

Dr. Rajiv Shah  
Administrator  
U.S. Agency for International Development  
1300 Pennsylvania Ave., NW  
Washington, DC 20523

September 16, 2013

Dear Administrator Shah:

On behalf of the ACVFA Working Group on Feed the Future, we are pleased to share the attached final report, *"Broadening the Impact of Feed the Future through Collaboration with Civil Society: ACVFA Recommendations to Enhance Food Security & Nutrition Efforts."*

Organized in response to your request for the Committee's advice on this topic, the working group met 12 times over the past four months to review and consider current practices regarding civil society engagement across the U.S. government agencies involved in FTF as well as existing recommendations on the topic by development experts and institutions. The working group also held consultations with representatives from civil society organizations working on hunger and nutrition issues in the field. After analyzing a range of possible focus areas, the working group identified and prioritized two priority objectives. The specific recommendations in this document are contextualized within these two strategic themes:

**Objective 1:** Progress toward eliminating hunger, poverty, and malnutrition is enhanced and FTF is strengthened by high-quality, gender equitable consultation and engagement with a wide range of more empowered civil society organizations in the field and the effective promotion of *inclusive* country ownership.

**Objective 2:** The U.S. public and its representatives in Congress hear strong, consistent, and strategic messages about the importance and possibility of eradicating poverty, hunger, and malnutrition, and the progress that is being made, from FTF, the broader U.S. government, and U.S.-based civil society.

As you will see in the paper – the working group supports your efforts and those of the entire FTF team to increase the number and efficacy of stakeholders who share the goals of FTF. It is this group's firm belief that the recommendations made in this report will help to achieve those goals, and we further encourage you to maintain a working group of ACVFA member organizations to help to support your

implementation efforts of these recommendations and the forthcoming Action Plan over the next 12 months.

The Working Group welcomes the opportunity to discuss our recommendations at the upcoming ACVFA meeting and to be helpful in any next steps in this process.

Sincerely,

David Beckmann  
Working Group Co-Chair

Bruce McNamer  
Working Group Co-Chair

**Broadening the Impact of Feed the Future through Collaboration with Civil Society:  
ACVFA Recommendations to Enhance Food Security & Nutrition Efforts**

This paper is intended to provide recommendations to Administrator Rajiv Shah in his role as the acting Coordinator for Feed the Future and as head of the U.S. Agency for International Development (USAID)<sup>1</sup>, the lead implementing agency for the Feed the Future initiative (referred to hereafter as “FTF”). FTF is a whole of government initiative that draws on the technical and policy expertise as well as the resources of ten different agencies across the U.S. government to address the root causes of poverty, hunger and malnutrition. USAID’s FTF partner agencies include: U.S. Departments of Agriculture, Commerce, State, and Treasury; the Millennium Challenge Corporation (MCC); the U.S. African Development Foundation (USADF); the Peace Corps; the Overseas Private Investment Corporation (OPIC); and the Office of the U.S. Trade Representative (USTR).<sup>2</sup>

## **I. BACKGROUND**

At the UN General Assembly in September 2012, following her announcement of more than \$1 billion in private resources pledged by U.S. civil society to improve food security and nutrition worldwide, Secretary Clinton reminded those present that “when we work together to build capacity at the local level that can carry progress forward independently, and when new resources are brought to the table in a transparent, collaborative manner, that is the best strategy for achieving concrete, sustainable results.” This call for strong, collaborative, and focused effort was followed by a series of discussions between FTF and U.S. civil society leaders about how the U.S. government’s flagship food security initiative could be strengthened through the increased engagement of and partnership with, civil society—both at home and in the field. These discussions culminated in a request from Administrator Shah to the Advisory Committee on Voluntary Foreign Aid (ACVFA) for a set of recommendations to serve as critical inputs into a Feed the Future Civil Society Action Plan. In response, ACVFA established a working group to identify specific areas where FTF’s work with civil society could be strengthened, as well as to offer guidance on how best to implement these recommendations in collaboration with hunger and nutrition stakeholders outside of the U.S. government.

The ACVFA Feed the Future working group (referred to hereafter as “the working group”) is composed of leaders from global nonprofit organizations — both implementing partners and hunger and nutrition advocacy organizations — who have extensive experience providing technical assistance and strategic counsel both to U.S. government agencies working to fight poverty, hunger, and malnutrition, as well as local organizations and institutions working on these same issues in their own countries.<sup>3</sup> The working group’s recommendations reflect the principle that development does not occur *to* a society — it is something that must be believed in and supported by the members of that society. The group recognizes that in several of the countries where FTF agencies operate, the political space for civil society is constrained — this very constraint threatens sustainable gains in long-term food security. FTF, with its focus on smallholder agriculture and *equitable* economic growth, can and should be a vector for increased voice and representation of civil society — making this a cornerstone of efforts to promote an enabling policy environment for agriculture.

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<sup>1</sup> Note: This document uses USAID and Agency interchangeably.

<sup>2</sup> While USAID is the lead FTF agency, the working group would like to emphasize that successful implementation will require a whole of government approach. Each FTF implementing agency must assume responsibility appropriate to their program.

<sup>3</sup> A list of the working group members and involved staff is attached as Appendix A.

## II. METHODOLOGY<sup>4</sup>

Over the past four months, the working group reviewed and considered current practices regarding civil society engagement across the U.S. government agencies involved in FTF as well as existing recommendations on the topic by development experts and institutions. The working group also consulted representatives from civil society organizations working on hunger and nutrition issues in the field, in particular in Zambia and Nepal, two FTF focus countries.

Working group members brought with them decades of their own experience as well as insights and inputs from the constituencies they represent. As a result, the recommendations that emerged built on the findings of development professionals, implementing partners, community based organizations and associations that represent the private sector, beneficiaries and other stakeholders who interact with programs such as Feed the Future.

After analyzing a range of possible areas of focus<sup>5</sup> for its recommendations, the working group identified and prioritized the following:

- Ensure that Feed the Future is characterized by high-quality consultation and engagement with civil society actors in the field<sup>6</sup>
  - Strengthen local civil society capacity to engage with their own governments, the donor community and other stakeholders
  - Ensure the U.S. government has the capacities needed for quality engagement with civil society in the field
- Define and align common messages, especially to the U.S. public, among U.S.-based civil society, FTF and the U.S. government broadly on the importance of eradicating hunger and malnutrition

These areas were further refined to yield two priority objectives:

**Objective 1:** Progress toward eliminating hunger, poverty, and malnutrition is enhanced and FTF is strengthened by high-quality, gender equitable consultation and engagement<sup>7</sup> with a wide range of more empowered civil society organizations in the field and the effective promotion of *inclusive* country ownership.

**Objective 2:** The U.S. public and its representatives in Congress hear strong, consistent, and strategic messages about the importance and possibility of eradicating poverty, hunger, and

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<sup>4</sup> See Annex B for more detail.

<sup>5</sup> See Annex C for the full range of suggestions, ideas, and recommendations provided and for additional details on many of those included.

<sup>6</sup> The World Bank defines civil society as: non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil Society Organizations (CSOs) therefore refer to a wide of array of organizations: community groups, non-governmental organizations (NGOs), labor unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations.

<sup>7</sup> Quality engagement is a sustained and expanded collaborative or partnership relationship with civil society organization or its representatives that results in more effective and rapid development transformations. Effective engagement takes into consideration the different actors that make up civil society at the local and international level; the need to listen and include the views of diverse local organizations; and the enabling environment at the local level, including the types of resources available to local groups, platforms for engagement, and political space.

malnutrition, and the progress that is being made, from FTF, the broader U.S. government, and U.S.-based civil society.

Prioritizing these two objectives signals the working group's strong consensus around two ideas. The first idea is that the engagement and voice of a more empowered civil society is as important to the long-term sustainability of country-level FTF investment impacts as the engagement of the private sector, and perhaps even more important to the achievement of gender-equitable and inclusive impacts. The second idea is that increasing the effectiveness of messaging around the importance of ending global poverty, hunger, and malnutrition is necessary in order to galvanize and sustain the U.S. public's awareness and support of initiatives such as FTF, and that recognition of the shared commitment of the U.S. government and U.S. civil society can help to strengthen communication efforts.

The prioritization of these two areas also underscores the ongoing commitment of USAID and U.S. non-governmental partners to work together to identify new opportunities and mechanisms for partnership, both in Washington and the field, exemplified by InterAction's civil society pledge committing more than \$1 billion in investments in food security and nutrition over three years, as well as the Memorandum of Understanding between InterAction and USAID meant to leverage these efforts.

In the process of assembling the following recommendations, the working group gave greater consideration to those which would have the biggest impact on development outcomes, would be actionable and practical, and would not require a significant increase in financial resources. Implementing these recommendations, however, will take the commitment of leadership across all FTF implementing agencies, and the attention and effort of all those held accountable for achieving FTF's targets and goals. We count ourselves among the latter, and commit to working with Feed the Future here in Washington and in the field to promote and support their implementation.

### III. RECOMMENDATIONS

In order for the FTF initiative to achieve its goals of inclusive agricultural growth and reductions in hunger, poverty and malnutrition, it is important for FTF agencies to more fully support and leverage civil society as partner, adopting the following objectives and recommendations for action by October, 2014, with a view toward institutionalization within FTF and all U.S. government global food security efforts:

**Priority Objective 1:** Progress toward eliminating hunger, poverty, and malnutrition is enhanced and FTF is strengthened by high-quality, gender equitable consultation and engagement with a wide range of more empowered civil society organizations in the field and the effective promotion of inclusive country ownership.

**Recommendation 1:** Equip U.S. government/FTF Missions and staff with appropriate incentives, resources, training and tools<sup>8</sup> — including a collaboratively-developed handbook providing practical guidance and quality measures for field staff — to engage and empower local civil society, and identify at least one point of contact at both a Mission and agency headquarters

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<sup>8</sup> The working group would like to emphasize that successful implementation of this recommendation will require incorporation of the mandate into policy directives, program objectives, and results indicators.

level with the capacity and mandate to facilitate communication and engagement across FTF partner agencies.

**Recommendation 2:** Increase U.S. government emphasis, including by Ambassadors, on promoting a supportive enabling environment for civil society in its diplomatic engagement and dialogue with government counterparts at all levels; facilitate opportunities for quality, gender equitable engagement between civil society and government partners; and ensure that FTF demonstrates and promotes inclusive engagement through deliberate outreach to marginalized and vulnerable groups.

**Recommendation 3:** FTF solicitations for projects or programs supporting both governmental and nongovernmental institutions should make provisions for quality civil society engagement. Plans should anticipate the necessary resource requirements and encourage the development of capacity for quality, gender equitable, civil society engagement, in both civil society and government partners. In addition, program planning should better leverage the significant resources, capacity, and potential for partnership offered by U.S. non-governmental and international organizations implementing food security programs in-country.<sup>9</sup>

**Recommendation 4:** Leverage FTF multi-stakeholder engagement at the country level to strengthen coordination and mutual influence among actors engaged in agriculture, food security, and nutrition. This should include local civil society, multilateral agencies, local government, and the private sector. Where appropriate, strengthen existing platforms or alliances to harmonize and amplify local civil society's "voice" for food security and nutrition at the country level, ensuring authentic representation of the rural populations served by FTF.

**Priority Objective 2:** The U.S. public and its representatives in Congress hear strong, consistent, and strategic messaging about the importance and possibility of eradicating poverty, hunger, and malnutrition, and progress that is being made, from FTF, the broader U.S. government, and U.S.-based civil society.

**Recommendation 5:** Create a platform for better coordination of education and advocacy efforts between U.S.-based civil society, academia, the private sector and the U.S. government to optimize and amplify messaging around the fight against poverty, hunger, and malnutrition.<sup>10</sup>

**Recommendation 6:** U.S. leadership and accomplishments in the global fight against poverty, hunger, and malnutrition — and the roles played by FTF and U.S. civil society in these efforts — should be a common and consistent message from the President and his Administration, and a rallying cry for U.S. and international non-governmental partners. Expand the American public's knowledge of and support for FTF through more consistent whole of government communications, and, together with civil society partners, develop new tools or enhance existing mechanisms, such as Biden-Pell, to facilitate effective public outreach.

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<sup>9</sup> InterAction's Food Security Pledge presents a real opportunity for stronger, more effective coordination of public and private program implementation and partnership and the working group encourages USAID and FTF implementing agencies to take full advantage of this and other such opportunities for greater leverage.

<sup>10</sup> In response to working group discussions, Weber Shandwick offered to create and field a poll to help us inform the implementation of Recommendation 5 by testing and improving messaging and communication to the American people regarding (ending) global hunger. See Annex D for more detail and the survey findings.

The working group further encourages FTF leadership to assess and report on progress made against the recommendations it adopts in the FTF annual progress report and more specifically, to strengthen annual reporting in this area by developing a tool (or tools) capable of tracking progress, sex-disaggregated development outcomes, and potential impact at a country level. Several of our members have volunteered to work with you on this.

#### **IV. CONCLUSION**

From its inception, President Obama's FTF initiative has challenged the global community to invest resources more efficiently and effectively, to increase the number of stakeholders participating in development work, and to work more transparently and collaboratively with the recipients of U.S. development assistance. The working group applauds the Obama Administration's goal of increasing stakeholder engagement in this signature initiative in order to move the needle on eradicating extreme hunger and poverty.

It is this group's firm belief that the recommendations made in this report will help achieve the target President Obama laid out in his 2013 State of the Union address to join the world in ending extreme poverty in the next two decades. We look forward to working with Feed the Future as partner agencies move to implement the recommendations, and will recommend to ACVFA that a working group of ACVFA member organizations be maintained for at least the next 12 months to provide support to these efforts.

**APPENDIX A – Background on ACVFA and Working Group Members\***

ACVFA was established by Presidential directive after World War II to serve as a link between the U.S. government and private voluntary organizations (PVOs) active in humanitarian assistance and development work overseas. Composed of 22 private citizens with extensive knowledge of international development, ACVFA helps provide the underpinning for cooperation between the public and private sectors in U.S. foreign assistance programs.

**Working Group Members:**

David Beckmann, Bread for the World (Co-Chair)  
Bruce McNamer, TechnoServe (Co-Chair)  
Marie Brill, Action Aid USA (Member)  
Michael Elliott, ONE (Member)  
Ellen Gustafson, Food Tank (Member)  
Ambassador Tony Hall, Alliance to End Hunger (Member)  
Kent Hill, World Vision (Member)  
Neal Keny-Guyer, Mercy Corps (Member)  
Rick Leach, World Food Program USA (Member)  
Jack Leslie, Weber Shandwick (Member)  
Carolyn Miles, Save the Children (Member)  
Ray Offenheiser, Oxfam (Member)  
Ritu Sharma, Women Thrive Worldwide (Member)  
Todd Shelton, World Wildlife Fund (Member)  
Lucy Sullivan, 1000 Days (Member)  
Didier Trinh, Modernizing Foreign Assistance Network (Member)  
Carolyn Woo, Catholic Relief Services (Member)  
Sam Worthington, InterAction (Member)

\*Organizational affiliations are listed for identifications purposes only and are not necessarily reflective of the organization's stance on the statements or recommendations included in this document.

The group would also like to acknowledge the expert assistance provided by staff members of the working group, including Faustine Wabwire (Bread for the World), Katie Campbell (ActionAid), Kysseleine Cherestal (ActionAid), David Hong (ONE), Arathi Rao (ONE), Rebecca Middleton (Alliance to End Hunger), Nate McGrath (Alliance to End Hunger), Randy Tift (World Vision), Penny Anderson (Mercy Corps), Ann Vaughan (Mercy Corps), Elizabeth Kraushar (Weber Shandwick), Shawnee Hoover (Save the Children), David Kaucke (Save the Children), Gregory Adams (Oxfam), Julie Savane (Oxfam), Elise Young (Women Thrive Worldwide), Karen Luz (World Wildlife Fund), Bruce White (Catholic Relief Services), Brian Greenberg (InterAction), and Katie Lee (InterAction).

The working group would also like to acknowledge the impressive collaboration of U.S. government staff, notably Deputy Coordinators Tjada McKenna, USAID and Jonathan Shrier, Department of State, and Sandy Stonesifer (USAID), Susan Bradley (USAID), Jennifer Chow (USAID), Beatina Theopold (USAID), Oliva Lopez (Department of State), Timothy Reuter (USAID), USAID mission staff in Zambia and Nepal, and members of the USG FTF Interagency working group. We especially appreciated learning from civil society groups that partner with USAID in Zambia and Nepal.



**APPENDIX B – Research Methodology**

The working group and its co-chairs were recommended by the FTF leadership and selected by the USAID Administrator for their expertise and leadership in the area of food security and global hunger. After an initial launch in June 2013, the group met 10 times over a period of 4 months. In addition, a literature review was conducted, as well as off-the-record and not-for-attribution consultations with development experts inside the Agency, across the U.S. government (USG) and with civil society partners.

[1,000 Days, Partnership Progress Report \(June 2013\).](#)

[Action Aid International, CAADP: A Toolkit for Civil Society Organisation Engagement and Advocacy \(2011\).](#)

[Advancing Country Ownership: Civil Society's Role in Sustaining Public Health \(June 2013\).](#)

[Bread for the World Institute, A better way of partnering: Supporting Country-led Efforts Against Hunger and Malnutrition, in 2011 Hunger Report: Our Common Interest: Ending Hunger and Malnutrition \(2011\).](#)

[Feed the Future, Civil Society Home Page \(2013\).](#)

[Feed the Future, Progress Report \(October 2012\).](#)

[Feed the Future, Progress Report \(June 2013\).](#)

[Feed the Future, Progress Scorecard \(October 2012\).](#)

[Feed the Future, Progress Scorecard \(June 2013\).](#)

Feed the Future, *Stakeholder Engagement Discussion Document* (June 2013). (Internal draft document)

[GAFSP, Technical Advisory Committee Terms of Reference \(January 30, 2012\).](#)

[InterAction, Creating Strong Stakeholder Engagement in Feed the Future: Suggested Strategy and Guidelines \(August 2011\).](#)

[International Food Policy Research Institute, The Women's Empowerment in Agriculture Index Discussion Paper \(December 2012\).](#)

[Roadmap to End Global Hunger, A Roadmap for Continued US Leadership to End Global Hunger \(July 2012\).](#)

Roadmap to End Global Hunger, Memo to Key Administration Officials re: Summary of key findings and recommendations on consultation in FtF countries (2012). (Internal document)

[U.S. Department of State, Remarks at Feed the Future: Partnering with Civil Society, Secretary Clinton \(September 27, 2012\).](#)

[U.S. President's Emergency Plan for AIDS Relief \(PEPFAR\), \*Unclassified Cable to All Diplomatic and Consular Posts: Involving Civil Society as Part of Country-level Planning\* \(June 13, 2013\).](#)

[World Vision, \*Citizen Voice and Action: Project Model\* \(2012\).](#)

### **APPENDIX C– All Working Group Suggestions Grouped by Objective and Recommendation**

The co-chairs of the working group received a broad range of recommendations from the working group participants that they have endeavored to incorporate into the narrower tailored list that has been given to Administrator Rajiv Shah. Below is the full list of suggestions that were discussed, some of which may provide additional context regarding the thinking behind the final recommendations that were submitted and many of which will inform or be directly incorporated into the final action plan. In fact, the working group believes that many of the suggestions below are essential for successful implementation. Several suggestions fall under more than one recommendation.

#### **General:**

Our approach must be inclusive and aim to unite all the constituencies that are committed to eradicating hunger. This document and the approach it espouses should affirm all current efforts and welcome others to join the effort to eliminate hunger and ensure the human dignity of all.

***Priority Objective 1:*** *Progress toward eliminating hunger, poverty, and malnutrition is enhanced and FTF is strengthened by high-quality, gender equitable consultation and engagement with a wide range of more empowered civil society organizations in the field and the effective promotion of inclusive country ownership.*

**Recommendation 1:** Equip USG/FTF Missions and staff with appropriate incentives, resources, training and tools-- including a collaboratively- developed handbook providing practical guidance and quality measures for field staff—to engage and empower local civil society, and identify at least one point of contact at both a Mission and agency headquarters level with the capacity and mandate to facilitate communication and engagement across FTF partner agencies.

- Designate a civil-society point of contact for Feed the Future both in Washington and at in-country missions.
  - Build civil society engagement expertise across the organization from HQs to field level, and especially with implementing partners.
  - The Headquarters POC will facilitate communication with the DC Office of Global Women’s Issues and mission level POCs should facilitate communication with missions’ gender advisors.
  - Clarify and strengthen the function of the Point of Contact. Ensure that POCs are appropriately supported by all staff and guided by senior management.
- Points of contact within USAID are a necessary but not always a sufficient mechanism for integrating civil society engagement throughout FTF and across its partner agencies. The integration of civil society engagement in FTF means that almost all program staff and programs in participating agencies – not simply POCs – should be tasked with establishing appropriate mechanisms for and managing engagement with CSOs.
- Clarify the nature of the “mandate” POCs will have to “facilitate engagement across FTF partner agencies”; develop policy guidance to expresses this mandate; ensure that all FTF staff understand the importance of engagement; establish incentives for strengthened performance.
- Ensure the U.S. government has the capacities needed for quality engagement with civil society in the field

- Emphasize civil society engagement and empowerment in the recruitment, training, and organizational guidance of FTF staff.
  - Civil society outcomes should be viewed as a means to reduce chronic food insecurity and malnutrition, not viewed as the final goal.
  - USAID should recruit and staff appropriately to recognize stakeholder engagement as an area of expertise. Resource allocations, job descriptions and personnel evaluation need to reflect its importance.
  - Ensure that capacity building is done with an empowerment and human rights based framing. Recognize the shared food security and poverty alleviation goals of civil society, and importance of civil society capacity building in achieving food security goals.
- Develop a handbook for effective civil society engagement for staff at USAID and interested partner organizations.
  - The handbook should be created in consultation with several missions along with U.S. based civil society Non-Governmental Organizations (NGOs) and developing country based civil society organizations. This handbook should address gender power dynamics and be done in collaboration with gender experts.
  - The handbook should also be created in collaboration with Democracy, Rights & Governance (DRG) in-country staff in order to further engage DRG staff in the Feed the Future Initiative and leverage their particular expertise in strengthening and empowering local civil society.
  - This handbook would provide essential core guidance to all participants in multi-stakeholder engagement. It can also help ensure rigor and consistency across USAID and civil society to help set expectations, identify capacity deficits and outline an engagement process.
- Develop/disseminate a criteria/standard for “high quality engagement”. Interaction’s “Creating Strong Stakeholder Engagement in FTF” document may be a useful reference creating benchmarks on quality consultation.
- Mid-term project evaluations should include perception surveys or social accountability audits to gather feedback and input from project beneficiaries.
- In the process of consulting with Civil Society Organizations (CSOs), emphasize the importance of feedback to CSOs about how their recommendations were considered and why they were or were not adopted.

**Recommendation 2:** Increase USG emphasis, including by Ambassadors, on promoting an open enabling environment for civil society in diplomatic engagement and dialogue with government counterparts at all levels; facilitate opportunities for quality, gender equitable engagement between civil society and government partners; and ensure that FTF demonstrates and promotes inclusive consultation through deliberate outreach to marginalized and vulnerable groups.

- Include issues raised by civil society in the U.S. government’s dialogue with host governments ie U.S. diplomacy on behalf of enabling environments for civil society.
- In the process of consulting with CSOs, emphasize the importance of feedback to CSOs about how their recommendations were considered and why they were or were not adopted.
- In working for civil society engagement, reach out especially to marginalized groups.
- Strengthen local civil society capacity to engage with their own governments, the donor community and other stakeholders.

- Note that CSOs should be defined broadly to ensure they are inclusive of those who might be lacking political power, organizational structure or resources. CSOs in the field should represent a diversity of stakeholders and interests.
- Consultation between Feed the Future and civil society should include attention to what civil society is doing on the issues of agriculture, nutrition, and hunger and how Feed the Future can partner with civil society efforts.
- Consider explicitly addressing the constraining policy and legal environments in many countries that reduce the operating space for non-state actors. Programs to improve enabling environments are context specific, complex and multi-sectoral. Appropriate government policies, capacity building and political will are essential. Government to government policy dialogue and in-country institutional change is needed to support CSO efforts to hold unresponsive governments accountable.

**Recommendation 3:** Include criteria and anticipate resource requirements for the capacity development of local civil society partners in FTF solicitations as an integral component of their scopes of work. For projects or programs supporting government institutions, solicitations should reflect the expectation that implementing partners will work to increase the target institutions' ability to actively and effectively engage civil society in appropriate consultative processes.

- RFPs and RFAs should emphasize and provide resources for civil society consultation and engagement:
  - perception surveys or social accountability audits that gather feedback and input from project beneficiaries (could be included in mid-term project evaluation)
  - Consider including language in solicitations that specifically articulate the need for local capacity development as part of the implementing partner's strategy and objectives. It is not clear that capacity development for local CSOs always leads to an improvement in the nature of CSO engagement and participation in FTF.
  - A stated objective for government capacity building should be the ability to respond to needs expressed by citizens and civil society in consultative forums – a hallmark of meaningful engagement.
  - In particular, solicitations should include – where needed and appropriate – the objective of creating engagement mechanisms that allow citizens and civil society to hold governments accountable for providing services vital to developing food and livelihood security at the local level.
- Strengthen local civil society capacity to engage with their own governments, the donor community and other stakeholders.
- Consider including new gender indicators in the language of solicitations with respect to local capacity building and civil society partnering initiatives.
- Ensure that gender equitable engagement includes building capacity and awareness to help ensure that women have the needed training, childcare, security and/or additional support to fully engage, including in leadership roles.
- Mid-term project evaluations should include perception surveys or social accountability audits to gather feedback and input from project beneficiaries.

**Recommendation 4:** Leverage FTF multi-stakeholder engagement at the country level to strengthen coordination among actors engaged in agriculture, food security, and nutrition. This should include local civil society, multilateral agencies, local government, and the private sector. Where appropriate,

strengthen existing platforms or alliances to harmonize and strengthen local civil society's "voice" for food security and nutrition at the country level.

- Help build or strengthen civil society coalitions to deal with agriculture, nutrition, and hunger in all Feed the Future countries.
- Ensure mandate to staff includes a particular emphasis on helping/facilitating civil society's ability to identify and support the most effective interventions.
- Explore and pilot strategies to measure progress in this area—including the integration of social accountability activities in FTF-supported programs.

***Priority Objective 2:*** *The U.S. public and its representatives in Congress hear strong, consistent, and strategic messaging about the importance of eradicating poverty, hunger, and malnutrition, and progress that is being made, from Feed the Future, the broader U.S. government, and U.S.-based civil society.*

**Recommendation 5:** Create a platform for better coordination of education and advocacy efforts between U.S.-based civil society, academia, the private sector and the U.S. government to optimize and amplify messaging around the fight against poverty, hunger, and malnutrition.

- Civil society may be able to suggest ways for the U.S. government to communicate about its work to reduce hunger, poverty, and malnutrition more effectively and with better coordination across agencies and initiatives. U.S. government agencies may be able to provide information that would strengthen the communication efforts of civil society.
- Include discussions of communication with the U.S. public on the agenda of inter-agency meetings on Feed the Future, engage U.S. civil society in these discussions, and draw on advice and public-opinion research from communication experts.
  - Ensure that challenges and lessons learned are shared, in addition to progress, so that the U.S. and civil society can work towards common solutions and goals.
  - In the process of consulting with CSOs, emphasize the importance of feedback to CSOs about how their recommendations were considered and why they were or were not adopted.

**Recommendation 6:** U.S. leadership and accomplishments in the global fight against poverty, hunger, and malnutrition—and the role played by FTF in these efforts— should be a common and consistent message from the President and his Administration, and a rallying cry for U.S. and international non-governmental partners. Expand the American public's knowledge of and support for FTF through more consistent whole of government communications, and, together with civil society partners, develop new tools or enhance existing mechanisms, such as Biden-Pell, to facilitate effective public outreach.

- Define and align common messages, especially to the U.S. public, among U.S.-based civil society, Feed the Future and the U.S. Government broadly on the importance of eradicating hunger and malnutrition. Focus on outcomes and objectives shared by FTF and civil society in reducing/eradicating hunger and poverty and emphasize the vital role public and philanthropic support play in reaching that goal. Clarify that USAID and other U.S. government agencies cannot urge Americans to lobby Congress, but that they are otherwise free to communicate with the U.S. public.
- Explore the possibility of expanding the Biden-Pell program of USAID grants for development education.

**General Accountability:** The working group further encourages FTF leadership to assess and report on progress made against the recommendations it adopts in the Feed the Future annual progress report, and more specifically to strengthen annual reporting in this area by developing a tool (or tools) capable of tracking progress, outcomes, and potential impact at a country level. Several of our members have volunteered to work with you on this.

- Develop an indicator or scorecard to measure the quality of civil society engagement and publish development results in each Feed the Future country annually.

**APPENDIX D – MESSAGING SURVEY RESULTS**

Following discussions and consensus around the importance of Priority Objective #2 and specifically Recommendation #5, Weber Shandwick offered to create and field a poll to help us test and improve messaging and communication to the American people regarding (ending) global hunger. The survey questions were created in consultation with the working group members and the results offer data that support the methods we are currently, and will in the future, collectively undertake to educate and reach the American public regarding hunger and poverty. This poll was made possible with support from Bread for the World and Weber Shandwick.

The attached document provides a summary of the findings.





AMERICAN ATTITUDES TOWARDS

ending global hunger



September 9, 2013



# introduction

In the aftermath of the 2007-2008 global food crisis, the U.S. launched a global hunger and food security initiative, Feed the Future. Feed the Future is a well-designed, new approach to strengthen agriculture, which often represents the largest sector of the economies of developing countries. The U.S. is investing in agriculture and nutrition programs that will enable us to make a measurable difference in people's lives, scale up successful programs, and promote sustainable solutions that help developing countries build up their economies and become self-sufficient.

Feed the Future has also helped the U.S. government to leverage additional funding from other donors to commit to this new approach. Developing countries, for their part, are investing more in their own farmers. They are also committing to rigorous standards of accountability to donors who support their food security strategies.



# introduction

The U.S. Agency for International Development is facilitating collaboration between U.S. government agencies, partner governments, other donors, the private sector, and civil society stakeholders to implement Feed the Future. As part of this effort, the USAID Advisory Committee on Voluntary Foreign Aid (ACVFA) established a working group to focus on specific areas where Feed the Future can be supported and strengthened by hunger and nutrition stakeholders outside of the U.S. government. Weber Shandwick, with support from Bread for the World and through its research arm, KRC Research, conducted an online survey of the American public to help the USAID ACVFA Feed the Future Working Group to determine a strategy for how the U.S. government and U.S. civil society organizations can better communicate in tandem to the American public on the key themes of Feed the Future, which include:

- **Promoting agricultural productivity** and the resilience of vulnerable rural communities;
- **Improving women's access** to land and other resources;
- **Supporting country-owned programs** that improve agricultural production and nutrition;
- **Partnering with civil society, the private sector and other stakeholders** to end global hunger and poverty;
- **Implementing cost-effective solutions** that increase agricultural productivity and the nutrition of women and children; and
- **Encouraging environmentally sustainable practices** that help developing countries adapt to climate change.

# status of global hunger

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Dramatic progress in fighting hunger, poverty and disease proves that **ending hunger and extreme poverty by 2030 is possible.**

**REAL PER CAPITA INCOMES GREW** by nearly 2 percent per year globally between 1990 and 2010

**SIX OF THE WORLD'S 10 FASTEST GROWING ECONOMIES** are in sub-Saharan Africa

On track to meet the **MILLENNIUM DEVELOPMENT GOAL** target of halving the prevalence of undernourishment in the developing world by 2015

Enrollment rates of children of primary school age in sub-Saharan Africa **INCREASED TO 76 PERCENT IN 2010** from 58 percent in 1999.

# challenges



- Despite progress, hunger remains a critical issue
- The problem is complex and cannot be solved by the U.S. alone

**1 IN 8 PEOPLE**

around the world do not have enough food to eat

**1 IN 4 CHILDREN**

under five globally suffer from poor nutrition

**MOST WOMEN**

in developing countries lack the resources they need to improve crop productivity and access markets

# Feed the Future: overview

**Feed the Future enables the U.S. to make a measurable difference in people's lives, scale up successful programs and promote sustainable solutions to end global hunger.**

## **PRIORITIES:**

Help developing countries grow their economies and become self-sufficient

Promote global peace and prosperity

# FY2012 results



**OVER 12 MILLION CHILDREN** under the age of five were reached by nutrition programs supported by the U.S. government

**MORE THAN 9 MILLION HOUSEHOLDS** in poor countries benefited directly from investments to end hunger by the U.S. and its partners

In the countries where the U.S. made investments to end hunger, the value of agricultural products sold by farm households increased by **MORE THAN \$100 MILLION**

USAID  
FROM THE AMERICAN PEOPLE

# at a glance

## THE CHALLENGE

- There is a substantial “intensity gap”
- Nearly all Americans believe ending global hunger is important
- But fewer than half feel strongly about this
- Even fewer believe the U.S. should do more than it does now

## THE OPPORTUNITY

- **Americans are compassionate:** Appeals to compassion are more persuasive than appeals to self-interest
- **Americans believe in bootstraps:** Support for assistance is stronger when assistance mentions a “hand up” as well as a “hand out”
- **Americans are pragmatists:** They believe and want to believe help can make a difference; they do not want exaggerated optimism



# where do we start?

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The U.S. government is doing \_\_\_\_\_ to end hunger in developing countries around the world

Too much 20%



Too little 37%



About the right amount 27%



Not sure 17%



# ending hunger – values in focus

The U.S. should offer not just money to end hunger in poor countries but also provide the skills people need to feed themselves.

49% 38%

I believe ending global hunger is really important.

43% 42%

Support from the U.S. is important to ending hunger and malnutrition in the world.

29% 48%

We have a moral obligation to end hunger around the world.

28% 39%

It is in our own economic self-interest to help end global hunger.

22% 47%

I am proud of the U.S. government's efforts to support people in developing countries trying to overcome hunger and poverty.

20% 46%

The U.S. should increase the amount of money it contributes to ending hunger in developing countries.

18% 31%

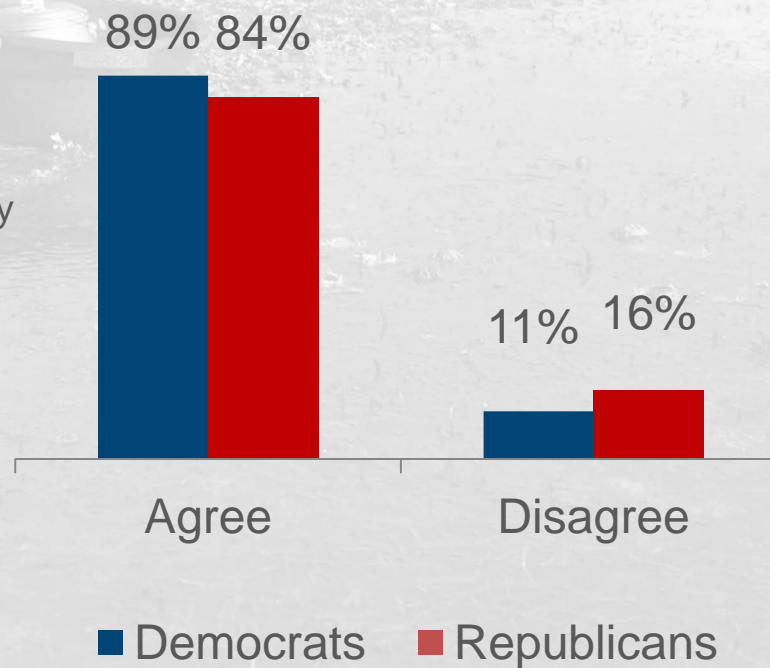
■ Completely agree

■ Mostly agree

# bipartisan support

There is consensus across party lines on the importance of improving the self-sufficiency of people in developing countries

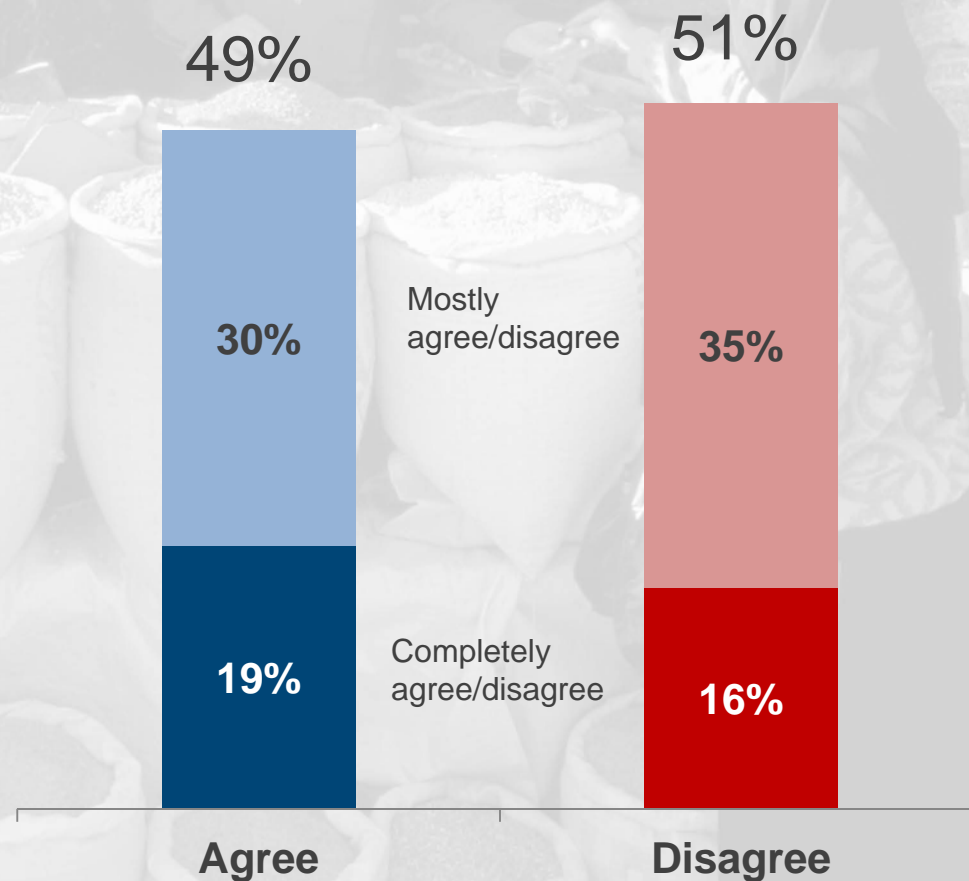
“The U.S. should offer not just money to end hunger in developing countries, but also provide the skills people need to feed themselves”



# half think ending hunger is possible

## AGREE OR DISAGREE?

“I believe ending global hunger is possible in my lifetime”



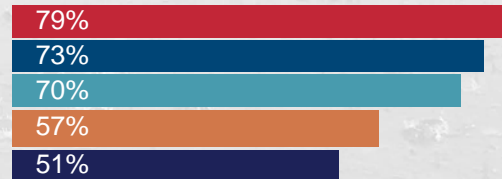
# demographic breakdown

Millennials and Gen-Xers show consistent support for values tied to ending global hunger

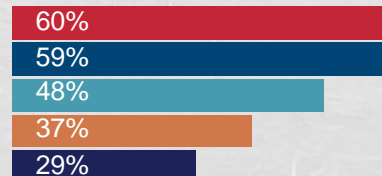
“Support from the U.S. is important to ending hunger and malnutrition in the world.”



“We have a moral obligation to end hunger around the world.”



“I believe ending global hunger is possible in my lifetime.”

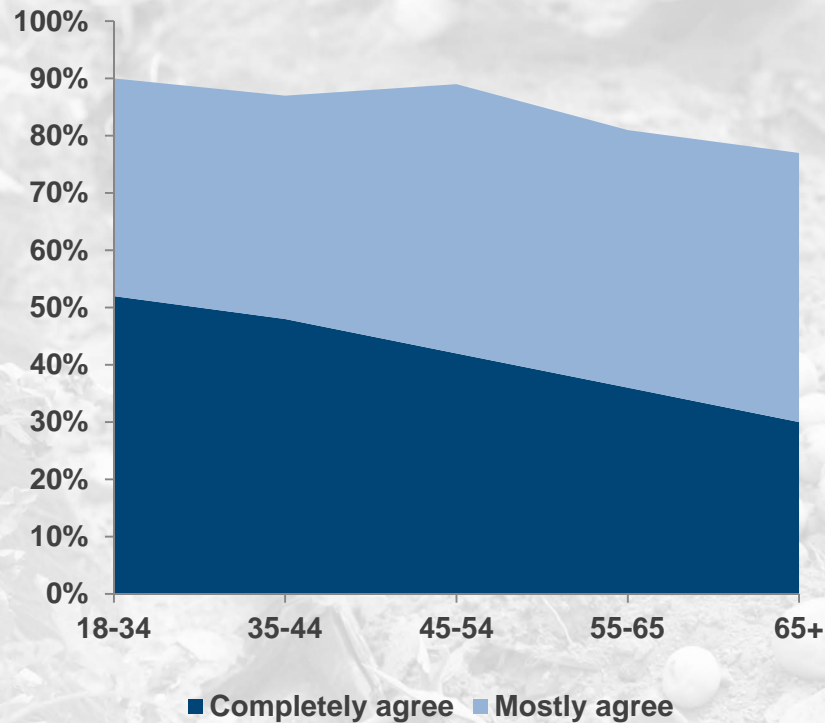


■ 18-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65+

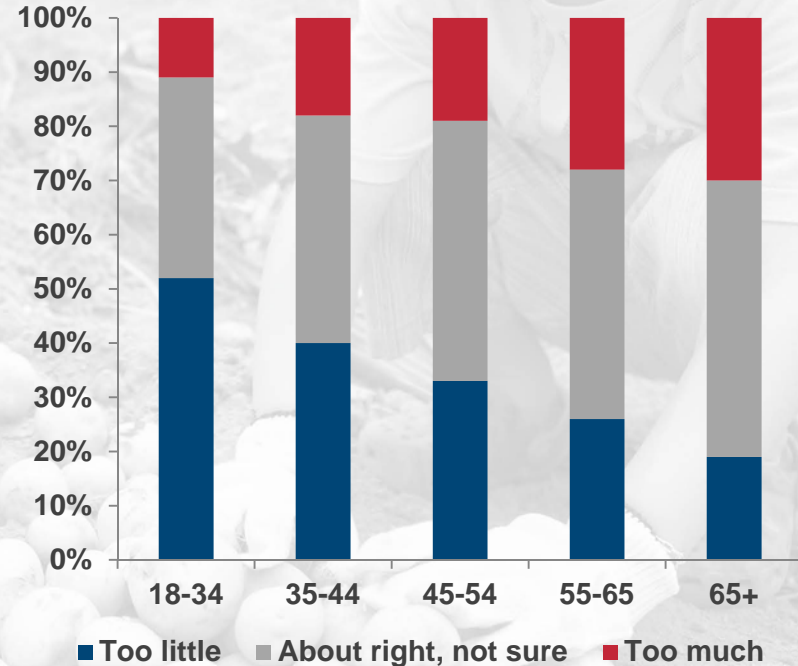
# an opportunity: youth

Younger generations believe most strongly in U.S. action to end global hunger

Percent who agree that “ending global hunger is really important”

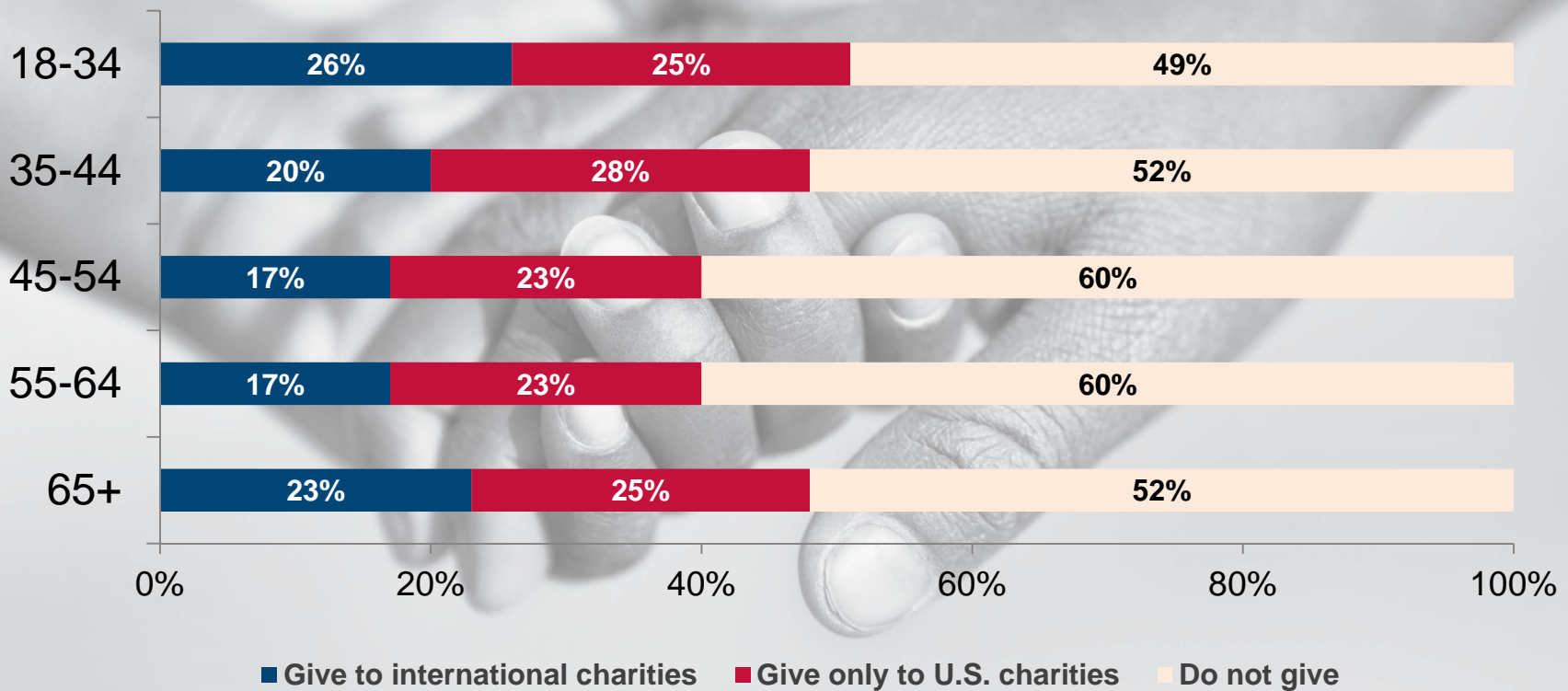


Is the U.S. doing too much, too little, or about the right amount to end hunger in developing countries around the world?



# personal commitments

The youngest generation is as likely to give time and money to hunger/poverty-related charities and nonprofits as the eldest, with one in four giving to international charities



# how to communicate with the american public

**Top reasons to make ending global hunger a priority**

## **Compassion**

Hunger remains widespread. Around the world, one in eight people worldwide still does not have enough food to eat.

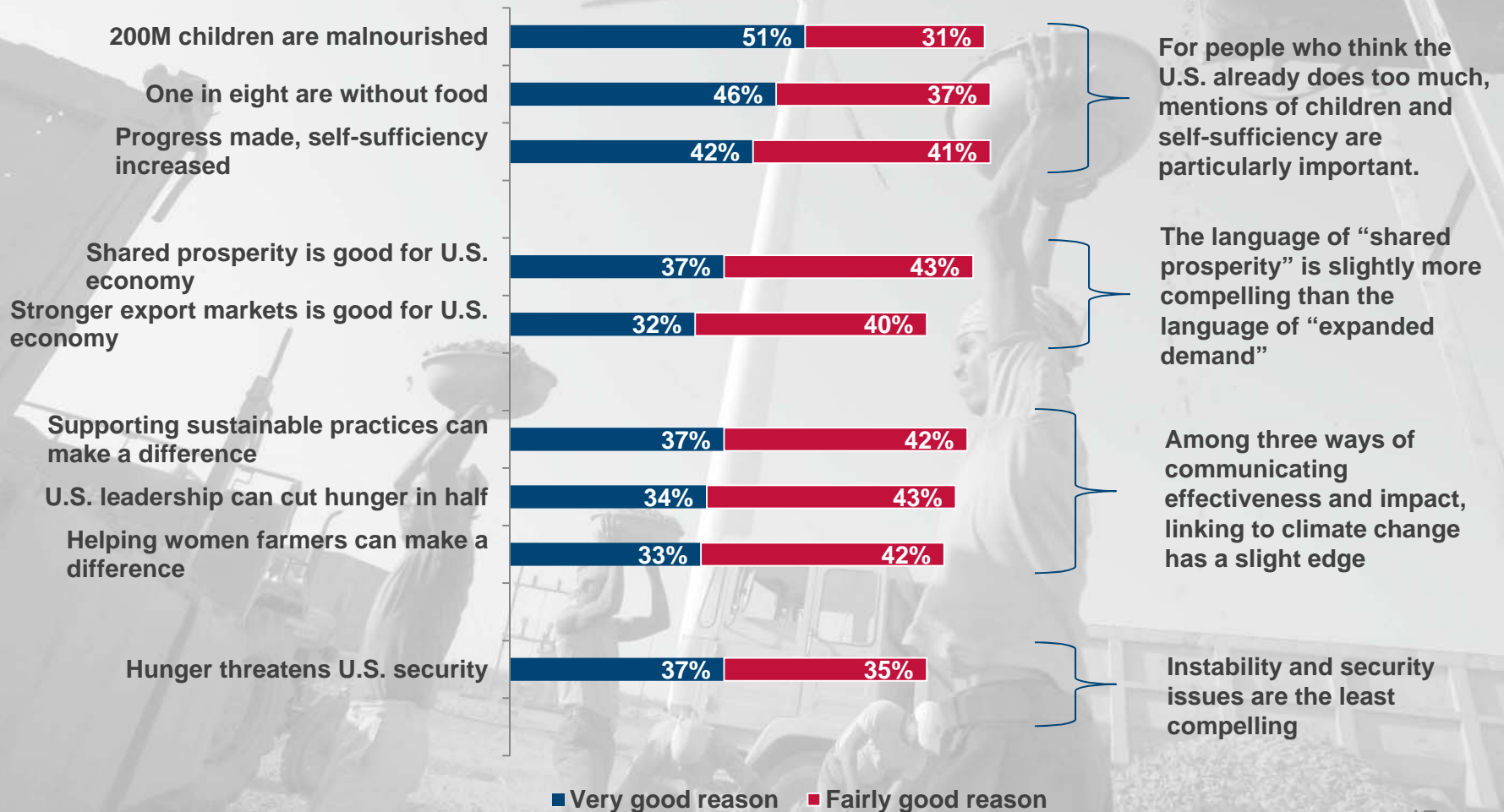
Hunger and malnutrition remain widespread. Around the world, nearly 200 million children under 5 years old suffer from malnutrition.

## **Progress + self-sufficiency**

The U.S. is making dramatic progress against global hunger, and, in doing so, is contributing to the self-sufficiency and livelihoods of families. In countries where we invested in simple, low-cost farming techniques, we were able to help farmers significantly increase their productivity and feed their families.

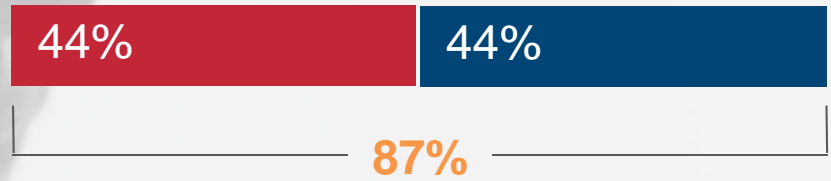


# reasons for prioritizing global hunger

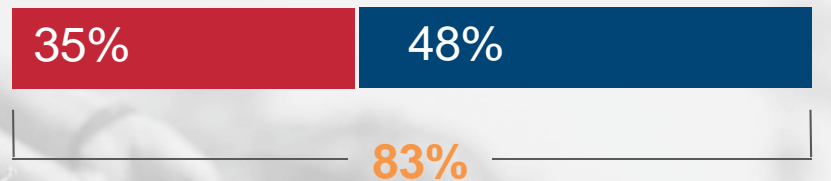


# our approach: partnership matters

The U.S. government works to ensure that local community groups in developing countries have a say in how agriculture and nutrition programs are implemented.



The U.S. government is identifying opportunities for businesses to improve agricultural productivity in Africa.



■ Very Important

■ Fairly Important

# Feed the Future accomplishments

**Which of the following makes you feel better about this effort to end global hunger?**

**53%**

U.S.-supported agriculture and nutrition programs benefited over 12 million children under the age of five

**47%**

U.S. support for programs that reduce poverty and hunger reached more than 9 million rural households

# key takeaways

- Americans believe ending hunger is important, but most do not believe that we can cut hunger in half by 2015 and come close to ending poverty by 2030
- There is a real opportunity to tap younger generations who tend to strongly support U.S. actions against hunger and are interested in donating time and money
- The strongest messages tend to prioritize helping children and supporting the self-sufficiency of people
- There is bipartisan consensus about helping people in developing countries to develop valuable skills that will enable them to improve their own lives



thank you.

ANY QUESTIONS OR FEEDBACK?



appendix

# survey methodology



Weber Shandwick and KRC Research developed a custom online survey designed to measure Americans' awareness about and attitudes related to global hunger. The survey was conducted from August 19 to August 22, 2013 among 1,000 adults 18 years and older nationwide.

Final data were weighted to correspond with current population statistics from the U.S. Census Bureau.