



Non-Emergency Programming Planning Guide

PROBLEM STATEMENT

FFP non-emergency programming — including Title V Farmer-to-Farmer — operates on different planning cycles, partner ecosystems, and evaluation logic than emergency Title II. USDA needs an integrated planning framework that treats emergency and non-emergency programming operating envelope.

WHY IT MATTERS

The PWS specifically calls out Title V Farmer-to-Farmer integration. Non-emergency programming is where FFP intersects with development-style agricultural cooperation — a domain Kevin Latner has 25+ years of FAS exposure to.

HSG'S APPROACH

1. Build the integrated emergency / non-emergency planning framework — one operating envelope, flex resources across emergency states.
2. Adopt (or thoughtfully replace) USAID's Refine and Implement (R&I) two-phase design approach for Development Food Security Activities (DFSAs). R&I separates a Phase 1 formative-research / analytical refinement period from Phase 2 implementation, with baseline studies and end-of-activity final evaluations against baseline — an operationally elegant pattern HSG's default recommendation is to preserve under USDA.
3. Leverage USDA Food for Progress proven sister-program template — already USDA, already monetization-anchored, and Kevin Latner has direct execution history with the commodity-monetization market-assessment methodology that anchors non-emergency programming.
4. Develop the Title V Farmer-to-Farmer integration framework given the FAS cooperator-program adjacency.
5. Design the planning cycle aligned to USDA's budget and procurement calendars.
6. Build the partner-management architecture for non-emergency partners.

EXPECTED DELIVERABLES

- Non-Emergency Programming Planning Guide (PWS Deliverable 9) — month 9
- Integrated emergency / non-emergency planning framework
- R&I (Refine and Implement) two-phase design adoption decision
- Food for Progress sister-program template migration playbook
- Title V Farmer-to-Farmer integration framework
- Non-emergency partner-management architecture

EXPECTED OUTCOME

USDA can plan and execute FFP non-emergency programming continuous portfolio rather than a parallel track.

ENGAGEMENT TEAM

PRIMARY LEAD

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