



USAID
FROM THE AMERICAN PEOPLE



IDEAL Resource Guide

DECEMBER 2024

PHOTOGRAPHY AND DESIGN CREDITS

Front Cover Photos:

Lei Tapang / Save the Children; Save the Children; Matheson Sharp / Save the Children; Fabeha Monir / Save The Children; Ubra Communications Research and Development (UCRD Consult)

Back Cover Photo:

Sam Vox/Save the Children

Graphic Design:

TM Design, Inc.

CONTACT INFORMATION

www.fsnnetwork.org/IDEAL

info@fsnnetwork.org

This resource guide is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of the Implementer-Led Design, Evidence, Analysis and Learning (IDEAL) activity and do not necessarily reflect the views of USAID or the United States Government.

WELCOME FROM IDEAL

Dear Colleagues,

IDEAL has been grateful to work with so many of you over the last six years of implementation to support the food security and nutrition community. We are thankful for all the partners and stakeholders that worked with us through stakeholder consultations, within peer communities, as small grantees, or at our knowledge sharing events. We hope you've come away with helpful learnings to strengthen and improve your programming, as we have learned from all of your contributions.

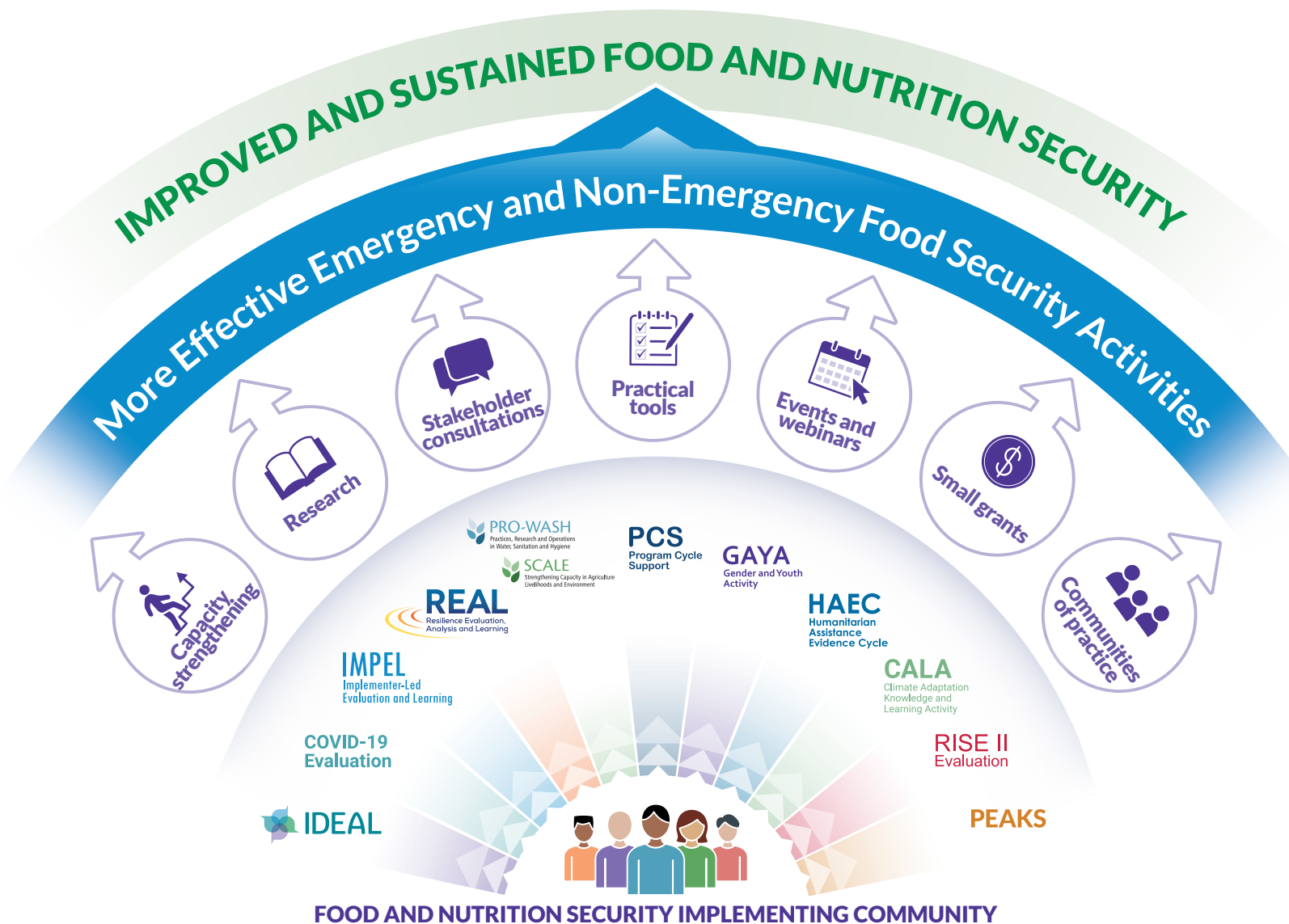
IDEAL is proud to share this guide as a collection of the tools, resources, and learnings that we have jointly created and captured with our partners over the lifetime of the activity. Thank you for your collaboration, willingness to share, and commitment to improved food security programming.

Suzanne Ammari
IDEAL Activity Director

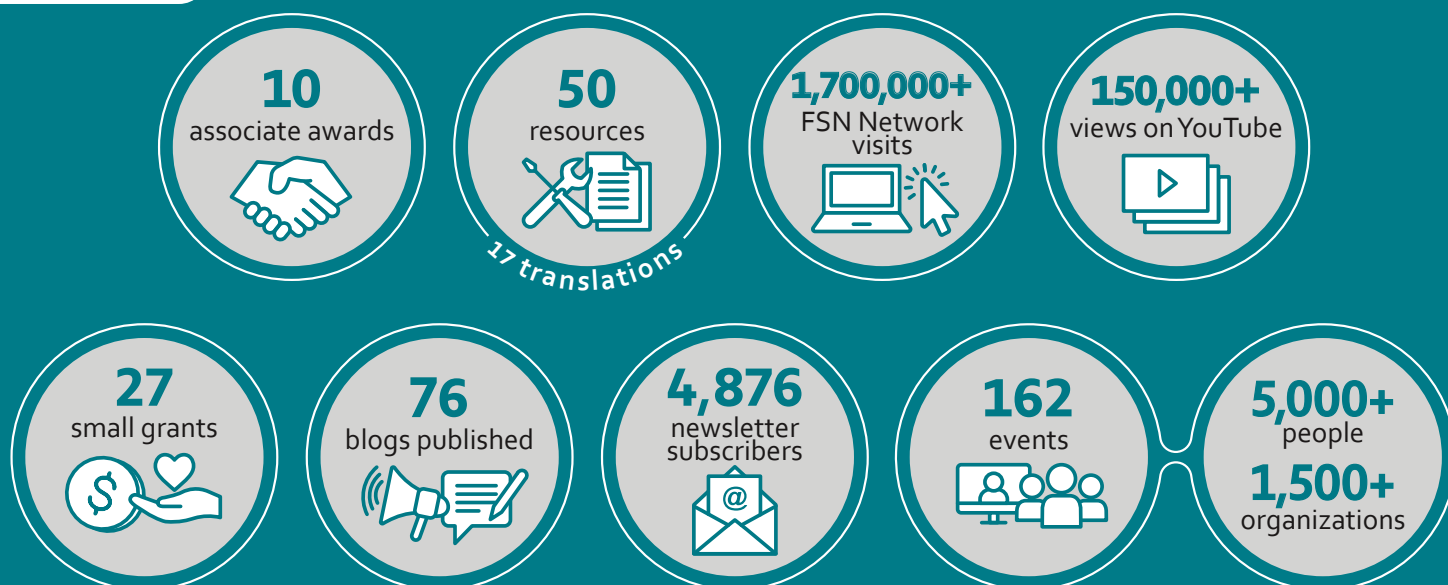
WHO WE ARE

The Implementer-Led Design, Evidence, Analysis and Learning (IDEAL) activity is funded by USAID's Bureau for Humanitarian Assistance (BHA) and works to support the United States Government's goal of improving food and nutrition security among the world's most vulnerable households and communities. IDEAL addresses knowledge and capacity gaps expressed by the food and nutrition security implementing community, supporting them in the design and implementation of effective emergency and non-emergency food security activities. IDEAL is led by Save the Children and implemented by a consortium that includes Mercy Corps, TANGO International, (until 2022) The Kaizen Company, and is supported by technical partner, Acute Incite.

IDEAL is a Leader with Associates (LWA) award. These awards work in tandem with IDEAL towards the same overall goal, but specialize in technical areas, such as agriculture and alternative livelihoods, WASH, monitoring and evaluation, resilience, and program design. Together, we form a constellation of awards that provide a wide range of tools and services for emergency and non-emergency activities around the world. IDEAL manages the Food Security and Nutrition (FSN) Network website, FSN Network social media accounts, and produces the FSN Network Newsletter. Since 2012, the FSN Network has been a global community where food security practitioners can access and share resources, events, and opportunities as they work to improve the lives of the world's most vulnerable. Learn more [here](#).



GLOBAL REACH



THE GUIDE

This guide includes key takeaways from learning and knowledge sharing events, technical toolkits and guides, online courses, and research and case studies on best practices. These resources were produced by the USAID/BHA-funded IDEAL activity between 2018–2024. While these materials were developed with BHA partners in mind, most will be useful to the broader food security and nutrition community. These resources are organized by the following categories:



Monitoring & Evaluation

Monitoring and evaluation (M&E) is used to describe a variety of mechanisms to support data collection, analysis and reporting for monitoring, evaluation and other performance management, and learning tasks.



Adaptive Management

Adaptive management is a systematic, iterative approach that uses emergent knowledge and learning to guide decisions about and adjustments to the implementation of strategies, activities and projects, ultimately, with the aim to improve the results and impact of programming.



Humanitarian-Development-Peace Coherence

Humanitarian-development-peace (HDP) coherence aims to promote complementary collaboration across humanitarian, development, and peace actors to maximize the impact and sustainability of programs and reduce the need for humanitarian assistance over time.



Cross-Cutting & Legacy

Cross-cutting and legacy products cover content that bridges the three strategic objectives as well as legacy focus areas, including COVID-19.

THE RESOURCES

Each resource includes the name, resource type, a brief description, publication year, and the hyperlink to the online source (including hyperlinks to the resource in other languages, if applicable). Below are keys for the resource type and languages.

Resource Type Key

IDEAL produced various types of resources. Each resource in the pages that follow has a corresponding icon that identifies the type of resource.



E-Courses: E-courses are designed to improve implementation, strengthen capacity, and expand knowledge and understanding of key themes and practices.



Resources: Resources are produced for the food and nutrition security community to strengthen capacity, address emerging challenges, and communicate key learnings for implementers. They include technical manuals and guidance, case studies, evaluations and research, toolkits, and more.



Webinars: Webinars include launches of new tools, conversations with implementers, program highlights, and more.



In-Person Meetings/Events: In-person convenings including regional knowledge sharing meetings, workshops, and learning events facilitated engagement, encouraged problem-solving, and brought implementers together to discuss challenges and explore opportunities.

Language Key

All resources are in English and many are available in other languages. You can access the other language versions by clicking on the language icon next to each resource.

FR French

SP Spanish

CONTENTS

MONITORING & EVALUATION 6

ADAPTIVE MANAGEMENT 9

HDP COHERENCE 13

CROSS-CUTTING & LEGACY 17

ACRONYMS

AM	Adaptive Management
BHA	USAID's Bureau for Humanitarian Assistance
CALA	Climate Adaptation Learning Activity
CARB	Complementary Action for Resilience Building
GAYA	Gender and Youth Activity
GRA	Graduating to Resilience Activity
HAEC	Humanitarian Assistance Evidence Cycle
HDP	Humanitarian-Development-Peace Coherence
HuMEL	Humanitarian Monitoring, Evaluation & Learning Peer Community
KSS	IDEAL's Knowledge Sharing Series on Humanitarian-Development-Peace Coherence
IDEAL	Implementer-Led Design, Evidence, Analysis and Learning
IMPEL	Implementer-Led Evaluation and Learning
M&E	Monitoring and Evaluation
PCS	Program Cycle Support
PRO-WASH & SCALE	Practice, Research, and Operations in Water, Sanitation, and Hygiene and Strengthening Capacity in Agriculture, Livelihoods, and Environment
QualME	Qualitative Monitoring and Evaluation Peer Community
QuIPS	Qualitative Inquiry Planning Sheet
R&I	Refine and Implement
REAL	Resilience Evaluation, Analysis and Learning
RFA	Request for Applications
RFSA	Resilience Food Security Activity
RISE II	Evaluation RISE II Endline Evaluation and Recurrent Monitoring Survey
SLAM	Strategic Learning and Adaptive Management Peer Community
TOC	Theory of Change
USAID	United States Agency for International Development



Monitoring & Evaluation

[View the Monitoring & Evaluation Collection on the FSN Network >>](#)



Orientation to IDEAL's Qualitative M&E Program Improvement Award Request for Applications (RFA)

This webinar introduces IDEAL's Qualitative M&E Program Improvement Award RFA, including the application process, selection criteria, and focus areas for strengthening qualitative data collection and analysis in food security programming. **2021**



BHA Emergency M&E Guidelines: Rapid Review Findings and Recommendations

This brief highlights common themes from the rapid review of BHA's emergency M&E guidelines, with a focus on accountability and learning. It highlights key strengths, challenges, and areas for exploration to simplify processes and improve data sharing that could benefit other implementing partners working with BHA for more effective efficiency and collaboration. **2023**

Webinar: [M&E in Action - Practical Examples of Activities Implementing BHA M&E Guidance: Evaluation](#)



Qualitative Design Toolkit: Qualitative Methods for Monitoring Food Security Activities Funded by the USAID Bureau for Humanitarian Assistance **FR**

Using the Qualitative Inquiry Planning Sheet (QuIPS), this toolkit guides BHA food security activities in the design and implementation of rigorous qualitative inquiries. It covers focus groups, key informant interviews, participatory tools, sampling, data management, and ethical considerations to help M&E staff collect meaningful data, improve adaptive management, and increase accountability. **2023**



Photo credit: Emnet Dereje / Save the Children

HUMEL PEER COMMUNITY

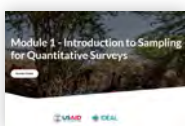
[Humanitarian Monitoring, Evaluation & Learning \(HuMEL\)](#) is an M&E for practitioners learning network, centered around humanitarian contexts. The purpose of the network is to share lessons and experiences of implementing M&E in humanitarian settings between implementers, donors, and other stakeholders with the goal of improving the M&E done within and for emergency awards. Click [here](#) to watch recordings of past HuMEL meetings. Join the community to meet colleagues who work with qualitative approaches to M&E and share your experience, contact us [here](#) with questions and feedback!



Assessment of USAID/BHA Sustainability Guidance for Food Security Activities (2015–2021) **FR**

This report evaluates USAID/BHA's sustainability guidance for RFSA's from 2015 to 2021. It examines how implementing partners used the guidance to design and implement sustainability plans and identifies strengths, challenges, and key areas for improvement, with recommendations to improve sustainability planning and ensure long-term impact in future RFSA programming. It is accompanied by an [executive summary](#). **2023**

Webinar: [Assessing USAID/BHA Sustainability Guidance for RFSA's](#)



Introduction to Sampling for Quantitative Surveys E-Course

This free, 4-hour interactive e-course takes humanitarian and development practitioners through the process of designing a quantitative survey sample from start to finish. Participants learn how to develop a sampling frame, calculate sample size, select a sampling strategy, and use it to draw a sample. The self-paced online course provides practical tools that can be applied to food security and nutrition, as well as other sectors. **2023**



Designing Qualitative Research for Monitoring and Evaluation E-Course

This free, self-paced, 2.5-hour e-course takes learners step-by-step through the design and implementation of qualitative research for monitoring, evaluation, and learning using the Qualitative Inquiry Planning Sheet (QuIPS). Based on IDEAL's Qualitative Design Toolkit, it provides M&E staff with clear steps and practical guidance to incorporate rigorous qualitative inquiry and improve program effectiveness. **2024**



Qualitative Data Management and Analysis for Monitoring and Evaluation E-Course

This free, self-paced e-course instructs users on how to develop a detailed data analysis plan, including how to share findings and deliverables. It explores best practices in data recording, how to track interviews and transfer data into manual matrixes or computer-assisted software, as well as get hands-on practice identifying themes, patterns, and relationships in data. **2024**



Qualitative M&E for Better Programming

This webinar examines how to design and implement effective qualitative studies in this session showcasing M&E tools. Implementers will share their insights from the IDEAL Qualitative Research Learning Lab and what participants can use in their own work. It is part of the [Insights and Impact: Lessons Learned from Six Years of IDEAL](#) series. **2024**



Photo credit: Robin Al-haddad

QUALME PEER COMMUNITY

The Qualitative Monitoring and Evaluation (QualME) peer community is designed to advance M&E qualitative best practices and tools and to share resources among M&E and program staff implementing food security and resilience activities. Click [here](#) to watch recordings of past QualME meetings. Join the community to meet colleagues who work with qualitative approaches to M&E and share your experience, sign up for the QualME listserv [here](#).



Photo credit: ©vaspanmultimedia



Adaptive Management

[View the Adaptive Management Collection on the FSN Network >>](#)



Using a Quality Improvement Verification Checklist to Build a Learning Culture

This case study highlights how the Apolou activity in Uganda promoted adaptive management and a culture of learning through the use of a Quality Improvement Verification Checklist by frontline program officers in their interactions with Resilience Action Committees. This approach demonstrates how structured tools can enable data-driven decision making and foster a culture of continuous learning and improvement in development programs. **2021**



Pre-Implementation Learning Sessions for Institutional Memory: Lessons from the Kickoff of BHAKARI

This case study explores how the BHAKARI program in Nepal used pre-implementation learning sessions to incorporate lessons learned from previous programs (PAHAL, SABAL, MRED). By convening experienced staff and leveraging program documentation, the team was able to avoid past pitfalls and accelerate progress from the outset. These sessions demonstrate the value of institutional memory and knowledge transfer in launching new programs. **2021**



BHAKARI's Approach to Sequencing, Layering, and Integration

This case study examines how the BHAKARI program in Nepal implemented the Integrated Community Assessment and Action Planning methodology from the outset to address integration challenges common to multi-sector programs. BHAKARI used Integrated Community Assessment and Action Planning's participatory macro-to-micro approach to analyze vulnerabilities, select households, and design targeted interventions, with an focus on gender equality and social inclusion across activities. **2021**



Theories of Change in Resilience Food Security Activities Stakeholder Consultation Report

This summary report evaluates IDEAL's second stakeholder consultation in March 2022, which brought together implementing partners and BHA staff to discuss the strengths and challenges of using theories of change for adaptive management, with recommendations on the complexity of TOCs, socializing TOCs across staff levels, integrating M&E data, and improving the review process. It is accompanied by this [pre-read document](#). **2022**

Webinar: [Stakeholder Consultation: Theories of Change in Resilience Food Security Activities](#)



Introduction to Scenario Planning E-Course

This free, self-paced e-course provides foundational knowledge and practical tools for conducting scenario planning, a key component of effective adaptive management. Practitioners in both emergency and non-emergency contexts learn how to anticipate and respond to change, develop contingency plans, and build a culture of continuous learning in circumstances beyond their control. **2023**



Introducing Food For Thought: A Pause & Reflect Toolkit for Emergency Food Security Programs

This event introduces the Food for Thought: A Pause & Reflect Toolkit for Emergency Food Security Programs, developed through IDEAL's Small Grants Program, with recommendations for using the toolkit and reflections from Mercy Corps on piloting the toolkit in Indonesia. **2023**



Learning and Adapting From Community Feedback **FR**

This case study highlights how the Graduating to Resilience Activity (GRA) in Uganda used standing committees to engage in dialogue with communities, understand their needs, priorities, and concerns, and adapt interventions accordingly. Practitioners can learn from GRA's approach to integrating the voices of participants into decision-making processes to ensure more flexible and responsive program management in diverse contexts. **2024**



Community-Based Scenario Planning for Disasters and Conflict **FR**

This case study highlights how the ACCESS activity in South Sudan used community-based committees and scenario planning to address risks related to flooding, conflict, and gender-based violence. By engaging local stakeholders and using context-specific action plans, ACCESS strengthened community resilience, improved early warning systems, and enhanced emergency response capabilities in highly volatile areas. **2024**



Context Monitoring for Household Resilience

This case study highlights how the Ifaa activity in Ethiopia used Monthly Interval Resilience Analysis to track shocks like droughts and food price spikes. MIRA's high-frequency data collection and community-driven insights enabled rapid program adaptations, improved local stakeholder collaboration, and strengthened resilience strategies. The approach offers valuable lessons for adaptive management in dynamic contexts. **2024**



Activity Learning Cycle Toolkit

This toolkit is designed to inform the development, systematic analysis, and tracking of learning in an activity. It helps identify the steps necessary to gather and learn from data, assess gaps or challenges that may hinder the generation and application of learning, and document outcomes of the learning process. It is accompanied by the [Activity Learning Cycle Toolkit: User Case Studies](#). **2024**



Embracing Change: Adaptive Management in Action Over Six Dynamic Years ^{FR}

This webinar presents successful strategies, best practices, and challenges encountered by IDEAL and partners during the implementation of adaptive management approaches in ever-changing contexts. It is part of the *Insights and Impact: Lessons Learned from Six Years of IDEAL* series. **2024**



Theory of Change Development E-Course

This free, self-paced, 8-hour e-course provides in-depth instruction on developing a theory of change (TOC). Through interactive activities, learners strengthen their development hypotheses and demonstrate how to convey that logic in a TOC diagram. The course highlights common challenges and recommendations and explores recent guidance from the United States Agency for International Development's Bureau for Humanitarian Assistance. **2024**



Theory of Change Facilitators Guide

This comprehensive curriculum provides step-by-step guidance for developing a theory of change (TOC). It includes lessons and accompanying materials practitioners can use to successfully educate others on the TOC development process and improve the quality of their own TOCs. **2024**



Photo credit: Mark Njuguna / Save the Children

SLKS/SLAM PEER COMMUNITY

Strategic Learning and Adaptive Management (SLAM) is a peer community comprised of professionals interested in learning and adaptive management with a focus on implementing the USAID's Bureau for Humanitarian Assistance (BHA) resilience food security and emergency activities. IDEAL supports the group to share their ideas, expertise, and experiences with each other and to work together to identify solutions for creating more effective learning cultures and practicing adaptive management within their activities. Join the community to meet colleagues who practice strategic learning and adaptive management and share your experience! You can sign up for the SLAM listserv [here](#).



Photo credit: Kim Jurczyk / Save the Children

FROM THE COMMUNITY TOOLBOX BLOG SERIES

Through its engagement with the Strategic Learning and Adaptive Management (SLAM) peer community, IDEAL observed that many activities face similar challenges when applying adaptive management approaches in their work. In response, IDEAL launched *From the Community Toolbox*, a blog series sharing implementer-developed adaptive management resources to address common challenges. The blogs include a quick description of how the tools were developed and used by implementing partners, along with ready-to-use tools. From trackers aimed at prioritizing learning questions to facilitation guides for team-focused trust-building exercises, the simple tools featured in this series can be downloaded, adapted, and applied to a variety of contexts.

Read blogs in the *From the Community Toolbox* series below:

- [From the Community Toolbox: Collaborate to Increase Operational Efficiency and Impact of Grant Programs](#)
- [From the Community Toolbox: A Practical Approach to Promoting Psychological Safety in Teams](#)
- [From the Community Toolbox: Making the Jump from a Lesson Learned to Adapting an Activity](#)
- [From the Community Toolbox: Adaptive Management Tracking Tool](#)
- [From the Community Toolbox: Two Practical Tools for Organizing and Tracking Learning Processes](#)
- [From the Community Toolbox: An Audience-Friendly, Visual Approach to Collaborative Learning and Adapting \(CLA\)](#)
- [From the Community Toolbox: Scenario Planning for Extreme Climate Events and Amalima Loko's Experience Scenario Planning for El Niño](#)



Knowledge Sharing Series June — September 2022

Photo Credit: Fredrik Lerneryd / Save the Children

Knowledge Sharing Series on Humanitarian-Development-Peace Coherence

This collection brings together all the post-event materials from IDEAL's [Knowledge Sharing Series on Humanitarian-Development-Peace Coherence](#). Watch event recordings and access related resources. The series topics were based on USAID principles for HDP coherence contained in [Programming Considerations on HDP Coherence: A Note for USAID's Implementing Partners](#).



Regional Knowledge Sharing Meeting: Greater Horn of Africa

This regional meeting in Naivasha, Kenya brought together stakeholders from six countries to discuss achieving HDP coherence in response to the food crisis in the Horn of Africa, with a focus on linking HDP efforts and sharing resources and lessons learned to improve resilience in the region. **2023**



Humanitarian-Development-Peace Coherence in Food Crisis Contexts: A Report on the Greater Horn of Africa Regional Knowledge Sharing Meeting **FR**

This report shares insights from a regional knowledge sharing meeting on HDP coherence in the Greater Horn of Africa, highlighting key findings from panel discussions, themed sessions, and country-specific sessions. Key themes include centering local knowledge, enhancing joint planning, integrating conflict sensitivity, addressing climate change challenges, and improving data sharing to strengthen coordination and learning across HDP pillars. **2024**



Lessons from the Greater Horn of Africa Regional Knowledge Sharing Meeting **FR**

This webinar shares key lessons and highlights from the Greater Horn of Africa Regional Knowledge Sharing Meeting, where 200 stakeholders discussed HDP coherence, promising practices, and solutions to improve resilience in the region. It is part of the [HDP Coherence in Practice: Insights from the Implementing Community](#) series. **2024**



HDP Coherence Practice Note Series: Lebanon FR

This practice note examines how Mercy Corps Lebanon used shock-responsive programming and data-driven adaptive management to address overlapping crises. Through risk analysis, co-design of programming pivots, and funding flexibility, Mercy Corps was able to respond quickly to rising humanitarian needs while maintaining long-term development goals. The approach offers guidance for building resilience in contexts of recurrent and unpredictable shocks. **2024**



HDP Coherence Practice Note Series: Mali FR

This practice note details the Albarka activity's approach to layering HDP interventions in conflict-affected regions of Mali. By delivering layered interventions to the same individuals and households, institutionalizing conflict sensitivity, and decentralizing operations to local partners, Albarka facilitated coordinated assistance, protected development gains, and maintained continuity despite ongoing security challenges. **2024**



HDP Coherence Practice Note Series: Yemen FR

This practice note describes CARE Yemen's integration of HDP coherence principles in 14 governorates. By strengthening community-led committees, promoting gender inclusivity, and implementing conflict-sensitive approaches, CARE improved coordination between humanitarian and development efforts. These strategies offer lessons for improving humanitarian and development efforts in fragile regions facing complex governance and security challenges. **2024**



HDP Coherence Practice Note Series: Ethiopia FR

This practice note shares HDP coherence practices between the Livelihoods for Resilience development activity and the Biruh Tesfa humanitarian project in Ethiopia. By strategically integrating humanitarian and development functions, creating shock-responsive safety nets, and engaging with market actors, these programs ensured a rapid humanitarian response while protecting long-term development investments. **2024**



HDP Coherence Practice Note Series: South Sudan FR

This practice note highlights how the Complementary Action for Resilience Building (CARB) project in South Sudan integrated humanitarian and development activities with conflict mitigation efforts. CARB's focus on proactive data collection and sharing and early sequencing of community-based peacebuilding activities strengthened emergency response capacities and reduced community tensions, providing a model for building resilience in conflict-prone areas. **2024**



HDP Coherence Practice Note Series: Bangladesh **FR**

This practice note examines how the Nobo Jatra activity in Bangladesh worked with local systems to respond to shocks and promote coherence between humanitarian and development responses. Through close government coordination, alignment with countrywide disaster response protocols, and effective use of monitoring and evaluation, Nobo Jatra was able to rapidly adjust programming and minimize post-shock planning when faced with multiple emergencies. **2024**



Operationalizing HDP Coherence **FR**

This session shares practical examples of HDP coherence from Mali and Yemen, with lessons on working with local partners and layering interventions to achieve sustainable impact when implementing interventions in challenging contexts. It is part of the *HDP Coherence in Practice: Insights from the Implementing Community* series. **2024**



Data and Information Sharing for Humanitarian-Development-Peace Coherence: Practical Case Studies from Madagascar, the Democratic Republic of the Congo, and Ethiopia **FR**

This report examines data and information sharing practices that support HDP coherence in Madagascar, the Democratic Republic of Congo, and Ethiopia, with case studies showing how organizations manage data internally and share it with external partners to improve coordination and program efficiency and adapt to meet the needs of populations in different operating contexts. **2024**



Data Sharing for HDP Coherence: Practical Case Studies **FR**

This event explores case studies from the Democratic Republic of the Congo, Ethiopia, and Madagascar on how organizations have used different types of data and approaches to data sharing to improve programming and coordination among HDP actors. It is part of the *HDP Coherence in Practice: Insights from the Implementing Community* series. **2024**



Insights from USAID Bureau for Humanitarian Assistance Multi-Year Humanitarian Activities **FR**

This report presents key insights from five USAID/BHA multi-year humanitarian activities in Nepal, South Sudan, and Somalia. It highlights promising practices and lessons learned in program design, implementation, and exit strategies to inform future multi-year humanitarian activities in different regions and contexts. Cross-cutting themes include HDP coherence, localization, gender and youth, and climate risk reduction. **2024**



Insights from Multi-Year Emergency Programming: A Desk Review

This desk review examines behaviors, processes, and challenges in multi-year emergency programming by phase, highlighting promising practices and identifying key contextual factors and themes. The findings inform IDEAL's qualitative research on BHA-funded multi-year activities, and provide actionable recommendations for donors and implementers. **2024**



Promising Practices from Recent Multi-Year Humanitarian Activities **FR**

This session presents findings from IDEAL's study of five BHA-funded multi-year humanitarian activities in South Sudan, Nepal, and Somalia, including promising practices and lessons learned to inform future multi-year HDP coherence programming. It is part of the *HDP Coherence in Practice: Insights from the Implementing Community* series. **2024**



HDP Nexus in Action: Global Insights and Lessons Learned **FR**

This webinar highlights what local, regional, and global practitioners are doing to operationalize the HDP nexus. Through a dynamic discussion and tools showcase, participants gained fresh perspectives on approaches to programming. It is part of the Insights and *Impact: Lessons Learned from Six Years of IDEAL* series. **2024**



Humanitarian-Development-Peace (HDP) Coherence Considerations Course **FR**

This free e-course guides learners through the seven core humanitarian-development-peace coherence principles established by USAID alongside real-world examples. By the end of the course, learners will understand the importance of HDP coherence and its principles, possess clear examples of HDP coherence in practice, and understand how to apply HDP coherence principles in their work. **2024**



Regional Knowledge Sharing Meeting: Sahel **FR**

This regional knowledge sharing meeting in Saly, Senegal brought together stakeholders from five countries to discuss achieving HDP coherence in response to the food crisis in the Sahel, covering topics such as conflict sensitivity and social cohesion, local ownership and community engagement, climate, agriculture and resilient livelihoods, and support for long-term internally displaced persons. **2024**



Cross-Cutting & Legacy



Field Voices: Implementing Adaptive, Integrated, and Sustainable Programs

In this interactive World Food Day panel discussion, chiefs of party from Ethiopia, Bangladesh, and Zimbabwe share their experiences and practical approaches to implementing adaptive, integrated, and sustainable programs. **2019**



Nepal Resilience Learning Event

This 3-day event in Kathmandu brings together implementing partners, government officials, and donors to share experiences, lessons learned, and recommendations from the PAHAL and SABAL resilience programs in Nepal. **2019**



Hot off the Presses: New Research from Nepal on Building Resilience

This event highlights new resilience research from the PAHAL and Sabal programs in Nepal. Presenters discuss findings from two resilience studies presented at the 2019 Nepal Resilience Learning Event in Kathmandu. **2020**



Field Voices: Emerging Evidence & Lessons on Ultra-Poor Graduation

This Field Voices webinar highlights USAID-funded programs in Bangladesh, Ethiopia, and Uganda that share lessons, strategies, and opportunities for integrating the Ultra-Poor Graduation Approach into food security and resilience programming. **2020**



Refine & Implement Stakeholder Consultation Event Report

This report evaluates a stakeholder consultation on the Refine and Implement (R&I) process for RFSA. The event, held in August 2022, brought together USAID and implementing partners to address challenges related to prioritization, contextualization, and efficiency, resulting in recommendations to improve guidance, adjust timelines, and foster collaboration to improve the R&I process and adaptive management in food security programming. **2022**

Webinar: [Stakeholder Consultation: Refine & Implement](#)



Stakeholder Consultation: RFSAs RFA Design and Process

This report summarizes IDEAL's 2-day stakeholder consultation on BHA's RFSAs RFA design process, which convened implementing partners and USAID staff to discuss challenges and opportunities in RFA design and solicitation, resulting in recommendations for simplifying proposal requirements, increasing transparency around RFA release timing, and improving collaboration to foster more inclusive and effective program designs. **2021**

Webinar: [Stakeholder Consultation: RFSAs RFA Design and Process](#)



Considerations for Integrating the Graduation Approach within Resilience Food Security Activities **FR**

This report compares and contrasts how three RFSAs in Uganda and Bangladesh integrated the graduation approach to address extreme poverty and food insecurity. It examines key components such as targeting, mentoring, and financial inclusion; analyzes pathways, layered interventions, and post-graduation monitoring; and provides valuable insights to guide the integration and adaptation of graduation programming in future RFSAs. **2022**

Webinar: [Integrating the Graduation Approach into RFSAs](#)



A New Approach to Labor Market Assessments - Report: Insights from Systems Labor Market Assessments in Zimbabwe and Haiti **FR**

This brief highlights key findings from Systems Labor Market Assessments in Zimbabwe and Haiti, focusing on off-farm and non-farm employment opportunities. It outlines challenges and potential interventions in sectors such as agro-processing and transportation, and offers recommendations for strengthening employment systems. For more information, read the [brief here](#). **2023**



Integrating Conflict Sensitivity into Food Security Programs **FR**

This brief examines how food security programs can integrate conflict sensitivity, and offers key lessons and recommendations for practitioners and donors. It highlights the importance of using participatory approaches that emphasize inclusion and empower aid recipients, and conflict-sensitive approaches to ensure that food security interventions contribute to peace rather than exacerbate conflict. **2023**



Photo Credit: Rubina Hoque Alee / Save the Children

IDEAL SMALL GRANTS PROGRAM

The [IDEAL Small Grants Program](#) funds emergency and non-emergency implementing partners to leverage opportunities for innovation, learning, and new initiatives. Grants supported a number of activities, such as testing new approaches, strengthening knowledge management systems, supporting applied research, organizing events, disseminating new tools and best practices, and more. Over six years, the Small Grants program funded 27 grants under four grant types, which produced over 80 peer designed resources and tools.

- [Micro Grants](#) identified and addressed knowledge and capacity gaps in food and nutrition security programming around the world.
- [Program Improvement Awards](#) funded resources that improved the quality of program design and implementation across the food security community.
- [Applied Research Awards](#) advanced knowledge and addressed knowledge gaps around (sequencing, layering, and integration as described in the Food Assistance and Food Security Programmatic Learning Agenda.
- [Qualitative M&E Program Improvement Awards](#) supported the development, testing, packaging, and sharing of processes, systems, and tools to improve qualitative data collection, analysis, and utilization in support of USAID Bureau for Humanitarian Assistance strategy and policy.

Throughout these four IDEAL small grant opportunities, implementing partners contributed to the body of food security knowledge, piloted program implementation tools, and developed program design resources for their peers working in a variety of sectors. These products and resources are designed for a global audience and can be used, adapted, or expanded to fit local contexts, development, and humanitarian needs. They also serve as a foundation for peer-to-peer learning and collaboration.

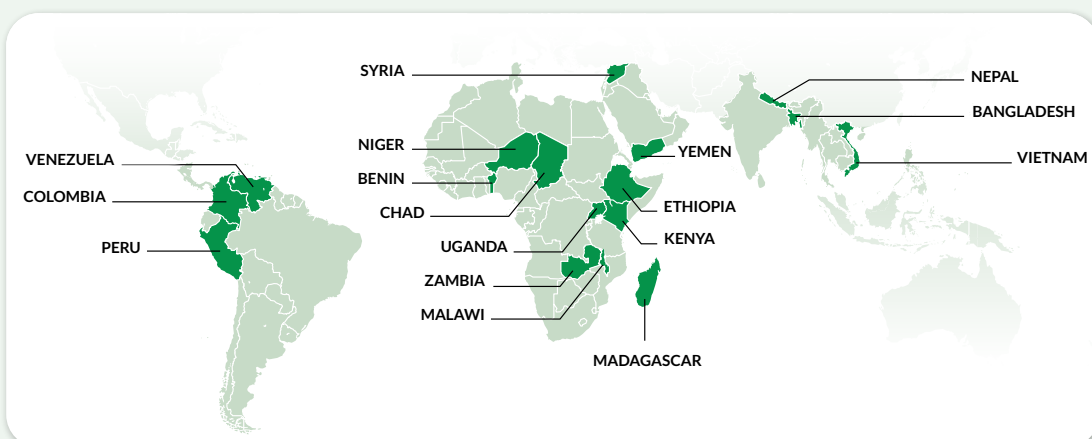




Photo Credit: Save the Children

COVID-19

Facing unprecedented challenges brought by the COVID-19 pandemic, IDEAL adapted its focus and outputs to meet the evolving needs of the food security implementing community. A swift pivot to virtual programming ensured timely, responsive support to address growing threats to household food security. To further empower the community, IDEAL mobilized efforts to publish critical resources, host dynamic learning events and series, and synthesize timely evidence—guiding practitioners in adapting their programs to the rapidly changing landscape.

Learn more about IDEAL's work on COVID-19 [here](#).



Frequently Asked Questions: Qualitative M&E for Food Security Activities during COVID-19

This FAQ summarizes insights from the April 2020 webinar on Qualitative M&E During COVID-19: Sharing Tips for Remote Data Collection, with practical guidance for remote monitoring and evaluation of food security activities. Covering data collection, interviews, and ethical considerations, the lessons learned remain valuable post-pandemic to ensure adaptable and effective qualitative research practices in any remote context. **2020**



Summary: Expert Consultation on Vulnerability and Participant Targeting in the Context of COVID-19

This summary distills key takeaways from an expert consultation on vulnerability and targeting in food security programming during COVID-19, held in September 2020. It explores practical issues such as identifying newly vulnerable groups and collecting appropriate data, and provides big-picture guidance on how to make the best of the worst in unprecedented circumstances through rapid learning, adaptive management, and programming flexibility. **2020**



Vulnerability and Participant Targeting in the Context of COVID-19: Background Paper

This background paper looks at vulnerability in the context of COVID-19 and the implications for food security and resilience programming. It examines how the pandemic disproportionately affected different groups, and outlines strategies for effective targeting and intervention. These lessons remain relevant for future humanitarian responses, as the framework presented can be adapted to other crises affecting food security and livelihoods. **2020**



COVID-19 Learning Series

The COVID-19 Learning Series (2020–2021) brings together USAID-funded implementers to share lessons learned and practical approaches to adapting programming for COVID-19, in online events across five Learning Streams. **2020-2021**



Application Lab for Emergency Implementers Showcase

In this virtual storytelling showcase, IDEAL's inaugural Application Lab cohort shares their experiences and lessons learned in targeting project participants during COVID-19 to promote knowledge sharing within the food security community. **2020**



An Adaptive Scenario Planning Process Prompted by COVID-19 **FR**

This case study highlights how the Graduating to Resilience activity in Uganda used an adaptive scenario planning tool and process to improve decision-making, ensure smoother program operations, and prevent large-scale disruptions during extreme uncertainty. By anticipating different potential lockdown scenarios, the team developed flexibility and an exploratory mindset—both critical for moving quickly in a crisis. **2021**



Food Security COVID-19 Learning Event

The Food Security COVID-19 Learning Event (June 2021) brings together emergency and non-emergency practitioners to reflect on lessons learned, explore adaptations, and discuss how these innovations can be applied beyond the pandemic. **2021**



COVID-19 Data for Decision-Making Showcase **FR SP**

This showcase demonstrates how implementers applied data for decision-making during the COVID-19 pandemic through a virtual poster gallery walk. **2021**



Photo Credit: Sam Vox / Save the Children



USAID
FROM THE AMERICAN PEOPLE

