John Bowman

Current ARP Highlights/Priorities

Office of Agricultural Research and Policy

Horticulture Innovation Lab Annual Mtg

Antigua (March 7, 2017)
1. FEED THE FUTURE (FTF)
   - Whole of Govt. Presidential Initiative (USAID, STATE, USDA, MCC, PEACE CORPS, ETC.)
     - Consultative process, USAID leads implementation with partners

2. USAID BUREAU FOR FOOD SECURITY (BFS)
   - Newly created USAID FTF Implementation Arm:
     - CSI Office (relationships with field Missions)
     - SPMM Office (budget, finance, accounting)
     - MPI Office (markets, public/private partnerships)
     - ARP Office (research + policy)

3. OFFICE OF AGRIC. RESEARCH & POLICY (ARP)
   - Research Division
   - Policy Division
   - Scaling division
   - Knowledge Management Division
   - HICD/BIFAD

4. AGRIC. RESEARCH DIV. (R)
   - USAID/BFS/ARP/R
     - Innovation Labs
     - CGIAR, AVRDC, etc...
     - Biotech Projects

Implement FTF/USAID Agric. Research Strategy
Program for Research on Climate Resilient Cereals

Help smallholder farmers adapt to climate change and build resilience by developing new cereal varieties with enhanced yield and tolerance to drought, heat, salinity and low soil fertility and delivering these varieties in diversified, sustainable farming systems.

**Program Area Technical Lead:** Nora Lapitan

<table>
<thead>
<tr>
<th>Current Research Projects</th>
<th>Activity Manager</th>
<th>Lead Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTFIL for Climate Resilient Millet</td>
<td>Joe Huesing</td>
<td>University of California, Davis</td>
</tr>
<tr>
<td>FTFIL for Climate Resilient Wheat</td>
<td>Nora Lapitan</td>
<td>Washington State University</td>
</tr>
<tr>
<td>FTFIL for Applied Wheat Genomics</td>
<td>Nora Lapitan</td>
<td>Kansas State University</td>
</tr>
<tr>
<td>FTFIL for Climate Resilient Sorghum</td>
<td>Nora Lapitan</td>
<td>University of Georgia</td>
</tr>
<tr>
<td>FTFIL for Sorghum &amp; Millet</td>
<td>Angela Records</td>
<td>Kansas State University</td>
</tr>
<tr>
<td>AATF - Water Efficient &amp; Bt Maize for Africa</td>
<td>TBD</td>
<td>African Agricultural Technology Foundation</td>
</tr>
<tr>
<td>Drought Tolerant Maize for Africa/Heat (DTMA/Gates)</td>
<td>TBD</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>Improved Maize for African Soils (IMAS) (Pioneer/Gates)</td>
<td>TBD</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>Abiotic Stress Tolerant Rice (Ceres)</td>
<td>Joe Huesing</td>
<td>Ceres, Inc</td>
</tr>
<tr>
<td>Abiotic Stress Tolerant Rice/Wheat (Arcadia)</td>
<td>Joe Huesing</td>
<td>Arcadia Biosciences</td>
</tr>
<tr>
<td>Heat Stress Resilient Maize for South Asia</td>
<td>Nora Lapitan</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>Heat Tolerant Wheat for South Asia (Arcadia)</td>
<td>Nora Lapitan</td>
<td>Arcadia Biosciences</td>
</tr>
<tr>
<td>Cereal Systems Initiative for South Asia – Breeding for Heat</td>
<td>Biniam Iyob</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>and Drought Tolerance in Rice and Wheat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Wheat Yield Partnership</td>
<td>Nora Lapitan</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>Abiotic Stress Tolerant Bioengineered Cereals (ACPFG)</td>
<td>Nora Lapitan</td>
<td>Australian Center for Plant Functional Genomics</td>
</tr>
<tr>
<td>AATF - NEWEST Rice</td>
<td>Joe Huesing</td>
<td>African Agricultural Technology Foundation</td>
</tr>
<tr>
<td>CGIAR Research Program – WHEAT</td>
<td>Nora Lapitan</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>CGIAR Research Program – MAIZE</td>
<td>TBD</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>CGIAR Research Program – Global Rice Science Partnership (GRISP)</td>
<td>Nora Lapitan</td>
<td>IRRI</td>
</tr>
<tr>
<td>CGIAR Research Program – Dryland Cereals</td>
<td>Angela Records</td>
<td>ICRISAT</td>
</tr>
</tbody>
</table>
Legumes research focuses on increasing the production and availability of nutritious legumes to improve food security, nutrition, soil health, and economic opportunities for poor farmers – particularly women.

Program Area Technical Lead: Vern Long

<table>
<thead>
<tr>
<th>Current Research Projects</th>
<th>Activity Manager</th>
<th>Lead Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTFIL for Soy Value Chain Research</td>
<td>Ahmed Kablan</td>
<td>University of Illinois, Urbana-Champaign</td>
</tr>
<tr>
<td>FTFIL for Climate Resilient Beans</td>
<td>Tracy Powell</td>
<td>The Pennsylvania State University</td>
</tr>
<tr>
<td>FTFIL for Climate Resilient Cowpea</td>
<td>Vern Long</td>
<td>University of California, Riverside</td>
</tr>
<tr>
<td>FTFIL for Climate Resilient Chickpea</td>
<td>Tracy Powell</td>
<td>University of California, Davis</td>
</tr>
<tr>
<td>FTFIL for Collaborative Research on Peanut Productivity &amp; Mycotoxins Control</td>
<td>Vern Long</td>
<td>University of Georgia</td>
</tr>
<tr>
<td>FTFIL for Grain Legumes</td>
<td>Vern Long</td>
<td>Michigan State University</td>
</tr>
<tr>
<td>Insect Resistant Bt cowpea</td>
<td>Joe Huesing</td>
<td>African Agricultural Technology Foundation</td>
</tr>
<tr>
<td>USDA/NBCRI - Legumes (Common Bean Genetic Improvement Project)</td>
<td>Tracy Powell</td>
<td>USDA/ARS</td>
</tr>
<tr>
<td>CGIAR Research Program – Grain Legumes</td>
<td>Vern Long</td>
<td>ICRISAT</td>
</tr>
</tbody>
</table>
Program for Research on Advanced Approaches to Combat Pests and Diseases

The Program for Advanced Approaches to Combat Pests and Diseases harnesses U.S. scientific expertise and emerging molecular tools to develop new animal vaccines and crops and animals resistant to pests and diseases that cause significant production losses in tropical systems.

**Program Area Technical Lead:** Joe Huesing

<table>
<thead>
<tr>
<th>Current Research Projects</th>
<th>Activity Manager</th>
<th>Lead Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTFIL for Rift Valley Fever Control in Agriculture</td>
<td>Lindsay Parish</td>
<td>University of Texas, El Paso</td>
</tr>
<tr>
<td>FTFIL for Genomics to Improve Poultry</td>
<td>Lindsay Parish</td>
<td>University of California, Davis</td>
</tr>
<tr>
<td>Virus Resistant Cassava for Africa (VIRCA)</td>
<td>Joe Huesing</td>
<td>Danforth Center</td>
</tr>
<tr>
<td>RNAi approaches to disease resistance in potato, wheat and maize</td>
<td>Joe Huesing</td>
<td>Venganza</td>
</tr>
<tr>
<td>Banana Bacterial Wilt Resistance</td>
<td>Joe Huesing</td>
<td>International Institute of Tropical Agriculture (IITA)</td>
</tr>
<tr>
<td>Late Blight Resistant Potato</td>
<td>Joe Huesing</td>
<td>International Potato Center (CIP)</td>
</tr>
<tr>
<td>FtF South Asia Eggplant Improvement Partnership</td>
<td>Joe Huesing</td>
<td>Cornell University</td>
</tr>
<tr>
<td>FtF Biotechnology Potato Partnership</td>
<td>Joe Huesing</td>
<td>Michigan State University</td>
</tr>
<tr>
<td>USDA/NBCRI - Goat Genomics</td>
<td>Lindsay Parish</td>
<td>USDA/ARS</td>
</tr>
<tr>
<td>USDA/NBCRI - East Coast Fever Vaccine</td>
<td>Lindsay Parish</td>
<td>USDA/ARS</td>
</tr>
<tr>
<td>USDA/NBCRI - Whitefly Genomics (RNAi)</td>
<td>Joe Huesing</td>
<td>USDA/ARS</td>
</tr>
<tr>
<td>CGIAR Research Program – Roots, Tubers and Bananas</td>
<td>Joe Huesing</td>
<td>International Potato Center (CIP)</td>
</tr>
</tbody>
</table>
The Program for Nutritious and Safe Foods Links research on the production and processing of safe, nutritious agricultural products to a learning agenda on household nutrition, including the utilization and access to fruits, vegetables, meat, fish, dairy and legumes with the goal of improving child survival, securing family investments in agriculture, and preventing and treating under-nutrition.

**Program Area Technical Lead:** John Bowman

<table>
<thead>
<tr>
<th>Current Research Projects</th>
<th>Activity Manager</th>
<th>Lead Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FTFIL for Horticulture</strong></td>
<td><em>John Bowman</em></td>
<td><strong>University of California, Davis</strong></td>
</tr>
<tr>
<td>FTFIL for Reduction of Post-Harvest Loss</td>
<td>Ahmed Kablan</td>
<td>Kansas State University</td>
</tr>
<tr>
<td>FTFIL for Food Processing and Post-harvest Handling</td>
<td>Angela Records</td>
<td>Purdue University</td>
</tr>
<tr>
<td>FTFIL for Livestock Systems (NEW)</td>
<td>Elaine Grings</td>
<td>University of Florida</td>
</tr>
<tr>
<td>FTFIL for Nutrition</td>
<td>Maura Mack</td>
<td>Tufts University</td>
</tr>
<tr>
<td>FTFIL for Aquaculture &amp; Fisheries</td>
<td>Shivaun Leonard</td>
<td>Oregon State University</td>
</tr>
<tr>
<td><strong>World Vegetable Center (AVRDC): Core</strong></td>
<td><em>John Bowman</em></td>
<td>AVRDC</td>
</tr>
<tr>
<td><strong>World Vegetable Center (AVRDC): Vegetable Post Harvest Handling Project</strong></td>
<td><em>John Bowman</em></td>
<td>AVRDC</td>
</tr>
<tr>
<td>Golden Rice</td>
<td>Joe Huesing</td>
<td>IRRI</td>
</tr>
<tr>
<td>Harvest Plus</td>
<td>Vern Long</td>
<td>CIAT</td>
</tr>
<tr>
<td><strong>Collaborative Research in Aquaculture and Horticulture for Improved Nutrition</strong></td>
<td><em>Maura Mack</em></td>
<td>Tufts University</td>
</tr>
<tr>
<td>CGIAR Research Program – Livestock and Fish</td>
<td>Shivaun Leonard</td>
<td>International Livestock Research Institute (ILRI)</td>
</tr>
<tr>
<td>USDA/NBCRI – Aflatoxins</td>
<td>Lisa Wilson</td>
<td>USDA/ARS</td>
</tr>
</tbody>
</table>
Program for Sustainable Intensification

Works with smallholder farmers to identify and adopt sustainable, productivity enhancing technologies and farming practices in major production systems where the poor and undernourished are concentrated; and through intensification and diversification of these systems, to enhance resilience, nutrition and agricultural growth.

**Program Area Technical Lead**: Jerry Glover

<table>
<thead>
<tr>
<th>Current Research Projects</th>
<th>Activity Manager</th>
<th>Lead Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTFIL for Small-Scale Irrigation</td>
<td>Biniam Iyob</td>
<td>Texas A&amp;M University</td>
</tr>
<tr>
<td><strong>FTFIL for Integrated Pest Management</strong></td>
<td>John Bowman</td>
<td>Virginia Tech University</td>
</tr>
<tr>
<td>FTFIL for Sustainable Intensification</td>
<td>Jerry Glover</td>
<td>Kansas State University</td>
</tr>
<tr>
<td>Cereal Systems Initiative for South Asia (CSISA)</td>
<td>Biniam Iyob</td>
<td>CIMMYT</td>
</tr>
<tr>
<td>Africa RISING - E. &amp; S. Africa</td>
<td>Jerry Glover</td>
<td>IITA</td>
</tr>
<tr>
<td>Africa RISING - W. Africa</td>
<td>Jerry Glover</td>
<td>IITA</td>
</tr>
<tr>
<td>Africa RISING - Ethiopian Highlands</td>
<td>Jerry Glover</td>
<td>ILRI</td>
</tr>
<tr>
<td>Water and Livelihoods Initiative</td>
<td>Scott Christiansen</td>
<td>ICARDA</td>
</tr>
<tr>
<td>Virtual Fertilizer Research Center</td>
<td>John Peters</td>
<td>IFDC</td>
</tr>
<tr>
<td>CGIAR Research Program – Aquatic Agricultural Systems</td>
<td>Shivaun Leonard</td>
<td>World Fish</td>
</tr>
<tr>
<td>Coffee Rust Initiative</td>
<td>Angela Records</td>
<td>Texas A&amp;M and World Coffee Research</td>
</tr>
</tbody>
</table>
Capacity Building

- Capacity building is an integral part of FTF Innovation Labs
- *FTF Innovation Labs are training 105 graduate students from the 32 countries (including the U.S.).*
- Strengthening of NARS through institutional and human capacity building.

Genomics/Bioinformatics training for plant breeding students in India

Phenocart with sensors and GPS used in field measurements

Field day testing heat tolerant maize varieties developed by HTMA
Other Team Accomplishments

New award:

*FTF Livestock Systems Innovation Lab (USAID/W, USAID/Missions: RFPs still out for Burkina Faso/Niger, Cambodia; no work in Tanzania)*

Critical hires:

- Ag Advisor – Dan Bailey (from Guatemala Mission; Peanut Lab)
- AAAS Fellow – Tyrell Kahan (Scaling Portfolio)
- Genomics Advisor – Tracy Powell (Legume Lab)
- Breeder – Hailu Tefera (DTMA, Scaling)
- Nutrition Advisor - Open

Implementation of new processes:

*Open Data Policy (ADS 579)*

*Peer review process aligned with USAID’s Scientific Research Policy*

*Trainet Reform (!?)*
ARP Policy Division
Organizational Chart

Jeff Hill
Policy Division Chief

David Atwood
Policy Advisor
Agricultural Inputs

Brian Bacon
Policy Advisor
Agricultural Risk Management and Resilience
Climate Smart Agriculture

Patterson Brown
Agricultural Development Officer
Agricultural Trade

Courtney Buck
Policy Analyst
Institutional Architecture

James Oehmke
Agricultural Development Officer
Mutual Accountability, Nutrition, Gender, Agricultural Transformation

Emily Weeks
AAAS Fellow
Natural Resources Management and Land Tenure
Climate Smart Agriculture

William Akiwumi
Program Analyst
(part time)

TBD
Agriculture Development Officer
Value Chain and Employment
<table>
<thead>
<tr>
<th>Area</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Architecture</td>
<td>Develop predictable, transparent, inclusive, evidence-based policy for accelerated policy improvement and implementation to support poverty reduction and improved nutrition.</td>
</tr>
<tr>
<td>Enabling Environment for Private Sector Investment</td>
<td>Increase competitiveness and reduce barriers to stimulate private investment in agriculture, which increases incomes for smallholders and firms, and generates employment.</td>
</tr>
<tr>
<td>Agricultural Trade</td>
<td>Increase efficiency, stability, and transparency in domestic and cross-border trade consistent with international agreements to spur inclusive economic growth and foster increased private sector investment in agriculture.</td>
</tr>
<tr>
<td>Agricultural Inputs</td>
<td>Enable the private sector to develop, commercialize and broadly disseminate improved inputs to smallholders to increase smallholder productivity and incomes.</td>
</tr>
<tr>
<td>Land and Natural Resources Tenure Rights</td>
<td>Establish effective institutional arrangements, rules, and mechanisms that recognize the legitimate land and resource rights of all users, to stimulate transformative and sustainable investments</td>
</tr>
<tr>
<td>Resilience and Agricultural Risk Management</td>
<td>Enable smallholders, communities, and countries to mitigate and recover from risks, shocks, and stresses to agriculture, in a manner that reduces chronic vulnerability and facilitates inclusive growth.</td>
</tr>
<tr>
<td>Nutrition</td>
<td>Reduce under-nutrition with a focus on women and children, less than 5 years of age, – in particular the 1000-day period from pregnancy to a child’s second birthday.</td>
</tr>
</tbody>
</table>
Top Challenges to Implementation of Programs

Research Division-wide 2017 Challenges:

• Funding Uncertainty: Earmark protection of IIs, non-IL portfolio most at risk (CG, Biotech)
• Senior Leadership Uncertainty: Administrator short list, many political appointments vacant
• Portfolio review process suspended
• “Tiger Teams” formed for 4 countries
• Internal budgeting decisions (end of year status) will be made earlier – June??
• Limited chance for “forward funding”
• Mission engagement/relevance (CeSAIN Model)
• New IIs under development: Biotech, Legume, Peanut, Food Safety (?)
• FTF “Looking Back Looking Forward” (which countries? Terrorism? VCs? SDG alignment? Urbanization focus? Ag/Nutrition linkages? Host country leadership?)
• CGIAR CRP shake-up
• Participant Training
• Future of Scaling programming?
• New “Nutrition Division” in CSI Office (upgrade from being part of CSI Technical Division)
• GLOBAL FTF EVALUATION FINISHED
• NEW FTF RESEARCH STRATEGY IN PROCESS (E-CONSULTATION IN MAY)
GLOBAL FOOD SECURITY STRATEGY

• Strategy developed over 10 weeks by 11 Feed the Future agencies and departments
  
  • External consultations held with key nongovernmental and private sector stakeholders
  
  • Reflects learning and analysis over the past year through Looking Back, Looking Forward learning process, the Feed the Future Global Performance Evaluation, roundtables on emerging issues, and other evaluations
  
• Strategy covers FY2017-FY2021
  
  • Includes implementation plans for individual agencies and departments outlining each’s financial, technical, and in-kind contributions to the strategy for FY17
  
  • Builds on Feed the Future experience and reflects changes in global context since 2009.
**Goal:** Sustainably reduce global hunger, malnutrition, and poverty

### Objective 1
Inclusive and sustainable agricultural-led economic growth
- IR 1: Strengthened inclusive agriculture systems that are productive and profitable
- IR 2: Strengthened and expanded access to markets and trade
- IR 3: Increased employment and entrepreneurship
- IR 4: Increased sustainable productivity, particularly through climate-smart approaches

### Objective 2
Strengthened resilience among people and systems
- IR 5: Improved proactive risk reduction, mitigation, and management
- IR 6: Improved adaptation to and recovery from shocks and stresses

### Objective 3
A well-nourished population, especially among women and children
- IR 7: Increased consumption of nutritious and safe diets
- IR 8: Increased use of direct nutrition interventions and services
- IR 9: More hygienic household and community environments

### Cross-Cutting Intermediate Results (IR)
- **CC IR 1:** Strengthened global commitment to investing in food security
- **CC IR 2:** Improved climate risk, land, marine, and other natural resource management
- **CC IR 3:** Increased gender equality and female empowerment
- **CC IR 4:** Increased youth empowerment and livelihoods
- **CC IR 5:** More effective governance, policy, and institutions
- **CC IR 6:** Improved human, organizational, and system performance

**Effective response to emergency food security needs**

### Complementary Results
Long-term food security efforts benefit from and contribute to complementary work streams that promote:
- Economic growth in complementary sectors
- Healthy ecosystems and biodiversity
- Stable, democratic societies that respect human rights and the rule of law
- A reduced burden of disease
- Well-educated populations

---

The image includes a flowchart and a table outlining the goals and objectives of a project focused on reducing global hunger, malnutrition, and poverty. The chart details specific intermediate results (IR) and cross-cutting intermediate results (CC IR) that contribute to the overall goal. The complementary results section highlights the broader benefits of long-term food security efforts.
## Illustrative Activity Outcomes: Building Blocks to Achieve Our Goals

### Objective 1
- Increased sustainable productivity of all types of small-scale producers (also Obj 2)
- Stronger inclusive market systems (also Obj 2)
- Increased access to business development and financial services (also Obj 2)
- Improved infrastructure, including digital and other ICT solutions (also Obj 2)
- More efficient land, water, and input use
- Technology and innovations developed through research and adapted to local conditions
- Increased access to and wide adoption of inputs, and other technology and innovation
- Expanded access to knowledge through agricultural extension
- Increased access to market infrastructure, such as improved storage systems and basic retail marketing
- Reduced time and cost of moving goods across borders
- Improved quality of produce that meets market standards

### Objective 2
- Increased use of risk management services and practices
- Improved safety nets (also Obj 1.3)
- Improved social capital (also Obj 1.3)
- Diversified livelihood risk (also Obj 1)
- Expanded livelihood opportunities (also Obj 1)
- Application of risk reduction tools such as improved water management and drought/flood tolerant seeds (also Obj 1)
- Increased household and community assets, including savings
- Improved access to communal natural resources
- Improved use of early warning information
- Increased access to communal natural resources
- Increased access to hazard, index, and other insurance
- Increased adoption of climate-smart practices (also Obj 1)

### Objective 3
- Improved access to diverse and nutritious foods
- Increased demand for diverse and nutritious foods
- Improved access to nutrition services
- Improved demand for health services
- Improved infant and young child feeding practices and women's diets
- Increased commercial production of safe and nutritious food products, including fortified food (also Obj 1)
- Increased availability of evidenced-based food information for consumers (also Obj 1)
- Improved food safety systems (also Obj 1)
- Improved safe handling practices (also Obj 1)
- Improved access to clean water
- Improved access to sanitation
- Schoolchildren nourished through school feeding programs (also Obj 2)
- Improved access to handwashing facilities

### Cross-Cutting Intermediate Results

**CC IR 1** Strengthened global commitment to investing in food security
- Increased public and private investment in food security
- Strengthened bilateral and regional investment platforms

**CC IR 2** Improved climate risk, land, marine, and other natural resource management
- Improved land and soil management
- Improved sustainable management of wild fisheries
- Improved and sustainable utilization of ecosystem services

**CC IR 3** Increased gender equality and female empowerment
- Increased women’s leadership skills and opportunities
- Increased women’s decision-making power
- Strengthened women’s access to financial services

**CC IR 4** Increased youth empowerment and livelihoods
- Improved youth entrepreneurial skills
- Improved access to nutrition services for adolescent girls

**CC IR 5** More effective governance, policy, and institutions
- Natural resource governance, including land and marine tenure
- Improved evidence-based policies
- Improved institutional architecture
- Improved accountability systems
- Well-functioning sanitary and phyto-sanitary systems
- Strengthened regional harmonization

**CC IR 6** Improved human, organizational, and system performance
- Improved research, policy, regulatory, education, finance, data, and extension systems
- Improved skills for producers, scientists, civil society, private sector, and government actors
- Promotion of science, technology, and innovation
STRATEGY’S GOAL AND OBJECTIVES

• The strategy is heavily built around an updated results framework

• The goal is to sustainably reduce global hunger, malnutrition, and poverty
  
  • Consistent with current Feed the Future goal plus elevation of malnutrition into the goal statement in alignment with SDG 2 and the GFSA

• Three mutually reinforcing and interdependent objectives to achieve this goal, two of which are similar to current Feed the Future results framework:
  
  • Inclusive ag-led economic growth
  • A well nourished population
  • Resilience (elevated as a third objective)
CONTINUING AREAS OF FOCUS

• **Focus on high impact interventions:** Prioritization of evidence-based interventions that will deliver impact at scale

• **Gender and female empowerment:** Dedicated intermediate result, which commits us to measuring progress against it

• **Country-led and local ownership:** At the heart of our approach for sustainability

• **Policy and governance:** Dedicated intermediate result; land tenure mentioned multiple times in the GFSA

• **Capacity building:** Improved human, organizational, and system performance is a new intermediate result

• **Partnerships** with governments, the private sector, civil society, research and university community

• Harnessing the **power of research, science, technology, and innovation**
WHAT’S NEW

• Elevation of malnutrition into the goal statement
• Elevation of resilience as a third objective next to agriculture and nutrition
• Doubling down on holistic nutrition approach, including WASH
• Taking a systems approach that prioritizes facilitation and works throughout value chains and supporting systems (e.g., policy)
• Breaking down silos across sectors and between development and humanitarian assistance
• Recognizing different pathways out of poverty and strengthening rural/urban linkages
• Natural Resource Management approaches, with more attention to fisheries
• Dedicated intermediate result on youth
• Finance, investment, and financial inclusion
STRATEGY ROLL-OUT & NEXT STEPS

• Country selection process and graduation criteria
• Monitoring, evaluation, and learning plan (e.g., indicator selection, target-setting, baselines, etc.)
• Guidance for country and regional strategies
• Stakeholder collaboration platforms
• Whole-of-government coordination platforms and country-level interagency teams
Field Lessons from Designing and Evaluating FTF Activities
Issues to discuss

• Confusion about how to reduce poverty
• Disconnect bet evidence-based theory of change, our results frameworks and metrics
• Implications for FTF moving forward

*Presentation does NOT focus on the stunting goals of FTF*
Confusion about how to reduce poverty

Missions are confused about how they should be reducing poverty

• The global evaluation asks: (1) should we work directly with the very poor? Or should we focus on growth and assume it will raise all boats?

BUT WHAT ABOUT

• Structural transformation and ...

USAID’s 50-year investment in research and evidence on how to reduce poverty through agriculture

The DISCONNECT between this evidence and our strategies and results frameworks
M&E system is not being used to capture transformation
Outcomes from the confusion about how to reduce poverty

• *Too much focus on production*

  *Driven by a set of outcome targets overly focused on production*

• *Insufficient focus on market systems*, including linkages, investment in processing, commercializing input supply, finance, BDS – i.e., developing the whole market system

  *Driven by a misunderstanding of the theory of change*
Need to work at multiple levels

- Systemic change requires change at micro, meso AND macro levels
- Working at one level is less durable and limits effectiveness
- There is a growing perspective that systemic change is most effectively catalyzed at the meso level
Outcomes of the confusion about how to reduce poverty, continued....

- **Too much focus on atomized indicators, e.g., number of farmers trained** without ensuring farmers’ return on investment, i.e., the ability to turn this knowledge into higher returns

- **Over emphasis on farmers with very small landholdings** & little chance of getting very far above the poverty line from agricultural alone

- **Focus on PSE – the private sector** – without empowering farmers to be more than price takers

- **Insufficient focus on resilience** to weather the shocks related to transformation (to not lose gains made due to shocks)

*Driven by a lack of agreement or misunderstanding of the FTF theory of change*
Let’s further explore the research and

OTHER pathways to poverty reduction
Poverty reduction strategies: Who are we targeting?

*IFPRI’s categories of smallholders:*

- #1 Commercial farmers
- #2 Subsistence farmers with profit potential
- #3 Subsistence farmers without profit potential

*Subsistence farmers without profit potential – make up as much as 70 percent of farmers in some land scare countries – e.g., Kenya, Ethiopia, Malawi, Rwanda, Uganda, Nigeria*

Sources: MSU/Jayne, IFPRI, WB
Different strategies needed for some farmers without profit potential

<table>
<thead>
<tr>
<th>Types of Farmers</th>
<th>Possible household strategies</th>
<th>Illustrative intervention strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 Commercial farmers</td>
<td>stepping up into competitive value chains</td>
<td>Link to competitive value chains</td>
</tr>
<tr>
<td>#2 Subsistence farmers with profit potential</td>
<td>stepping up into competitive value chains</td>
<td>Expand adoption of improved inputs, build skills and business practices</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Link into competitive value chains</td>
</tr>
</tbody>
</table>
| #3 Subsistence farmers without profit potential | hanging on to less sustainable subsistence production
branching out into diverse farm and nonfarm activities
moving away from to engage in new, viable livelihoods | Productive safety nets
New resilience capacities
Nutritional services
Diversification
Nonfarm activities in towns
Workforce development |
What are the implications for FTF moving forward
Need for a strategy and results framework that....

• supports transformation processes (intensification, diversification, multipliers) to help those with profit potential “move up”

• creates opportunities and incentives for those seeking to “branch out or move away” from subsistence agriculture

• supports “hangers-on” to increase their ability to feed themselves, enable them to be more resilient, and improve their nutritional status
Need an M&E system that...

- **Streamlines reporting & number of indicators**
  - IP technical staff are spending an inordinate amount of time collecting data – e.g., one key informant claimed 50% of time of technical staff is devoted to collecting monitoring data
  - Too much of the data collected has limited use for improving implementation

- **Focuses on measuring systemic change and learning to improve implementation & results**
  - Some IPs are investing in learning but are not rewarded for their efforts
  - Only rewarded for meeting targets
In conclusion: Why is all of this so important?

- The FTF Results Framework is based on a theory of change
- The indicators IPs report on are based on the results framework
- **The indicators and targets drive and shape IP implementation for better and worse**