uniform data collection methodology and assign responsibilities to various regional and national actors.¹⁷¹

* Supporting the Federation of Inter-Professional Associations for the Livestock and Meat Value Chains in Mali (FEBEVIM) to restructure feedlot export activities to align with international best practices.¹⁷²

Agribusiness and Trade Promotion Program in West Africa (ATP) & Extended Agribusiness and Trade Promotion Program in West Africa (E-ATP)

Implementing Partner(s): Abt Associates

Dates: 2008 – 2013

Funding: USD 43 million (ATP: 21 million; E-ATP: 22 million)

Overview: The ATP and E-ATP programs supported increase value chain trade in higher-quality staple foods in West Africa. The programs prioritized six value chains (ATP: maize, onion/shallots, livestock; E-ATP: rice, millet/sorghum, and poultry) along strategic transport corridors in Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Nigeria, Senegal, and Togo.¹⁷³

Relevant Activities:

* Played leading role in removing four-year bans on poultry trade in Burkina Faso and Côte d'Ivoire by providing evidence-based analysis of its negative effects in a poultry value chain assessment.¹⁷⁴

* Played vital role in developing Ghana's first warehouse receipts system through grant funding and technical assistance to the Ghana Grain Council (GCC).¹⁷⁵

* Provided a grant to the *Comité Interprofessionnel des Céréales du Burkina Faso* (CIC-B) to build a regional forum for cereals actors to collaborate

¹⁶⁹ <http://abtassociates.com/projects/2014/trade-hub-and-african-partners-network.aspx>.

¹⁷⁰ USAID, 2014, Trade Hub and African Partners Network, Trade and Transport Enabling Environment Policy Assessment, http://pdf.usaid.gov/pdf_docs/pa00kpdz.pdf.

¹⁷¹ USAID, 2014, Trade Hub and African Partners Network, Road Governance Study: Current Status, Analysis, and Recommendations, http://pdf.usaid.gov/pdf_docs/pa00kpi4.pdf.

¹⁷² USAID, 2014, Implementation of the Trade Hub Livestock Value Chain Program for the Mali-Cote D'Ivoire Export Corridor,

<https://dec.usaid.gov/dec/GetDoc.axd?ctlD=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDNmY2Uy&plD=NTYw&ttchmnt=VHJI ZQ==&rID=MzY2NDcx>.

¹⁷³ <http://www.abtassociates.com/AbtAssociates/files/d9/d9bfa913-efc7-495a-a357-96cc22d44c56.pdf>

¹⁷⁴ <http://www.abtassociates.com/AbtAssociates/files/d9/d9bfa913-efc7-495a-a357-96cc22d44c56.pdf>

¹⁷⁵ USAID, 2011, Agribusiness and Trade Promotion (ATP), Assessment of the Ghana Pilot Warehouse Receipt System, http://pdf.usaid.gov/pdf_docs/PA00J469.pdf.

and advocate for policy reform. CIC-B went on to form the West Africa Grains Network.¹⁷⁶

East Africa Regional Mission

Competitiveness and Trade Expansion (COMPETE) program

Implementing Partner(s):	Chemonics International Inc.
Dates:	2009 – 2013
Funding:	Unknown
Overview:	The objective of COMPETE was to enhance economic growth and food security in East and Central Africa (ECA) by targeting improved trade policy and facilitation. COMPETE focused on provided technical assistance in three areas: 1) reducing barriers to international and regional trade, 2) boosting trade competitiveness of staple foods, cotton and textiles, and coffee, and 3) increasing ECA capacity to engage in trade negotiations. ¹⁷⁷ Project became East Africa Trade Hub in follow on.
Relevant Activities:	<ul style="list-style-type: none">* In Kenya, through support for the Kenya Ports Authority and the Ministries of Trade and Transport, COMPETE was able to help to lower the time to move good across borders to Kampala and Kigali by 40 percent (or 5.5 days).* COMPETE put in place the foundation for the eventual introduction of national single windows by coordinating with customs agencies in Kenya, Uganda, Rwanda, Burundi, and the Democratic Republic of Congo to introduce joint inspections at key international trade borders.* COMPETE strengthened the capacity of private sector associations to engage in policy advocacy through grants for the Kenya Shippers Council, the Kenya Transport Association, and the Federation of East African Freight Forwarders Association.¹⁷⁸

USAID East Africa Trade and Investment Hub (EATIH)

Implementing Partner(s):	Development Alternatives Inc.
Dates:	2014 – 2019
Funding:	Unknown
Overview:	The objective of EATIH is to promote regional integration, competitiveness, and U.S. – Africa trade and investment. It is a direct follow on to the COMPETE project (above). The project has four core components: 1) enabling environment reform; 2) increasing regional trade in staple foods; 3) promoting technology and improved information flows;

¹⁷⁶ USAID, 2013, Agribusiness and Trade Promotion, Extended Agribusiness and trade Promotion Projects Final Report, http://pdf.usaid.gov/pdf_docs/pbaaa336.pdf.

¹⁷⁷ USAID, 2010, Competitiveness and Trade Expansion Program, Annual Progress Report - FY 10, http://pdf.usaid.gov/pdf_docs/pdact847.pdf.

¹⁷⁸ USAID, 2010, Competitiveness and Trade Expansion Program, Annual Progress Report - FY 10, http://pdf.usaid.gov/pdf_docs/pdact847.pdf.

and 4) promoting the African Growth and Opportunity Act (AGOA) and intra-regional trade.¹⁷⁹

Relevant Activities:

* EATIH partnered with the Eastern African Grain Council to host the 6th African Grain Trade Summit in Rwanda from October 1-3, 2014. The event included the formation of a private sector action group to champion policy reforms, as well as a commitment by government officials to harmonize regional grain trade policies.

* EATIH supported the Kenyan Cabinet Secretary of Industrialization and Enterprise and the Kenya Leather Development Council in undertaking investment policy reform, including the development of a leather and textile park within Special Export Zones across Kenya. EATIH also embedded a leather advisor within the ministry to support further reforms.

* EATIH is working directly with the East African Community and member states to implement the WTO Trade Facilitation Agreement and the U.S. – EAC Cooperation Agreement. EATIH is supporting capacity building and implementation the components of these agreements on technical barriers to trade (TBT) and sanitary and phytosanitary (SPS) measures, as well as an integrated electronic notification system.

* EATIH hosted a number of public-private sector meetings to identify challenges and action steps to improve the implementation of the EAC Common Market Protocol, which seeks to integrate the region into a single market.¹⁸⁰

Southern Africa Regional Mission

Southern African Development Community Harmonized Seed Regulations (SADC-HSR)

Implementing Partner(s): Development Alternatives Inc.

Dates: 2015 – 2020

Funding: USD 18.2 million

Overview: The objective of SADC HSR is to provide technical assistance to the Southern African Development Community (SADC) to harmonize seed regionals and increase seed trade in the region.¹⁸¹

Relevant Activities:

Note – these are sample activities and haven't yet been conducted:

* Build the capacity of the SADC Seed Centre so that it can better provide technical assistance to national seed agencies.

* Build the capacity of national agencies and the private sector to implement HSRs.

* Promote regional seed catalogs, certification, and labeling.

* Scale up seed certification and regional variety registration models.¹⁸²

¹⁷⁹ <http://www.eatradehub.org/about>

¹⁸⁰ USAID, 2015, East African Trade and Investment Hub, FY 2015 Annual Progress Report, http://pdf.usaid.gov/pdf_docs/pa00m26w.pdf

¹⁸¹ <http://dai.com/our-work/projects/southern-africa%E2%80%944harmonized-seed-regulations-project-hsrp-southern-african>.

¹⁸² <http://dai.com/our-work/projects/southern-africa%E2%80%944harmonized-seed-regulations-project-hsrp-southern-african>.

Southern African Trade Hub (SATH)

Implementing Partner(s):	AECOM
Dates:	2010 – 2016
Funding:	Unknown
Overview:	The objective of SATH is to boost economic growth and improve food security through increased intra-regional trade. To achieve this objective, SATH provides technical assistance to increase the trade capacity of select regional value chains and also supports regional harmonization of trade regulations. ¹⁸³
Relevant Activities:	<ul style="list-style-type: none"> * In 2013, SATH conducted a study of the technical capacity constraints that affect Southern African Customs Union export access into the U.S. market. The study has been used by member states to identify potential export opportunities. * SATH has worked with member states to build capacity to comply with WTO requirements. In countries such as Malawi and Zambia, SATH has working with the ministries of trade and the ministries of statistics to institute a National Enquiry Point to handle information on standards, technical regulations, and conformity assessment procedures. * Supported the SADC Cooperation in Standardization regional body in improving the harmonization of technical regulation and standards.¹⁸⁴

Southern African Agricultural Development Partnership Platform (SAADPP)

Implementing Partner(s):	Removing the Barriers NEPAD Business Foundation
Dates:	2011 - 2014
Funding:	USD 4.1 million
Overview:	NEPAD Business Foundation launched SAADPP in 2012 as a private sector led partnership platform dedicated to identifying and removing barriers to agricultural development, investment, and trade. The goal of the platform is to mobilize the private sector to unlock investment bottlenecks and mobilize enabling environment reform. ¹⁸⁵
Relevant Activities:	<ul style="list-style-type: none"> * SAADPP has created three regional private sector working groups in the areas of regional market integration, alternative funding streams, and capacity building. * In Mozambique, SAADPP partnered with TechnoServe to provide soybean farmers with agricultural equipment, including tractors. * In Zambia, SAADPP has established a program that assists donors and investors to find and fund local activities.¹⁸⁶

¹⁸³ USAID, 2014, Mid-Term Evaluation of the Southern African Trade Hub, http://pdf.usaid.gov/pdf_docs/pa00k8gt.pdf.

¹⁸⁴ USAID, 2014, Mid-Term Evaluation of the Southern African Trade Hub, http://pdf.usaid.gov/pdf_docs/pa00k8gt.pdf.

¹⁸⁵ Southern African Agricultural Development Partnership Platform, 2012, Brochure, <http://nepadbusinessfoundation.org/download/SAADPPBrochureOctober2012.pdf>.

¹⁸⁶ USDA Foreign Agricultural Service, 2014, SAADPP Regional Policy and Agribusiness Conference, http://gain.fas.usda.gov/Recent%20GAIN%20Publications/SAADPP%20Regional%20Policy%20and%20Agribusiness%20Conference%202014_Pretoria_South%20Africa%20-%20Republic%20of_8-14-2014.pdf.

ASIA

Bangladesh

Accelerating Agriculture Productivity Improvement (AAPI)

Implementing Partner(s):	IFDC
Dates:	2012 - 2015
Funding:	Unknown
Overview:	The objective of AAPI is to reorient and strengthen agricultural production systems in Bangladesh. The program promotes the use of good quality seed, fertilizer, and water management practices, with an emphasis on fertilizer deep placement technology. AAPI also supports policy reform and capacity building for agricultural production systems.
Relevant Activities:	<ul style="list-style-type: none"> * Conducted a fertilizer market assessment to identify constraints to market access and serve as a basis for policy dialogue. * Conducted stakeholder workshops to maximize the impact of Public-Private Partnerships and build institutional capacity.¹⁸⁷

Feed the Future Bangladesh Agricultural Value Chains Program (FTF-AVC)

Implementing Partner(s):	Development Alternatives Inc.
Dates:	2013 - 2018
Funding:	Unknown
Overview:	FTF-AVC works to improve food security and broad-based economic growth in 20 districts in the Southern Delta of Bangladesh by strengthening agricultural value chains. Select commodities include fruits, vegetables, and pulses in local, regional, and national markets.
Relevant Activities:	* AVC hosted six stakeholder roundtables in Dhaka and Khulna region with stakeholders involved in entitled Enabling Policy Environment for Safe Mango Marketing, specifically aimed at addressing constraints related to preservatives and ripening agents. ¹⁸⁸

Agro-Inputs Project (AIP)

Implementing Partner(s):	Cultivating New Frontiers in Agriculture (CNFA)
Dates:	2012 - 2017
Funding:	USD 14 million
Overview:	The goal of AIP is to improve the supply of quality agricultural inputs. The project has four primary interventions: 1) establishment of an Agro-Input Retailers Network; 2) development of market information systems; 3) setting quality control standards for inputs and lessening regulatory

¹⁸⁷ <http://aapi-ifdc.org/AAPI%20Activities.html>.

¹⁸⁸ USAID, 2015, USAID Agricultural Value Chains Project Bangladesh, Quarterly Report: April – June 2015, <http://www.avcbd.com/pages/frontarchivereports.html>.

constraints; and 4) strengthening local organizations towards direct implementation.¹⁸⁹

Relevant Activities: * Facilitated meetings between the government and private seed companies on the coordination of policy, legal, and regulatory constraints to the adoption of seed.
* Provided an Agro-Input Quality Control and Policy Adviser to participate in the Minister of Agriculture's Seed Health Standards Committee to review the national seed health standards.
* Provided local short-term technical exports to map policy, legislative, and regulatory framework for seed, crop protection products, and fertilizers, as well as the current level of implementation if applicable.¹⁹⁰

Aquaculture for Income and Nutrition (AIN)

Implementing Partner(s): WorldFish Center

Dates: 2011 – 2016

Funding: Unknown

Overview: AIM focuses on boosting household income, employment, and nutrition through investments in aquaculture and fish production in 20 districts of Bangladesh. Core components of the project include: improved fish and shrimp seed, commercial aquaculture, and policy reform.¹⁹¹

Relevant Activities: * Provided an action plan to implement the Bangladesh-India aquaculture memorandum of understanding on technology transfer.
* Facilitated evidence-based analysis and stakeholder consultations on development and implementation of the Hatchery Law. Multiple recommendations presented to the government for inclusion in the law.
* Developed a certification and standards manual to help the government to implement and certify feed mills. It also reached out to the Aquaculture Stewardship Council to explore partnerships on the certification system.¹⁹²

National Agricultural Technology Project (NATP)

Implementing Partner(s): World Bank

Dates: 2008 - 2014

Funding: USD 62.6 million

Overview: The objective of NATP was to improve the national agricultural technology system, including agricultural research, extension, and the development of the supply chain, to support the government of

¹⁸⁹ <http://www.cnfa.org/program/agro-inputs-project/>.

¹⁹⁰ USAID, 2014, Agro-Inputs Project, Annual Progress Report, Year 2: October 1, 2013 – September 31, 2014 - http://pdf.usaid.gov/pdf_docs/pa00k9m2.pdf.

¹⁹¹ <http://www.worldfishcenter.org/content/aquaculture-income-and-nutrition-ain>.

¹⁹² USAID, 2014, Aquaculture for Income and Nutrition Annual Progress Report (October 2013 – August 2014), http://pubs.iclarm.net/resource_centre/USAID-Aquaculture-2nd-Annual-Report-2013.pdf.

Bangladesh's strategy to increase national productivity and farm incomes.¹⁹³

Relevant Activities:

* Supported the Ministry of Agriculture in revising the National Agricultural Extension Policy. Highlights of the policy included decentralizing extension services and promoting low-cost, high impact technology.¹⁹⁴

National Food Policy Capacity Strengthening Programme (NFPCSP)

Implementing Partner(s): Food and Agricultural Organization of the United Nations (FAO)

Dates: 2005 – 2014

Funding: Unknown (joint EU – USAID funded)

Overview: NFPCSP provided dedicated support to the Bangladesh Food Policy Monitoring Unit, which is responsible for monitoring the food security situation in Bangladesh, storing and disseminating information for food security analysis and policy formulation, and delivering evidence-based policy advice on food security issues. The role of the NFPCSP includes: training officials on food policy development, implementation, and monitoring; capacity building to support inclusivity and stakeholder consultation; strengthening the generation, collection, and dissemination of agricultural data; and the promotion of evidence-based analysis.¹⁹⁵

Relevant Activities:

Policy Development

* NFPCSP played a major role in formulating, implementing, and monitoring national food security and nutrition frameworks, including the National Food Policy, the National Food Policy Plan of Action, and the Country Investment Plan.

* NFPCSP supported the creation of an inter-ministerial coordination mechanism on food security and nutrition.¹⁹⁶

Evidence-Based Analysis

* NFPCSP assisted in the development of a web-based Food Security and Nutrition System, which hosted more than 2,000 food security online resources and a physical information center with more than 900 resources.¹⁹⁷

Stakeholder Consultation

* NFPCSP hosted 14 large national consultative workshops and 250 smaller technical seminars with representatives from government, civil society, the private sector, research institutes, and development partners.¹⁹⁸

¹⁹³ <http://www.pcu-natp.gov.bd/>.

¹⁹⁴ World Bank, 2015, National Agricultural Technology Project Implementation Completion and Results Report.

¹⁹⁵ <http://www.nfpcsp.org/agridrupal/achievements>.

¹⁹⁶ <http://www.nfpcsp.org/agridrupal/achievements>.

¹⁹⁷ <http://www.nfpcsp.org/agridrupal/achievements>.

¹⁹⁸ <http://www.nfpcsp.org/agridrupal/achievements>.

Policy Research and Strategy Support Program for Food Security and Agricultural Development (PRSSP)

Implementing Partner(s):	International Food Policy Research Institute (IFPRI)
Dates:	2010 – 2014
Funding:	Unknown
Overview:	PRSSP built on previous IFPRI work in providing demand-driven food and agricultural policy research, strengthening analytical capacity, and stimulating policy dialogue.
Relevant Activities:	<p>Evidence-Based Analysis</p> <p>* PRSSP developed a report entitled ‘Policy Perspectives of the Country Investment Plan for Food and Nutrition Security in Bangladesh’ that identified key policy issues, constraints, and drivers for each of the Country Investment Plan’s 12 priority areas. This report contributed to the policy reform agenda for Feed the Future.</p> <p>* PRSSP conducted a study of the Bangladesh fertilizer sector to examine production, imports, marketing, distribution, and the effects of fertilizer subsidies on crop productivity. The study provided a number of policy options for improved marketing, pricing, and quality of fertilizers.¹⁹⁹</p> <p>Implementation Support</p> <p>* PRSSP assisted in the creation of the Agricultural Policy Support Unit (APSU) within the Ministry of Agriculture, which was launched in 2012. APSU provides evidence-based analysis, develops policy recommendations, and monitors policy implementation. APSU significantly strengthened the long-term capacity within the Ministry of Agriculture with a staff of more than 23 staff and a total budget of more than \$2 billion in projects monitored by APSU.²⁰⁰</p>

Asia Regional Mission (RDMA)

Maximizing Agricultural Revenue through Knowledge, Enterprise Development, and Trade (MARKET)

Implementing Partner(s):	Nathan Associates Inc.
Dates:	2011 - 2015
Funding:	USD 8 million
Overview:	The MARKET project supported ASEAN member states through technical assistance to strengthen food security policies. The project has three core components: 1) strengthening regional food security policies, 2) improving the agribusiness enabling environment, and 3) building the

¹⁹⁹ IFPRI, 2015, Seeking Evidence-Based Policy Solutions to Poverty and Malnutrition in Bangladesh: Highlights from the PRSSP - <http://www.ifpri.org/cdmref/p15738coll2/id/128342/filename/128553.pdf>

²⁰⁰ IFPRI, 2015, Seeking Evidence-Based Policy Solutions to Poverty and Malnutrition in Bangladesh: Highlights from the PRSSP - <http://www.ifpri.org/cdmref/p15738coll2/id/128342/filename/128553.pdf>

capacity of private sector and civil society stakeholders in regional policy advocacy.²⁰¹

Relevant Activities:

* In 2012, MARKET conducted Regional Agricultural Trade Environment (RATE) assessments in seven ASEAN member countries, which recommended legal and institutional reforms to boost trade in agricultural goods.

* MARKET assisted in the formation of two ASEAN policy dialogue groups: the ASEAN Farmers' Advisory Council (AFAC) and the ASEAN Public-Private Taskforce for Sustainable Fisheries and Aquaculture.

* MARKET supported two ASEAN workshops on food security within the aquaculture and fisheries sector. These workshops led to the creation of the ASEAN Public Private Taskforce for Sustainable Fisheries and Aquaculture.²⁰²

ASEAN Single Window (ASW) Project

Implementing Partner(s) Nathan Associates Inc.

Dates: 2008 – 2013

Funding: USD 8 million

Overview: The ASW project supported ASEAN in developing and implementing the legal and institutional framework for the ASEAN Single Window cross-border electronic data system. The project also supported member states in establishing complementary National Single Windows.²⁰³

Relevant Activities:

* ASW developed a scaled down pilot project that allowed member states to visualize how the single window would work. This pilot was conducted in Brunei Darussalam, Indonesia, Malaysia, Philippines, Singapore, Thailand, and Vietnam.

* ASW conducted an institutional and financial sustainability study to help member states move from the scaled-down pilot phase to the full-fledged pilot and ultimately the live phase. This included financial costs, governance options, business models, and staffing.

* ASW undertook seven capacity building workshops with ASEAN technical working groups on design architecture, business process analysis, data harmonization, and management of regional services.

* ASW conducted a Cross-border Business Process Analysis (BPA) that assessed and prioritized business processes that are typically exchange across borders and that could be exchanged electronically.²⁰⁴

²⁰¹ USAID, 2013, Mid-Term Evaluation of the USAID/RDMA Maximizing Agricultural Revenue Through Knowledge, Enterprise Development, and Trade (MARKET) project, http://pdf.usaid.gov/pdf_docs/pbaaa334.pdf.

²⁰² USAID, 2013, Mid-Term Evaluation of the USAID/RDMA Maximizing Agricultural Revenue Through Knowledge, Enterprise Development, and Trade (MARKET) project, http://pdf.usaid.gov/pdf_docs/pbaaa334.pdf.

²⁰³ <http://www.nathaninc.com/projects-and-cases/asean-single-window-2008-2012>.

²⁰⁴ USAID, 2013, ASEAN Single Window Task Order Final Report, http://pdf.usaid.gov/pdf_docs/pa00jkpp.pdf.

APEC Technical Assistance and Training Facility (APEC-TATF)

Implementing Partner(s):	Development Alternatives Inc. / Nathan Associates Inc.
Dates:	2008 – 2013
Funding:	USD 17.7 million
Overview:	APEC-TATF was a USAID project directly embedded within the APEC Secretariat. It was designed to provide a platform for on-demand technical assistance to the Secretariat and member states. APEC-TATF focused on three technical areas: 1) trade liberalization, 2) business facilitation, and 3) economic cooperation. ²⁰⁵
Relevant Activities:	<ul style="list-style-type: none"> * APEC-TATF organized workshops for APEC member states to promote qualitative and quantitative measures to measure progress for country level APEC New Strategy for Structural Reform (ANSSR) plans. * APEC-TATF conducted an assessment of Indonesia's Ease of Doing Business, comparing the country with Peru and Thailand, and provided a list of policy recommendations for the government. * APEC-TATF organized a seminar for member states during the Women in the Economy Summit to share lessons learned in overcoming barriers to starting a business and access to credit for women in APEC.²⁰⁶

Laos-U.S. International and ASEAN Integration Project (LUNA II)

Implementing Partner(s):	Nathan Associates Inc.
Dates:	2014 – 2019
Funding:	USD 9 million
Overview:	LUNA II is a direct follow-up to the USAID LUNA/Laos project (2008 – 2013). The project focuses on improving Laos' trade policy and facilitation in order to support: 1) accession to the World Trade Organization, 2) participation in the ASEAN Economic Community, and 3) participation in the U.S. Laos Bilateral Trade Agreement. The project also supports broader enabling environment reforms to encourage economic growth and investment, with a particular focus on women, rural citizens, and minorities. ²⁰⁷
Relevant Activities:	<p><i>Note – these are sample activities that have not yet been conducted:</i></p> <ul style="list-style-type: none"> * Build the capacity of the National Assembly to understand and review trade-related legislation related to the WTO accession. * Support the Ministry of Justice on promoting regulatory best practices related to the ASEAN Economic Community.

²⁰⁵ USAID, 2013, APEC-TATF Mid-Term Evaluation, http://pdf.usaid.gov/pdf_docs/pdacw256.pdf.

²⁰⁶ USAID, 2011, APEC Technical Assistance and Training Facility, Annual Report October 2010 – September 2011, http://pdf.usaid.gov/pdf_docs/pa00j1b1.pdf.

²⁰⁷ USAID, 2014, Laos – U.S. International and ASEAN Integration Fact Sheet. https://www.usaid.gov/sites/default/files/documents/1861/FS_LUNAII_Nov%202014_FINAL.pdf.

* Assist the Ministry of Justice in improving the commercial dispute settlement process in Laos.²⁰⁸

ASEAN Connectivity Through Trade and Investment (ACTI)

Implementing Partner(s): Nathan Associates Inc.

Dates: 2014 – 2019

Funding: USD 18 million

Overview: The objective of ACTI is to support the ASEAN Economic Community Blueprint by providing technical assistance and training to the ASEAN Secretariat and ASEAN member states. The project has five components: 1) supporting the ASEAN Single Window, 2) promoting trade and investment, 3) promoting small and medium enterprises, 4) supporting the ASEAN energy sector, and 5) promoting information and communication technology. The project also supports the Government of Myanmar in implementing economic and social reforms as part of ASEAN integration.²⁰⁹

Relevant Activities: Specific project activities could not be located.

²⁰⁸ USAID, 2014, Laos – U.S. International and ASEAN Integration Fact Sheet.

https://www.usaid.gov/sites/default/files/documents/1861/FS_LUNAII_Nov%202014_FINAL.pdf.

²⁰⁹ <https://www.usaid.gov/asia-regional/fact-sheets/asean-connectivity-through-trade-and-investment>.

LATIN AMERICA & THE CARIBBEAN

Guatemala

Local Governance Project / Nexos Locales

Implementing Partner(s):	Development Alternatives Inc.
Dates:	2014 – 2019
Overview:	The objective of Nexos Locales is to support good governance in 30 Feed the Future municipalities in the Western Highlands of Guatemala. The project works to build the capacity of municipal government to improve public financial management, basic services delivery, food security, and violence and security. The project also works with civil society to build capacity for policy advocacy. ²¹⁰
Relevant Activities:	<ul style="list-style-type: none">* Nexos Locales supported the Municipal Women’s Office to develop and implement municipal plans to address food security and nutrition. This included a diagnostic of the institutional gaps within the Municipal Women’s Office itself.* Nexos Locales provides support to the Steering Committee of the National Policy for Inclusive Development and Territorial Competitiveness.* The project conducted a technical assignment to identify public policies that limited agricultural production.²¹¹

Policy and Regulatory Support for Economic Growth Project (PRS)

Implementing Partner(s):	Weidemann Associates
Dates:	2011 - 2015
Funding:	USD 7.8 million
Overview:	Strengthen the capacity of the government of Guatemala to develop and implement food security programs. It focused on four key areas: 1) food security within the framework on Feed the Future; 2) rural development; 3) strengthening of commercial agriculture; and 4) development of environmental policies and regulations for DR-CAFTA.
Relevant Activities:	<ul style="list-style-type: none">* PRS provided support to the Secretary of Food and Nutritional Security (SESAN) to develop two plans: the Institutional Strategic Plan and the Institutional Restructuring Plan.* PRS developed a diagnostic tool to assess the advocacy capacity of civil society groups and strengthened the advocacy capacity of the Consulting and Social Participation Advocacy group (INCOPAS).* PRS assisted the Ministry of Agriculture, Livestock, and Food (MAGA) in developing the Bovine Farming Policy.²¹²

²¹⁰ <http://dai.com/our-work/projects/guatemala%E2%80%94nexus-locales>

²¹¹ USAID, 2015, Local Governance Project Quarterly Report #2, October – December 2014, http://pdf.usaid.gov/pdf_docs/pa00kkrx.pdf

²¹² USAID, 2015, Policy and Regulatory Support for Economic Growth Project, Final Report, August 2011 - February 2015, http://pdf.usaid.gov/pdf_docs/pa00kq2j.pdf.

TIERRAS / Land Conflict Resolution project

Implementing Partner(s):	Mercy Corps
Dates:	2003 – unknown
Funding:	USD 600,000
Overview:	The objective of TIERRAS is to develop and promote alternative land conflict resolution models in support of intractable land conflicts in the Guatemalan highlands of Alta Verzapaz. ²¹³
Relevant Activities:	Specific project activities could not be located.

Central America and Mexico Regional Mission

Regional Trade and Market Alliances (RTMA) project

Implementing Partner(s):	Nathan Associates Inc. / Development Alternatives Inc.
Dates:	2013 – 2016
Funding:	USD 15.2 million
Overview:	RTMA’s objective is to promote economic growth through increased intra-regional trade and exports in agricultural goods. Core components of this project include consolidated regional value chains, improved market access, strengthened market alliances, increased trade facilitation, regional harmonization, and strengthened institutional capacity. ²¹⁴
Relevant Activities:	<ul style="list-style-type: none"> * Supported the Secretariat for Economic Integration in Central America (SIECA) to overall procedures for policy-making and develop and implement its strategic plan. * Supported Costa Rica in drafting legislation to establish a National Committee on Trade Facilitation. * Implementing five trade related regulations, in addition to a proposal of norms for the National Committee for Trade Facilitation. * Conducted 50 trainings on trade and investment capacity buildings.²¹⁵

Regional Food Security Policy Effectiveness and Sustainable Agriculture Regional Program

Implementing Partner(s):	Regional Unit for Sustainable Rural Development of the Central American Agricultural Council (CAC)
Dates:	2012 – 2017
Resources:	USD 5 million
Overview	The project has two components. Component one supports effective and efficient regional food security policies through the CAC to engage regional and multilateral stakeholders in policy development and

²¹³ <http://www.usaidlandtenure.net/project/tierras-land-conflict-resolution-el-quiche-guatemala>

²¹⁴ USAID, 2015, Activity Fact Sheet, Central America: Regional Trade and Market Alliances (RTMA) project, http://www.tfafacility.org/sites/default/files/agency/fact_sheet_-_central_america_rtma.pdf.

²¹⁵ USAID, 2015, Activity Fact Sheet, Central America: Regional Trade and Market Alliances (RTMA) project, http://www.tfafacility.org/sites/default/files/agency/fact_sheet_-_central_america_rtma.pdf.

implementation. Component two supports a regional platform to promote new sustainable agricultural technologies.²¹⁶

Relevant Activities: * Conducted a detailed stocktaking and review of all policies, documents and databases related to food security initiatives.
* Undertook a survey mapping of all stakeholders involved in food security policy in the region.²¹⁷

Management of Aquatic Resources and Economic Alternatives (MAREA)

Implementing Partner(s): Chemonics International Inc., World Wildlife Fund, The Nature Conservancy, Wildlife Conservation Society, Sea Turtle Conservancy, and Solimar International

Dates: 2010 – 2015

Funding: USD 12.6 million

Overview: The objective of MAREA was to strengthen coastal-marine resource management and support biodiversity conservation in Central America. The program had two components: 1) develop policies and legislation to support monitoring and enforcement of coastal and marine resources, and 2) encourage rights-based and market-based mechanisms for the management of coastal and marine resources.²¹⁸

Relevant Activities: * Developed a signed MOU between USAID, the Central American Commission for Environment and Development (CCAD), and the Organization of the Fisheries and Aquaculture Sector of the Central American Isthmus (OSPESCA). This MOU allowed MAREA to support the development and implementation of a number of policies to harmonize fishery practices and management.
* MAREA, with CCAD and OSPESCA, coordinated with representatives for all seven Central American countries to draft aligned National Fisheries-Environmental Agendas.
* Assisted local authorities to develop operational protocols for coastal-marine violations, simplifying the complex regulatory framework that can create jurisdictional conflicts.²¹⁹

Central America Agribusiness and Logistics Regional Program

Implementing Partner(s): World Bank

Dates: Unknown

²¹⁶ USAID, 2012, Regional Food Security Policy Effectiveness and Sustainable Agriculture Program, Quarterly Report, September – December 2012, <http://ruta.org/pasos/attachments/RUTA-UNOPS-Quarterly-Report-September-December-2012.pdf>.

²¹⁷ Note: Only a 2012 quarterly report detailing project activities could be located. USAID, 2012, Regional Food Security Policy Effectiveness and Sustainable Agriculture Program, Quarterly Report, September – December 2012, <http://ruta.org/pasos/attachments/RUTA-UNOPS-Quarterly-Report-September-December-2012.pdf>.

²¹⁸ USAID, 2015, Management of Aquatic Resources and Economic Alternatives (MAREA), Final Report, http://www.chemonics.com/OurWork/OurProjects/Documents/MAREA_Final_Report.pdf.

²¹⁹ USAID, 2015, Management of Aquatic Resources and Economic Alternatives (MAREA), Final Report, http://www.chemonics.com/OurWork/OurProjects/Documents/MAREA_Final_Report.pdf.

Funding:	Unknown
Overview:	The objective of the Central America Regional Agribusiness Trade Logistics Project is to support the development of single trade windows. This includes streamlining the issuing of agribusiness permits and mutual recognition of sanitary registries for imports and exports within Central America. ²²⁰
Relevant Activities:	Specific project activities could not be located.

²²⁰ <https://www.wbginvestmentclimate.org/advisory-services/regulatory-simplification/trade-logistics/improving-trade-logistics-in-central-america.cfm>