



FIELD-Support LWA

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by:

AED/FHI 360*



* On July 1, 2011, AED's U.S. government contracts were successfully novated to FHI 360, which is the name of the combined organization of FHI (Family Health International) and a newly formed LLC, FHI Development 360, into which the AED staff, assets, and projects were transferred.

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I. Introduction

FIELD-Support is a Leader with Associates (LWA) Cooperative Agreement between the Office of Microenterprise Development in USAID (EGAT/PR/MD) and AED. FIELD-Support's consortium includes nine core partners and 17 resource organizations:

Core Organizations

- AED
- ACCION International
- ACDI/VOCA
- Action for Enterprise
- CARE
- FINCA International
- IRIS Center-University of Maryland
- Opportunity International
- Save the Children
- World Council of Credit Unions

Resource Organizations

- Alternative Credit Technologies
- Americas Association of Cooperative/Mutual Insurance Societies
- Cornell University-Base of the Pyramid Laboratory

- Development Training Services
- Freedom from Hunger
- Georgetown University-Center for Intercultural Education and Development
- International Development Enterprise
- International Real Property Foundation
- Mennonite Economic Development Associates
- Michigan State University-Agricultural Economics Department
- Microfinance Opportunities
- Rainforest Alliance
- Small Enterprise Education and Promotion (SEEP) Network
- TechnoServe
- University of Michigan-William Davidson Institute
- Women's World Banking
- World Vision International

FIELD-Support encompasses both a core **Leader** award and a mechanism for USAID missions to issue **Associate Awards** and, since its inception, has grown to include a portfolio with a total value of more than \$272 million. The purpose of the Leader award is to advance the frontiers of practical knowledge in relation to microfinance, microenterprise development, and sustainable rural livelihoods, working in close collaboration with the USAID MD Office in Washington DC, USAID Missions and Operating Units, and the broader community of development practitioners. FIELD-Support Associate Awards are designed by the consortium with the awarding USAID Missions and Operating Units and are designed to serve USAID's broader economic growth and microenterprise development objectives. (See Section 3 for updates on each of the current Associate Awards.)

The Leader award includes activities that seed innovation, demonstrate better practices, document results, and disseminate findings that advance the global state-of-the-practice. These are in the form of **Pilot Activities, Strategic Learning Initiatives (SLIs)** and **Design/Assessments** for USAID Missions and Operating Units, as well as other special initiatives, such as the African Diaspora Marketplace, a GDA between USAID, Western Union and AED. See Annexes A, B, and C for an overview of all of FIELD-Support's current Pilot activities, Strategic Learning Initiatives and Associate Awards, respectively.

FIELD-Support at a Glance:

- Developed and managed nearly **\$273 million** in 16 Mission- and USAID Operating Unit-funded Associate Awards (AA);
- Awarded **\$10.9 million** in sub-grants to FIELD-Support partners to implement nearly 30 Leader activities to advance USAID Strategic objectives and explore innovative areas of microfinance and microenterprise development;
- Conducted field assessments for **6 USAID Missions**, assisting in the design of RFAs and RFPs; and
- Established a robust knowledge management strategy that enhances FIELD-Support learning through internal communications and external events and publications, producing nearly 70 publications in 2011 alone.

Suspension and Acquisition:

On December 8, 2010, the US government announced that AED was temporarily suspended “from receiving new U.S. Government awards pending an ongoing investigation by the USAID Office of Inspector General (OIG). The [OIG] review will determine the best steps forward for ensuring the protection of U.S. taxpayer funds and the continuity of the United States' development goals.” AED continued to work with the FIELD-Support AOTR as well as the AOTR’s from each of the Associate Awards to address specific implications on current activities on a regular basis.

On March 8, 2011, AED's Board of Directors announced that it will pursue a process to transfer all programs and assets to another corporate entity. The Board and Senior Management believe this is the best option to ensure the continuity of our programs and to provide a new home for AED's staff. Through this transition, AED continued to be financially solvent and stable and continued to implement its portfolio of programs as usual.

On July 1, 2011, it was determined that all of AED's U.S. government contracts would be novated to FHI 360, which is the name of the combined organization of FHI (Family Health International) and a newly formed LLC, FHI Development 360, into which the AED staff, assets, and projects were transferred.

Fostering Inclusive Financial Services

Highlights of activities, accomplishments, and learning products that have contributed to more inclusive financial services across the globe include:

- **Expanded and Sustained Access to Financial Services in Palestine**

The Expanded and Sustained Access to Financial Services program (ESAF) supports USAID/WBG in its efforts to build a more inclusive financial sector that increases the sustainable access to financial services for Palestinian households and MSMEs. Implemented through a consortium approach by **FHI 360**, **CHF International**, **CARE**, **Save the Children**, **ShoreBank International**, and **The William Davidson Institute**, as well as a range of other strategic partners, based on USAID priorities and ESAF's sectoral analysis, ESAF has implemented activities in six intervention areas. The first three are major sub-sectors within the financial industry—banking, insurance, and microfinance—and the fourth is a set of cross-sector activities that include consumer protection and financial literacy, financial sector regulatory capacity, and nonbanking financial services. The fifth is a package of livelihoods activities in Gaza that aimed to link beneficiaries to financial services. Through these interventions, ESAF addresses identified

weaknesses in the financial system at the consumer, institution, and enabling and regulatory environment levels that inhibit the delivery and appropriate utilization of financial services. ESAF aims to achieve the sustainable expansion of services to at least 38,000 households over the three-year life of the program.

→ See Annex A for related learning products

- [ESAF & Youth Financial Services](#)
- [ESAF & the Banking Sector](#)
- [ESAF & the Mortgage Market](#)
- [ESAF & University Strengthening](#)
- [ESAF: New frontiers for USAID's program in the Palestinian finance sector](#)
- [ESAF Voice from the Field: A Palestinian MFI Achieves Top 5% Rating](#)
- [ESAF Voices from the Field: Cultivating Young Entrepreneurs in Gaza](#)
- [ESAF Voices from the Field: Enhancing Finance Education through Faculty Exchange](#)
- [ESAF: USAID panel on consumer protection and financial literacy](#)
- [ESAF helps university programs in the West Bank](#)
- [ESAF Report: Assessing Opportunities for Increasing Acceptance of e-Money In Palestine](#)
- [ESAF Report: The Future of Financial Inclusion through E-banking Models in Palestine](#)
- [ESAF Brief: Ryada Microfinance's Experience Introducing Financial Services for Youth](#)
- [ESAF Brief: E-banking Challenges and Opportunities in the West Bank & Gaza](#)
- [FIELD Brief 16: Facilitating Client Protection, Financial Literacy, and Consumer Awareness in the West Bank & Gaza](#)

- **Value Chain Financing in Haiti**

HIFIVE, led by implementing partners **WOCCU**, is a financial sector service project designed to encourage a dynamic Haitian economy by increasing the availability of financial products and services to its people and to its enterprises. A catalyst and a facilitator, HIFIVE works primarily on the supply side of the financial sector to enhance the provision of access to innovative financial products and services with a focus on rural areas, targeting high potential value chains, encouraging Diaspora investments, supporting the use of technology while maximizing synergies with other USAID projects. In 2011, HIFIVE worked across sectors to improve the capacity of a core group of financial suppliers – namely microfinance institutions (MFIs), banks receiving DCA support, and *caisses populaires*, officially known as *Caisses d'Epargne et du Credit* (CECs), to design and deliver appropriate financial products to value chain participants and other bankable enterprises from USAID's project portfolio including MarChE, DEED, MYAP Partners, WINNER, KATA and others. Working with the financial institutions, technology providers and USAID's other priority agricultural projects, HIFIVE supports the development of solutions that expand the outreach of financial services to rural and agricultural zones.

The Haiti Mobile Money Initiative (HMMI) component, funded by the Bill & Melinda Gates Foundation was created to provide incentives to encourage the rapid launch of mobile money services that could deliver affordable and convenient financial services for Haiti's poor. HMMI has already had a profound impact on the development of mobile money services in Haiti. Although transaction count, registered clients, and registered agent numbers for mobile money are all increasing rapidly, there are other important impacts that are less measurable. A key development is that across the financial service sector, all types of institutions are now developing strategies for how they will access and use the mobile money ecosystem. In 2001, HMMI awarded the 2nd "First to Market" Award; completed verification activities for the 100,000 transaction "Scaling Award"; provided over \$1.4 million in grant funds for technical assistance; and hosted a Round Table on the subject that was attended by USAID Administrator Rajiv Shah.

→ See Annex A for related learning products

- [HIFIVE Success Story: Haitian Artisans and Merchants Improve Earnings from Tourism](#)

- [HIFIVE SUCCESS STORY: Gates Foundation and USAID Announce \\$1.5 Million Award for Second Haiti Mobile Money Launch](#)
- [HIFIVE: USAID Administrator Shah addresses mobile banking progress in Haiti](#)
- [HIFIVE Success Story: Expanding Local Capacity for Agricultural Lending in Haiti](#)
- [FIELD Brief 10: Spurring Entrepreneurship through Business Plan Competitions: TechnoServe's Business Plan Competition Model](#)

- **Rural and Agricultural Finance**

In 2011, partner [Opportunity International](#) launched a comprehensive rural and agriculture strategy to help smallholder farmers and rural households improve crop productivity and increase household income. As part of this initiative, Opportunity will evaluate the effectiveness of strategic partnerships with extension service providers for the agriculture sector, including the impact that these services have on clients. In addition, The [SEEP Network's](#) Practitioner Learning Program (PLP) on Rural and Agricultural Finance and Food Security (RAFFS) is an action-oriented learning activity that is focused on approaches to and the interconnection of rural and agricultural finance (RAF) and household well-being, including food security. SEEP selects organizations to become PLP participants who form a learning network to document and disseminate good practices and lessons learned to the sector at large.

→ [See Annex A for related learning products](#)

- [SEEP PLP Podcast: Designing an Effective Rural Finance Product to Improve Food Security for Livestock Traders in Kenya](#)
- [SEEP PLP: The Warehouse Receipts System: Improving Food Security in the Post-Harvest Value Chain](#)
- [SEEP PLP Screencast: Improving Food Security through Customized Loan Products in India](#)
- [SEEP PLP: Village Savings and Loan Associations and Food Security: Exploring Linkages in Sierra Leone and Tanzania](#)

- **Promoting Microfinance in South Sudan**

Implemented in partnership with [ACDI/VOCA](#), GEMSS promoted the development of an inclusive financial sector in South Sudan to provide poor entrepreneurs with access to a range of financial services delivered by a variety of institutions. With access to financial services, entrepreneurs are better able to mitigate risk and invest in livelihood activities that increase household income and employment and contribute to economic growth. Through targeted activities, GEMSS worked to develop South Sudan's microfinance industry: at the micro level, GEMSS built the capacity of MFIs to sustainably expand financial services; while at the meso level, GEMSS built the capacity of supporting organizations such as the Microfinance Association of South Sudan (MASS) and the South Sudan Microfinance Forum to serve as leaders in the sector and advocates in the microfinance regulatory framework development process. During its lifetime, GEMSS supported local MFI Finance Sudan to a stronger institution that now stands at the forefront of the industry in South Sudan.

- **Increase Consumer Protection through the SMART Campaign:**

The SMART Campaign is a global campaign to embed client protection practices into the institutional culture and operations of the microfinance industry. Under the FIELD-Support LWA, the Center for Financial Inclusion (CFI) at [ACCION International](#) and the [SEEP Network](#) are conducting a training of trainers for over 50 participants from microfinance networks around the world in basic consumer protection principles as well as more in-depth protocols for conducting self-assessments. This activity was designed to work with microfinance networks and associations to enhance their capacity to educate, assess, and change actual practice on the Client Protection Principles with their member MFIs. One of the main goals of the project is to build capacity within the local microfinance associations so they can move this work forward through outreach, training, and assessment of their members. The activity delivers these skills through a mix of classroom training and field work. All participating

networks receive the classroom training while a subset also nominate an individual staff person to learn the client protection assessment methodology in depth, which includes an apprentice assessment by accompanying a “Smart Certified Assessor,” and then, depending on their level of certification, either implementing full assessments for their member MFIs or more generally supporting the assessment process and preparing MFIs for assessments and/or the upcoming certification of Client Protection Practices.

→ See [Annex A for related learning products](#)

- [Client Protection and Transparency at the Center of Recent MFI Network Training](#)

Other learning products on the topic:

- [Migrant-backed Loans: Mobilizing Remittances in Guatemala](#)
- [FIELD Report 9: Microfinance and Energy Poverty](#)
- [FIELD Brief 15: Adaptation Options for Smallholders to Enhance Food Security in a Changing Climate](#)
- [FIELD Brief 14: Leveraging New Media: Lessons from WOCCU’s MatchSavings.org in Mexico](#)
- [FIELD Brief 11: Exploring the Linkages between Food Security and Microfinance](#)
- [Setting the Standards for Strategies and Interventions in Recovery Environments](#)

Strengthening Livelihoods for Vulnerable Households

Highlights of activities, accomplishments, and learning products that have supported the strengthening of livelihoods for vulnerable populations across the globe include:

- **A Framework for Household Economic Strengthening**

Led by [FHI 360](#), with implementing partners [CARE](#) and [Save the Children](#), the Livelihoods and Food Security Technical Assistance (LIFT) Associate Award was initiated by USAID’s Office of HIV/AIDS (OHA) to provide technical assistance and strategic support to US government agencies, their implementing partners, and other public, private and civil society partners to improve the food and livelihood security of vulnerable households, with a particular focus on people living with HIV/AIDS (PLHIV), orphans and vulnerable children (OVC) and their caregivers. In addition, LIFT aims to provide global leadership and strategic learning to the field of economic strengthening through development of guidelines, trainings, and other tools to help vulnerable households – and those who serve them – engage in activities that enhance their economic and nutritional security. During the first full year of LIFT program implementation, the LIFT project team participated in several global and country specific activities to improve the impact of PEPFAR-supported food security, livelihood and economic strengthening programs. LIFT contributed to global indicators, developed key conceptual documents including a livelihood and food security framework and standards of practice. LIFT presented at several important meetings, events and conferences to build awareness for the important intersections between economic strengthening activities, food security and nutritional status. LIFT conducted several field assessments and provided field-based technical assistance (TA) to a range of countries including Ethiopia, Nigeria, Namibia, Swaziland and the Democratic Republic of Congo (DRC).

→ See [Annex A for related learning products](#)

- [LIFT: Livelihood and Food Security Conceptual Framework](#)

- **Measuring the Impact of Economic Strengthening on Child Well-Being**

The Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening Program (STRIVE) aims to demonstrate effective means of strengthening the well-being of highly vulnerable children, their households, and their communities. Under STRIVE, *FHI 360* manages a multi-partner team of leading child-focused and economic strengthening organizations to implement and document replicable economic development approaches that demonstrably improve the wellbeing of vulnerable children. The four country-based programs being implemented under STRIVE are:

- STRIVE Philippines, a value chain development project managed by *Action for Enterprise (AFE)*, that seeks to measure the effects of increased household income on children's health and education outcomes in poor coastal communities in the Philippines by applying a "lead firm" approach that is working through larger scale firms to create more sustainable economic opportunities for vulnerable producer groups and households;
 - The Afghanistan Secure Futures (ASF), implemented by *MEDA* and *FHI 360*, is a construction value chain project that is focused on strengthening workshops that employ youth apprentices to increase their business opportunities and improve youth workforce development opportunities.
 - The Liberia Agriculture for Children's Empowerment (ACE) agricultural value chain project, managed by *ACDI/VOCA*, which aims to improve upgrading behaviors on smallholder farms and increase the value proposition of education and learning in communities; and
 - STRIVE Mozambique, managed by *Save the Children*, which is exploring the links between increasing household income and social capital through village savings and loans (VSLs) and rotating labor schemes and the effects on children's nutritional outcomes.
- **Developing a Practitioner Guide for Down Reach of the Value Chain Approach to Integrate Poor Producers**

Led by *World Vision*, the Reaching Vulnerable Households through Value Chain Development Guide is designed to provide field based practitioners with a practical tool that outlines essential methodologies to improve the down reach of enterprise development programming using the value chain development approach. Particular focus is on strengthening informal and formal producer groups and facilitating market linkages with the private sector. The full guide plus its accompanying pocket guide will allow practitioners to better navigate the challenges poor farmers face in establishing successful vertical linkages with suppliers and buyers, and horizontal relationships with other producers to improve their position. At the core of the approach is instilling in NGOs a facilitation approach, so that the stakeholders are able to establish and maintain relationships on their own accord, with only limited support from NGOs.

- **Behavior Change Perspectives on Gender and Value Chain Development**

The successful integration of women into wealth-creating activities requires an understanding of the degree to which gender defines constraints to participation in and benefits from activities throughout the value chain, as well as commitment by communities and private and public institutions to overcoming these constraints. Effective value chain programming requires a gender lens that can provide an understanding of how people respond to different kinds of incentives in value chains and how gender affects this response. In 2011, FIELD-Support partner *ACDI/VOCA* conducted an initiative to explore these behavior change perspectives on gender and value chain development, and develop a framework for analysis, one that would help development organizations identify practical strategies that reduce constraints and expand opportunities for women in agricultural value chains. In particular, the exercise sought to discuss women's participation in agricultural value chains with a focus on gender as it relates to: money management behaviors; business practices; and development of value chain relationships.

FIELD Report #12 provides a framework to allow for a better understanding of current practices in the context of specific value chains or geographies, which is critical in order to address gender-based

constraints to upgrading. A companion piece, FIELD Report #11 presents a set of tools that are designed to study how gender affects the three categories of behavior related to upgrading. They include focus group discussion guides, individual interview guides, a research plan outline and example, and a facilitation guide for consultative workshop with field partners. These tools can be drawn upon to design future research on gendered behaviors in value chains.

→ See **Annex A** for related learning products

- FIELD Report 11: Behavior Change Perspectives on Gender and Value Chain Development: Tools for Research and Assessment
- FIELD Report 12: Behavior Change Perspectives on Gender and Value Chain Development: A Framework for Analysis and Implementation

- **Measuring Impact of the Graduation Approach**

Innovations for Poverty Action (IPA) is conducting an impact evaluation in Ethiopia to test a methodology for graduating the most vulnerable households out of extreme poverty. The activity is evaluating the impact of interventions on households who are members of Ethiopia's National Productive Safety Net Program (PSNP), a country-wide program aimed at reducing food insecurity. Focusing on households who are not benefitting either from the Ethiopian government-led package program or the government direct support program, selection is managed by The Relief Society of Tigray (REST) and IPA, and based in part on those who are considered to be amongst the poorest but also on who have the potential to engage in economic activities. The assessment is designed to determine the social and economic impact on targeted households of the intervention, including changes in income, assets, school attendance of children, health and food security. In addition, the study will provide some evidence regarding the viability of "graduating" the ultra-poor to food security, and potentially traditional microfinance. In 2011, IPA developed the research design and conducted the baseline study; the end-line will be conducted in 2012.

→ See **Annex A** for related learning products

- CGAP-Ford Foundation Graduation Program update

Growing Small Business and the Private Sector

Highlights of activities, accomplishments, and learning products that have contributed to more robust private sector and thriving small businesses across the globe include:

- **Public Private Partnerships in Ukraine**

The Public-Private Partnerships Development Program in Ukraine (P3DP) is designed to promote the use of public-private partnerships (PPPs) to expand public infrastructure and improve public services for the citizens of Ukraine. Successful PPPs can directly benefit communities as well as individuals and support greater confidence in government's ability to deliver needed services to its citizenry. PPPs offer new hopes to Ukrainians for a more modern infrastructure and efficient public institutions. The project emphasizes building institutional capacities and structuring relationships in order to advance public and private sector interests in the delivery of needed services. Led by **FHI 360** with implementing partner **William Davidson Institute (WDI)**, the project builds on existing practices in developing PPPs to reveal new opportunities and develop new partnerships that can deliver improved public services and infrastructure that add real economic value for communities. Awarded in late 2010, 2011 was a start-up year that saw the establishment of several critical activities: study tours to Croatia and Russia for Ukrainian national level participants to obtain perspectives of PPP Unit operations within the region; Initial identification of PPP awareness and capacity levels; and Identification of high-potential PPP pilot projects. , in total, some 50 potential cities/projects have received some level of scrutiny, of which an

estimated 10-15 will be targeted by the program. It is expected that as awareness (and comfort) levels increase with municipal and private sector parties, additional high-potential PPP pilot projects will come to the attention of P3DP.

- **Strengthening Diaspora-Backed Enterprises in Africa**

The African Diaspora Marketplace (ADM) is a business plan competition managed by *FHI 360* that was designed to support the entrepreneurial spirit and resources of the U.S.-based African diaspora community to promote economic development in Sub-Saharan Africa by facilitating diaspora direct investment in viable small and medium enterprises (SMEs). Specifically, ADM is intended to be a catalyst for job creation, income generation, and the delivery of vital goods and services by providing matching grants to African diaspora members working in partnership with African-based enterprises and/or entrepreneurs. Sponsored by USAID and Western Union Company/Foundation, ADM was launched in response to the diaspora's significant and growing contribution to Sub-Saharan Africa's development.

→ See Annex A for related learning products

- [ADM Blog Post: A Ugandan SME navigates new waters on Lake Victoria](#)
- [ADM Blog Post: Cooking up new ideas in Uganda with solar stoves](#)

- **Growing SMEs in Palestine**

Under the ESAF program, *FHI 360* also managed the Palestinian Investment Partners (PIP) component, a fixed capital financing mechanism that has funded Small and Medium Enterprise (SME) equipment upgrades, assisted with creation of joint ventures and technology transfer and facilitated other forms of capital inflow to profitable businesses that can expand immediately and provide expanded economic activity and sustainable jobs. Investments have generally been directed towards key value chains, and by project end were expected to lead to the creation of at least 800 jobs and numerous forward and backward linkages to MSMEs.

→ See Annex A for related learning products

- [ESAF's Palestinian Investment Partners Program: Investing in Growth](#)

- **Expanding Market Access in Lebanon**

The Lebanon Business Linkages Initiative (LBLI) associate award, a joint initiative of *FHI 360*, *ACDI/VOCA*, and *AFE*, was designed to work with the private sector to expand market access through supporting and strengthening market driver firms in various ways. At the outset, the project approach was to identify value-added market opportunities and to help position "market-driver firms" that sourced locally in these growing and higher-return markets so that they in turn would increase their local procurement and thereby local suppliers' incomes. Later, there was a mutual agreement between LBLI and USAID to focus on developing Lebanon's food industry only within specific value chains (as well as continued support to rural tourism.) More precisely, the project concentrated on: improving livelihoods of small landholders through linkages to viable market opportunities and supporting them in addressing constraints that limit their ability to sustainably meet market demands; boosting the competitiveness of Lebanese agro food processors by taking a value chain approach that increased both export and domestic sales; facilitating entry of Lebanese foods into the high-value U.S. specialty food market and increasing demand for more locally sourced produce; supporting local farmers in acquiring GLOBALG.A.P., a voluntary certification that allows entry into new European, Asian and Arab Gulf markets; improving the services of the Syndicate of Lebanese Food Industrialists (SLFI) to its members; and creating an NGO that promotes and supports responsible rural tourism. Key achievements include linking 732 farmers (the majority small landowners) to market driver firms and increasing MDF export.

→ See Annex A for related learning products

- [LBLI: Investing in Business Linkages: Women's Rural Development Association in Lebanon Grows out of Seasonal Success](#)
- [LBLI: Investing in Business Linkages: A Lebanese SME Expands into New Markets](#)

- [PRODEL/LBLI: Breaking into the US Specialty Food Market](#)

- **Youth Entrepreneurship in the Caribbean**

The Eastern Caribbean Youth Microenterprise Program (ECYMP), led by **FHI 360** with implementing partner **EcoVentures**, piloted a unique market-driven approach to youth entrepreneurship development that sought to build the capacity of and transfer needed skills to local youth-serving organization partners implement interventions that: (a) link youth entrepreneurship interventions to specific market opportunities; and (b) develop linkages between youth entrepreneurs and private sector actors as a critical source of market access, technical expertise, and market information. ECYMP partnered with local YSOs to conduct Youth Market Opportunity Assessments (YMOA) in each participating country in order to identify specific economic sectors and value chains that can create opportunities for young entrepreneurs. Based on these results, the program conducted workshops for representatives from YSOs and private sector to support local partners in designing and delivering market-oriented youth entrepreneurship. Through its Training of Trainers program in simulation-based enterprise development and entrepreneurship curricula training programs including “Market Place,” Financial Literacy and “Agriplanner.” In addition, ECYMP piloted an innovative “Accelerator” model with grant funding to support youth businesses by leveraging specific market opportunities in partnership with other private sector actors.

→ [See Annex A for related learning products](#)

- [ECYMP: Encouraging Entrepreneurship: Junior Achievement Returns to Barbados](#)

Supporting Agricultural & Value Chain Development

Highlights of activities, accomplishments, and learning products that have supporting agricultural and value chain development across the globe include:

- **Private Enterprise Expansion in Ecuador**

The PRODEL program aims to increase income and employment for families along the northern and southern border areas of Ecuador by supporting the expansion of private enterprises that will rapidly generate income and employment, and by strengthening local private producer groups and associations. Implemented by **ACDI/VOCA** in the field, PRODEL provides demand-driven assistance packages (technical assistance, targeted training and small grants) to stimulate and facilitate increased investments in strategically-selected agribusiness and non-agricultural value chains and their networks of suppliers and ancillary firms with a commitment to the growth of their businesses and the potential to generate significant increases in income and employment. In support of the above objectives, PRODEL created the Economic Development Fund to provide specifically tailored technical and co-financing assistance to value chain actors. The assistance packages include a combination of market development, financing, accounting, management assistance and skills training, depending on the specific challenges facing each value chain. PRODEL collaborates with banks, finance companies and microfinance institutions to facilitate the provision of additional credit to participating anchor (lead) firms and producer groups.

In September 2009, USAID extended the program to September 30, 2012 and increased the number of participating anchor firms to 34 firms. This second phase of PRODEL has been implemented through five key areas: Promoting Anchor Firm and Value Chain Competitiveness; Upgrading Vertical and Horizontal Linkages; Fostering the Provision of Financial Services; Expanding and Transferring the Value Chain Model; and Pulling in Local Service Providers.

→ See **Annex A for related learning products**

- PRODEL/LBLI: Breaking into the US Specialty Food Market
- PRODEL: Ecuadorian Coffee Companies Make a Splash in the US Market
- PRODEL Success Story: A Public Private Partnership that is “Brewing” Success for Small Farmholders
- PRODEL Success Story: Bringing Guayusa to the World Market
- FIELD Brief 13: An Anchor Firm Approach to Strengthening Value Chain Competitiveness: A Look at the PRODEL Program in Ecuador

- **Market Facilitation for Private Sector Growth in the Philippines**

STRIVE Philippines supports the initiatives of key private sector actors (exporters, suppliers, etc.) to improve the products, services and market access they provide to the rural producers and collectors that they source from. The causal model for STRIVE Philippines is based on the project facilitating and supporting key private sector actors (“Lead Firms”) in selected value chains to undertake initiatives to increase productivity and/or expand production of vulnerable producers that supply them. Through improvements in producer/farmer production or productivity, it is expected that their income will increase and expand the overall income and economic well-being of their households. In turn, this economic strengthening will contribute to the improved well-being of children and youth within those households.

- **Institutional Building for Better Agricultural Policies in Ukraine**

The Agricultural Policy Transition Support (APTS) Project, implemented in partnership with the *Agrarian Markets Development Institute (AMDI)*, was a nine-month award designed with the intention of bringing AMDI to a place capable of receiving additional USAID funding, USAID funded *FHI 360* to undertake grant management capacity building and concept development for a marketing strategy with AMDI. This included strengthening the organizational capacity of AMDI to be a more effective reform advocate and change agent in the Ukrainian context, and enhancing AMDI’s ability to be a cost-effective, transparent, and sustainable organization by helping AMDI develop both strategic planning and financial management systems. To this end, FHI 360 strengthened AMDI’s marketing strategy, financial systems, and internal controls, so that AMDI could become more financially sustainable as a Ukrainian institute and implementer for USAID, EBRD, the EC, and other donor agencies.

- **Integrating Information & Communication Technologies (ICTs) for Agricultural Development**

The Fostering Agriculture Competitiveness Employing information and communications Technologies (FACET) Activity, funded by USAID/AFR/SD/EGEA and working closely with USAID Field Missions, as well as implementing partners, governments, and the private sector to provide technical assistance to better enhance the competitiveness and trade in the agriculture sector across Sub-Saharan Africa. Through the utilization of Information and Communication Technologies (ICTs) as tools to enhance the functioning and competitiveness of agricultural value chains and facilitate trade in agricultural products, the activity is developing useful analysis, publications, and presentations for USAID missions and their implementing partners, as well as providing specific kinds of technical assistance as required. FACET leverages the diverse expertise necessary to provide technical assistance and best practices in the application of ICTs to enhance agricultural competitiveness and trade. This is accomplished by: knowledge sharing across missions regarding sustainable and scalable approaches to using ICT (information and communications technologies) to increase the success of USAID’s Feed the Future (FTF) activities; and short term technical assistance to such projects to help them improve their uses of ICT, especially in ways that may be helpful to other projects as well.

→ See **Annex A** for related learning products

- FACET: Selecting Mobile ICT Devices for Agriculture Services and Applications in Sub-Saharan Africa
- FACET: ICT and AG Profile: Kilimo Salama
- FACET: ICT and AG Profile: MoBiashara
- FACET: ICT and AG Profile: MarketMaker
- FACET: ICT and AG Profile: Awaaz.De
- FACET: Software Platforms for Mobile Applications for Agriculture Development
- FACET: ICT and AG Profile: IKSL's Green Sim Card
- FACET: ICT and AG Profile: Nokia Life Tools - Agriculture
- FACET: ICT and AG Profile: DataDyne
- FACET: ICT and AG Profile: Literacy Bridge
- FACET: ICT and AG Profile: Esoko
- FACET: ICT and AG Profile: Sustainable Harvest

- **Building Staff Capacity Building in Value Chain Development through Coaching**

CARE, with its partners through the GROOVE Network, have led an effort to improve staff capacity to successfully implement value chain programs by developing a cadre of coaches within CARE (as well as its partner organizations in the GROOVE initiative) who can mentor their direct reports and peers in other country offices on market development approaches. The system will enable CARE to develop a process for internal staff development, leveraging field staff experienced in the approach to mentor CARE colleagues. By the initiative's end, CARE will have a cadre of experienced mentors, equipped with a system and tools that enable them to take the market development approach to scale within CARE. The larger industry will also benefit from this initiative, as the team will document the approach undertaken and the resources developed and share these out through a case study of our experience.

- **Working with Lead Firms Guide**

Working with value chain “lead firms” that can provide needed products, services, and markets to MSME producers in a commercially viable and sustainable manner is becoming a common activity of value chain development practitioners. There is little documentation, however, of effective tools and methods for doing so. **Action for Enterprise (AFE)** has made significant contributions to fill this gap through its work over the last few years, and under the FIELD-Support Leader award has focused on producing a user-friendly handbook and training materials that development organizations can use to train and orient their staff. Materials will be designed in such a way that they can be used with both novice and experienced market development practitioners.

Annex A: FIELD-Support Learning Products

(Presented in alphabetical order)

- **ADM Blog Post: A Ugandan SME navigates new waters on Lake Victoria**

If you ask a Ugandan about taking a ferry across Lake Victoria, most will laugh and tell you “no way.” Ugandan ferries on this important trade route between Tanzania, Kenya and Uganda are notoriously dangerous and as a result, there are currently no passenger-friendly options originating and running regularly to/from Uganda. Businessmen hoping to do business with Kenya or Tanzania or vacationers seeking to explore their neighboring countries must either take a bus around the lake, or travel on uncomfortable cargo ships with their wares.

<http://microlinks.kdid.org/learning-marketplace/blogs/ugandan-sme-navigates-new-waters-lake-victoria>

- **ADM Blog Post: Cooking up new ideas in Uganda with solar stoves**

“For many of these women, any source of income will make the difference,” says the chairperson of the Bwebajja Women’s Association. With 45 members, this informal group represents women in the little village of Bwebajja, tucked away off the main road to Entebbe in Uganda. It’s hard to believe that we are mere kilometers from the bustling capital city of Kampala; the dirt road that runs between the small half-finished homes is so bumpy our car gets stuck more than once in the mud.

<http://microlinks.kdid.org/learning-marketplace/blogs/cooking-new-ideas-uganda-solar-stoves>

- **Applying Social Marketing Principles for Economic Development**

Social marketing applies proven promotional strategies and tools to focus on targeted consumer audiences with the express goal of changing or influencing specific social or economic behaviors. In economic development, this approach can have a significant impact on improving livelihoods and financial behaviors in a more sustainable way by applying an iterative approach that is not only market-driven but more specifically responsive to a community's needs and behaviors. On March 10, 2011, the FIELD-Support LWA hosted an interactive roundtable discussion with panelists from Save the Children and AED's Center for Environment, Energy and Economic Development who shared some of the ways they have used social marketing principles to promote ideas that can enhance economic development outcomes in their projects.

<http://microlinks.kdid.org/learning-marketplace/news/applying-social-marketing-principles-economic-development>

- **CGAP-Ford Foundation Graduation Program update**

As part of an effort to shed light on ongoing research processes in various CGAP-Ford Foundation Graduation Program sites, CGAP recently featured a report by Sana Khan from Innovations for Poverty Action (IPA) on the results of the baseline survey conducted in Ethiopia. According to Khan, “the baseline survey actually consisted of two different t ...

<http://microlinks.kdid.org/learning-marketplace/news/cgap-ford-foundation-graduation-program-update>

- **Client Protection and Transparency at the Center of Recent MFI Network Training**

Microfinance, long lauded as an innovative approach to poverty reduction, is now being criticized in the media for problems such as client over-indebtedness and a lack of transparency in pricing, making the Smart Campaign and its efforts to establish client protection principles within the industry ever more essential. To build industry awareness and reach more MFIs, the Smart Campaign, ACCION's Center for Financial Inclusion, and the SEEP Network have joined forces for a one-year project on Network Strengthening for Client Protection.

<http://microlinks.kdid.org/learning-marketplace/news/client-protection-and-transparency-center-recent-mfi-network-training>

- **ECYMP: Encouraging Entrepreneurship: Junior Achievement Returns to Barbados**

AUGUST 15, 2011

Junior Achievement (JA) is the world's largest organization dedicated to educating students in primary and secondary school about entrepreneurship, financial literacy and work readiness through experiential, hands-on programs. The Eastern Caribbean Youth Microenterprise Program (ECYMP) held the relaunch of JA Barbados on June 13, 2011.

<http://microlinks.kdid.org/library/encouraging-entrepreneurship-junior-achievement-returns-barbados>

- **ESAF Voices from the Field: Cultivating Young Entrepreneurs in Gaza**

OCTOBER 15, 2011

In response to the limited job opportunities available to youth due to the recurrent economic crises in Gaza, USAID's ESAF program launched an initiative to help equip young people with the skills to develop and implement a business idea. This beneficiary success story highlights the experience of Mohammed Abu Lehya, a youth entrepreneur from Gaza, who participated in the program and received entrepreneurship training and a start-up grant to establish his business.

<http://microlinks.kdid.org/library/esaf-voices-field-cultivating-young-entrepreneurs-gaza>

- **ESAF & Youth Financial Services**

OCTOBER 15, 2011

The ESAF program has taken a holistic approach to enhancing youth financial capabilities and services in Palestine, through initiatives including consumer awareness and financial literacy, microfinance product development, savings promotion, and entrepreneurship. This technical factsheet outlines the key components of this work.

<http://microlinks.kdid.org/library/esaf-youth-financial-services>

- **ESAF Brief: Ryada Microfinance's Experience Introducing Financial Services for Youth**

EILEEN MIAMIDIAN, CHF INTERNATIONAL, MAKING CENTS INTERNATIONAL | OCTOBER 1, 2011

For the past six years, numerous financial institutions around the world have undertaken intentional market research to better understand the demand of young people for financial services. However, there is little documentation that describes the challenges an institution faces in the design and delivery of these services. This brief presents the story of one MFI--CHF Ryada in the West Bank & Gaza, highlighting where it has confirmed emerging guidelines and presenting new insights for MFIs seeking to work with youth. Ryada, which means "pioneer" in Arabic, is a leading MFI in Palestine. In 2010, it received a grant from the USAID-funded Expanded and Sustained Access to Financial Services Program (ESAF) to launch a pilot start-up business loan. An assessment of its portfolio revealed that, in 2010, 40 percent of Ryada's clients were between the ages of 18 and 28. Those who have successfully accessed funding were either employed or self-employed. Ryada recognized, however, that the large, unemployed youth population represented an opportunity both in achieving its social mission, and in reaching a large, underserved market. Ryada is restricted by regulatory barriers to offering credit only, which limited the tools it could use to reach this market. Given this limitation, it understood how important it was to develop a product which both mitigates the chances of over-indebting young clients and restricts its own potential losses. To achieve this, the organization worked with Making Cents International to design its pilot, using its training on sound practices, youth-friendly market research tools, product design and product testing processes.

<http://microlinks.kdid.org/library/esaf-brief-ryada-microfinance%E2%80%99s-experience-introducing-financial-services-youth>

- **ESAF: New frontiers for USAID's program in the Palestinian finance sector**

Despite an increase in recent donor investment to the West Bank and Gaza, an estimated 70 percent of the Palestinian population is still living at or below the national poverty line, and the financial sector continues to be hampered by a number of weaknesses at the consumer, institution, and enabling and regulatory environment level. The Expanded and Sustained Access to Financial Services Program (ESAF), funded by USAID in the West Bank & Gaza, works at multiple levels to address some of the key barriers to improved quality of life for Palestinians.

<http://microlinks.kdid.org/learning-marketplace/news/new-frontiers-usaid%E2%80%99s-esaf-program-palestinian-finance-sector>

- **ESAF's Palestinian Investment Partners Program: Investing in Growth**

CHARMAINE SEITZ | JULY 1, 2011

Palestinians have an educated labor force, good communications links, a modern banking system, and a strong entrepreneurial tradition. Still, the market in the West Bank and Gaza Strip is not attracting its share of foreign direct investment. The main problems lie in ongoing political uncertainty that makes investors wary, and obstacles to movement and access that prevent trade in information and goods. The combination of these factors produces economic stagnation, despite obvious growth potential. Palestinian Investment Partners (PIP), an initiative under the USAID-funded ESAF program, seeks to address these issues by opening doors for Palestinian businesses. PIP is a fixed capital financing mechanism designed to assist Palestinian small- and medium-sized enterprises (SMEs), primarily through the funding of new equipment and technology transfers, in order to accelerate their expansion, enhance economic activity in the West Bank, and create new employment opportunities.

<http://microlinks.kdid.org/library/esafs-palestinian-investment-partners-program-investing-growth>

- **ESAF and the Mortgage Market**

JULY 1, 2011

In response to rapidly growing housing demand in the West Bank and Gaza, USAID's ESAF program is supporting the development of the nascent Palestinian mortgage finance market through interventions at multiple levels: consumer, retail, and regulatory levels. ESAF's Mortgage Market Development Program (MMDP), implemented by CHF International, began in April 2010 with the objective of supporting the development of a sustainable long-term mortgage market in the Palestinian Territories. The program provides technical assistance and education at all levels of the market—from potential homebuyers, to current apartment owners, to bank loan officers, to local appraisers.

<http://microlinks.kdid.org/library/esaf-and-mortgage-market-0>

- **ESAF Voice from the Field: A Palestinian MFI Achieves Top 5% Rating**

JULY 1, 2011

Over the last ten years, Palestinian MFIs have faced operational challenges amidst multiple conflicts. But in 2011, FATEN was ranked in the top 5th percentile of MFIs globally, in spite of the difficult environment. This achievement did not come easily. In 2006, FATEN had undergone its first evaluation with Planet Rating. It scored a "B-" with an "uncertain trend." The score was a disappointment. The MFI needed to access commercial financing, and a strong rating was critical to success. In 2011, FATEN underwent another rating and leapt in the rankings to A- placing FATEN alongside the top 5% of rated MFIs. What changed? This ESAF "Voices from the Field" explains.

<http://microlinks.kdid.org/library/esaf-voice-field-palestinian-mfi-achieves-top-5-rating>

- **ESAF: USAID panel on consumer protection and financial literacy**

Until the recent financial crisis, the global economy was adding an estimated 150 million new consumers of financial services each year. While growth still continues, the financial crisis highlighted the importance of consumer awareness and protection, especially in lesser developed financial systems. The United States Agency for International Development (USAID), the World Bank and others are

increasingly aware that in the absence of strong consumer protection, the growth-enhancing benefits of financial inclusion may be lost or severely undermined.

<http://microlinks.kdid.org/learning-marketplace/news/usaaid-panel-consumer-protection-and-financial-literacy>

- **ESAF helps university programs in the West Bank**

Many university programs in the West Bank are underfunded and short-staffed. While they serve as the major recruiting ground for financial institutions, employers are often not satisfied with the level of competence from new hires as many recruits arrive with a limited and wholly theoretical understanding of finance, and ...

http://microlinks.kdid.org/search/apachesolr_search/%22field-support%22?page=8&solrsort=created%20desc

- **ESAF & the Banking Sector**

APRIL 1, 2011

The ESAF program, in partnership with the Palestinian Monetary Authority (PMA), is working to expand both credit and non-credit services to the unserved and underserved populations and markets in the West Bank and Gaza. Building on the recommendations of the Development Innovations Group's consumer protection study, ESAF designed and launched a com ...

<http://microlinks.kdid.org/library/esaf-banking-sector>

- **ESAF Voices from the Field: Enhancing Finance Education through Faculty Exchange**

APRIL 1, 2011

This beneficiary success story discusses the ESAF program's sponsorship of Elias Mukarker, a finance instructor at Bethlehem University, who participated in the programs Faculty Exchange Initiative which works to improve the curriculum, pedagogical methodologies, and faculty capacity of Palestinian universities through international exchange.

<http://microlinks.kdid.org/library/esaf-voices-field-enhancing-finance-education-through-faculty-exchange>

- **ESAF & University Strengthening**

APRIL 1, 2011

To raise the quality of financial education at the undergraduate and graduate levels in the West Bank, ESAF is providing technical assistance to universities with the aim of improving the depth of knowledge and analytical skills of finance graduates who constitute the future labor pool for the financial sector in Palestine.

<http://microlinks.kdid.org/library/esaf-university-strengthening>

- **ESAF Report: Assessing Opportunities For Increasing Acceptance Of Electronic Money In Palestine**

JENNY HOFFMANN | FEBRUARY 1, 2011

As the ESAF study on electronic banking and financial inclusion written by the Oxford Policy Management group indicates, increases in the use of electronic payments will lead to greater efficiencies and should encourage a large percentage of the population to utilize financial services in general. However, current infrastructure of the financial sector in Palestine remains rather traditional, with banks continuing to rely heavily on their branch networks although the first Point of Sales (PoS) were fielded in 1999. PMA guidelines and regulations have encouraged a growth in the deployment of Automated Teller Machines (ATMs) and one bank has committed significant resources to the roll out of a network of PoS devices as well as the related software.

<http://microlinks.kdid.org/library/esaf-report-assessing-opportunities-increasing-acceptance-electronic-money-palestine>

- **ESAF Report: The Future of Financial Inclusion through E-banking Models in Palestine**

PHILIPPE BREUL | FEBRUARY 1, 2011

The current infrastructure of the financial sector in Palestine remains rather a traditional one, with banks continuing to rely heavily on their branch networks. There are some encouraging signs of growth in Automated Teller Machines (ATMs) and Point of Sales (PoS) infrastructure, while almost universal access to mobile phones may also provide an o ...

<http://microlinks.kdid.org/library/esaf-report-future-financial-inclusion-through-e-banking-models-palestine>

- **ESAF Brief: E-banking Challenges and Opportunities in the West Bank & Gaza**

MARCH 1, 2011

In most developed economies, consumers take for granted the ability to engage in banking transactions performed electronically, such as transferring money between accounts or checking balances by telephone or online, and paying for goods and services using credit and debit cards. In Palestine, however, the ability to securely use plastic rather than cash to safely and conveniently buy everything from groceries to airline tickets is far from the norm. Although access to bank accounts is widespread, a variety of technological, regulatory, cultural, and political barriers impede the growth of E-banking, including a restrictive legal framework, ATMs and other point-of-service services that are not interoperable, and insufficient information on the creditworthiness of potential customers.

<http://microlinks.kdid.org/library/esaf-brief-e-banking-challenges-and-opportunities-west-bank-gaza>

- **FACET: Selecting Mobile ICT Devices for Agriculture Services and Applications in Sub-Saharan Africa**

DREW TULCHIN, FHI 360

To increase agricultural productivity, farmers and agricultural workers have many needs—information about and access to financial services; knowledge on best farming methods and techniques; and information on potential selling opportunities, agricultural inputs (e.g., seeds and fertilizer), weather, transport, storage options, and more. Information and communications technologies (ICT) offer a valuable delivery channel through which farmers can receive such information and knowledge. Provided by USAID’s Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET) project under the FIELD-Support LWA, this brief compares ICT-enabled devices. The focus of analysis is on devices that are the most applicable, affordable, usable, and understandable to the greatest number of end-users—especially poor smallholder farmers. Given how quickly device options and prices change, this paper can only give a snapshot in time of current devices, but it also offers insights regarding how to analyze new devices as they become available. The FACET project aims to help USAID missions and their implementing partners in sub-Saharan Africa use information and communications technology in sustainable and scalable approaches to improve the impact of their agriculture related development projects.

<http://microlinks.kdid.org/library/selecting-mobile-ict-devices-agriculture-services-and-applications-sub-saharan-africa>

- **FACET: ICT and AG Profile: Kilimo Salama**

JOSH WOODARD, FHI 360 | DECEMBER 1, 2011

This FACET profile features Kilimo Salama, an indexed micro-insurance service for smallholder farmers using mobile phones in Kenya. The service is unique in that farmers purchase insurance against either drought or excessive rain through local agro-dealers who then pass on the registration information. Farmers receive confirmation and weather information via SMS. This profile outlines how it works, the implementer/funder, the technology used, fees, primary markets, users, business model, and impact.

<http://microlinks.kdid.org/library/ict-and-ag-profile-kilimo-salama>

- **FACET: ICT and AG Profile: MoBiashara**

JOSH WOODARD, FHI 360 | NOVEMBER 2, 2011

This FACET profile features SlimTrader's MoBiashara platform. This platform enables farmers in Nigeria to purchase inputs directly via their phones. The profile outlines how it works, the implementer/funder, the technology used, fees, primary markets, users, business model, and impact.

<http://microlinks.kdid.org/library/ict-and-ag-profile-mobiashara>

- **FACET: ICT and AG Profile: MarketMaker**

JOSH WOODARD, FHI 360 | OCTOBER 1, 2011

This FACET profile features MarketMaker, a web-based interactive agriculture database and mapping platform. Created in 2004 by the University of Illinois Extension, it has developed into a national partnership between land grant institutions and U.S. state and federal Departments of Agriculture. The profile includes how it works, the implementer/funder, the technology used, fees, primary markets, users, business model, and impact.

<http://microlinks.kdid.org/library/ict-and-ag-profile-marketmaker>

- **FACET: ICT and AG Profile: Awaaz.De**

JOSH WOODARD, FHI 360 | NOVEMBER 1, 2011

This FACET paper describes the variety of mobile software application platforms that have come onto the market to address different issues in the agricultural value chain. It provides an overview of information that will help distinguish between the options and enable decision-makers to make a more informed choice. It is intended for those without ICT technical skills although it may be a helpful tool for these readers to use as they discuss options with ICT professionals. Knowing which platforms are already available may prevent developing software from scratch thereby reducing the costs of ICT interventions and risks associated with their development.

<http://microlinks.kdid.org/library/software-platforms-mobile-applications-agriculture-development>

- **FACET: Software Platforms for Mobile Applications for Agriculture Development**

ALICE LIU | OCTOBER 1, 2011

This FACET paper describes the variety of mobile software application platforms that have come onto the market to address different issues in the agricultural value chain. It provides an overview of information that will help distinguish between the options and enable decision-makers to make a more informed choice. It is intended for those without ICT technical skills although it may be a helpful tool for these readers to use as they discuss options with ICT professionals. Knowing which platforms are already available may prevent developing software from scratch thereby reducing the costs of ICT interventions and risks associated with their development.

<http://microlinks.kdid.org/library/software-platforms-mobile-applications-agriculture-development>

- **FACET: ICT and AG Profile: IKSL's Green Sim Card**

JOSH WOODARD | OCTOBER 1, 2011

IKSL, a joint venture between IFFCO (a large fertilizer cooperative with 60 million farmers) and telecom companies Bharti Airtel and Star Mobitel, produced a special SIM card that includes access to a number of agricultural information services. Subscribers receive five free one-minute voice messages each day in their local language on topics such as crop management, market rates, weather forecasts, and government schemes. In addition, they have access to a live Helpline service where they can consult with experienced professionals for solutions to agricultural problems they are facing. IKSL currently serves 18 states in India. This brief profile outlining IKSL's green SIM card is provided by USAID's Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET) project under the FIELD-Support LWA.

- **FACET: ICT and AG Profile: Nokia Life Tools - Agriculture**

JOSH WOODARD | OCTOBER 1, 2011

This FACET profile features Nokia Life Tools, an application that comes pre-loaded on most models of Nokia phones so that consumers in emerging societies can be better informed and improve their livelihoods. It is currently being used to provide agricultural information to farmers across China, India, Indonesia, and Nigeria. Details on how it works, the implementer/funder, the technology used, fees, primary markets, users, business model, and impact are included in the profile.

<http://microlinks.kdid.org/library/ict-and-ag-profile-nokia-life-tools-agriculture>

- **FACET: ICT and AG Profile: DataDyne**

JOSH WOODARD | OCTOBER 1, 2011

This FACET profile features DataDyne's Mobile Information Platform (MIP). MIP uses outbound SMS messaging to provide members of smallholder farmers' cooperatives with access to timely and localized information on topics such as weather updates, crop prices, agriculture innovation techniques, crop illness and alerts on plagues, community related information, and other news. Messages are prepared via MIP's web-based platform and can be pushed to registered farmers on demand.

<http://microlinks.kdid.org/library/ict-and-ag-profile-datadyne>

- **FACET: ICT and AG Profile: Literacy Bridge**

JOSH WOODARD | OCTOBER 1, 2011

This FACET profile introduces the Talking Book, a small, handheld audio computer that allows users to play, record, and categorize audio recordings. It can be pre-loaded with agricultural information by extension workers and then shared with a community or group of users. Users can then record their own audio, which they can categorize under programmable subject headings. This audio device is designed specifically for people who cannot read and who live without electricity. Local experts spread knowledge reliably and easily with no information loss. The Talking Book shares vital knowledge among poor, rural communities.

<http://microlinks.kdid.org/library/ict-and-ag-profile-literacy-bridge>

- **FACET: ICT and AG Profile: Esoko**

JOSH WOODARD | AUGUST 1, 2011

Supported by USAID's Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET) project under the FIELD-Support LWA, this profile discusses Esoko, a private firm that provides a powerful set of web and SMS tools. Among other applications, these tools enable parties across the value chain to exchange real- ...

<http://microlinks.kdid.org/library/ict-and-ag-profile-esoko>

- **FACET: ICT and AG Profile: Sustainable Harvest**

AUGUST 1, 2011

Relationship Information Tracking System (RITS) allows coffee cooperatives to trace every step of the supply chain process starting from the grower. Using a cloud-based application, the coffee co-op manager is able to record individual coffee farmer deliveries, track the certification status of each delivery, process farmer payment, record quality-related information, bulk coffee deliveries according to quality, and generate reports on farm productivity, payments, and samples.

<http://microlinks.kdid.org/library/ict-and-ag-profile-sustainable-harvest>

- **FIELD Brief 10: Spurring Entrepreneurship through Business Plan Competitions: TechnoServe's Business Plan Competition Model**

KELLY KEEHAN OF FHI 360 AND BRIAN PHILLIPS OF TECHNOSERVE WITH INPUT FROM GRETA GREATHOUSE OF WOCCU AND YVES ANDRE SEJOUR OF TECHNOSERVE | MARCH 1, 2011

This "FIELD Brief" is the tenth in a series of papers produced by the Financial Integration, Economic Leveraging and Broad-Based Dissemination (FIELD) Support LWA Program, and discusses the recent

business plan competition implemented in Haiti to jump-start small businesses and spur entrepreneurship for economic recovery and growth.

<http://microlinks.kdid.org/library/field-brief-10-spurring-entrepreneurship-through-business-plan-competitions-technoserves-bus>

- **FIELD Brief 11: Exploring the Linkages between Food Security and Microfinance**

PAUL HAMLIN, FINCA | APRIL 1, 2011

Food insecurity, its relationship to poverty, and the potential impact of microfinance was the basis for FINCA's recent field study under the FIELD-Support LWA that explored the connections between food security and access to finance in Zambia and Guatemala. FINCA partnered with TANGO International, a development and livelihoods technical assistance organization, to conduct a year-long study which sought to understand the linkages between access to microfinance and the potential for enhanced dietary diversity dimensions of food security.

<http://microlinks.kdid.org/library/field-brief-11-exploring-linkages-between-food-security-and-microfinance>

- **FIELD Brief 13: An Anchor Firm Approach to Strengthening Value Chain Competitiveness: A Look at the PRODEL Program in Ecuador**

DECEMBER 1, 2011

USAID's Ecuador Local Economic Development program—or “Programa de Desarrollo Economico Local” (PRODEL), as it is known locally in Ecuador—was launched in November 2007 to identify and address major opportunities and constraints to growth in the market system, while ensuring sustainable impact at the household level. Awarded through the FIELD-Support LWA and led by ACIDI/VOCA, PRODEL builds on the important role both private and public sector actors play in overcoming obstacles to sustained growth, such as producers' physical isolation, their limited knowledge of end-market requirements, difficulty in accessing financing for working capital or investments, or challenges attaining economies of scale for profitable participation in value chains. Working with lead or anchor firms in a value chain can help multiply results and significantly increase incomes for low-income populations. In this FIELD Brief, we explore how PRODEL is leveraging these anchor firms in order to increase the economic potential and outputs of low-income farming communities in Ecuador's vulnerable geographic areas.

<http://microlinks.kdid.org/library/field-brief-13-anchor-firm-approach-strengthening-value-chain-competitiveness-look-prodel-pr>

- **FIELD Brief 14: Leveraging New Media: Lessons from WOCCU's MatchSavings.org in Mexico**

JENNIFER BERNHARDT, WOCCU | JULY 1, 2011

Recognizing that savings can serve as a powerful tool for the poor to improve their livelihoods, World Council of Credit Unions (WOCCU) has experimented with innovative products and services over the years to bring asset-building savings accounts to the rural poor. In October 2008, WOCCU created the MatchSavings.org program and corresponding website to tap into the success of online microlending with an opportunity to encourage microsavings among vulnerable populations. Through the MatchSavings.org website, individuals could match the deposits of poor people beginning to save for the first time in a regulated financial institution. This allowed the beneficiaries the option to save for housing, microbusiness, education or health care goals. Social media marketing techniques were employed to communicate the effectiveness of savings as a vehicle to alleviate poverty and leverage the generosity of online communities to support the program. This FIELD Brief shares WOCCU's experience and lessons learned, which can be applied to other organizations exploring the use of social media and online fundraising to generate resources for similar programs.

<http://microlinks.kdid.org/library/field-brief-14-leveraging-new-media-lessons-woccu%E2%80%99s-matchsavingsorg-mexico>

- **FIELD Brief 15: Adaptation Options for Smallholders to Enhance Food Security in a Changing Climate**

EARL SAXON, FHI 360 | NOVEMBER 1, 2011

Changes in the frequency and severity of extreme weather events already undermine food security, especially for those who rely on rain-fed agriculture. Anthropogenic greenhouse gas emissions are already contributing to climatic anomalies. More are inevitable, even under the most optimistic mitigation scenarios. Smallholder farmers are the most numerous and most vulnerable farmers, while micro- and small-enterprises (MSEs) provide critical links in the food value chains on which the non-farm population depends. A great deal of effort is rightly directed towards increasing the productivity of smallholders. However, MSEs are often ignored, despite the fact that poor post-harvest handling in the food value chain forces farmers to produce smaller harvests for fear of low prices after a bumper harvest or having unsold produce rotting in the field. Better services by MSEs would also enhance local food security by reducing wastage during processing, storage, and transport. This FIELD Brief, developed by FHI 360's renowned climate change expert Dr. Earl Saxon, presents strategies development practitioners can use to assist smallholders and MSEs throughout the food value chain to buffer the impacts of climate change and contribute to the broader goals of strengthening livelihood and fostering broader economic development, especially for vulnerable populations.

<http://microlinks.kdid.org/library/field-brief-15-adaptation-options-smallholders-enhance-food-security-changing-climate>

- **FIELD Brief 16: Facilitating Client Protection, Financial Literacy, and Consumer Awareness in the West Bank & Gaza**

OBED DIENER, FHI 360 | DECEMBER 1, 2011

This FIELD Brief, part of the FIELD-Support LWA Knowledge Series, discusses practitioner learning from a cross-cutting initiative to strengthen consumer protection and financial literacy in the West Bank and Gaza, under the Expanded and Sustained Access to Financial Services (ESAF) program. The initiative was led by FHI 360 with support from implementing partners CHF International, Development Innovations Group, and Making Cents International. Recognizing the importance of a strong foundation of consumer protection and financial literacy for a stable, efficient, and fair financial sector, ESAF implemented a major cross-cutting initiative in response to identified weaknesses in the West Bank and Gaza. ESAF's approach was to support regulatory and industry bodies set up new regulations and mechanisms for protecting consumers, while also educating the public about rights and responsibilities as well as smart financial practices. The initiative has been implemented in close partnership with local institutions including regulators, industry associations, financial institutions, and the public school system. Though a modest investment on the part of ESAF, its various components have yielded lasting impacts. This FIELD Brief presents ESAF's activities and results according to three thematic areas: Formative Research; Client Protection; and Consumer Awareness and Financial Literacy.

<http://microlinks.kdid.org/library/field-brief-16-facilitating-client-protection-financial-literacy-and-consumer-awareness-west>

- **FIELD Report 9: Microfinance and Energy Poverty**

DAVID LEVAI, ACCION | AUGUST 1, 2011

This FIELD Report, written by ACCION International, summarizes the results of the Energy Links Project, a three-year pilot by the Center for Financial Inclusion at ACCION International, financed by USAID's Microenterprise Development Office (through the FIELD-Support LWA, which is managed by FHI 360) and the Wallace Global Fund.

<http://microlinks.kdid.org/library/field-report-9-microfinance-and-energy-poverty>

- **FIELD Report 10: Bringing the Unbanked Poor into the Financial Sector with Matched Savings Accounts**

JENNIFER BERNHARDT | AUGUST 31, 2011

A growing body of research has shown that the demand for savings among the poor exceeds the demand for credit, and that savings-led products and programs can play a significant role in helping poor households build for the future, create assets, and better respond to emergencies. Building on the success of online microlending programs such as Kiva and MicroPlace, WOCCU saw an opportunity to bring microsavings to the masses through a similar approach. Instead of seeking individual donations to fund microloans, WOCCU sought donations to match the savings of the unbanked poor. WOCCU's MatchSavings program gave people living in marginalized and rural communities in Mexico an opportunity and incentive to open their first savings accounts. After making regular deposits, these "savers" received a 1:1 match on their savings and gained access to other financial products including loans and insurance. WOCCU used funds from USAID's FIELD-Support LWA, managed by FHI 360, to carry out independent research to identify the perceived impact of MatchSavings among participants and ways to improve the effectiveness of the program. This FIELD Report focuses on overall program results and research findings.

<http://microlinks.kdid.org/library/field-report-10-bringing-unbanked-poor-financial-sector-matched-savings-accounts>

- **FIELD Report 11: Behavior Change Perspectives on Gender and Value Chain Development: Tools for Research and Assessment**

JENNEFER SEBSTAD, CRISTINA MANFRE

The successful integration of women into wealth-creating activities requires an understanding of the degree to which gender defines constraints to participation in and benefits from activities throughout the value chain, as well as commitment by communities and private and public institutions to overcoming these constraints. Gendered patterns of participation in value chains result in fewer options for women and place them at a disadvantage in the value chain—to participate equitably, to cooperate, to compete, and to benefit. Effective value chain programming requires a gender lens that can provide an understanding of how people respond to different kinds of incentives in value chains and how gender affects this response. In 2010, FIELD-Support partner ACDI/VOCA launched an initiative to explore these behavior change perspectives on gender and value chain development, and develop a framework for analysis. The purpose of this framework would be to identify practical strategies that reduce constraints and expand opportunities for women in agricultural value chains. Building on the research and consultations conducted for this activity, this FIELD Report presents tools that are designed to study how gender affects the three categories of behavior related to upgrading: money management, business practices, and value chain relationships. They include focus group discussion guides, individual interview guides, a research plan outline and example, and a facilitation guide for consultative workshop with field partners. These tools can be drawn upon to design future research on gendered behaviors in value chains.

<http://microlinks.kdid.org/library/field-report-11-behavior-change-perspectives-gender-and-value-chain-development-tools-resear>

- **FIELD Report 12: Behavior Change Perspectives on Gender and Value Chain Development: A Framework for Analysis and Implementation**

CRISTINA MANFRE, JENNEFER SEBSTADT, ACDI/VOCA | DECEMBER 10, 2011

Women in rural households play a key role in agriculture and can be instrumental in upgrading the competitiveness of agricultural value chains. However, gendered patterns in generating, allocating, controlling, and spending household income often makes it difficult for women to participate in and contribute to upgrading. Gendered patterns in money management, for example, limit the benefits that accrue to women, and thus their incentives to upgrade. This in turn affects their access to and use of new technologies. Social norms further determine how women are able to build the social and

commercial networks and relationships necessary to adapt to changing market conditions and/or new markets. This report, prepared by Jennefer Sebstad and Cristina Manfre, consultants for ACDI/VOCA through the FHI 360-managed FIELD-Support LWA, considers three areas of behavior related directly to upgrading:

- Money management: i.e. behaviors that allow for the accumulation of lump sums and the control of money. These behaviors facilitate or impede the ability of farmers to pay for upgrading and benefit from the returns.
- Business practices: i.e. related to the adoption of new business/agricultural practices and participation in new business models that facilitate access to inputs, services, and information necessary for upgrading.
- Value chain relationships: i.e. those that support the development of effective commercial networks, entry into new marketing channels, and improved information flow and trust. The quality of relationships between actors in the value chain influences whether individuals or groups trust each other, cooperate, and share information.

<http://microlinks.kdid.org/library/field-report-12-behavior-change-perspectives-gender-and-value-chain-development-framework-an>

- **HIFIVE Success Story: Haitian Artisans and Merchants Improve Earnings from Tourism**

SEPTEMBER 1, 2011

More than 700,000 visitors a year come to Labadee, Haiti's largest tourist destination. Passengers from Royal Caribbean cruise ships have enjoyed the beautiful north coast site with its bay, beaches, and amenities since 1985 when it was developed for the company's use under a lease agreement with the Haitian government. Although Labadee has created many permanent jobs for those that manage and support the industry, converting such tourist sites into an important source of revenue for local residents is often a larger challenge. USAID's HIFIVE program, led by WOCCU under the FIELD-Support LWA, has responded by working to reposition Labadee's handicraft market. In collaboration with local partners, the Federation of Merchants and Artisans of Labadee (FAML), the Tourism Association of the North (ATH-Nord), and Caisse Populaire de la Fraternité (CPF), a vibrant local credit union, HIFIVE has used local solutions and a holistic approach to address the multifaceted problem. This Success Story explores some of them.

<http://microlinks.kdid.org/library/hifive-success-story-haitian-artisans-and-merchants-improve-earnings-tourism>

- **HIFIVE Success Story: Gates Foundation and USAID Announce \$1.5 Million Award for Second Haiti Mobile Money Launch**

Mobile Operator Voilà becomes second recipient of mobile money fund in Haiti. The Bill & Melinda Gates Foundation and the U.S. Agency for International Development (USAID) announced today that Haitian mobile operator Voilà will receive a \$1.5 million incentive award from the Haiti Mobile Money Initiative (HMMI).

<http://microlinks.kdid.org/news/gates-foundation-and-usaid-announce-15-million-award-second-haiti-mobile-money-launch>

- **HIFIVE: USAID Administrator Shah addresses mobile banking progress in Haiti**

PORT-AU-PRINCE, Haiti – USAID Administrator Rajiv Shah joined mobile network operators, financial institutions, and NGOs for a roundtable discussion on "driving demand" for mobile money services in Port-au-Prince, Haiti, during a visit to the country on September 15, 2011.

<http://microlinks.kdid.org/news/usaid-administrator-shah-addresses-mobile-banking-progress-haiti>

- **HIFIVE Success Story: Expanding Local Capacity for Agricultural Lending in Haiti**

MAY 20, 2011

Increasing agricultural production and revenue are important goals in Haiti, where even though 65% of the population is employed in agriculture, food shortages are still common. A key element in expanding production is increasing the availability of agricultural credit from Haiti's financial institutions. However, convincing financial institutions to expand agricultural lending can be difficult because they perceive it as high-risk for the institution. USAID/Haiti's HIFIVE project, an Associate Award under the FIELD-Support LWA, is addressing these issues with new risk mitigation and incentive structures.

<http://microlinks.kdid.org/library/hifive-success-story-expanding-local-capacity-agricultural-lending-haiti>

- **LIFT: Livelihood and Food Security Conceptual Framework**

GARY WOLLER, JASON WOLFE, MARGIE BRAND, BEN FOWLER, LISA PARROT, JILL THOMPSON, JIM DEMPSEY, LEAD BERKOWITZ, BOBBIE VAN HAEFTEN

The relationship between livelihoods and food security is complex and is influenced by a wide variety of factors that vary in importance across contexts and over time. This document presents a conceptual framework for integrating sustainable, market-driven livelihood strengthening into food security interventions. The purpose of the conceptual framework is to provide a common frame of reference for clarifying and communicating important concepts related to livelihoods and food security, and their relationship with each other, among donors and practitioners.

<http://microlinks.kdid.org/library/livelihood-and-food-security-conceptual-framework>

- **LBLI: Investing in Business Linkages: Women's Rural Development Association in Lebanon Grows out of Seasonal Success**

MAY 25, 2011

In Lebanon's fertile Beqa'a Valley, a women's rural development association has transformed its food-processing business from a seasonal activity to a year-round source of income for its members. Dunia El Khoury, president of the Women's Association of Deir El Ahmar (WADA) used to close her organization's processing center every summer, putting 20 women out of work because of decreased local demand for its products.

<http://microlinks.kdid.org/library/investing-business-linkages-women%E2%80%99s-rural-development-association-lebanon-grows-out-seasonal>

- **LBLI: Investing in Business Linkages: A Lebanese SME Expands into New Markets**

MAY 25, 2011

Innovations in business practices have given a venerated food manufacturer, and the local farms and businesses that support it, a chance to grow and compete in international markets. Mechaalany, a leading Lebanese fresh fruits and vegetables processor, is one of the country's oldest food companies, with strong brand equity and a large market share of pickled products in local and ethnic food markets in the US and Europe. However, the company has suffered from the seasonality of its product line.

<http://microlinks.kdid.org/library/investing-business-linkages-lebanese-sme-expands-new-markets>

- **Migrant-backed Loans: Mobilizing Remittances in Guatemala**

After Hours Seminar #50 featured Khalid Al-Naif and Raul Reynoso from the William Davidson Institute (WDI) at the University of Michigan who discussed the impacts and challenges of their pilot activity, "Mobilizing Remittances for Enterprise Finance."

<http://microlinks.kdid.org/learning-marketplace/after-hours/migrant-backed-loans-mobilizing-remittances-guatemala>

- **PRODEL/LBLI: Breaking into the US Specialty Food Market**

Breaking into the specialty food market in the United States can seem like an unattainable goal for small private enterprises in the developing world. With the help of the USAID-funded Local Business Development Program (known as PRODEL) in Ecuador and the Lebanese Business Linkages Initiative

(LBLI) in Lebanon, twenty local firms recently traveled to Washington, DC for an opportunity to build their capacity and make this goal a reality.

<http://microlinks.kdid.org/learning-marketplace/news/breaking-us-specialty-food-market>

- **PRODEL: Ecuadorian Coffee Companies Make a Splash in the US Market**

In April 2011, a select group of coffee companies from Ecuador traveled to Houston, Texas to participate in the Specialty Coffee of America Association (SCAA) annual exposition and conference. With more than 8,000 coffee aficionados in attendance, the forum is one of the premier opportunities for coffee buyers and sellers from around the world to gather.

<http://microlinks.kdid.org/learning-marketplace/news/ecuadorian-coffee-companies-make-splash-us-market>

- **PRODEL Success Story: A Public Private Partnership that is “Brewing” Success for Small Farmholders**

JANUARY 1, 2011

The neighborhood of Yamalaca in Olmedo, in Ecuador’s southern-most province of Loja, is historically known for its high quality coffee production. However, a range of factors, including aging plantations, soil erosion, strong winds, pests and diseases, low coffee prices, and limited technological renewal, have left the coffee farmers unmotivated ...

<http://microlinks.kdid.org/library/prodel-success-story-public-private-partnership-%E2%80%9Cbrewing%E2%80%9D-success-small-farmholders>

- **PRODEL Success Story: Bringing Guayusa to the World Market**

MAY 1, 2011

In an ancient tradition, indigenous Amazonian families drink guayusa from gourds around a communal fire and to share dreams, music and myths. Indigenous farmers say this tradition is essential to what makes them “Runa”—fully living human beings. In 2009, three students teamed up with communities of indigenous farmers from Ecuador’s Northern ...

<http://microlinks.kdid.org/library/prodel-success-story-bringing-guayusa-world-market>

- **SEEP PLP Podcast: Designing an Effective Rural Finance Product to Improve Food Security for Livestock Traders in Kenya**

ASHLEIGH MULLINAX | SEPTEMBER 30, 2011

As part of the Rural Agricultural Finance and Food Security (RAFFS) Practitioner Learning Program (PLP), Food for the Hungry (Kenya) collaborated with various stakeholders to develop a loan guarantee product for rural livestock traders in Northern Kenya. After conducting research on the livestock value chain in their project area, Food for the Hungry concluded that the rural finance products currently available did not adequately address the unique needs of their clients.

<http://microlinks.kdid.org/library/podcast-designing-effective-rural-finance-product-improve-food-security-livestock-traders-ke>

- **SEEP PLP: The Warehouse Receipts System: Improving Food Security in the Post-Harvest Value Chain**

ASHLEIGH MULLINAX | SEPTEMBER 30, 2011

As part of the Rural Agricultural Finance and Food Security (RAFFS) Practitioner Learning Program (PLP), the Kahzi Kadaimaidai Farmers Federation (KKFF) and the Aga Khan Rural Support Programme-India (AKRSPI) collaborated to examine the impact of warehouse receipts activities and delayed marketing of agricultural products on the household food security of rural clients in India. A warehouse receipts system can allow rural farmers to delay sales of recently-harvested crops by providing them with credit, storage space and market information until the market has stabilized and prices have

increased. <http://microlinks.kdid.org/library/warehouse-receipts-system-improving-food-security-post-harvest-value-chain>

- **SEEP PLP Screencast: Improving Food Security through Customized Loan Products in India**

ASHLEIGH MULLINAX | SEPTEMBER 30, 2011

As part of the Rural Agricultural Finance and Food Security (RAFFS) Practitioner Learning Program (PLP), the Aga Khan Rural Support Programme-India (AKRSPI) examined the impact of customized loan products for animal husbandry activities on the food security of rural clients in marginalized communities. In 2003, AKRSPI began working in vulnerable communities to provide clients with financing options to improve their livelihoods. In 2007, AKRSPI began implementing a new rural finance product that included customized support services for improved dairy production in addition to traditional financing.

<http://microlinks.kdid.org/library/screencast-improving-food-security-through-customized-loan-products-india>

- **SEEP PLP: Village Savings and Loan Associations and Food Security: Exploring Linkages in Sierra Leone and Tanzania**

ASHLEIGH MULLINAX | SEPTEMBER 30, 2011

As part of the Rural Agricultural Finance and Food Security (RAFFS) Practitioner Learning Program (PLP), Catholic Relief Services (CRS) and Floresta collaborated on a comparative case study to document the linkages between village savings and loan associations (VSLAs) and food security for rural clients in Sierra Leone (CRS) and Tanzania (Floresta) ...

<http://microlinks.kdid.org/library/village-savings-and-loan-associations-and-food-security-exploring-linkages-sierra-leone-and-tanzania>

- **Setting the Standards for Strategies and Interventions in Recovery Environments**

The SEEP Market Development Working Group, funded through the FIELD-Support LWA, completed the next critical stage of its initiative to develop a set of guidelines on economic recovery for practitioners operating in crisis-affected settings. The second edition of the Minimum Economic Recovery Standards is now complete and available for download on the SEEP website.

<http://microlinks.kdid.org/learning-marketplace/news/setting-standards-strategies-and-interventions-recovery-environments>

Annex B: Summary of Activities

Associate Awards

- **APTS — Agricultural Policy Transition Support (APTS)**

September, 2010 – May 2011

Region: Ukraine

Providing targeted assistance to AMDI support its long-term efforts to support Ukraine realize its untapped economic potential in the agriculture sector and therefore strengthen broader economic growth for the country.

- **ECYMP — Eastern Caribbean Youth Microenterprise Program (ECYMP)**

May, 2010 - February, 2012

Region: Antigua and Barbuda, Barbados, Dominica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Latin America and Caribbean

Enhancing sustainable livelihoods and employment opportunities for youth in Barbados and the Eastern Caribbean States.

<http://kdid.org/projects/field-support/ecymp>

- **ESAF — Expanded and Sustained Access to Financial Services (ESAF) Program**

September, 2008 - September, 2012

Region: West Bank/Gaza, Middle East

ESAF addresses weaknesses in the financial system at the consumer, institution, and enabling and regulatory environment.

<http://kdid.org/projects/field-support/esaf>

- **FACET — Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET)**

October, 2009 - December, 2012

Region: Sub-Saharan Africa

Assisting Missions in Sub-Saharan Africa to use Information & Communications Technologies (ICTs) to improve the impact of their agriculture projects.

<http://kdid.org/projects/field-support/facet>

- **GEMSS — Generating Economic Development through Microfinance in South Sudan**

December, 2008 – September 2011

Region: South Sudan

Build the foundation of an inclusive financial sector in South Sudan that provides poor entrepreneurs and households with permanent access to a range of financial services delivered by a number of MFIs.

- **HIFIVE — Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE)**

July, 2009 - May, 2014

Region: Haiti, Latin America and Caribbean

Improving the access to and availability of financial products and services to support the expansion of agricultural and other production in rural areas.

<http://kdid.org/projects/field-support/hifive>

- **LBLI — Lebanon Business Linkages Initiative (LBLI)**

September, 2008 - December, 2011

Region: Lebanon, Middle East

Expanding market access, increasing access to finance, and addressing systemic constraints to SME growth in Lebanon's ICT, Agribusiness and Tourism value chains.

<http://kdid.org/projects/field-support/lbli>

- **LIFT — Livelihood & Food Security Technical Assistance Project (LIFT)**

September, 2009 - September, 2014

Region: Sub-Saharan Africa

Providing rapid technical assistance on strengthening livelihoods and improving vulnerable households' ability to access adequate and appropriate food.

<http://kdid.org/projects/field-support/lift>

- **P3DP — Public-Private Partnerships Development Program in Ukraine (P3DP)**

October, 2010 - September, 2015

Region: Ukraine, Europe and Eurasia

Promoting the use of public-private partnerships to expand public infrastructure and improve public services for the citizens in Ukraine.

<http://kdid.org/projects/field-support/p3dp>

- **PRODEL — Ecuador Local Business Development (LBD) Program/PRODEL II**

November, 2007 - September, 2012

Region: Ecuador, Latin America and Caribbean

Improving livelihoods for families in Ecuador by supporting the expansion of private enterprises that have the greatest potential to rapidly generate income and employment.

<http://kdid.org/projects/field-support/prodel>

- **STRIVE — Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening (STRIVE)**

January, 2008 - March, 2014

Region: Afghanistan, Asia, Philippines, Liberia, Mozambique, Sub-Saharan Africa

Identifying and producing replicable methodologies for economic development that benefits vulnerable children.

<http://kdid.org/projects/field-support/strive>