



Agency Priority Goal Action Plan

Resilience and Food Security

Goal Leaders:

Jim Barnhart, Assistant to the Administrator for Resilience and Food Security

Overview

Goal Statement

Increase long-term resilience and food security to reduce hunger and the need for emergency humanitarian assistance. By September 30, 2021, Feed the Future will exhibit an average reduction in the prevalence of poverty by 26 percent and stunting by 35 percent across target regions in Feed the Future's focus countries¹ since the beginning of the initiative in Fiscal Year (FY) 2010.

Challenges

- Despite progress in global food security and nutrition, before the global COVID-19 pandemic more than 800 million people were hungry in the world. By 2050, the global population is estimated to be more than nine billion.
- Food security supports U.S. national security and advances global prosperity and stability. The U.S. Government has seen that where hunger and poverty persist, instability and resentment can grow.
- Shocks and stresses are increasing in frequency, complexity, and severity. This jeopardizes gains in reducing hunger and poverty, exacerbates vulnerability, and presents a growing burden of humanitarian need and assistance.

Opportunities

- The Global Food Security Act (GFSA) of 2016, reauthorized by Congress in 2018, and the corresponding [Global Food Security Strategy](#) (GFSS) endorse and guide Feed the Future's approach to increasing food security and nutrition.
- Feed the Future is expanding inclusive, agriculture-led growth for millions of people; empowering people to improve their families' diets and nutrition; and strengthening resilience among populations in areas of recurrent crisis.
- Together with other U.S. Government Departments and Agencies, partner governments from around the world, global organizations, and leading U.S. businesses, non-profits, universities, and research institutions, the U.S. Agency for International Development (USAID) is harnessing the best parts of American and global leadership, entrepreneurship, research, technology, and talent to assist some of the world's poorest countries and communities that are striving to make changes to use the power of agriculture and entrepreneurship to jumpstart their economies and create new opportunities for people at every level of their societies. A core operating principle critical to achieving these changes is that the governments of recipient countries and those participating in Feed the Future programs embrace transparency and accountability.

¹ Bangladesh, Ethiopia, Ghana, Guatemala, Honduras, Kenya, Mali, Nepal, Niger, Nigeria, Senegal, and Uganda

Leadership

Core Team

Led by USAID, Feed the Future draws on the agricultural, trade, investment, development, and policy resources and expertise of multiple Federal Departments and Agencies. Feed the Future has two Deputy Coordinators who lead the initiative and help the U.S. Government target activities toward a common vision:

- Feed the Future's Deputy Coordinator for Development at USAID, Dr. Jim Barnhart, drives the interagency process to engage relevant U.S. Government Agencies and Departments in formulating policies, strategies, performance and monitoring criteria for Feed the Future under the GFSS, and to ensure they are implementing strong programs based on these factors; and
- The position of Feed the Future's Deputy Coordinator for Diplomacy at the U.S. Department of State is currently vacant. The role leads diplomatic efforts to advance the priorities of the GFSS, focused on policy coordination among major donors, strategic partners, and international organizations. Abigail Rockwell is the Feed the Future Point of Contact for the U.S. Department of State.

Feed the Future represents a broad partnership that extends beyond the U.S. Government and includes partner-country governments, civil society, the global research community, businesses, universities, and other donors.

Goal Structure and Strategies

USAID's Agency Priority Goal (APG) for Resilience and Food Security will report progress made in implementing the U.S. Government's [GFSS](#). The *Strategy* reflects the unique skills, resources, and lessons learned from across the many Federal Departments and Agencies that contribute to the U.S. Government's initiative on global hunger and food security, Feed the Future, as well as contributions from partnerships across the U.S. private sector, academic and research institutions, and civil society.

The overarching goal of the [GFSS](#) is to reduce global hunger, malnutrition, and poverty sustainably through three interrelated and interdependent objectives:

- **Inclusive, sustainable, agricultural-led economic growth**, shown in developing countries to be up to four times as effective as growth in other sectors at helping men and women lift themselves out of extreme poverty and hunger:²
 - Feed the Future aims to transform the agriculture sector by mobilizing public and private investment in food systems, facilitating inclusive and competitive markets and trade, and fostering sustainable agricultural productivity, all of which benefit smallholder farmers;
- **Strengthened resilience among people and systems**, as increasingly frequent and intense shocks and stresses threaten the ability of men, women, and families to exit and sustain their emergence from poverty:
 - Feed the Future pays particular attention to increasing resilience and reducing the root causes of hunger among vulnerable and marginalized populations in countries with recurrent food crises that receive U.S. humanitarian assistance.
 - Feed the Future aims to strengthen people's ability to manage shocks and stresses to pursue resilient livelihoods and maintain nutritional status; build sustainable, inclusive livelihoods that enable all people, regardless of identity, to reduce and manage risk; and create healthy, resilient systems and institutions that enable people and communities to reduce and manage risk; and
- **A well-nourished population**, especially among women and children, as undernutrition, particularly during the 1,000 days from pregnancy to a child's second birthday, leads to lower levels of educational attainment, productivity, lifetime earnings, and economic-growth rates:
 - Feed the Future aims to increase access to, and the consumption of, safe and nutritious foods; strengthen community- and facility-level health care to deliver on nutrition outcomes; and facilitate an enabling environment that supports sound food systems and health institutions.

The [GFSS](#) links and aligns with and leverages other, complementary U.S. Government strategies, initiatives, and investments, including in nutrition and health.

² Ethan Ligon and Elisabeth Sadoulet, "Estimating the Relative Impacts of Agricultural Growth on the Distribution of Expenditures." *World Development* 109 (2018): 417-428. Link: https://are.berkeley.edu/esadoulet/wp-content/uploads/2018/10/Ligon_Sadoulet-WD.pdf

Goal Structure and Strategies

Key External Factors

The principal challenges for Feed the Future in achieving reductions in hunger, poverty, and malnutrition are external risk factors that can inhibit progress, such as shocks and stresses like food crises and conflict, and changing host-government priorities. The pandemic of COVID-19 will have secondary impacts on all of Feed the Future's intermediate results, including productivity, livelihoods, markets and trade, food-consumption and nutrition, hygiene, and household resilience. While many of these effects will be widespread and easy to anticipate, the specific impacts will differ based upon country, population and sector. Feed the Future's activities will need to "flex" to protect and continue achieving the outcomes of the [GFSS](#), while simultaneously addressing unique constraints in local systems that have emerged because of the COVID-19 pandemic. In Feed the Future's target countries, implementation strategies will account for these externalities by allowing a certain degree of flexibility in their programming and assumptions to address unforeseen events. Individual USAID Missions also account for changing conditions through periodic review, stock-taking, and adjustments of development objectives in each target country.

Implementation of the [GFSS](#) through Feed the Future brings together a host of partners in pursuit of a common goal: to end global hunger, poverty, and malnutrition in a sustainable way. Feed the Future makes a measurable difference in helping communities to build their resilience, secure the gains they have made, and stay out of poverty.

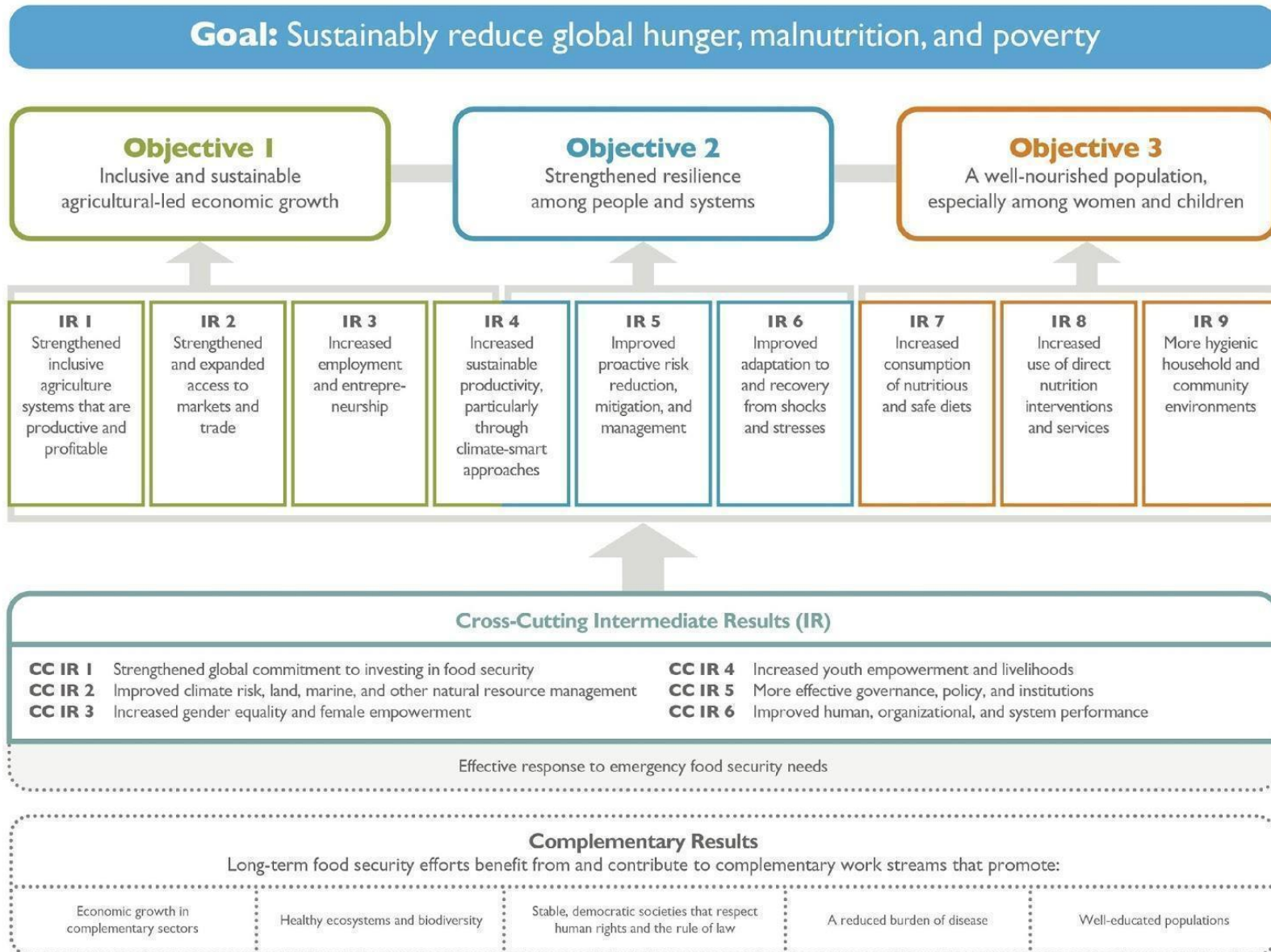
Feed the Future can also help U.S. businesses compete in new markets, and increases demand for U.S. innovations. These efforts help lift smallholder farmers out of poverty in countries in which USAID operates. In rapidly transforming regions and emerging economies, this work may help protect U.S. interests, open markets for U.S. firms, and strengthen our influence.

Framework of the *Global Food Security Strategy*

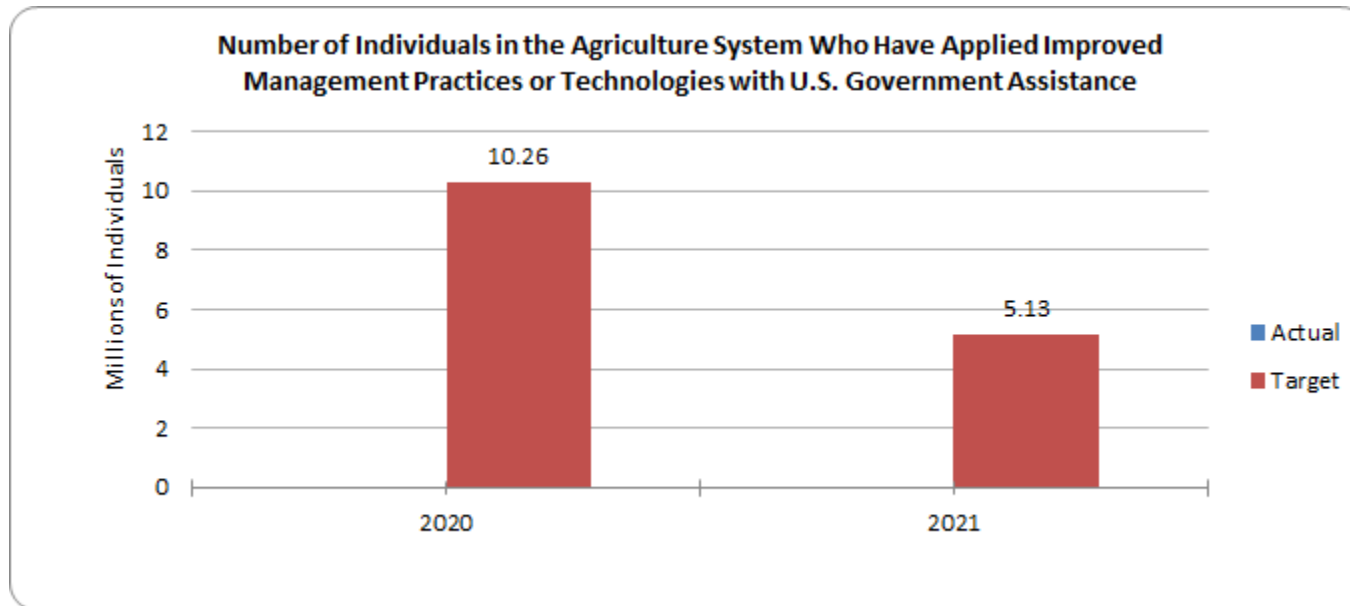
Evidence-Cycle Strategic Approaches (SAs): In the Third Quarter (Q3) of FY 2020, RFS sought review from intra-Agency colleagues of the SAs that RFS promotes, and continues to facilitate that process in the Fourth Quarter (Q4). The SAs that RFS promotes for each sector advance the Agency's broader strategies and strategic-development objectives as defined in the GFSS, the *Multi-Sectoral Nutrition Strategy*, the *U.S. Global Water Strategy*, and USAID's Building Resilience to Recurrent Crises Policy and Program Guidance, as well as align with the Journey to Self-Reliance.

Evaluations: In Q3 of FY 2020, USAID made three evaluation reports of Feed the Future programs publicly available, which exceeded the target of two. These evaluations are available on the USAID Development Experience Clearinghouse (DEC), at <https://dec.usaid.gov/dec/home/Default.aspx>.

Key Indicators and Milestones



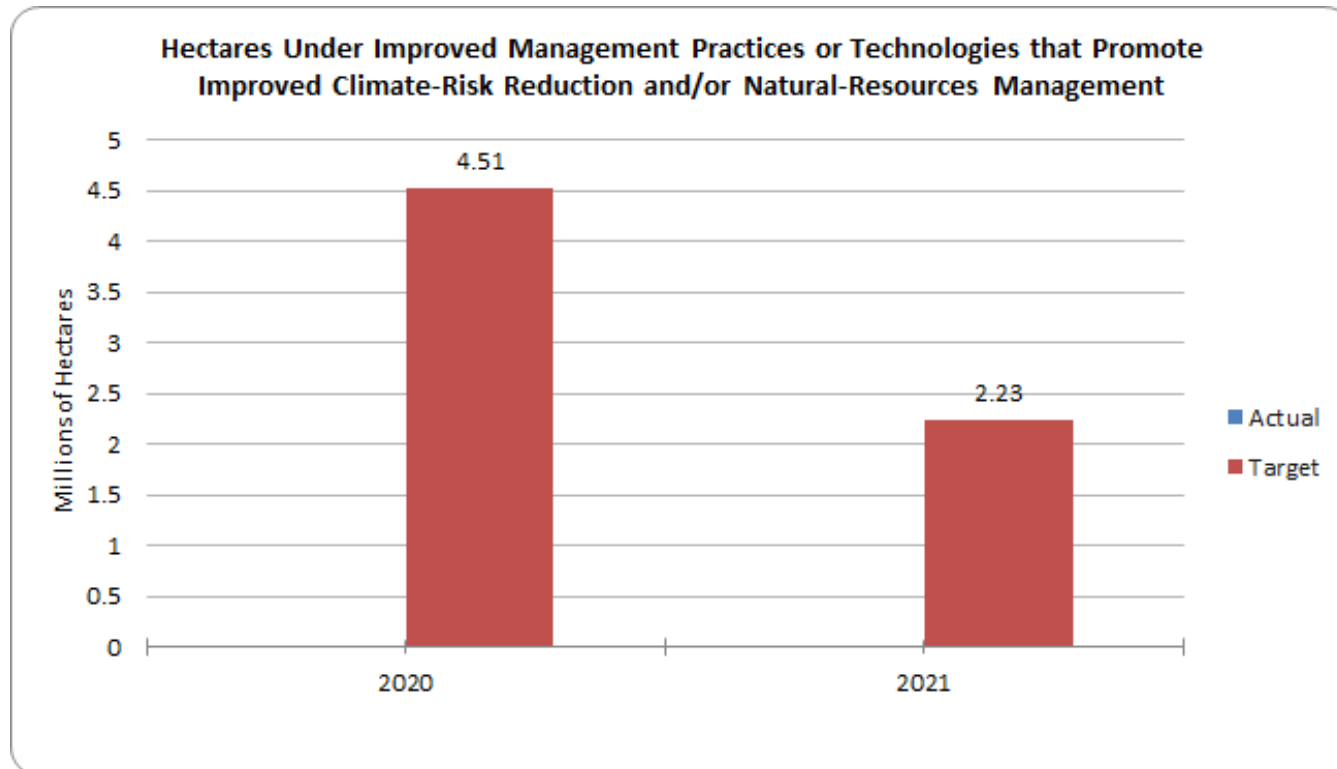
Key Indicators and Milestones



Rationale: This annual indicator tracks the application of improved management practices and technological change by different actors throughout the agrifood system, which is critical to increasing agricultural productivity and supporting stronger and more inclusive agrifood systems that are productive and profitable.

Note on Targets: This indicator is an expanded version of the one reported under the APG for FY 2018 and FY 2019. Because of the expanded definition, prior-year results under the previous indicator are not directly comparable to results under this indicator. Because the Program funding level for FY 2017 is similar to the amount for FY 2019, the actuals for FY 2018 are a good representation of what Feed the Future can achieve in FY 2020 with the Program funding level for FY 2019. USAID based the target for FY 2020 for the new indicator on reported results from FY 2018, while accounting for changes to the indicator. USAID adjusted the target for FY 2021 to reflect the President’s Budget Request for FY 2020. The target for FY 2020 is 10,264,195 individuals, and for FY 2021 it is 5,132,097 individuals.

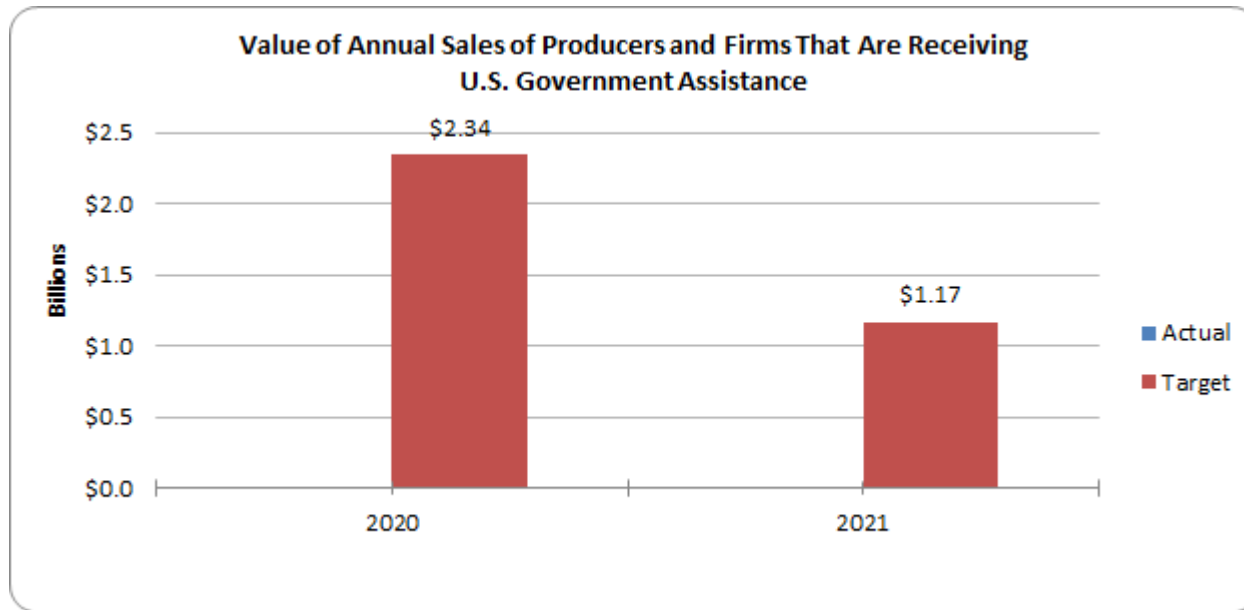
Key Indicators and Milestones



Rationale: Management practices and technologies on agricultural land and in aquaculture and freshwater and marine fisheries that help improve the management of natural resources or ecosystems and/or mitigate and adapt to climate variability are critical to ensure smallholder producers and their communities can safeguard themselves against climate and weather disturbances and thereby increase their resilience. Management practices counted include those that contribute to the improved management of natural resources or ecosystems, climate-mitigation, and climate-adaptation.

Note on targets: Because this is a new annual indicator, USAID straightlined the target for FY 2020 from the target for FY 2019 in the Feed the Future Monitoring System (FTFMS). Actuals for prior years are not available. The target for FY 2020 is 4,512,739 hectares (ha). USAID adjusted the target for FY 2021 to reflect the President’s Budget Request for FY 2020.

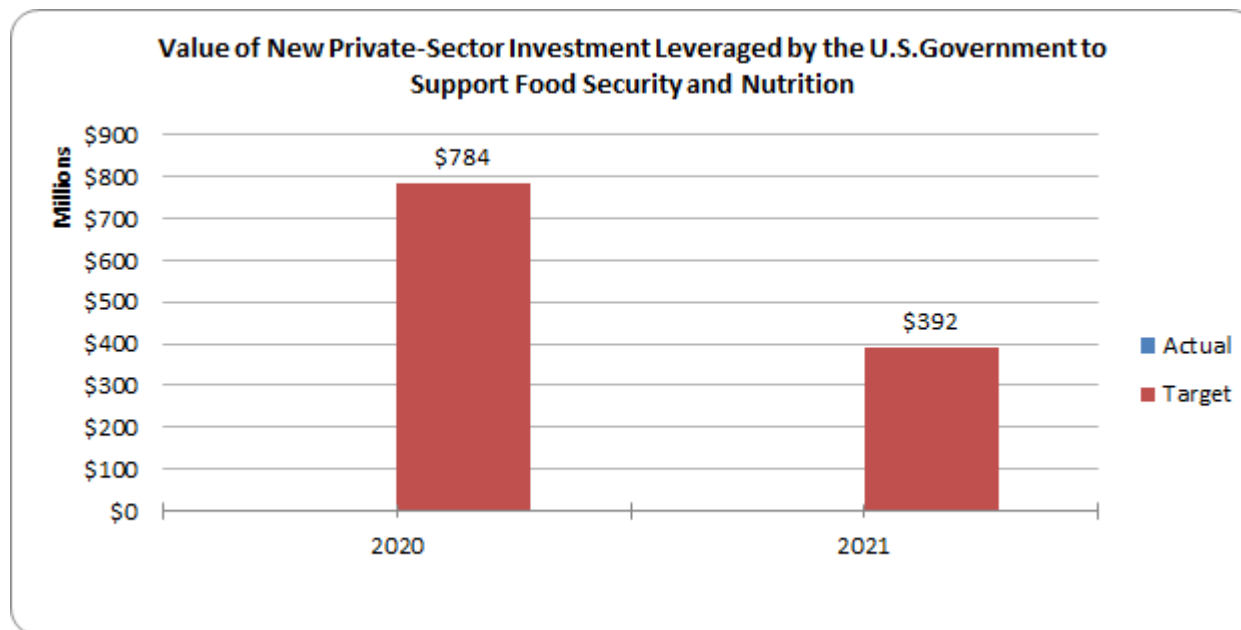
Key Indicators and Milestones



Rationale: The value (in U.S. dollars) of sales from producers and firms in targeted markets that receive U.S. Government assistance is a proxy measure of the competitiveness of those actors. This measurement also helps track strengthened and expanded access to markets and progress toward engagement by producers and firms throughout the value-chain. Strengthened and expanded access to markets is essential to achieving inclusive, sustainable, agriculture-led economic growth, which, in turn, will reduce poverty and thus achieve the goal.

Note on Targets: This indicator has changed substantially from the sales indicator reported under the APG for FY 2018 and FY 2019. This indicator includes sales from all assisted producers, not just smallholders; adds in sales of assisted firms; and reports total annual sales, not incremental sales (*i.e.*, the difference between total annual sales and baseline sales adjusted for any change in the number of participants). Because it is a substantially different indicator, prior-year results under the previous indicator are not directly comparable to results under this indicator. This indicator captures only the value of sales made by new and continuing producers and firms assisted by the U.S. Government for the reporting year. It does not include sales from previous years. The nature of this proxy measure is that it cannot distinguish between increases in sales because of improved marketing opportunities or production and increased sales that are related to the expansion of USAID's programs under Feed the Future to new producers and other market actors. Because the Program funding level for FY 2017 is similar to the amount for FY 2019, the actuals from FY 2018 are a good representation of what Feed the Future can achieve in FY 2020 with the Program funding level from FY 2019. USAID based the target for FY 2020 for the new indicator on reported results from FY 2018, while accounting for changes to the indicator. USAID adjusted the target for FY 2021 to reflect the President's Budget Request for FY 2020.

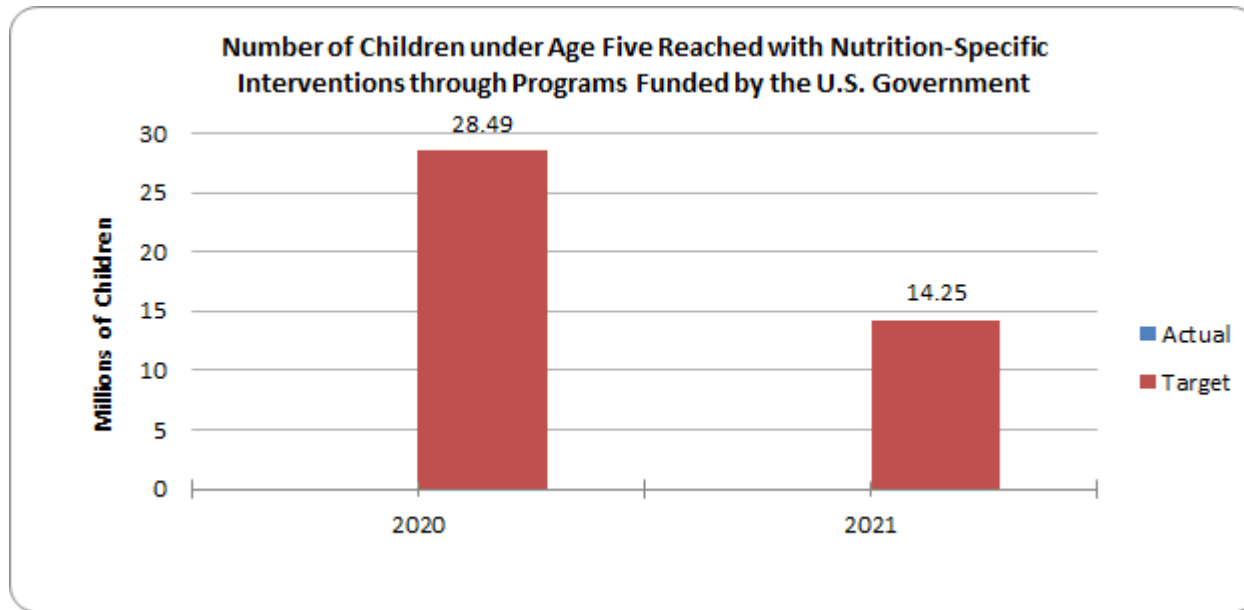
Key Indicators and Milestones



Rationale: Increased commercial investment is the predominant source of economic growth in the agricultural sector. Private-sector investment is a critical indicator because it demonstrates that the market perceives a deal has the possibility of producing a positive financial return, and therefore is likely to lead to sustainable improvements in agricultural systems. The indicator includes new long-term capital investments (*e.g.*, in property, plant, and equipment and other fixed assets) and new operating-capital investments (*e.g.*, in inputs or inventory) leveraged by the U.S. Government. The indicator captures private-sector co-investment, both cash and in-kind, and both upstream and downstream.

Note on Targets: This indicator is an expanded version of the previous indicator reported under the APG for FY 2018 and FY 2019. It includes private-sector investments in durable capital and operating capital, whereas the previous indicator only included durable-capital investments. Because of the expanded definition, prior-year results under the previous indicator are not directly comparable to results under this indicator. Because the Program funding level for FY 2017 is similar to the amount for FY 2019, the actuals from FY 2018 are a good representation of what Feed the Future can achieve in FY 2020 with the Program funding level from FY 2019. USAID based the target for FY 2020 for the new indicator on reported results for FY 2018, while accounting for changes to the indicator. The Agency adjusted the target for FY 2021 to reflect the President's Budget Request for FY 2020.

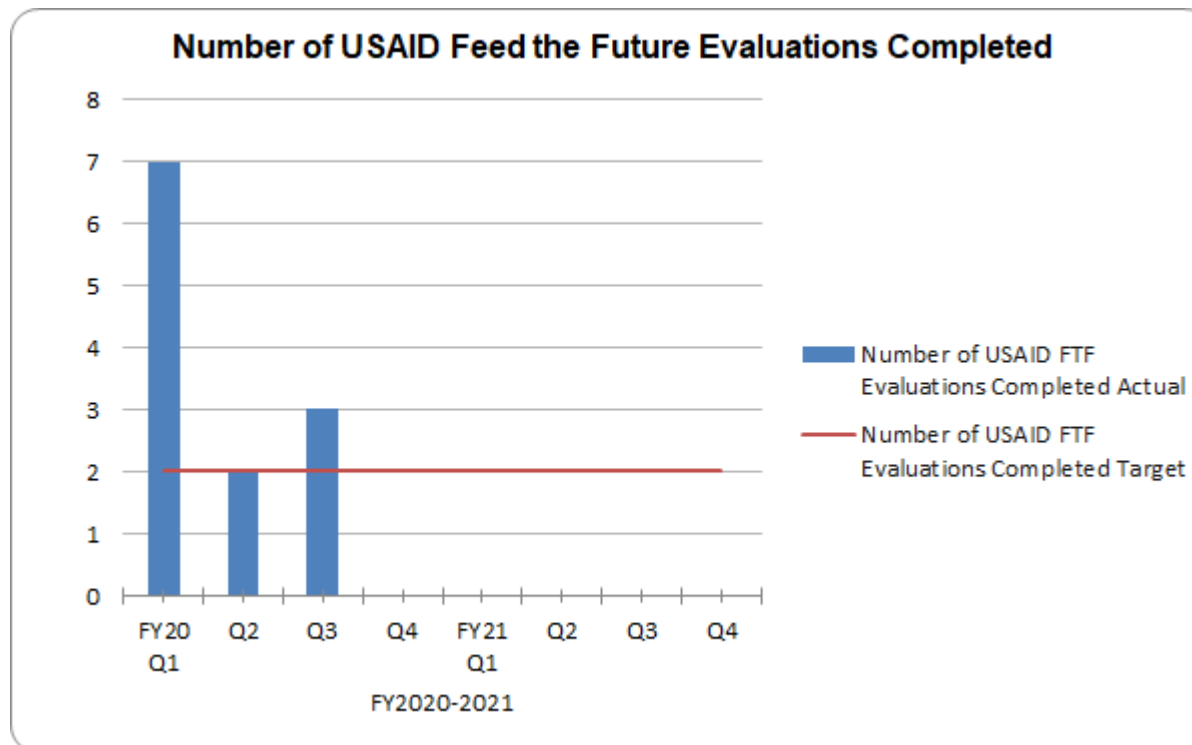
Key Indicators and Milestones



Rationale: Good coverage of evidence-based, nutrition-specific interventions among children under five years of age is essential to prevent and treat malnutrition and improve child survival. Undernutrition is an underlying cause of 45 percent of childhood deaths. This indicator measures the progress of USAID’s *Multi-Sectoral Nutrition Strategy* (2014–2025). Values reported reflect countrywide results, not restricted to only those achieved in Feed the Future’s Zones of Influence.

Note on Targets: Because the Program funding level for FY 2017 is similar to the amount for FY 2019, the actuals from FY 2018 are a good representation of what Feed the Future can achieve in FY 2020 with the Program funding level from FY 2019. USAID used actuals from FY 2018 to estimate the targets for FY 2020. The Agency adjusted the target for FY 2021 to reflect the President’s Budget Request for FY 2020.

Key Indicators and Milestones



Rationale: In line with Feed the Future’s heavy focus on learning, evidence, and adaptive management, USAID continues to track the number of evaluations completed and uploaded onto our publicly accessible Development Experience Clearinghouse (DEC) website (<https://dec.usaid.gov/dec/home/Default.aspx>). Unlike other indicators, which include interagency results collected through the FTFMS, this indicator only tracks data from USAID. The completion date of an evaluation and the date of its upload to DEC often do not match. This report includes an evaluation in the quarter in which it appeared on the DEC, not when it was completed.

Note on targets: USAID calculates targets each quarter based on the currently ongoing evaluations reported in the Evaluation Registry, plus the anticipated completion of baseline and endline survey reports from Feed the Future target countries. These evaluations are available on the USAID Development Experience Clearinghouse (DEC), at <https://dec.usaid.gov/dec/home/Default.aspx>.

Key Milestones

Key Milestone (USAID Only)	Milestone Due Date	Milestone Status	Comments
Complete Evidence-Cycle Strategic Approaches (SAs)	First Quarter (Q1) Fiscal Year (FY) 2020	In progress	The Bureau for Food Security (BFS) completed the SAs it promotes for Agriculture-Led Growth, Water, and Resilience. The successor Bureau for Resilience and Food Security (RFS) continues to develop the SA for Nutrition. Interagency colleagues will review all SAs before finalization.
Complete Programmatic Approaches of the Evidence Cycle	Second Quarter (Q2) FY 2020	Delayed	RFS has drafted the programmatic approaches (PAs) in each sector and completed an initial internal review. In the Third Quarter (Q3), the Agency delayed advances because of the pandemic. RFS will finalize the PAs during the Fourth Quarter (Q4).
Complete RFS/Mission Resilience and Food Security (MRFS)-Feed the Future Strategic Performance Review	Q3 FY 2020	Delayed	USAID has paused Strategic Performance Reviews for Missions until the Fall because of COVID-19. RFS plans to hold its review in Q4.
Complete the Annual <i>State of Resilience and Food Security (SORFS) Report</i>	Q3 FY 2020	Delayed	The Agency has delayed publication of the SORFS Report because of COVID-19.
Complete pilot of Feed the Future Country Graduation-Readiness Review	Q4 FY 2020		
Disseminate report on methods to measure humanitarian-assistance need averted	Q4 FY 2020		
Aggregate the Evidence Base for Select Programmatic Approaches for the Evidence Cycle	Q1 FY 2021		
Develop Analytic Agendas for the Evidence Cycle for Each Center within the Bureau	Q2 FY 2021		

Key Milestones

Complete RFS/MRFS Feed the Future Strategic Performance Reviews	Q3 FY 2021		
Complete the Annual SORFS	Q3 FY 2021		
Initiate Feed the Future Annual Country Graduation-Readiness Review	Q4 FY 2021		

Accuracy and Reliability of Data

Data to support reporting on the APG on Resilience and Food Security goal-level targets for poverty and stunting primarily come from population-based surveys conducted in Feed the Future's focus areas of implementation, known as Zones of Influence (ZOI). ZOI surveys occur at the baseline, midline, and endline of each project, approximately three years apart; the actual dates of each survey vary across countries. The Agency gets these data from secondary sources such as Living-Standards Measurement Studies and Demographic Health Surveys, if sufficient cases are collected within the ZOI and within an appropriate timeframe, or from primary data-collection surveys funded by Feed the Future.

In an ongoing effort to improve the quality, reliability, and use of Feed the Future survey data continually, the Agency developed the ZOI Survey Methods Toolkit (see <https://www.agrilinks.org/post/feed-future-zoi-survey-methods>). U.S. Government interagency Feed the Future country teams and survey implementers, must use the Toolkit, which helps them to streamline the process of the design, data-collection, and analysis of ZOI surveys; save time and money, and support the collection of high-quality data.

The metrics to inform resilience are evolving. USAID identified two context indicators under the GFSS Results Framework that track the amount of humanitarian assistance and level of humanitarian need in resilience focus countries, and is in the process of establishing baseline values for both. The Agency is also developing a method to estimate the amount of humanitarian need averted as a result of our programming in areas subject to recurrent crises. USAID did not include the two context indicators as indicators for the APG Action Plan because USAID does not set targets for them. However, RFS intends to update the context indicator values annually and provide the information as part of quarterly reporting against the APG as the values are updated. RFS also will begin to provide information on humanitarian need averted as USAID finalizes the proposed method and as data from population-based surveys become available in areas subject to recurrent crises. RFS anticipated disseminating the methods report on humanitarian need averted in Q4 of 2020. In addition, the Feed the Future annual indicator of hectares under risk-reducing technologies will capture work aimed at reducing risk to shocks faced by small-holder farmers in areas subject to recurrent crisis.

USAID collects data to support the annual indicators for the APG on Resilience and Food Security from all Feed the Future countries and interagency partners, to the extent that they select to use critical measures and report their data, and capture results within and outside the ZOIs. The Agency compiles them in the FTFMS and updates them annually.

FTFMS is part of an interagency effort to consolidate the U.S. Government's reporting on activities under Feed the Future. Currently, six U.S. Government Departments and Agencies contribute annual performance data to FTFMS, including USAID, the U.S. Departments of Agriculture and the Treasury, the Millennium Challenge Corporation, Peace Corps, and the U.S. African Development

Accuracy and Reliability of Data

Foundation. FTFMS indicator data are the official results for Feed the Future, and USAID aggregates and posts them on www.usaid.gov/data for the purposes of transparency.

Feed the Future verifies USAID's annual performance data by using Data-Quality Assessments (DQAs), and the numbers must meet standards of validity, integrity, precision, reliability, and timeliness. Each USAID Operating Unit must document the methodology used to conduct the DQAs. USAID maintains the DQAs and data-source records in Performance-Management Plans, as described in Chapter 201.3.2.16 of USAID's Automated Directive System (ADS), <https://www.usaid.gov/sites/default/files/documents/1870/201.pdf>.

To ensure the quality of data, USAID works closely with interagency partners and its implementing partners to review and validate the data.

Feed the Future releases data annually in the "Feed the Future Snapshot" as a progress report (<https://feedthefuture.gov/progress>). USAID has revised some results from FY 2011 to FY 2018 in subsequent "Snapshots" based on additional information provided for previous years after publication.

Timing and Availability of Data

By the end of FY 2021, USAID expects to publish the final goal-level results for poverty and stunting for most, if not all, ZOIs in Feed the Future Phase-One focus countries (*i.e.*, for the Feed the Future phase that began in FY 2010). However, because the Agency will use secondary data sources for endline poverty and stunting estimates in focus countries that are not continuing as target countries, rather than conducting surveys in those countries, the timing of when these data will be available is not within USAID's control.

FTFMS collects data for the annual indicators following the end of the Fiscal Year in which the activities occurred. Based on the time needed to consolidate and validate global data from across the initiative, including from implementing partners and U.S. interagency partners, Feed the Future generally does not release progress data until well into the following Fiscal Year. Data for food security in FY 2020 will not be available until Q3 of FY 2021.

Accuracy and Reliability of Data

Target-Setting

USAID set goal-level targets based on average rates of change measured by the midline surveys in the ZOI. It computed average rates at the initiative level by using a statistical approach that accounted for the number of people in each Feed the Future targeted geographic area and the length of time between each baseline and midline survey. The Agency then used these average rates of change to estimate the percent reduction in poverty and stunting that would be seen by 2021, by using a formula that accounts for compounding rates of change year-to-year.

The Agency used actuals from FY 2018 as a basis to estimate targets for FY 2020 for annual indicators. Because the Program funding level for FY 2017 is similar to the amount for FY 2019, the actuals from FY 2018 are a good representation of what Feed the Future can achieve in FY 2020 with the Program funding level from FY 2019. In addition, the actuals from FY 2018 reflect a gap in reporting because of the ending and starting of some flagship activities, which also will likely take place in FY 2020. The Agency adjusted targets for FY 2021 to reflect the President's Budget request for FY 2020.

The targets shown reflect the results anticipated at the level in the President's Budget Request for FY 2020 for food security in the ESDF and nutrition funding in the Global Health Programs account, as well as anticipated results at the request level in the President's Budget for FY 2020 for the five other U.S. Departments and Agencies that are providing selected annual performance data to FTFMS at the moment.

Additional Information

Contributing Programs:

Seven reporting organizations (Peace Corps, State, USADF, USAID, USDA, the Global Agriculture and Food Security Program hosted by the World Bank, and the International Foundation for Agricultural Development) report data into the FTFMS. With the exception of the APG indicator for the number of evaluations completed by quarter, the results presented in the APG reflect USAID's results, in addition to those of other Feed the Future agencies or departments that report on each indicator, as applicable. For annual progress on Feed the Future from across the U.S. Government in support of the [GFSS](#), please see Annex 1 of the *Strategy: Agency-Specific Implementation Plans of the GFSS* and [the U.S. Government GFSS Implementation Report for 2019](#) for the details of the contributions of individual U.S. Departments and Agencies that participated in 2019.

Stakeholder/Congressional Consultations:

The U.S. Congress supports the U.S. Government's food-security efforts through the GFSA of 2016, reauthorized in 2018. This legislation reinforces the U.S. Government's commitment to address resilience and to empower small-scale producers and strengthen communities and economies through free-market, agricultural-led development. Feed the Future collaborates with a diverse group of government, private-sector, and civil-society partners to align and leverage resources in science and technology to sustain reductions in global poverty, hunger, and malnutrition, and to strengthen resilience among people, institutions, and networks to help them move beyond the need for aid and achieve their own Journeys to Self-Reliance. USAID, with our U.S. Government interagency partners, continues to engage with Congress and other stakeholders on the implementation of the GFSS. This includes the completion of country plans for Feed the Future's target countries; the further development of stakeholder-collaboration platforms; and the refinement of Feed the Future's approach to monitoring, evaluation, and learning to track progress and facilitate the sharing of lessons and best practices.