



# FEED <sup>THE</sup> FUTURE

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

## FEED THE FUTURE ENABLING ENVIRONMENT FOR FOOD SECURITY

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### ENABLING THE BUSINESS OF AGRICULTURE DISSEMINATION PLAN

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**USAID**  
FROM THE AMERICAN PEOPLE

# TABLE OF CONTENTS

- Acronym List..... i
- 1. Introduction..... 2
- 2. Defining & Structuring the EBA Dissemination Approach ..... 3
  - 2.1 Structuring the Dissemination Approach ..... 4
- 3. Core Strategies & Tactics for EBA Dissemination by Audience .... 5
  - 3.1 USAID/BFS & GFSS Coordination Team ..... 5
  - 3.2 USAID Overseas Missions ..... 6
  - 3.3 Host Country Governments..... 8
  - 3.4 Host Country Private Sector & Civil Society ..... 9
- 4. Looking Forward ..... 11
- References ..... 12
- Annex A. Summary of Tactics for Optimized EBA Usage ..... 13

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## ACRONYM LIST

ADS	Automated Directives System
AgCLIR	Agribusiness Commercial Legal and Institutional Reform
BizCLIR	Business Climate, Legal and Institutional Reform
BFS	Bureau for Food Security
CDCS	Country Development Cooperation Strategy
CSO	Civil Society Organizations
EBA	Enabling the Business of Agriculture
EEFS	Enabling Environment for Food Security
FTF	Food the Future
GFSS	U.S. Government Global Food Security Strategy
ICT	Information Communication Technology
KM	Knowledge Management
M&E	Monitoring and Evaluation
MPI	Office of Market and Partnership Innovations
POs	Program Offices
USAID	United States Agency for International Development

## I. INTRODUCTION

USAID Bureau for Food Security's Office of Market and Partnership Innovations (MPI) oversees the five year, \$13.5 million Feed the Future Enabling Environment for Food Security Project (FTF-EEFS) aimed at addressing the policies, laws, institutions, and regulatory factors affecting agriculture and food security outcomes. The project's knowledge management component is aimed at spearheading strategic communications and knowledge exchange on good practices around food security topics. Hence, the Enabling the Business of Agriculture Index (EBA) dissemination plan builds on previously-developed materials to further sharpen the awareness, understanding, and knowledge around key topics impacting the enabling environment for food security.

EBA is a multi-country benchmarking tool developed by the World Bank, with funding from USAID and other international donors, to catalyze the legal, regulatory, and institutional factors affecting agricultural policies, and more broadly food security. The 2017 EBA report scores eight key topics key to a more sustainable enabling environment in agriculture across 62 countries. They are: seed; fertilizer; machinery; finance; markets; transport; water; and information communication technology (ICT).

The EBA index provides original data that can inform implementation of the Feed the Future program under the U.S. Government Global Food Security Strategy (GFSS) and complements the objective of USAID's Evaluation Policy in implementing quality evaluation practices and providing data-based evidence for improved programming. In the era of budget constraints and programmatic uncertainties, MPI looks to maximize the learning and impact on food security topics by identifying, developing, and implementing efficient and effective tools, such as EBA, that create a more comprehensive and rigorous framework for measuring progress in the agriculture enabling environment context.

FTF-EEFS has the mandate to raise awareness of the relevance and utility of the EBA index to USAID/MPI, USAID Missions, and in-country stakeholders. Furthermore, FTF-EEFS is implementing three parallel activities in support of this request:

- 1) Providing outreach and building capacity within Missions to understand the value and application of the EBA methodology.
- 2) Developing tools and services to help USAID take fullest advantage of this new enabling environment data set in the context of Feed the Future programming.
- 3) Facilitating knowledge and learning on this topic within USAID and feedback to the World Bank to help shape the EBA methodology to better reflect the expressed needs of USAID Missions.

The primary objective of the EBA dissemination plan is to promote sustained awareness, engagement, interest, and uptake of the EBA index among key audiences and stakeholders in supporting the enabling environment in agriculture within the wider context of Feed the Future and GFSS. The plan identifies multi-pronged knowledge management, strategic communications and learning approaches on how best to improve the understanding, applicability and usage of EBA in USAID's program cycle. Further, the plan provides actionable, clear approaches for inciting and accelerating in-country policy dialogue on reforming key economic constraints for a more sustainable and resilient market system. It takes the learning from some of the activities to date and intends to offer tactics that can be implemented by FTF-EEFS, USAID and/or other partners. While the focus of the plan is inherently dissemination, it acknowledges the other critical complementary area of support which is specific tactics to support feedback loops so that input and learning generated from stakeholders can be fed back to the USAID and the World Bank's EBA team.

The principle premise of the plan is the conviction that the EBA index is one of many tools and mechanisms USAID and donor recipient countries have in their executive and legislative portfolios to advance the Feed the Future agenda in eradicating global hunger and proving food security. This in large part is attainable by bringing "partners together to help people harness the power of agriculture to jumpstart their local economies and to lift themselves out of poverty". The EBA is a valuable dataset which, when put into the

relevant and appropriate context, can generate knowledge and learning to influence sound agricultural policies and regulations. This is a beneficial benchmarking instrument by which recipient countries can be motivated, and in some cases rewarded (in terms of improvements in scores), to develop and enact market-friendly laws, policies and regulations that can harness the power of private sector participants through smarter regulations that can lead to more sustainable food security.

## 2. DEFINING & STRUCTURING THE EBA DISSEMINATION APPROACH

In 2009, the United States government launched the Feed the Future Initiative aimed at combatting global hunger and poverty. It gives disadvantaged individuals around the world the “knowledge and tools to feed themselves...address the root causes of poverty and hunger, help people end their reliance on aid, and create important opportunities for a new generation of young people, while building a more stable world.” In the words of current USAID Administrator Mark Green, “Feed the Future harnesses the power of American development leadership and innovation to partner with host governments, and community leaders and the private sector to build resilient communities with the goal of helping people stand on their own two feet, no matter what challenge may come their way...”<sup>1</sup>

In 2016, Congress passed the Global Food Security Act laying the foundation for the four-year whole-of-government Global Food Security Strategy to build on tangible results of Feed the Future and further accelerate food security and improved nutrition through three interrelated and interdependent objectives of inclusive and sustainable agricultural-led economic growth, strengthened resilience among people and systems, and a well-nourished population. The GFSS shifts focus toward a more comprehensive “market systems” approach, central to which is the enabling environment for agriculture that affects food security outcomes.

It is in this context, that the EBA tool should be assessed, discussed, and applied. As a valuable benchmarking instrument, the EBA provides concrete data that can complement and support efforts to achieve the GFSS agenda. As a driving force behind the creation of the EBA tool, USAID has a vested interest in seeing it be used appropriately to create a more holistic, interdependent, and cross-cutting approach for generating efficient, effective and sustainable agricultural programs and policies. In tandem with host country governments, private sector, and civil society, USAID holds a key position to deepen and widen the enabling environment dialogue around agriculture by encouraging evidence-based data such as EBA.

To encourage and promote evidence based policy dialogue around agriculture, quantifiable data and information are essential. It is in the *why* and *how* we impart the usability and practical benefits of EBA that will raise awareness, change perceptions, and bolster EBA’s applicability in the USAID program cycle as well as in host country agricultural policy reforms. In turn, it will be the critical role of exchange and dialogue between stakeholders using EBA to drive reforms and programming, the World Bank EBA team (leading evolution and expansion of the EBA tool), and donors (such as USAID) to ensuring EBA is accessible, responsive and supportive to those activity engaging in reform agendas.

While data is critical to measuring progress, the key component for improved development assistance is learning. As outlined in ADS 201, learning is the primary driver for broad-based, sustainable change. The EBA index and the GFSS results framework<sup>2</sup> provide guidance, generate knowledge, and foment learning around food security and global hunger.

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<sup>1</sup> [USAID Administrator Mark Green’s Remarks on Feed the Future, August 30, 2017, Press Release](#)

<sup>2</sup> [US Government Global Food Security Strategy](#), Results Framework (page 21)

## 2.1 STRUCTURING THE DISSEMINATION APPROACH

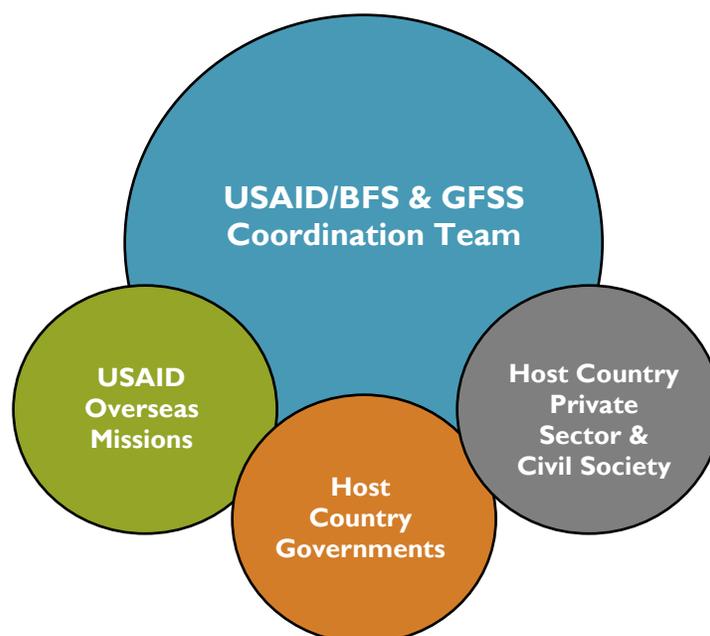
This dissemination plan is based on lessons learned from ongoing EBA outreach activities conducted by the FTF-EEFS team, including information gathered and meetings held while on assignments in Cambodia, Nigeria, Ghana, Rwanda, and Zambia. It also is informed by input gathered through the USAID Mission EBA Feedback survey. The plan proposes a set of actionable and measurable tactics to promote the importance, applicability, and usage of EBA across the USAID program cycle and broader host country policy agendas and dialogues. It focuses on strategies to:

- Raise awareness of the relevance, applicability, and impact of EBA for GFSS.
- Influence perceptions around EBA as a useful tool for incentivizing agriculture policy dialogue and reforms.
- Shape understanding of EBA as a tool that is complementary to other agricultural reform datasets and not a contradictory, stand-alone index or end point in the reform process.

The primary audience of the dissemination plan is USAID/MPI, with USAID Missions and host country stakeholders serving as secondary audiences. The plan could also guide future coordination and collaboration between USAID and the World Bank EBA team, as well as in guiding activities for FTF-EEFS and other partners. The plan aims to catalyze dialogue around the business enabling environment in agriculture and serve as a roadmap for EBA related future interventions.

Given the complex and nuanced priorities and interests of the FTF-EEFS audiences, the plan will propose strategies and tactics tailored to address specific programmatic and policy needs and challenges of key stakeholders providing clear, concise, practical and measurable actions for optimal EBA usage. Therefore, the plan will propose EBA dissemination strategies and tactics singular to USAID/BFS and GFSS Coordination Teams; USAID Missions; host country governments; and host country private sector and civil society.

**Graphic 1. EBA Dissemination Plan Key Stakeholders**



### 3. CORE STRATEGIES & TACTICS FOR EBA DISSEMINATION BY AUDIENCE

#### 3.1 USAID/BFS & GFSS COORDINATION TEAM



**Context:** The USAID Bureau for Food Security (BFS) manages the agency-wide implementation Feed the Future programs under GFSS. The primary responsibility of BFS is to provide technical guidance, thought leadership, and direct Mission support across the Feed the Future portfolio. In the context of building an enabling environment in agriculture, BFS works in five broad categories: 1) flexible Mission support mechanisms; 2) agricultural research programs; 3) management of USAID investments in multi-donor initiatives; 4) public-private partnership models; and 5) direct technical support to Missions.

As outlined in the GFSS, USAID leads and coordinates US government initiatives in global hunger and food security. To advance food security strategy, USAID builds on good practices and lessons learned by incorporating and implementing innovative tools, such as the EBA index, in scaling, deepening, and enhancing GFSS outcomes. The EBA tool complements and optimizes existent results frameworks (e.g. Feed the Future and GFSS) in turn catalyzing the impact of food security interventions on regional, national, and subnational levels.

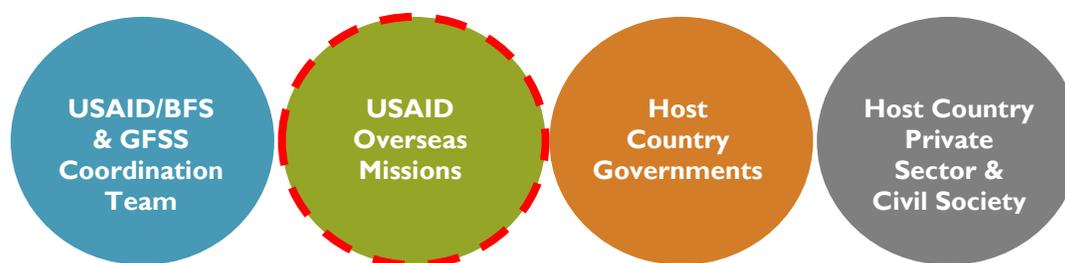
#### Recommended tactics for optimizing EBA usage

Tactic	Medium	Forum	Timing
Continue discussions to elevate use of EBA by incorporating it more strongly into the GFSS results framework; strongly encourage uptake as an optional indicator.	<ul style="list-style-type: none"> <li>In-person coordination meetings</li> <li>Technical guidance materials</li> <li>Tailored technical assistance</li> </ul>	USAID/BFS and GFSS Coordination Teams (MPI and MEL, others)	FY 2018
Introduce the EBA index in the regional/country strategic planning.	<ul style="list-style-type: none"> <li>In-person and virtual coordination meetings</li> <li>Technical support and input during review processes</li> </ul>	USAID/BFS and GFSS Coordination Team; Program and Technical in Overseas Missions	FY 2018
Coordinate with the WB Global Indicator and Agricultural Practice Groups in raising awareness around EBA.	<ul style="list-style-type: none"> <li>In-person and virtual coordination meetings</li> <li>Technical resources</li> </ul>	USAID/BFS and GFSS Coordination Team; WB Indicator Group and Agricultural Practice Groups	FY 2018 FY 2019
Revise, as feasible, Illustrative Activity Outcome CC IR5 of GFSS results framework to include EBA.	<ul style="list-style-type: none"> <li>In-person and virtual coordination meetings;</li> </ul>	USAID/BFS and GFSS Coordination Team	FY 2018
Include EBA index in the monitoring, evaluation and learning	<ul style="list-style-type: none"> <li>In-person and virtual coordination meetings</li> </ul>	USAID/BFS and GFSS Coordination Team	FY 2018 FY 2019

agenda and related activity plans underway for GFSS.	<ul style="list-style-type: none"> <li>• Project design and activity design meetings</li> </ul>		
Create opportunities to solicit feedback and foster dialogue on USAID/BFS experiences using EBA data.	<ul style="list-style-type: none"> <li>• Electronic survey</li> <li>• In-person consultations and/or events</li> <li>• Virtual exchanges</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019

**Expected results:** Spearheaded by USAID/BFS and GFSS Coordination teams, the strategic application, monitoring and evaluation of the EBA dataset in key Feed the Future policies will tangibly bolster broad-based food security outcomes. Development is a fluid, dynamic, and at times iterative discipline, hence including new tools and approaches such as EBA can provide a more nuanced and holistic set of outcomes to attain the goal of “sustainability reducing poverty and hunger.”

### 3.2 USAID OVERSEAS MISSIONS



**Context:** USAID has more than 60 bilateral and regional Missions around the world that make up a significant percent of its workforce<sup>3</sup>. They are the operational arm of implementing development assistance and represent the core of USAID’s functions. Program and technical offices plan, design, implement, monitor, and report on delivered programmatic technical interventions and results.

USAID Missions work closely with host governments, civil society, private sector, academia, and research think tanks to develop, implement, monitor, and adapt multi-year country specific development strategies and programs aimed at creating sustainable conditions food security and resilience to combat hunger and malnutrition. Therefore, the Missions are at the forefront of messaging the utility and impact of EBA to local stakeholders.

As shown in the recently completed EBA survey feedback covering 14 USAID Missions, 100% of the respondents answered “likely/very likely” to utilizing the EBA tool to 1) prioritize constraints to improve EE in agriculture; 2) identify key constraints to address key ag topics and 3) engage host countries and/or other actors on national agriculture strategy. This clearly demonstrated an engaged and active interest in applying the EBA tools in their day-to-day planning/operations.

#### Recommended tactics for optimizing EBA usage

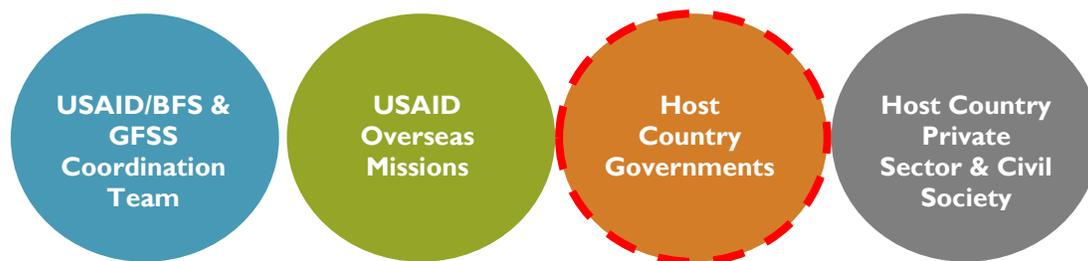
Tactic	Medium	Forum	Timing
Incorporate EBA in Country Development Cooperation	<ul style="list-style-type: none"> <li>• In-person and virtual meetings</li> </ul>	USAID/BFS; POs and TOs	FY 2018 FY 2019

<sup>3</sup> Curt Tarnoff, *Congressional Research Service, U.S. Agency for International Development (USAID); Background, Operations and Issues*, July 2015, Print and Web.

Strategy Results Framework (where applicable).	<ul style="list-style-type: none"> <li>• Reports</li> </ul>		
Include EBA in the Mission-wide performance monitoring and evaluation plans.	<ul style="list-style-type: none"> <li>• In-person and virtual meetings</li> <li>• Reports and briefs</li> </ul>	USAID/BFS; POs and TOs	FY 2018 FY 2019
Introduce EBA in program, project, and/or activity planning and learning activities.	<ul style="list-style-type: none"> <li>• In-person and virtual meetings</li> <li>• Tailored technical assistance</li> </ul>	USAID PO and TOs	FY 2018 FY 2019
Coordinate with host countries public, private sectors and CSOs in tailoring EBA index to local regulatory framework.	<ul style="list-style-type: none"> <li>• In-person and virtual meetings</li> <li>• Reports and technical briefs</li> </ul>	USAID Mission Director; Technical Offices; Host Country Reps	FY 2018 FY 2019
Work with host country governments to incorporate EBA in country specific agricultural strategies.	<ul style="list-style-type: none"> <li>• In-person and virtual meetings</li> <li>• Reports and short briefs</li> </ul>	USAID POs; Host Country Reps	FY 2018 FY 2019
Increase understanding of selected EBA topics to inform use of topical indicators in prioritizing reforms	<ul style="list-style-type: none"> <li>• In person and virtual meetings;</li> <li>• Webinar and online trainings</li> </ul>	USAID/BFS; USAID PO's and TOs	FY 2018 FY 2019
Coordinate with local academia on EBA in research projects.	<ul style="list-style-type: none"> <li>• In-person and virtual meetings</li> <li>• Reports and technical briefs</li> <li>• Case Studies, impact stories</li> </ul>	Technical Offices; Host Country Academia Reps	FY 2018 FY 2019
Increase direct technical engagement at the Mission level and between Missions on EBA to build capacity to use EBA effectively for improved reforms	<ul style="list-style-type: none"> <li>• EEFS EBA workshop trainings in country</li> <li>• EBA sessions incorporated into existing/planned relevant regional events</li> <li>• Webinars</li> <li>• Technical guidance, briefs</li> <li>• Tailored technical assistance</li> </ul>	USAID/BFS; EBA Coordination Team; TOs	FY 2018 FY 2019
Create opportunities to solicit feedback and foster dialogue on Mission experiences using EBA data.	<ul style="list-style-type: none"> <li>• Electronic survey</li> <li>• In-person consultations and/or events</li> <li>• Virtual exchanges</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019

**Expected results:** Overseas Missions are ideally positioned to spearhead initiatives that will raise awareness of the benefits of utilizing EBA among host country governments, private sector, civil society, and academia. By including the EBA tool in country development and agricultural strategies, the EBA will take its due place as a beneficial dataset that supports and furthers the objectives of both USAID and host country governments in achieving a resilient enabling environment for food security and reduced hunger.

### 3.3 HOST COUNTRY GOVERNMENTS



**Context:** Development assistance is effective only when host country governments work in tandem with donor agencies to institute political, economic, environmental, and social conditions for creating prosperous, democratic, and secure economies. Donors want to work themselves out of a job by creating sustainable conditions where developing economies can stand on their own two feet and govern their countries efficiently, democratically, and strategically.

As learned from the selected EBA country outreach engagements, there are varied levels of awareness, understanding and receptivity to the EBA tool. The EBA Mission feedback survey also found respondent perceptions of alignment between specific indicators and their respective topics to vary suggesting there is more to unpack and be gained from additional engagement. There is a clear opportunity for USAID Missions and local governments to work together to bridge gaps in understanding about the tool and its potential utility in the host countries' agricultural development agendas while at the same time creating more opportunities for technical and operational dialogue to continue to inform the direction of the EBA tool as it continues to advance methodologically and geographically.

#### Recommended tactics for optimizing EBA usage

Tactic	Medium	Forum	Timing
Coordinate with national and subnational agriculture government bodies to assess the utility and benefits of EBA.	<ul style="list-style-type: none"> <li>In-person and virtual meetings</li> <li>Reports and briefs</li> </ul>	USAID Mission leadership; POs; Host Country Ministerial-level, regional and national agriculture bodies	FY 2018 FY 2019
Facilitate technical outreach workshops to raise awareness and understanding of the tool; distinct yet complementary to those led by the World Bank.	<ul style="list-style-type: none"> <li>Workshops</li> <li>EBA training materials</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019
Engage with agricultural policy working groups to discuss EBA and other enabling environment metrics.	<ul style="list-style-type: none"> <li>In-person meetings</li> <li>Reports</li> <li>Document case studies/ learning in action</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019
Review country agricultural policies to assess EBA applicability.	<ul style="list-style-type: none"> <li>In-person meetings</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019
Create opportunities to solicit feedback and foster dialogue on host country government experiences using EBA data.	<ul style="list-style-type: none"> <li>Electronic survey</li> <li>In-person consultations and/or events</li> <li>Virtual exchanges</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019

**Expected Results:** By assessing and discussing the utility and benefits of the EBA tool on the national, and subnational governmental levels, host governments will create a network of constructive, multi-prong policy dialogue that will strategically broaden agricultural policy reforms. The EBA tool offers value to ongoing and planned agricultural policy initiatives tailored to the countries’ enabling environment conditions.

### 3.4 HOST COUNTRY PRIVATE SECTOR & CIVIL SOCIETY



**Context:** The private sector is the engine for achieving sustainable food security and agricultural growth. The private sector propels the economic, nutritional, environmental outputs needed for prosperous and resilient economies. USAID is increasingly focused on working more closely with the private sector to create more sustainable and economically viable development initiatives. Having the private sector involved in the planning, implementation, co-financing and monitoring of development programs, USAID will come closer to the goal of development, and that is “assistance should be to end the need for its existence.”

In equal measure, Civil Society Organizations (CSOs) give the voice and leverage to citizenry in discussing and implementing agricultural policies that complement existing and planned initiatives in food security and global hunger. CSOs magnify the voices of the vulnerable, underprivileged, and undernourished populations affected by dire food insecurity and hunger. By working together, the private sector and CSOs create a coalition for promoting agricultural policy reforms on the community and country level, reshaping the dialogue around the policy and legal framework for agricultural and economic development.

#### Recommended tactics for optimizing EBA usage

Tactic	Medium	Forum	Timing
Discuss EBA tool for agribusinesses.	<ul style="list-style-type: none"> <li>In-person meetings</li> <li>Workshops</li> <li>Coordinate/tap the Partnering for Innovation network to identify potential engagement</li> </ul>	Host country governments, associations, cooperatives, USAID POs	FY 2018
Engage with CSOs and private sector to strengthen capacity to engage in advocacy around EBA.	<ul style="list-style-type: none"> <li>In-person and virtual meetings</li> <li>Tailored technical assistance</li> </ul>	CSO, associations, USAID POs	FY 2018
Work with CSOs and private sector to increase awareness, understanding and applicability of the EBA tool to their country’s ag economy.	<ul style="list-style-type: none"> <li>In-person meetings</li> <li>Workshops</li> </ul>	Host Country Governments; Associations, Cooperatives; USAID POs	FY 2018

Work with CSOs and academia on EBA research tailored to specific country.	<ul style="list-style-type: none"> <li>• In-person and virtual meetings</li> <li>• Reports</li> <li>• Case studies</li> <li>• Policy briefs</li> </ul>	CSOs, USAID POs, academia	FY 2018
Create opportunities to solicit feedback and foster dialogue on private sector and CSO experiences using EBA data.	<ul style="list-style-type: none"> <li>• Electronic survey</li> <li>• In-person consultations and/or events</li> <li>• Virtual exchanges</li> <li>• Technical assistance</li> </ul>	CSOs, USAID POs, academia	FY 2018

**Expected Results:** Raising the awareness, knowledge, and benefits of EBA among CSOs and the private sector will create both grassroots and country level momentum for the enabling environment for agriculture. An informed and engaged private sector and CSO are crucial for long-term EBA buy-in.

## 4. LOOKING FORWARD

Though much progress has been made since the World Bank EBA began in 2014, work remains to address gaps in knowledge, awareness, and understanding of what EBA is, how it is utilized, and, more importantly, what the benefits are for countries to apply it in their respective legal and regulatory environments. As one of the leading donors to the development of the EBA tool, USAID is in a unique position to assess and recommend optimal mechanisms in promoting EBA within the food security framework under the auspices of the recent whole-of-government GFSS.

This plan outlines several strategies and tactics to spur a multi-audience dialogue around the benefits, application, and performance monitoring of EBA in FTF initiatives. The EEFS mechanism is poised to support USAID to undertake some under call order 4 and beyond, per USAID request. However, these strategies can be undertaken and built upon by a range of projects, USAID staff, CSO and private sector groups, and others. By working together, USAID/BFS, USAID Oversees Missions, host country governments, and host country private sectors and civil society organizations can ensure legal, regulatory, and institutional initiatives create more robust and sustainable food security outcomes to benefit vulnerable populations around the world.

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## ANNEX A. SUMMARY OF TACTICS FOR OPTIMIZED EBA USAGE

Audience: USAID/BFS and the GFSS Coordination Team			
Tactic	Medium	Forum	Timing
Continue discussions to elevate use of EBA by incorporating it more strongly into the GFSS results framework; strongly encourage uptake as an optional indicator.	<ul style="list-style-type: none"> <li>In-person coordination meetings</li> <li>Technical guidance materials</li> <li>Tailored technical assistance</li> </ul>	USAID/BFS and GFSS Coordination Teams (MPI and MEL, others)	FY 2018
Introduce the EBA index in the regional/country strategic planning.	<ul style="list-style-type: none"> <li>In-person and virtual coordination meetings</li> <li>Technical support and input during review processes</li> </ul>	USAID/BFS and GFSS Coordination Team; Program and Technical in Overseas Missions	FY 2018
Coordinate with the WB Global Indicator and Agricultural Practice Groups in raising awareness around EBA.	<ul style="list-style-type: none"> <li>In-person and virtual coordination meetings</li> <li>Technical resources</li> </ul>	USAID/BFS and GFSS Coordination Team; WB Indicator Group and Agricultural Practice Groups	FY 2018 FY 2019
Revise, as feasible, Illustrative Activity Outcome CC IR5 of GFSS results framework to include EBA.	<ul style="list-style-type: none"> <li>In-person and virtual coordination meetings;</li> </ul>	USAID/BFS and GFSS Coordination Team	FY 2018
Include EBA index in the monitoring, evaluation and learning agenda and related activity plans underway for GFSS.	<ul style="list-style-type: none"> <li>In-person and virtual coordination meetings</li> <li>Project design and activity design meetings</li> </ul>	USAID/BFS and GFSS Coordination Team	FY 2018 FY 2019
Create opportunities to solicit feedback and foster dialogue on USAID/BFS experiences using EBA data.	<ul style="list-style-type: none"> <li>Electronic survey</li> <li>In-person consultations and/or events</li> <li>Virtual exchanges</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019

Audience: USAID Overseas Missions			
Tactic	Medium	Forum	Timing
Incorporate EBA in Country Development Cooperation Strategy Results Framework (where applicable).	<ul style="list-style-type: none"> <li>In-person and virtual meetings</li> <li>Reports</li> </ul>	USAID/BFS; POs and TOs	FY 2018 FY 2019
Include EBA in the Mission-wide performance monitoring and evaluation plans.	<ul style="list-style-type: none"> <li>In-person and virtual meetings</li> <li>Reports and briefs</li> </ul>	USAID/BFS; POs and TOs	FY 2018 FY 2019
Introduce EBA in program, project, and/or activity planning and learning activities.	<ul style="list-style-type: none"> <li>In-person and virtual meetings</li> <li>Tailored technical assistance</li> </ul>	USAID PO and TOs	FY 2018 FY 2019
Coordinate with host countries public, private sectors and CSOs in tailoring EBA index to local regulatory framework.	<ul style="list-style-type: none"> <li>In-person and virtual meetings</li> <li>Reports and technical briefs</li> </ul>	USAID Mission Director; Technical Offices; Host Country Reps	FY 2018 FY 2019

Work with host country governments to incorporate EBA in country specific agricultural strategies.	<ul style="list-style-type: none"> <li>In-person and virtual meetings</li> <li>Reports and short briefs</li> </ul>	USAID POs; Host Country Reps	FY 2018 FY 2019
Increase understanding of selected EBA topics to inform use of topical indicators in prioritizing reforms	<ul style="list-style-type: none"> <li>In person and virtual meetings;</li> <li>Webinar and online trainings</li> </ul>	USAID/BFS; USAID PO's and TOs	FY 2018 FY 2019
Coordinate with local academia on EBA in research projects.	<ul style="list-style-type: none"> <li>In-person and virtual meetings</li> <li>Reports and technical briefs</li> <li>Case Studies, impact stories</li> </ul>	Technical Offices; Host Country Academia Reps	FY 2018 FY 2019
Increase direct technical engagement at the Mission level and between Missions on EBA to build capacity to use EBA effectively for improved reforms	<ul style="list-style-type: none"> <li>EEFS EBA workshop trainings in country</li> <li>EBA sessions incorporated into existing/planned relevant regional events</li> <li>Webinars</li> <li>Technical guidance, briefs</li> <li>Tailored technical assistance</li> </ul>	USAID/BFS; EBA Coordination Team; TOs	FY 2018 FY 2019
Create opportunities to solicit feedback and foster dialogue on Mission experiences using EBA data.	<ul style="list-style-type: none"> <li>Electronic survey</li> <li>In-person consultations and/or events</li> <li>Virtual exchanges</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019
<b>Audience: Host Country Governments</b>			
<b>Tactic</b>	<b>Medium</b>	<b>Forum</b>	<b>Timing</b>
Coordinate with national and subnational agriculture government bodies to assess the utility and benefits of EBA.	<ul style="list-style-type: none"> <li>In-person and virtual meetings</li> <li>Reports and briefs</li> </ul>	USAID Mission leadership; POs; Host Country Ministerial-level, regional and national agriculture bodies	FY 2018 FY 2019
Facilitate technical outreach workshops to raise awareness and understanding of the tool; distinct yet complementary to those led by the World Bank.	<ul style="list-style-type: none"> <li>Workshops</li> <li>EBA training materials</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019
Engage with agricultural policy working groups to discuss EBA and other enabling environment metrics.	<ul style="list-style-type: none"> <li>In-person meetings</li> <li>Reports</li> <li>Document case studies/ learning in action</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019
Review country agricultural policies to assess EBA applicability.	<ul style="list-style-type: none"> <li>In-person meetings</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019
Create opportunities to solicit feedback and foster dialogue on host country government experiences using EBA data.	<ul style="list-style-type: none"> <li>Electronic survey</li> <li>In-person consultations and/or events</li> <li>Virtual exchanges</li> </ul>	USAID POs; Host country counterparts	FY 2018 FY 2019

**Audience: Host Country Private Sector and Civil Society**

Tactic	Medium	Forum	Timing
Discuss EBA tool for agribusinesses.	<ul style="list-style-type: none"> <li>• In-person meetings</li> <li>• Workshops</li> <li>• Coordinate/tap the Partnering for Innovation network to identify potential engagement</li> </ul>	Host country governments, associations, cooperatives, USAID POs	FY 2018
Engage with CSOs and private sector to strengthen capacity to engage in advocacy around EBA.	<ul style="list-style-type: none"> <li>• In-person and virtual meetings</li> <li>• Tailored technical assistance</li> </ul>	CSO, associations, USAID POs	FY 2018
Work with CSOs and private sector to increase awareness, understanding and applicability of the EBA tool to their country's ag economy.	<ul style="list-style-type: none"> <li>• In-person meetings</li> <li>• Workshops</li> </ul>	Host Country Governments; Associations, Cooperatives; USAID POs	FY 2018
Work with CSOs and academia on EBA research tailored to specific country.	<ul style="list-style-type: none"> <li>• In-person and virtual meetings</li> <li>• Reports</li> <li>• Case studies</li> <li>• Policy briefs</li> </ul>	CSOs, USAID POs, academia	FY 2018
Create opportunities to solicit feedback and foster dialogue on private sector and CSO experiences using EBA data.	<ul style="list-style-type: none"> <li>• Electronic survey</li> <li>• In-person consultations and/or events</li> <li>• Virtual exchanges</li> <li>• Technical assistance</li> </ul>	CSOs, USAID POs, academia	FY 2018