



FIELD-Support LWA

Quarterly Report July - September, 2011

The Financial Integration, Economic Leveraging, Broad-Based Dissemination Leader with Associates
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*On July 1, 2011, FHI acquired the programs, expertise and assets of AED.

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1 Introduction

FIELD-Support is a Leader with Associates (LWA) Cooperative Agreement between the Office of Microenterprise Development in USAID (EGAT/PR/MD) and FHI 360.¹ FIELD-Support encompasses both a core **Leader** award and a mechanism for USAID Missions to issue **Associate Awards**. Since its inception, the LWA has grown to include a portfolio with a total value of more than \$272 million, which includes both the Leader cooperative agreement (\$19.7 million over eight years), and 16 Associate Awards.

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 in close collaboration 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.)

As described in Section 2 below, 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, which is a GDA between USAID, Western Union and FHI 360, and a series of pass-through grants to the SEEP Network in support of their Practitioner Learning Programs (PLPs) and Implementing Grants Programs (IGPs). See Annexes A, B, and C for an overview of all of FIELD-Support's current Pilot activities, SLIs, and Associate Awards, respectively.

Recent activities and progress to date for current activities, illustrated above, is discussed in further detail in the following sections. The table below provides a quick guide based on key technical sectors.

Sector	Sections in this Report
Inclusive Market Development:	
Pathways out of Poverty, working with the ultra-poor	2.1B, 2.1C, 2.2A, 2.2B, 2.2D, 2.3A, 3.7, 3.10
Rural and Agricultural Finance	2.2B, 2.2E, 2.3A
Pro-Poor Value Chain Development	2.1C, 2.2B, 2.2D, 3.5, 3.6, 3.9, 3.10
Linking the poor to SBGs (small but growing businesses)	2.2C, 2.2D, 3.2, 3.7, 3.8, 3.9, 3.10
Microfrontiers and Industry Building:	
Technology and Innovation	3.2, 3.3, 3.5
Microfinance Industry Building	2.1A, 3.2, 3.4, 3.5
Client Protection	2.1A, 3.2

¹ 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.

FIELD-Support at a Glance:

In the last quarter of fiscal year 2011, current FIELD-Support activities included:

- **3 remaining leader activities** with a total portfolio valued at **\$773,243**;
- **5 SLIs** with a total portfolio valued at **\$774,768**;
- **2 other activities under the Leader** (including a set of pass-through grants to the SEEP Network and the African Diaspora Marketplace or ADM, co-funded by Western Union);
- On-going **Knowledge Management and Learning Dissemination** activities; and
- **10 Associate Awards**, with a total current portfolio value of **\$144.5 million**.

2 Leader Activities

The Leader staff at FHI 360 continues to lead knowledge management activities across the FIELD-Support portfolio, as described further below, and monitor progress of FIELD-Support activities, providing technical support when needed, reviewing and processing payments, and ensuring contractual and financial compliance, as well as identifying new activities and working with partner implementation teams on designing new projects. Throughout, FIELD-Support management has provided oversight for all Leader activities and Associate Awards that were implemented by the consortium members, contributing to their technical design, implementation, and ensuring quality. Other team members coordinate day-to-day communications with the Core and Resource organizations and assisted with the administration of this complex contractual mechanism.

Since the beginning of the program in 2005, the FIELD-Support Leader has supported the implementation of 19 leader activities plus 10 SLIs. In addition, each of the 9 core members of the consortium has used core management funds to support FIELD-Support related activities. The leader activities and SLIs that are still currently being implemented are discussed in Sections 2.1 and 2.2 below.

2.1 Leader Pilots

A. ACCION CFI & the SEEP Network: Consumer Protection TOT (SMART Campaign) (October 2010 – December 2011)

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.

Key activities for the last quarter have included hosting classroom trainings on the Client Protection Principles (CPPs) and gathering self-assessments from their member MFIs. In addition, a subset of networks has continued to conduct full client protection assessments in their regions. As of the end of the quarter, 80% of the networks had hosted their workshop on the CPPs, 85% of the selected networks had completed their first apprentice assessment, and over half had completed their second assessment.

Learning:

As mentioned in the last quarterly report, a concern has been raised about the capacity of some network staff to become Smart Certified Assessors. While it was originally envisioned that almost all participants who received the classroom training and completed the field work would become certified, the lesson learned has been that not every network staff person has the necessary combination of skills and experience to meet the Campaign's standards for certification. The Smart Campaign and SEEP have held ongoing discussions about creating different levels of certification in which there will likely be two levels leading up to becoming a Smart Certified Assessor. Some participants need reinforcement of their technical skills (such as evaluation and report writing) to become a Smart Certified Assessor and there are also those who possess the required technical skills, but who lack sufficient field experience (e.g. need to participate in one or two additional assessments to gain the experience necessary to lead an assessment on their own). Network staff in the former category would be certified to help an institution prepare to receive a Smart Assessment while those in the latter would be able to participate in evaluations in the capacity of a second assessor and possibly become a Smart Certified Assessor pending further exposure in the field and they could also help MFIs prepare for assessments.

Another challenge involves the writing of the final reports from the assessments, as it was assumed that all the network professionals would possess the ability to deliver a well structured and well written report. The lesson learned is that more attention needs to be paid to report creation and quality in the training and that this also needs to be included as a criterion for Assessor certification. To help project participants deliver a better product, a timeline has been created to map out the desired process for writing the final assessment reports, which includes a revision by the Campaign for quality and standardization of scoring.

Another issue has been that there have been instances where network staff has been uncomfortable giving grades that are below 'Adequate', which highlights a possible conflict of interest of having the network staff conduct these assessments on their member MFIs, in some cases. The activity's hands-on support of the networks staff is intended to better understand this issue.

Progress at a Glance:

- 31 participants from 19 networks completed the "Putting Principles into Practice" training;
- 24 participants from 13 networks completed "Smart Assessors" training;
- 15 client protection workshops held with over 200 MFIs in attendance;
- 11 apprentice assessments conducted with Smart Certified Assessors;
- 9 second client protection assessments;
- 105 Getting Started Questionnaires submitted;
- Over 230 MFI endorsements of the Campaign.

Follow the campaign at www.smartcampaign.org



Smart Certified Assessor, Alexandra Annes da Silva, presents the initial results of the Smart Assessment to the MFI, CRECER, in Bolivia. Photo credit: Ninoska Martinez, CRECER

Finally, a budget modification was completed during this quarter, officially providing a no cost extension through the end of the calendar year for this project. This budget modification reallocated some funds saved through consolidating the training in Mexico and reassigned them to staff time and travel to facilitate the certification of additional assessors. A line item was also added to fund a certification pilot, in which the Campaign's nascent certification methodology for Client Protection Practices could be tested in the field during a regular client protection assessment.

Client Testimonials

Quotes from Laura Lesme, Executive Director of Red Paraguaya:

"I believe that the project is helping us to promote the importance of the Principles for our members and consequently other entities that we work with."

"I believe that the project in Paraguay is achieving important results such as endorsements as well as the self-evaluations of the principles and the whole project is a process of transition...and I believe with more time the project will achieve better results."



Sergio Guzman, of the Smart Campaign, presents at a workshop on the CPPs in San Jose, Costa Rica, for RedCom, one of Redcamif's member networks. Photo Credit: Lianna Mora Vargas, Oikocredit.

Dissemination:

Networks are now concentrating on gathering the self-evaluations (Getting Started Questionnaires) from their member MFIs. A component of the workshops focuses on how to fill out the 'Getting Started Questionnaire' and now that a majority of networks have held their workshops, they are assisting their members in completing these Questionnaires. The Campaign plans to evaluate the results of these self assessments as part of its ongoing research into the current state of the practice on client protection. Initial results will be included in the Smart Campaign's upcoming publication: "Implementing Client Protection in Microfinance: The State of the Practice, 2011." It is important to note that despite focusing the trainings on helping MFIs complete the Questionnaires, it has been challenging to get MFIs to finalize these documents once they return to their institutions and delays occur in sending them back to the networks/associations.

Many of the stakeholders involved this quarter are similar to those of last quarter, including the staff of the MFIs attending the client protection workshops and staff of MFIs whose institutions received a client protection assessment. MFI staff is also being involved in completing the self-evaluations as this requires the input from many departments within each MFI. This includes junior staff as well as upper level management and in some cases, the Board. Other stakeholders engaged include government officials and policy makers and some other industry stakeholders, such as investors, who sometimes attend the client protection workshops.

Three Smart Notes are currently in progress:

1. FUNDESER, Nicaragua: *Manual de Políticas y Procedimientos de Gestión del Talento Humano* (Human Resources Manual) explores the characteristics of the manual, the implementation process of such a manual and the lessons learned from their field experience.

2. AccessBank, Azerbaijan: Inclusion of persons with disability as Staff. This is related to the new Smart Campaign focus on Non-Discrimination as part of the Principle for Fair and Respectful Treatment of Clients.
3. FMM Popayan, Colombia: Client Service Manual and how an institution is training its staff in an innovative way to provide quality service to their clients. FMM Popayan was recently awarded the IADB's 'MFI of the year' award in the Rural Finance Category.

Other Smart Notes will be developed as assessments are completed and noticeable practices arise. We want to be mindful of an adequate regional representation in the development of these Notes, considering that the majority of existing notes come from Latin America.

Next Steps:

One of the main priorities for the next quarter is to complete the final client protection assessments. Most have already been scheduled and all of the networks are aware that they must be finished and the reports completed by the end of the year. The other priority for the next quarter will be to communicate the changes in the certification process and reporting requirements to project partners and share the level of certification of each trainee. The process and criteria for the certification of Smart Assessors has evolved throughout this project and it will be important to share the changes with the networks. Managing the expectations of the networks in regards to certification will also be a challenge as most will expect their staff to be certified at the end of the project. SEEP and the Campaign have started evaluating each participant in the project by looking at their test scores from the classroom training and evaluations of their work in the field by Smart Certified Assessors. A final decision on the level of certification for each person will be necessary and will be communicated to each trainee during the next quarter. A stronger push to obtain more Getting Started Questionnaires has also begun (and will continue throughout the next quarter), with direct mailings to members and stronger Campaign and staff involvement in sending out communications to MFIs. The activity is pushing to meet the 50% target established in the project proposal; however some networks have expressed frustration at this target and consider it unrealistic; while others like AMFA (Azerbaijan) have already met their targets and have exceeded the project's expectations.

As there are many conferences next quarter and several national holidays, it may be difficult to schedule the certification pilot. We have a tentative commitment from the Nepalese network to conduct this activity in early December; however that does not leave any room for postponing the event if any conflicts were to arise.

B. IPA: Graduating the Poorest into Microfinance Evaluation *(August 2009 - August 2013)*

The Evaluation pilot led by Innovations for Poverty Action (IPA) in Ethiopia is testing a methodology for graduating the most vulnerable households in Ethiopia out of extreme poverty. The supported households who are being monitored will be 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.

During the last quarter, IPA is continuing to oversee the activities of REST in the field through monthly monitoring visits to ensure that REST's activities comply with the research design and record implementation activities in general. REST facilitators, now implementing the program, have begun conducting individual weekly or bi-weekly meetings with all beneficiaries at the *tabia* level. During the next year, IPA will pursue a follow-on award to complete the mid-line and end-line study and analysis of data.

C. World Vision: Value Chain Development for Very Poor Households (May 2011 – April 2012)

The goal of the Reaching Vulnerable Households through Value Chain Development Guide is “to develop a guide that provides 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.

- Project outcome: “to have greater market engagement for very poor households through market development activities.”
- Project objective: “to advance the state of value chain development tools for down reach to very poor households using an evidence-based approach through the development of a guide.”

After the July – September 2011 quarter of project activities, initial drafts of the two tools have been written and are under revision. An external consultant—Margie Brand—has been brought on board to provide feedback on the content and structure of the Guide, as well as to help facilitate the October Writing Workshop and plan the SEEP Conference workshop on the Reaching Vulnerable Households with Value Chain Development Guide.

The Guide will include 7 case studies, and all have at least an initial draft under review. Their statuses are as follows:

Case Study	Theme	Responsible	Status
Haiti MYAP (short)	Market linkages with export firms	Contractor	Initial draft received
India (short)	Public Private Partnerships; market linkages with private sector	World Vision, Inc	Final draft
Bangladesh (short)	Value Chain Development in a recovery setting	World Vision, Inc	Final draft
Sierra Leone PAGE program (long)	Stakeholder workshops and summits	World Vision, Inc	Final draft
Ethiopia PSNP Plus (long)	Graduating from safety net programs	CARE	Second draft
Angola ProRENDA (long)	Working with Producer Groups	World Vision, Inc	Initial draft
Kenya (long)	Producer Groups	Cardno Emerging Markets	Final draft

Learning and Dissemination:

As part of the dissemination plan, a workshop is being presented at the 2011 SEEP Annual Conference. The workshop will present the case studies of three organizations: CARE Ethiopia and the Productive Safety Nets Program Plus, Cardno and the Value Girls program in Kenya, and World Vision and the PAGE program in Sierra Leone. The three panelists and the workshop organizer have developed the workshop format and are preparing materials. The initial drafts of the tools have been shared with several practitioners to do some short field testing. Feedback will be incorporated into the Guide.

Training plans are being developed to prepare for dissemination. These will include a short day-long training-of-trainers, and two longer more in-depth training on each of the tools that will be held in the field (tentatively Ethiopia and Bangladesh). To complete these activities, World Vision requested and was granted a no-cost extension through April 2012. With the support of the FIELD-Support KM Team, the activity will also work with QED and the KDMD project to explore additional ways to package and disseminate the final tools and Guide.

Case Study Snapshot: World Vision Angola (ProRENDA)

Florinda Aurelio is the President of the Nova Estrela (“New Star”) village bank supported by WV Angola in the municipality of Caála in the Province of Huambo. When Florinda was 13 years old, her Father died and she had to leave school to help her Mother in the fields. She married when she was 16 years old and now has eight children. To support the family, Florinda worked in the fields and purchased maize flour to sell in the local market. She sold a sack each day to earn US\$10. She lived in this way for 20 years. “We were poor,” she says. “I spent all our money on food - we only ate one meal a day and lived in a mud house with no furniture.”

In 2008, Florinda heard of World Vision Angola’s (WVA) microfinance program. With 10 other women she formed a group to participate in WVA’s training program for village banking. Together with the others, she was able to save \$200. With this as a deposit and a solidarity guarantee from the other women in the group, she qualified for her first loan of \$1,000. For the very first time, she travelled to Namibia to buy clothing for sale in Huambo. Over the following credit cycles in 2009 and 2010, Florinda re-invested all of her profit in her business.

Florinda proudly states, ***“After two years I was out of poverty! I built a new house with concrete blocks and a solid roof, put furniture in the house and was able to send my eldest son to University. We were able to eat three times a day – and now I only spend one third of my income on food.”***

2.2 Strategic Learning Initiatives (SLIs)

During the last quarter, Core partners continued to implement SLIs. SLIs allow core partners to invest resources toward understanding and/or solving a problem of their own choosing within the broader rationale of improving microenterprise development good practices and sharing what has been learned with others. In contrast to FIELD-Support pilots, which tend to have a more directed learning agenda, SLIs represent each partner’s priorities for their particular organization but have a clear learning output to serve the practitioner community. See Annex B for brief introductions to each SLI.

A. ACDI/VOCA: Behavior Change Perspectives on Gender in Value Chain Development

One of two SLIs being implemented by ACDI/VOCA, this activity is collaborating with well-respected consultants specialized in gender issues in enterprise development to create a tool for including gender analysis as an integral part of value chain analysis. The tool being developed consists of sample question guides, matrices and mapping guides, together with a brief discussion of the importance of gendered value chain analysis and practical advice on how to conduct the analysis.

The team is building on work completed under USAID’s Greater Access to Trade Expansion (GATE) project as well as research by the International Labor Organization (ILO), the UK’s Institute of Development Studies, the Danish Institute for International Studies, and others. The tool is being tested in two different field locations (Ghana and Kenya) in order to refine the tool, identify best practices, and generate lessons learned—in addition to contributing to the effectiveness of the programs in these two locations. Information gathered supplements existing research and provides material for an upcoming FIELD Report that will provide best practice



The SLI included field work in Ghana and Kenya where the tools and framework were tested and refined.

recommendations illustrated with examples from the field.

This quarter, Consultants Cristina Manfre and Jennefer Sebstad continue leading the initiative with oversight from Ruth Campbell and support from Emily Stiles, both of ACDI/VOCA. Manfre and Sebstad held a USAID Breakfast Seminar on July 28, 2011 where they presented the framework and results from the field work in Ghana and Kenya. The audio of the Breakfast Seminar and interviews with the two consultants are available on Microlinks at <http://microlinks.kdid.org/events/breakfast-seminars/behavior-change-perspectives-gender-and-value-chain-development>. The draft report was re-organized based on feedback from the Breakfast Seminar, and is now undergoing final revisions and review. The synthesis of tools, entitled, *Behavior Change Perspectives on Gender and Value Chain Development: Tools for Research and Assessment*, was finalized and submitted to FHI 360. These tools include focus group discussion guides, individual discussion guides, a research plan example, and a facilitation guide for a consultative workshop with field partners.

B. ACDI/VOCA: Value Chain Finance Analysis and Financial Product Guides

The second SLI led by ACDI/VOCA is developing a guide that is designed to help practitioners understand the financial products, strategic alliances and methodologies that can be adopted to improve access to finance in order to increase value chain competitiveness. The proposed methodology builds on a value chain framework that prioritizes financial needs within the context of particular upgrades that are necessary for actors to benefit from market opportunities. It is not designed to help expand financial services as an end in of itself, but to expand those financial services most critical to the growth and increased competitiveness of selected value chains.

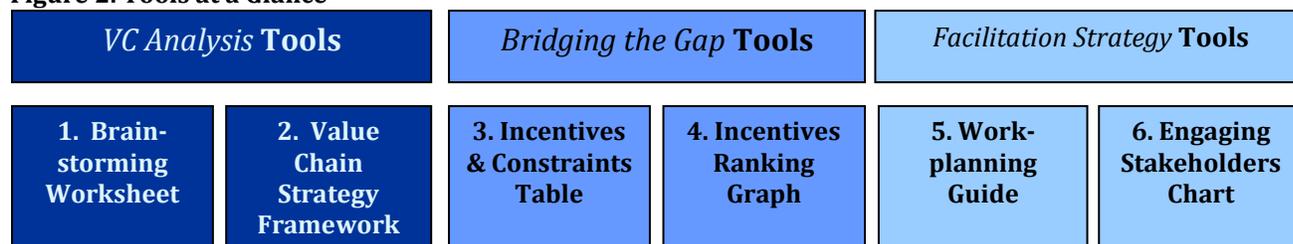
The methodology that is being developed and tested asserts that purposeful, facilitative project interventions can help stakeholders to bridge gaps and to invest in upgrades that will help their value chains to pursue promising market opportunities. This logic between project interventions and market opportunities is presented in the graphic below. Analysis begins with the strategic opportunities for a value chain, so that it can focus on the most promising ones, and identify relevant upgrades, constraints and interventions. This is based on ACDI/VOCA's experience which shows that analysis that begins with constraints, financial products, or interventions can produce plans that are less strategic, less focused, and less effective, and therefore begins with a focus on market opportunities as the driver.

Tools at a Glance

As the figure below illustrates, each phase of analysis has two tools that can be used, templates that can be filled in as part of participatory process that help project staff and stakeholders to understand and articulate the critical market opportunities that are being pursued, the gaps in financial service delivery that are being addressed, and the roles and activities of project team members and other stakeholders.

In addition to these templates, the Guide includes two reference guides, one that maps out a range of financial products and services and one that identifies common gaps. These reference guides are designed to help in the application of such tools as the VC Analysis Framework, the Incentives and Constraints Table, and the Facilitation Strategy Tools.

Figure 2. Tools at a Glance



Reference Guides: Financial Product Taxonomy and Bridging the Gap Quick Guide

By the end of this quarter, the first draft of the VCF guide has been completed and was being field tested. ACDI/VOCA's Geoff Chalmers implemented the draft tool with the organization's Small Holder Oil Palm Support (SHOPS) team in Liberia. The project implemented the draft value chain tool to: develop the project work plan, identify necessary strategic/critical upgrades, and design appropriate interventions. In Liberia, the test implementation helped in the design of SHOPS work plan.

The Marketing and Agriculture for Jamaican Improved Competitiveness (MAJIC) and Tajikistan-Productive Agriculture Project are also actively implementing the interventions which were identified through the use of VCF tool. These included VC finance training for banks and MFIs, and the development and use of a cash flow analysis tool by staff and project partners.

Learning and Dissemination:

To facilitate dissemination of the practitioner tools, the team will hold a presentation of the tool at ACDI/VOCA's Technical Summit in mid-October. In addition, a dissemination session is scheduled following the SEEP conference to introduce the tool and get feedback from participants and help finalize the Value Chain Finance tools and Users Guide.

C. AFE: Value Chain Facilitation Handbook with Lead Firms

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. The FIELD-Support working group on Facilitation, led by AFE, made significant contributions to fill this gap through its publications over the last few years. This SLI is focused on further filling the gap by 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.

During the reporting period, AFE continued to develop a handbook and training materials on how Development Organizations (DOs) can collaborate with Value Chain "Lead Firms" as a means of creating sustainable impact for MSME producers with whom they buy or sell. Activities during the quarter included ongoing work to review, develop and edit each chapter of the Handbook as well as the training materials based on the Handbook. Materials included session plans, PowerPoint slides, and participatory, adult learning methodologies such as cases, skits, exercises, group work, and question/answer sessions.

The Handbook and training materials that will give practitioners a wide array of tools, methodologies, and principles will assist them in the implementation of value chain programs. To date there has been much progress on conceptual models for value chain development but much less on practical tools for implementation. This SLI will make a contribution to filling this gap. The Guide reflects learning and best practices in how Development Organizations can best work with Lead Firms to promote industry competitiveness and sustainable impact with MSMEs. This includes:

- Identifying Lead Firms
- Identifying Lead Firm Interventions
- Facilitating Lead Firm Interventions
- Structuring and Managing Collaboration

Learning Dissemination and Next Steps:

In the next quarter, AFE will continue revising the Handbook and developing new Handbook materials based on recommendations during the write-shop, begin preparing for and conduct the pilot workshop following the SEEP conference in October 2011, and update training materials based on the experiences and feedback in the pilot workshop.

D. CARE: Staff Capacity Building in Value Chain Development through Coaching

The goal of this SLI is 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 SLI Objectives are broken up into Stages 1 and 2 of the Program:

Phase 1

1. To develop a formalized coaching system for use by the coaches that will enable remote coaching, supported by one to two visits to the mentee in the country office during that time. The system will include:
 - A kick off training for the cadre of mentees
 - A mentee assessment tool that can be used by coach and the mentee's manager to determine the mentee's coaching needs following the intro training and to track progress
 - A set of modules/exercises on a range of different hard and soft skills that need to be re-enforced based on the mentees assessment results, which the coach can pick and choose from over the year

Phase 2

2. To develop the first cadre of coaches in one region of CARE's operations
3. To promote the scale and continuance of the coaching system by identifying and developing processes to integrate it into CARE's Human Resources, Field Management, and New Business Development operations
4. To document CARE and MEDA's learnings from this process, both the refine the system to developed and to inform the efforts of other organizations wishing to develop such a system for their own staff or partners

The last three months saw CARE and its partners (MEDA and the GROOVE Network) launch the mentoring process with the initial cadre of mentors, initiation of the mentoring process with 10 mentees representing all GROOVE members on two continents, consolidation of the GROOVE mentoring initiative partnership and gathering input on efficacy as well as expanding the pilot organizations and locations.

The launch workshop was a solid success with attendees from CARE, CHF, Practical Action, Conservation International, KDMD, and FIELD-Support participating. An external presentation for local stakeholders attracted approximately 30 additional participants including representatives from USAID/Rwanda and multiple local NGOs. Interestingly, that discussion has led to the establishment of a local learning group in Kigali through linkages to MaFI—a valuable unanticipated benefit of the mentoring program and its collaboration with GROOVE.

Since the launch, a GROOVE Mentoring Task Force has been set up to facilitate joint management of the pilot testing phase, tools have been developed to monitor the success of the system in improving mentee capacity and overall program efficacy, including a collaboration with KDMD's A&L team to do a more rigorous analysis of overall impact. Preliminary feedback from mentors and mentees since the launch has been largely positive, though it is clear that, as anticipated, lessons are emerging about how to

Progress Highlights

- 10 mentees and 7 mentors have been oriented on mentoring curriculum and have developed joint mentoring plans for the pilot.
- 30 local stakeholders in Rwanda participated in GROOVE external event, which included introductions to the mentoring curriculum and materials.
- 10 mentees have increased knowledge on the VC approach

deliver the curriculum in a realistic and impactful way. The GROOVE Mentoring Task Force held a meeting to review progress in late-September and will reconvene in early-November to conduct a quarterly review, review the GROOVE mentoring work plan and organize the first quarterly mentee/mentor conference call.

Learning and Dissemination:

As noted above, the key activity this quarter was the kick off workshop and subsequent initiation of mentoring plans between mentees and mentors. The event has been chronicled on the Microlinks website via blog posts to which CARE contributed. These can be accessed here:

- <http://microlinks.kdid.org/learning-marketplace/blogs/building-capacity-capacity-builders>
- <http://microlinks.kdid.org/learning-marketplace/blogs/new-partners-value-chain-development-get-hands-look-maize-rwanda>

CARE is excited that the mentoring initiative is no longer simply an effort of one organization but rather an effort of the entire GROOVE network, bringing additional organizations into the fold in order to test and help to refine the curriculum and methodology. Through this approach, we have strengthened ties with three other INGOs, USAID and KDMD, bringing additional resources to bear on the SLI's success. We have also been approached by others including additional CARE and Conservation International countries, DfID representatives (Mike Field), and Oxfam GB about potentially also piloting the materials, demonstrating positive potential for further scaling the pilots and application of the mentoring materials. Finally, within CARE, a wide range of stakeholders have been engaged, including various country offices, regional management units, senior leadership in CARE USA headquarters, and the HR department's organizational learning team, which was represented at and helped co-facilitate the kick off workshop.

Next Steps:

The coming quarter will focus on reviewing the initial pilot quarter, assessing how planned mentor/mentee collaborations are working in practice, refining our deliver approaches to ensure realism and the highest level of impact, working with KDMD to agree on the support they can provide to measuring efficacy, completing any initial mentor trips to mentee sites that have not yet taken place, and hosting the first quarterly mentor/mentee conference call, something that was heavily requested by both mentees and mentors during the kick off.

The next quarter is expected to be one in which things are humming, having had a few months to start utilizing the content and working more closely with our mentors over time, this quarter should be one in which expectations are clearer and the process can flow smoothly. We anticipate that this quarter will be one in which we also begin to gather input both on delivery processes and on technical content of the materials.

E. Opportunity International: Agricultural Finance in Malawi and Uganda

Financial products for smallholder farmers are a critical component for revitalizing agriculture and increasing food security in sub-Saharan Africa. Services must address farmers' cyclical cash flows, need for longer loan periods, and bulk financing options for investments in inputs for individual crops. Rural lending brings a high level of risk—related to price, weather and disease. Opportunity International has launched an agriculture finance program that takes a comprehensive view of the farming household's needs, production capacity, crop cycles, and revenue potential, to address some of these issues.

The goals of Opportunity International Savings and Loans (OISL) in Ghana and Opportunity International Bank of Malawi's (OIBM) in this activity under OI's SLI include:

- Improving farmer output through loans for quality inputs and training in better farming practices;
- Developing strategic alliances with extension services, agribusinesses, farmers groups and associations;

- Creating financial and other mechanisms to enable healthy cash flows and discourage side-selling; and
- Providing access to market information, and developing linkages to output markets.

Rural Lending

The months of July – September represent the post-harvest season for most farmers in Malawi and Ghana. During this quarter, OIBM added groundnuts to the medley of crops currently planted by client farmers. The bank continues to develop crop profiles in order to maintain flexibility in light of changes in commodity pricing. OISL also diversified its crop portfolio further, adding chili peppers, plantains, onions, and fish to an array of other vegetable and fruit crops.

OIBM is partnering with a total of 11 Extension Service Providers (ESPs) as of September, the newest being The Clinton Foundation and Great Lakes Cotton. They have discovered that these collaborations add the most value to lending practices when the ESP has contracts with the output market and when the ESP takes an interest in the volume and quality of farmers' products. OISL has found that partnerships with ESPs are most beneficial to farmers when the former are able to provide both technical assistance as well as agricultural inputs – as is the case with stakeholders TechnoServe, Calli Ghana, and The Millennium Villages Project. OISL currently has strategic alliances with 10 ESPs and other partners.

Opportunity's banks in Malawi and Ghana have focused on processes to reduce financial risk in this quarter. Due to the continued economic downturn in Malawi, OIBM has enforced stricter renewal policies for clients with poor repayment histories. Outreach continues to challenge OIBM as evidenced by the slight decrease in agricultural loan clients. In spite of Ghana's comparably good financial climate, OISL is also conducting pre-repayment monitoring exercises to ensure effective loan recovery activities as part of a greater agricultural finance strategy.

Rural Savings

OIBM in Malawi had a total of 291,936 rural savings accounts in September as compared to 284,582 in May. OISL in Ghana had 85,964 rural savings accounts at the end of September. OIBM continues to use technology to provide financial services to rural clients with savings accounts. Clients can currently withdraw funds from savings accounts through Point-of-Sale (POS) devices located with merchant agents (merchants selected by the bank act as agents for financial transactions). The bank is currently working on an application to allow clients to deposit funds using the POS devices located at merchant stores. OIBM has also introduced mobile phone banking (m-banking) to enable clients to access savings balances, make funds transfers, and pay bills with their phones, giving them a competitive advantage over other banks that have not provided innovative savings products or distribution channels.

OISL has learned that to provide effective aid to farmers who use the bank to deposit savings, it is imperative to open bank outlet offices in project areas from the beginning of the bank's relationship with clients. Internal studies conducted by the bank show that the geographic presence of branch offices in the areas where farmers work both boosts client confidence as well as building trust in the

Key Accomplishments to Date:

- Opportunity has served **4,993 agricultural loan clients** at OIBM (Malawi) and **3,567** at OISL (Ghana) as of September 2011.
- OIBM had an agricultural loan portfolio valued at **US\$4.25 million** and OISL had a portfolio of **US\$1.32 million** as of September 2011.
- OI is collaborating with 21 agricultural partners, 11 in Malawi and 10 in Ghana.
- Opportunity had **291,936 rural savings accounts** at OIBM and **85,964** at OISL as of September 2011.
- This year, OIBM has mapped the plots of **4,062 farmers**, while OISL has done the same for 841.
- CRM held 9 functional and technical training days for 5 OISL staff participants as of September 2011.

agricultural financing program. OISL has also found that the availability of mobile bank vans in and around the agricultural areas helps farmers develop sustainable savings habits.

Mapping & Profiling

Mapping & profiling activities recently occurred in both Malawi at OIBM and in Ghana at OISL. At OIBM, 5,121 plots for 4,062 farmers have been mapped by extension service providers in Malawi. Malawi has found the best technique is where ESPs can map the farmers' land and then provide the data to OIBM. However, when the ESP's lack financial capacity, OIBM has adopted an innovative shared approach to the mapping where they provide the technology (global positioning system devices) and the ESP deploys the team of enumerators to conduct the actual activity. The latter methodology reduces costs (from over \$15 to \$3.50), helps provide data in a timely manner, and enables the bank to make decisions with complete knowledge of the client footprint.

Ghana's OISL bank has profiled 305 farmers in this quarter at roughly the same cost as OIBM, USD\$15 per plot. OISL has found that mapping and profiling is extremely beneficial for three reasons: 1) farmers can understand the exact size of their farms; 2) ESPs can help farmers with proper planning by determining the area of application of the input seed; and 3) bank staff can recommend loan amounts made to farmers based on accurate plot data.

Client Relationship Management (CRM) System

Opportunity's Client Relationship Management (CRM) System is an innovative web-based tool that acts as a way for the bank and the ESPs to collect and track client information on a large scale to determine sustainable impact. As mentioned in the prior report, CRM is live at OIBM in Malawi following the completion of user acceptance testing and multiple training sessions. Currently, three groups of tobacco farmers and a group of cotton farmers are being tracked through the system. Loan officers will be able to manage the loans for these farmers in CRM once it is fully interfaced with OIBM's core banking system, named T24. In the near future, staff will also be able to access the data from GPS mapping technology used for plot profiling activities, thus ensuring that surveyors actually visited the farmer by checking the time stamp.

In Ghana, OISL has completed all functional development requirements for rolling out CRM and is currently completing final testing. Staff IT developers created an interface between CRM and T24, and final integration to the live environment is anticipated in early October 2011. Final testing centers around functionality built into T24 that prevents the creation of client groups with similar names. However, development staff have already designed a workaround to bypass this problem, are in the process of developing the code, and foresee no further integration issues.

Next Steps

In order to reach greater numbers of farmers, Opportunity institutions are always looking to form partnerships with a greater number of extension service providers and key stakeholders. OIBM is discussing future joint ventures with the following stakeholders: Lujeri Tea Estates, Total Land Care (chili, paprika), Paradox (coffee), and the National Smallholder Farmers' Association of Malawi (rice, soybeans). The bank will possibly be collaborating with Armajaro (cocoa), Pinora (fruit), Entrepid Project Solutions (ESP), and Agro Eco (ESP) in the coming months.

In the context of rural lending, OIBM is assessing new client portfolios that may enable them to reach out to an estimated high of 8,000 rural clients by the end of December 2011. The increase would be due to agricultural customers from primarily the tea, soybean, or cotton sectors. However, some Malawians forecast that government intervention in the cotton sector may have an adverse affect on the bank's ability to reach targets.

OISL's main tasks for the fourth quarter center around collecting payments from farmers, most of which will begin in mid-October. Staff have put measures in place to ensure that at least 95% of the expected repayments are collected within 30 days as they anticipate challenges resulting from the fact that the government has not yet announced the yearly cocoa price. In addition to the sharper focus on repayment collections, OISL is also ramping up services for clients: savings orientations, registration and orientation of new and renewing farmers, and a client leadership forum. OISL will also conduct formal financial literacy training to farmers with the assistance of a dedicated Transformation Manager assigned to the Agricultural Team.

OIBM has already captured and inputted significant client data into CRM, while OISL is in the process of loading client profile information into CRM. While the banks have reduced the manual labor initially thought to be required for data capture with time-saving automated solutions, they still plan to analyze the client data, which will occur in the coming quarter.

2.3 *Other Leader Activities*

A. SEEP Network: Collaborative Learning Networks (October 2006 – September 2011)

The Collaborative Learning Networks to Advance Microenterprise Development Knowledge and Practice consists of two components which are pass-through grants under the FIELD-Support LWA directly to the SEEP Network, each of which are described further below:

- Practitioner Learning Programs (PLP)
- Implementation Grant Programs (IGP) Learning Networks

The Practitioner Learning Programs (PLP)

The SEEP Practitioner Learning Program (PLP)² 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. The RAFFS PLP included five implementing NGO partners:

- Aga Khan Rural Support Programme – India
- Catholic Relief Services (CRS) – Sierra Leone
- Floresta – Tanzania
- Food for the Hungry – Kenya
- Kazhi Kadaimadai Farmers' Federation – India

During this quarter, SEEP finalized the remaining RAFFS PLP learning product, translated three learning products into Spanish and French, and engaged in intensive dissemination efforts for the completed suite of e-learning products.

After a number of delays, SEEP and project partners the Aga Khan Rural Support Programme-India (AKRSPI) and the Kazhi Kadaimadai Farmers Federation (KKFF) finalized the last e-learning product of the RAFFS PLP. This learning product is an online comparative case study that examined the impact of **warehouse receipts activities** and delayed marketing on the household food security of rural clients in India. Project partners KKFF and AKRSPI analyzed their own post-harvest activities including warehouse receipts and spot trading to determine whether higher crop prices and increased income for

² Find out more about SEEP's PLP at <http://www.seepnetwork.org/Pages/Initiatives.aspx>

rural farmers could ultimately lead to an improvement in food security at the household level. A number of interesting lessons learned emerged from AKRSPI and KKFF's experiences demonstrating that delayed marketing can have an effect on sales price and availability of food in the local market. However, experiences from both partners demonstrated the necessity of transparency, coordination, and education for all participants involved in the supply chain including producers, storage facility operators, transporters, credit providers, and buyers. In addition, although evidence from KKFF and AKRSPI pointed towards increased income for rural farmers, additional research will need to be conducted to examine any specific food security impact at the household level including possible increased purchase and consumption of nutritious foods by all household members. To view the learning product, please visit <http://www.warehousereceiptsfoodsecurity.com/>.

During last quarter, SEEP also translated three of the RAFFS PLP learning products into Spanish and French. Since the products were in a variety of electronic formats, SEEP chose translation strategies that would be effective for each product. Translated subtitles were incorporated into the video while French and Spanish voiceovers were recorded for the screencast. In addition, the podcast script was translated into both French and Spanish. All translated versions of the products will be posted to SEEP's website within the next few months.

In addition, SEEP and PLP partners continued dissemination efforts during this period that are described in the "Learning and Dissemination" section of this report.

Dissemination of the "suite" of RAFFS learning products continued this quarter with the finalization of the entire suite of learning products. Previous dissemination efforts have included:

- Hosting of e-learning products on SEEP's website
- Designing and printing promotional materials including a half page card and a booklet that have been distributed at numerous international conferences
- A session at the 2010 SEEP Annual Conference on rural agricultural finance and food security

Dissemination activities that occurred this quarter include:

- Creation of a CD with access to all of the learning products that will be distributed at conferences and events
- Announcements of RAFFS PLP learning products on external websites including:
 - Microlinks: News article (<http://microlinks.kdid.org/learning-marketplace/news/new-learning-agricultural-finance-and-food-security>) as well as individual learning products posted in the library section
 - Agrilinks: All RAFFS PLP learning products have been featured in the "Library" section
 - MIX Marketing: Tweet post on September 30, 2011

In addition, SEEP has contacted Microfinance Gateway, the Rural Poverty Portal, the Rural Finance Learning Centre, FS Share (USAID) and ELDIS and is awaiting responses. SEEP also hopes to announce the availability of the RAFFS PLP learning products through its new blog (<http://theseepnetwork.wordpress.com/>) as well as through its monthly "Networker" and quarterly member newsletter e-publications.

2.4 Knowledge Management and Learning Dissemination

During the last quarter, the FIELD-Support knowledge management team continued to work across the portfolio working with the partners on the pilots, SLIs and Associate Awards to document and disseminate key findings, lessons learned and best practices. As discussed in previous issues, at the core of the FIELD-Support KM strategy is improving internal and external communications in order to build a reliable platform for information dissemination and exchange that will ultimately improve the state-of-

the-practice of microfinance and microenterprise development. Some of the key ways the Knowledge Management (KM) component of the project is doing so are described here.

A. Internal Communications

FIELD-Support e-Bulletin

The KM team continues to draft and disseminate its monthly e-bulletin with brief activity updates. The e-bulletin is distributed directly via email to more than 100 FIELD-Support implementing partner representatives. Email trackers indicate that primary recipients then typically forward each issue to an additional 100 people each month. After nearly two years of monthly e-bulletins, the rate of emails that are opened each month (“Open rate”) and links within email that are clicked on by readers (“Click rate”) remain consistent and well above industry standards.

B. External Communications

In coordination with the QED Group’s efforts to redesign the Microlinks platform, FHI 360 continued its efforts to ensure that all FIELD-Support products, including reports, white papers, case studies, videos, podcasts, manuals, guidelines, success stories, etc., are centrally filed and indexed. In line with USAID’s mandate, this process now also includes that all public products comply with Section 508 to ensure that they are accessible to the visually disabled or hearing impaired.

During the last quarter, FIELD-Support issued the following new learning outputs and website updates regarding project activities:

- **FIELD-Support Knowledge Series:**
 - [FIELD Report 10: Bringing the Unbanked Poor into the Financial Sector with Matched Savings Accounts](#)
 - [FIELD Report 9: Microfinance and Energy Poverty](#)
 - [FIELD Brief 14: Leveraging New Media: Lessons from WOCCU’s MatchSavings.org in Mexico](#)
- **ESAF Knowledge Series:**
 - [ESAF & the Microfinance Sector Factsheet](#)
 - [ESAF and the Mortgage Market Factsheet](#)
 - [ESAF’s Palestinian Investment Partners Program: Investing in Growth](#)
 - [ESAF Voice from the Field: A Palestinian MFI Achieves Top 5% Rating](#)
- **Success Stories:**
 - [HIFIVE Success Story: Haitian Artisans and Merchants Improve Earnings from Tourism](#)
 - ECYMP Success Story: [Encouraging Entrepreneurship: Junior Achievement Returns to Barbados](#)
- **Microlinks Enterprising Ideas Blog Entries**
 - [New Partners in Value Chain Development get a hands-on look at maize in Rwanda](#)
 - [Building the capacity of capacity builders](#)
 - [Key takeaways on payment systems and behavior change from Jennefer Sebstad, ACDI/VOCA](#)
 - [Key takeaways on behavior change and gender from Cristina Manfre of ACDI/VOCA Nudging people towards desired behaviors with choice architecture](#)
- **SEEP RAFFS Learning Products:**
 - [Village Savings and Loan Associations and Food Security: Exploring Linkages in Sierra Leone and Tanzania](#)
 - [Screencast: Improving Food Security through Customized Loan Products in India](#)
 - [The Warehouse Receipts System: Improving Food Security in the Post-Harvest Value Chain](#)
 - [Podcast: Designing an Effective Rural Finance Product to Improve Food Security for Livestock Traders in Kenya](#)

- [Electronic Learning Products from SEEP's Rural Agricultural Finance and Food Security Practitioner Learning Program](#)
- **FACET White Papers:**
 - [Is ICT Working in Agricultural Marketing: Evidence From the Field](#)
 - [Catholic Relief Services ICT for Development Strategy](#)
 - [ICT and AG Profile: Esoko](#)
 - [ICT and AG Profile: Sustainable Harvest](#)

All of FIELD-Support's learning products have been transferred from the original Microlinks website to the KDID 2.0 website with a new URL: <http://microlinks.kdid.org/field-support>. The new website is more robust, interactive, and intuitive for users and provides an improved platform from which to showcase our portfolio.

As before, in line with the KM team's commitment to leveraging existing networks in order to optimize dissemination, FIELD-Support content was highlighted this quarter in Connections (Microlinks monthly newsletter), the SEEP Members Only Quarterly Connector and Monthly Networker, and Zunia.org (Development Gateway).

3 Associate Awards

As mentioned, FIELD-Support management provides senior-level oversight for all of Associate Awards that are implemented by the consortium members, contributing to their technical design and implementation, and ensuring quality. Team members coordinate day-to-day with the Core and Resource organizations and assist with the administration of this complex contractual mechanism.

During the last quarter, FIELD-Support continued implementing **10 Associate Awards**; the following section provides brief highlights of major accomplishments in each Associate Award this quarter. The Figure on the right illustrates the relative value (in US\$) and the figure below illustrates the relative period of performance of each Associate Award.

3.1 ECYMP (Eastern Caribbean) (May 2010 – November 2011)

FHI 360 has continued the implementation of the USAID-funded ECYMP 18-month, \$1.848m program seeking to strengthen school to work transition strategies for youth ages 10-16 and to accelerate the creation of sustainable livelihood and self-employment opportunities for vulnerable youth (ages 16-24).

Key activities during this period include:

- FHI 360 receiving a no-cost extension for ECYMP in August 2011 extending the program to November 30, 2011.
- Approval to use the Junior Achievement of Barbados name by the Registrar's Office to advance the local incorporation of JA in Barbados;
- The selection of Concept Papers for Youth Livelihood Development Accelerator Fund awards from three of the five ECYMP countries; and
- The selection of awardees for Technical Assistance Grant Fund (TAGF) and funding to strengthen Youth Serving Organisations in all three (3) applying countries (Barbados, Dominica and St. Vincent).

Progress against Select Indicators

- Established **22 strategic partnerships** between ECYMP and local partners across 5 targeted countries;
- **73 partner staff** members participating in Youth Market Opportunity based Program Design Workshops (PDW);
- **19 youth-serving organizations** have received one-on-one TA;
- **5 Youth Livelihood Training Tools** (YLTT) have been identified and adapted for local partner youth organizations and **20 organizations** have participated in a TOT for the tools.

Component A – Strengthening school-to-work transition strategies through Junior Achievement

The trustees of the previous Junior Achievement of Barbados all signed affidavits permitting the use of the name of Junior Achievement by the new entity. The Registrar previously refused the registration of the name of Junior Achievement of Barbados due to the continued status of the Junior Achievement Foundation of Barbados on file with the Corporate Affairs and Intellectual Property Office (CAIPO). Meetings with CIBC-First Caribbean International Bank have been very positive and Junior Achievement Worldwide has been invited to submit an application for renewed funding for the region with permission granted to include Junior Achievement of Barbados in the new proposal.

Component B – Strengthening livelihood and self-employment strategies

- **Technical Assistance by EcoVentures International**—EVI provided ‘top-up’ training to youth serving organisations whose resource persons received training in the Marketplace Simulation. Feedback from the supported agencies was very positive with some indicating that they used the Marketplace simulation multiple times and were even more confident and committed to repeated use and application since the top-up training.
- **Technical Assistance Grant Funds**—ECYMP is in the process of awarding approximately US\$21,000 in Technical Assistance Grant Funds (TAGF). The awards are to: Marion House in St. Vincent and the Grenadines requesting assistance with the development of a youth entrepreneurship component to existing programming; Barbados Youth Business Trust (BYBT) requesting assistance with the development of a training room; and the Dominica Youth Business Trust (DYBT) requesting assistance with the development of a youth business resource room and training in incubator development and management.
- **Capacity Assessment and Institutional Strengthening to YSO grant recipients**—The weak quality of the Concept Papers submitted was an indication that regional YSOs lacked the organizational capacity and program management skills needed to thrive. To address this weakness, ECYMP engaged the FHI 360 Capable Partners Program (CAP) to assess and build the institutional capacity and provide technical assistance to build the operational capacity of the YSOs, particularly the ability to manage grants. CAP worked with 4 participating agencies receiving grant funding, specifically in Antigua (1 grantee, 1 grant), Dominica (2 grantees, 2 grants) and St. Lucia (1 grantee, 1 grant).
- **Development of "Toolkit for Working with Private Sector Partners"**—ECYMP will work with an entity with expertise in youth entrepreneurship and deep understanding of the Caribbean context to develop a practical and user-friendly toolkit to provide instructional support for Caribbean Youth Serving Organisations (YSOs) to effectively engage with private sector partners and manage the relationships at the outset. This toolkit will then be presented at the ECYMP workshop on “Private Sector Partnerships to Support Youth Entrepreneurship.”
- **Workshop on "Private Sector Partnerships to Support Youth Entrepreneurship"**—ECYMP will work with several key partners to deliver a “capstone” workshop on "Private Sector Partnerships to Support Youth Entrepreneurship" (tentatively scheduled for November 2-3, 2011) with the objective of supporting YSOs and youth entrepreneurs to engage the private sector in order to leverage financial, technical assistance, information support as well as access to competitive markets. The workshop is being designed for representatives from Youth Serving Organizations (YSO) from Barbados, Dominica, St. Vincent and the Grenadines, St. Lucia, and Antigua and Barbuda as well as representatives from regional private sector entities that have the potential to accelerate youth entrepreneurship opportunities.

3.2 *ESAF (West Bank & Gaza)* **(September 2008 – September 2012)**

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.

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 aimed to achieve the sustainable expansion of services to at least 38,000 households over the three-year life of the program.

The program also includes the Palestinian Investment Partners 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.

Recent progress and major activities include the following:

A. Retail Level:

- **MFI Commercialization:** ESAF is helping MFIs access commercial funding through a variety of capacity building activities. ESAF partner SBI is providing support to FATEN, REEF and ASALA, to move the MFIs along the commercialization continuum to make them investor-ready and prepare them for eventual PMA oversight. CHF International has been contracted to build the capacity of its microfinance program Ryada, with the goal of transforming it into an independent for-profit company. ESAF also organized a series of industry level workshops, in partnership with microfinance association Sharakeh, to disseminate knowledge and learning to all Palestinian MFIs.
- **Developing Youth Financial Products:** In order to expand outreach to underserved populations, CHF received a sub award to design and pilot a microfinance product for youth through its local microfinance program Ryada. The project had two objectives: 1) introduce a youth-friendly microfinance product which both meets the special needs of youth and can be taken to scale in a sustainable manner; and 2) enhance industry knowledge by documenting the learning from this experience. The MFI FATEN has also benefited from the exposure trip and other activities under this grant, which will help FATEN to refine its existing start-up loan product targeting youth.
- **E-banking and Technology Investments:** Under ESAF's Innovation of Financial Services RFA, ESAF is supporting REEF Finance company with a grant to install a new management information system (MIS)—designed by Palestinian software firm BISAN Systems—that will improve its ability to manage its portfolio. The reporting capabilities offered by the new software will also enable REEF to participate in the credit bureau managed by the PMA. In addition, a cross-cutting technology initiative was added in Year 2 of the project, with the objective of identifying technological innovations that can be utilized by commercial banks to expand service outreach through adoption of new technologies in an efficient, secure, and cost-effective manner. At the beginning of the initiative, six banks' operations were reviewed to identify the opportunities and obstacles to implementation of several possible technological innovations, including branchless or mobile banking solutions. The results of these initial bank assessments were used to identify two key opportunities—the development of a country-wide electronic banking (e-banking) system and improved data mining by banks. On e-banking, SBI researched the acceptability of electronic banking solutions from a holistic viewpoint, examined policy reform options, and developed a feasibility study for a mechanism to enable interoperability between Palestinian banks' ATM and point of sales networks. On data mining, SBI implemented a technical assistance initiative in

partnership with three commercial banks – Quds Bank, Palestine Commercial Bank (PCB) and Bank of Palestine (BoP) – to enhance banks’ use of data mining to strengthen marketing efforts

- **Insurance:** Insurance companies, banks and microfinance institutions are interested in learning more about the microinsurance market, with the aim of collaborating to expand the outreach of insurance products to households and enterprises. However, there has been a limited understanding of the true supply and demand for services or the delivery methods to serve it most effectively. ESAF provided technical assistance to insurance companies and MFIs to pilot and launch new products to serve this market, through a subcontract to the Microinsurance Centre (MIC).
- **SME Lending:** Financial institutions report that the poor quality of supporting documentation for loan applications (financial statements, business plans, market understanding) hinders their ability to analyze loans effectively and leads to many “false negatives.” Improving the level of information that financial institutions receive will significantly reduce the amount of time they take to analyze loans and lead to better lending decisions. ESAF’s Loan Guarantee Fund Technical Assistance and Training (LGF-TAT) launched the SME Accounting Advisory Services program with the goal of improving SME accounting practices, thus enabling banks to make better credit decisions. LGF-TAT is linking accounting/consulting firms with SMEs seeking debt financing. The program targeted senior bank managers with strategic planning and leadership training to better understand and respond to credit and financial services needs of the private sector, particularly SMEs, enhance the utilization of the loan guarantee facility, improve the quality of loan structuring, and develop effective project-based risk management techniques and policies. At the same time, LGF-TAT provided direct, hands-on TA to loan officers through on-the job training.
- **Bank Downscaling:** SBI is working with both the Bank of Palestine and Al Rafah Microfinance Bank to continue to develop their microfinance portfolios. With the adoption of the microfinance policies and procedures outlined by SBI, Bank of Palestine has internalized them and has a respectable microloan portfolio upon which to build.

B. Consumer Level:

- **Savings Mobilization:** ESAF team developed a plan to work with new and existing partners to explore the feasibility of a savings initiative that emphasized development of new products and new delivery channel mechanisms. In response to a competitive RFA process, two banks were chosen to be part of the savings initiative – Quds Bank and Palestine Commercial Bank (PCB). The first part of the plan included conducting a savings demand study in order to have a better understanding of the public awareness and demand in terms of the savings sector. The research provided information to the banks on potential savings products to research, pilot and launch. SBI then supported PCB through the launch and roll-out of a Children’s Savings Account product.
- **Livelihoods in Gaza:** Through a sub-grant to CARE, ESAF has supported the early recovery and financial sustainability of conflict affected farmers in the Gaza Strip with unutilized potential for expansion in the local market, and raising their awareness about savings and credit from MFIs or suppliers. CARE provided 878 small farmers and households with in-kind agricultural inputs to help rebuild their asset base combined with necessary training on integrated pest management, animal care, farm management, finance and credit, and marketing. Through a sub-grant to Save the Children, ESAF has also implemented a microenterprise grants activity in Gaza, which aimed to recapitalize micro-entrepreneurs through small cash grants (approximately US\$750) to clients of five MFIs who defaulted on their loans due to the economic crisis and/or damage sustained in Operation Cast Lead, but who are otherwise creditworthy borrowers with good track records of repayment.
- **Youth Financial Literacy in Gaza:** Palestinian youth have few job opportunities and relatively low understanding of the types of financial services available or how best to utilize them. In response, Save the Children has provided skills such as financial and market literacy (budgeting, savings and planning), identification of market opportunities (market research), managing money (personal/business), business planning, mapping community resources etc., and life skills (decision-making, negotiation, planning, communication, problem solving and critical thinking, responsibility, team-work etc) that could support access to sustainable job opportunities (formal or informal,

employed or self-employed). The activity also aimed to support 1,200 TVET graduates (youth as well as adult women and disabled persons) and their households through the same model of financial literacy and life skills training described above.

- **Individual Development Account (IDAs) in Gaza:** IDAs are a tool for encouraging asset accumulation among low-income households. Participants' contributions to a savings account are matched at some level by funds from an outside source (in this case, on a 1:1 basis from ESAF). The savings generated can then be used to support medium or long term savings goals, or as collateral for loans. By requiring participants to make periodic deposits over a fixed period of time in order to earn the match, IDAs provide an incentive to build disciplined savings habits. In addition, IDAs offer basic financial education as a requirement of participation, in order to ensure that participants have the knowledge necessary to take full advantage of the activity's benefits.
- **SMEs in Gaza:** SMEs in Gaza need to understand the importance of having proper financial statements, and other bank requirements, in order to obtain financing and take advantage of new market opportunities. The issue was flagged as a need by Gaza private sector leaders in a series of meetings with ESAF during Quarter 2 of Year 3. In response, ESAF contracted local experts in accounting and banking to raise awareness among Gaza SMEs about the importance of sound financial statements and to provide hands-on technical assistance to prepare financial statements for selected SMEs.
- **Client Protection:** ESAF has worked to strengthen the regulatory environment to better protect consumers and increase financial literacy, especially with the regulators and their corresponding industry associations. Early in the program, ESAF conducted a study of the state of consumer protection in the West Bank and Gaza. Based on the findings and recommendations, ESAF carried out a comprehensive package of technical assistance for partner regulatory bodies and industry associations.
- **Consumer Awareness:** Palestinian enterprises and households often do not fully understand the types of financial services available and how best to utilize them. Also, financial institutions do not always provide sufficient information to consumers about terms and fees. In response, ESAF catalyzed a national media campaign to enhance financial consumer education and awareness, carried out in partnership with the PMA, PCMA, PIF, and ABP.
- **Financial Literacy:** Financial literacy content in public schools is generally weak or altogether lacking. In response, ESAF is strengthening the financial curriculum for the Public Schools' eleventh grade Management and Economics Course, through a coordinated effort with the Ministry of Education and Higher Education (MoEHE). ESAF contracted Making Cents International (MCI) to conduct a pilot phase of the activity, in which sixteen selected teachers tested a set of financial literacy lessons to be integrated into the public schools' eleventh grade Management and Economics Course. Following strong evaluation results, it will be rolled out in the next year to include all eleventh grade classes in the public schools, reaching an estimated 48,000 public school students.
- **Home-buying Manual:** To increase Palestinian households' understanding of the home buying process, CHF MMDP has piloted educating potential homebuyers in the requirements, responsibilities, risks, and benefits of borrowing for a home purchase or home improvement. As part of the Home Buyer Education Pilot, CHF developed the first customized Home Buyer Education Workbook in the Arab World and tested it through a series of home buyer education workshops.
- **Measuring Poverty with PAT (Poverty Assessment Tools):** ESAF is required by law to measure the number of clients of assisted FIs who are "very poor," and must report the results to USAID annually through the Microenterprise Results Reporting system. The IRIS Center developed a Poverty Assessment Tool (PAT) for the West Bank (not Gaza), on the basis of region-specific household data, which was finalized in late 2009. During Year 2, ESAF contracted local consulting firm the Palestinian Center for Public Opinion (PCPO) to conduct the survey and analyze the results in accordance with USAID requirements. The survey found that MFIs are not predominantly serving households below the national poverty line: 11.5% of all clients are poor by that definition, which

compares to 16% of the general population in the West Bank according to PCBS data from 2010.³ Beyond that, only 4.5% meet are considered “very poor” according to USAID standards, meaning they are in the bottom 50% of all people below the national poverty line.

C. Industry Level:

- **MFIs:** ESAF worked to build the capacity of the Palestinian Network for Small and Microfinance (Sharakeh) to serve as a stronger service provider and advocate for the interests of its members. ESAF support included grant funding for activities and other technical assistance. In addition, SBI provided technical assistance to Sharakeh, including strategic and operational advice to enable the network to provide better services to the microfinance sector and increase its sustainability.
- **Banking:** The Association of Banks in Palestine’s (ABP) mandate is to conduct advocacy, information dissemination, and training events on behalf of its members. ESAF provided technical assistance to build the capacity of the ABP to serve as a stronger service provider and advocate for the interest of its members. ESAF support included grants for activities and direct TA provision.
- **University:** Palestinian universities are a major recruiting ground for financial institutions in the West Bank and Gaza and employers are not satisfied with the competencies of new hires, as many arrive with a limited practical understanding of finance and require significant retraining. In response, ESAF’s University Strengthening program is expanding and improving curriculum, pedagogical methodologies, and faculty technical capacity within selected universities in the West Bank. The end goal is to improve the depth of knowledge and analytical skills of finance graduates who constitute the future labor pool for the financial sector in Palestine.
- **Financial Training Institute:** The PIFBS, as the leading training institute in the West Bank and Gaza for professionals in the banking and finance sector, has tried to address basic training needs for the financial services sector since its inception in 1999. As the Palestinian financial industry grew more sophisticated, PIFBS fell short of offering the courses that would adequately address the emerging requirements for professional development. Most of PIFBS’ trainers are bank employees, hired on a temporary basis, and industry stakeholders have observed that not all trainers are effective communicators. In response, ESAF and its implementing partner WDI provided technical assistance as well as core capacity building support in order to upgrade PIFBS’ role in delivering quality training programs to enhance the skill sets of banking professionals in the work place.
- **Insurance:** ESAF has built the capacity of the Palestinian Insurance Federation (PIF), the key association for the insurance industry, to serve as stronger service provider and advocate for the interests of its members. Support has included grants for activities and direct TA provision. ESAF support has enabled the PIF to successfully organize the first national conference for the Palestinian insurance sub-sector, as well as a series of supportive workshops for industry stakeholders. The PIF has also initiated a hotline and a webpage that will enable it to receive and handle consumer complaints and process them in cooperation with the insurance companies and the PCMA.
- **Land Registry:** Land titling and registration are key contributors to financial sector development because they facilitate the use of property as collateral. In the West Bank and Gaza, however, land registry procedures and regulations have been a long-standing problem, as evidenced by the fact that only 35% of land in the West Bank is titled and registered. Among the reasons for this situation, according to a World Bank assessment, lies in the insufficient number of certified surveyors in West Bank/Gaza. While there are presently about 150 certified surveyors—90 of whom are inactive—the World Bank estimates that a minimum of 200 are needed at this time. In response, ESAF has focused on institutionalizing professional surveyor training through association and university program coordination. A partnership with the Palestine Polytechnic University (PPU)’s Department of Civil and Architectural Engineering was established to build its capacity by updating land surveying curriculum.

³ Palestinian Central Bureau of Statistics (PCBS) Expenditure and Consumption Survey, 2010.

D. National/Regulatory Level

- **Technical Assistance to the PMA:** The Palestine Monetary Authority (PMA) is a relatively well functioning institution; however, it needs assistance in a variety of areas where it does not have the capacity or resources to complete its tasks. ESAF worked closely with the PMA and the USAID Modernization of Financial Institutions (MFI) project to achieve the institution's strategic goals. Key contributions included TA for the development of regulations and instructions for microfinance supervision, complementing a capacity building package for the PMA's Non-bank Financial Institutions (NBFI) Unit, which now supervises nonbank entities such as moneychangers and will soon supervise MFIs once regulations are finalized under the new banking law that was approved in November 2010. ESAF has also supported the PMA in its management of a national credit registry, with a focus on enabling MFIs to participate in the system.
- **TA to the PCMA:** The Palestinian Capital Market Authority (PCMA) is responsible for regulating and supervising a wide range of a diverse economic sectors activity including mortgage financing, capital lease, insurance, and capital and securities markets. ESAF has provided a customized TA package to build core PCMA capacity which includes: reviewing the legal framework, developing standard operating procedures based on regional best practices, international training/capacity building, and developing an internal audit unit. ESAF has also provided in-kind support to build the ICT capabilities of the PCMA.
- **Regulating Leasing and Securities:**
 - *Leasing (PCMA):* In response to identified priorities in the PCMA's action plan, ESAF through WDI is building the capacity of the PCMA's Mortgage and Leasing (M&L) Directorate to supervise the Palestinian leasing industry. WDI deployed a leasing expert to train the newly established directorate on the oversight of the leasing industry, review the applicable laws and regulations, develop a regulatory manual, and lead workshops for lessors and the newly formed leasing association. Development and delivery of public awareness workshops on leasing are also included.
 - *Securities (PCMA):* The final technical area of concern for PCMA management is to assist the Securities directorate to better supervise and promote securities and capital markets of Palestine. In the securities sub-sector, ESAF contracted SEER Trade Inc. to help the securities directorate at the PCMA to improve the settlement system and to assist the establishment of an independent national clearing depository center. ESAF also facilitated a number of international training trips to build the PCMA's capacity to supervise securities.
 - *Moveable Assets Registry (MoNE):* At project start, in anticipation of a Financial Leasing or Secured Transaction law being passed, ESAF and WDI were working with the International Finance Corporation (IFC) to provide the Ministry of National Economy (MoNE) with the appropriate TA to develop a moveable assets registry (a necessary piece of infrastructure to enable the laws to be implemented). Unfortunately, it became apparent that the laws would not be signed within the lifetime of the ESAF project, and the activity was dropped early in Year 2.

3.3 FACET (Africa)

(October 2009 - September 2012)

The Fostering Agriculture Competitiveness Employing Information and Communication Technologies (FACET) associate award helps USAID Africa Missions improve competitiveness and productivity across the agriculture sub-sectors through the use of information communications technology (ICT). The organization of best practices and successes in the areas of agriculture and ICTs address the following 6 key thematic areas, as outlined by the FACET AOTR:

- market information systems
- supply chains
- index insurance
- farm extensions
- m-payments
- commodity exchanges

Component 1: Knowledge Sharing, Analysis, and Toolkits

According to Google Analytics, from 7/1 to 9/30 the FACET managed Allnet page received 1,402 total visitors (of which 890 were unique visitors, a 59% increase over the previous quarter). On 8/22, FACET organized and co-hosted an ICT4D Meetup on Enabling Agriculture with ICTs, including Judy Payne (USAID), Grahame Dixie (World Bank), and Shaun Ferris (CRS) as presenters. The event drew approximately 60 participants in person and 3 participants via a live webinar. In addition, there were 6 ICT and Ag profiles created during this quarter: on Sustainable Harvest, Nokia Life Tools, DataDyne's MIP, Literacy Bridges' Talking Book, IKSL, and Nutrient Manager for Rice. All are available on Microlinks at <http://microlinks.kdid.org/facet>. Josh Woodard attended the 17th annual European Conference of Information Systems in Agriculture and Forestry from July 10th to 14th in Prague, Czech Republic. He also presented about FACET during a session on e-agriculture.

Component 2: Short term field support technical assistance

The team has developed a SOW to conduct a one-day training for Farmer to Farmer implementing partners at the end of November on strategies for assessing appropriate ICT solutions for agriculture, as well as a SOW for STTA next quarter to Mozambique to provide SIMA/MSU with technical assistance and analysis on appropriate data collection systems for MIS. In addition, the team is working to develop training and resource materials for low-cost video production for agricultural development purposes in sub-Saharan Africa.

Next Steps

By the next quarter, FACET anticipates having hired a new full-time staff person who can help drive forward a lot of its work. We anticipate there to be a lot of work in the coming quarter, but are optimistic that it will represent a shift in our output capacity. In addition, FACET will facilitate a webinar/presentation on at least 1 topic related to ICT and agriculture, continue to produce ICT and Ag profiles, finish and distribute at least 5 new briefing papers, continue to add resources to the USAID Ag and ICT website and Microlinks, conduct STTA in Mozambique, facilitate a one-day working for Farmer to Farmer partners, and develop draft training materials and resources for low-cost video (per above)

3.4 GEMSS (South Sudan) **(December 2008 - December 2011)**

The purpose of GEMSS is to build the foundation of an inclusive financial sector in Southern Sudan that provides poor entrepreneurs and households with permanent access to a range of financial services delivered by a number of MFIs. In-country implementation for this award was launched in early December 2008 and is being led by FIELD-Support partner organization ACDI/VOCA.

GEMSS continued to support SUMI in the implementation of the ongoing Fixed Obligation Grant (FOG), working closely with SUMI to help the institution achieve the FOG milestones. Consultants from Management Audit Consulting, Ltd. (MACL) arrived in South Sudan to begin the SUMI data quality assessment. They began work in Juba, and then moved on to SUMI's Yambio and Yei branches.

GEMSS was originally going to end in September, but was granted a no-cost extension by USAID through the end of December 31, 2011. The extension is meant to allow time provide support to a potential investor in SUMI.

3.5 *HIFIVE (Haiti)* (June 2009 – May 2012)

Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE) is USAID/Haiti's next phase in a sequenced strategy to further develop the country's financial services sector to promote employment generation, to improve livelihoods, and to boost the economy. HIFIVE's activities specifically focus on improving the availability of financial products to support the expansion of agricultural and other production and the expansion of availability of access to financial products and services in rural and agricultural areas. Select highlights of recent accomplishments by HIFIVE include:

Increased Availability of Value Chain Finance

As a result of HIFIVE's work with value chains and financial institutions, there are now **17 financial institutions newly engaged in value chain finance**. These institutions have created a total of **31 new credit products** addressing multiple needs of a variety of value chains including coffee, cocoa, mango, beans, salt, poultry, market garden vegetables, plantains, rice, livestock, and shallots, among others.

Small and Medium Enterprises/Business Development Services (BDS)

The BDS activities of HIFIVE and have resulted in notable advances in improving access to finance for the selected recipients. Tourism activities in the north, targeted agricultural value chains, and micro and small enterprises participating in MEMA (the business plan competition, see below), have been among the successful recipients of BDS services that have led to improved access to finance. The success of the HIFIVE approach has been in its careful identification of key value chain participants whose access to finance can be improved through the delivery of targeted BDS to improve aspects of their governance, management, or marketing. The delivery of BDS is accompanied by work with the HIFIVE team to identify potential financial partners who may provide the needed finance and/or to structure grants that will improve access to the value chain.

Successful Completion of Business Plan Competition/MEMA

MEMA, produced in partnership with IADB, has been a wide success, with strong public support, institutional participation by Haiti's private sector, government interest, the number of applications, the quality of business ideas, the enthusiasm for the training, submission of final plans, and the diversity of winners. A key element of the successful implementation strategy was the development of local partners, thus attracting extraordinary private sector participation and government support from a range of stakeholders:

- *Partners:* BID, USAID, UNIQ, HIFIVE, TNS
- *Prize Sponsors:* Digicel, Citibank, Mercy Corps, APN, AMCHAM, SOFIHDES, AIC
- *Implementation Sponsors:* Chambers of Commerce of Cap Haitian, Gonaive, Jacmel, and Cayes; Award Event Sponsor: BRANA; *Opportunity Fair Sponsor:* APB
- *Jury members:* SMG Associates, Clinton Bush Foundation, Scotiabank, Solutions, Inc; Oasis Group, CFI
- *Steering Committee:* Scotiabank, Digicel, BRH, CFI

Selected highlights of progress to date:

- **16 financial institutions** newly engaged in value chain finance
- **7,861 microenterprises** receiving VC finance
- **321 microenterprises** receiving BDS
- **530,910 rural clients** being served
- **61 financial products** and services newly available in rural areas
- **\$71.1 million** in savings deposits
- **\$117.4 million** loan portfolio of reporting MFIs
- **393,186 clients** served due to an ICT intervention
- **410,804 clients** benefitting from new products and services

Improve Access to Financial Products and Services in Rural Areas

HIFIVE activities have had a dramatic impact on the availability of financial products and services in rural areas.

- 25 of HCF's grants directly contribute to this objective, whether by providing support for the development of new products and services needed in rural areas, the expansion of services to these areas, the opening of new points of services, or through providing support to ITC improvements that will facilitate expansion to rural areas.
- HMMI is also contributing to this objective via the provision of an alternative means of accessing financial services and via the development of agent networks that provide additional penetration to these areas.
- There are now 297 traditional POS, with another 550 provided by mobile money service agents.

Encouraging the use of ICT to expand financial inclusion

Under the Haiti Mobile Money Initiative (HMMI), HIFIVE has overseen the introduction of two mobile money services before the end of 2010, and the subsequent awarding of the First and Second to Market prizes to those services over the last year for having met the competition criteria (following successful verification of the award claims). Awarding of the first "Scaling Award" is expected during the next quarter, pending successful verification of the award claim. The achievement of these milestones was made possible by the rapid uptake of the services and their increasing transaction volume, as well as the outreach and promotional activities in response to HMMI. As HMMI advances, the emphasis shifts from "service introduction" to reaching scale and achieving sustainability. At quarter end, there were 115,452 registered users of mobile money services.

HMMI has played a key role in encouraging the private sector to develop mobile money service platforms and to launch products. As referenced earlier in this document, HMMI's activities have now changed the landscape of financial services in Haiti. Banks previously uninterested in the development of these services are now scrambling to define a mobile money services strategy and to determine where to fit within the "eco-systems".

Underscoring USAID's interest in the development of mobile money services as a key element in expanding financial inclusion, during his visit to Haiti in September, USAID Administrator Rajiv Shah participated in an HMMI round table in Port au Prince for sector leaders, "Driving Demand and Seeking Sustainability."

Collaboration with other USAID Projects

A hallmark of HIFIVE's work is its close collaboration with other USAID project to identify financing needs among the clients of those other projects and work with financial institutions to find partners or to develop products to meet those needs. Examples include:

- Labadee handicraft merchants (approximately 10% of FAML members) have received loans from *Caisse Populaire de la Fraternite* (CPF) to support an improvement and repositioning of the artisan market at Labadee. (MarChe Project)
- MCN began loan disbursements to members of the taxi associations of Cap Haitian, following work by HIFIVE with those associations and the ATN (Tourism Association of the North) to improve the creditworthiness of association members. (MarChe Project)
- HIFIVE successfully completed work to obtain financing for 20 women value chain participants who had worked with DEED. They now receive credit from SOCALIVM in St. Marc too expand/improve their production and its commercialization.
- Working with FECCANO and its member association, HIFIVE structured two grants to financial institutions for the development of production cycle and other credits targeting the members of federation's six associations. With this access to finance, FECCANO was able to meet its export contract for the first time, more than tripling the volume to three containers and to develop a new export market in Canada. (DEED)

3.6 LBLI (Lebanon) (August 2008 – December 2011)

By targeting market driver firms in agribusiness, tourism and information and communication technology, the Lebanon Business Linkages Initiative (LBLI) was designed to build on USAID's previous investments in Lebanon and further its goal of fostering sustainable growth and reducing poverty in rural Lebanon. With technical leadership from ACDI/VOCA and AFE, LBLI is supporting the efforts of industry groups to develop competitiveness strategies, identify solutions to business bottlenecks that constrain backward linkages, and encourage increased productivity and coordination. LBLI, which is focused on two key industries—Agribusiness and Tourism—has three overarching objectives:

- to expand market access through business linkages;
- to improve access to finance and other supporting markets; and
- to address systemic constraints to industry and SME growth.

Progress to date against Select Indicators

- 6% increase in sales of partner Market Driver Firms in domestic market and exports
- 33% increase in the number microenterprises linked to larger firms from 240 in Phase I to 292 in Phase II
- 75% increase in the number of firms successfully assisted in accessing financing of the total number of those that were assisted during Phase I
- 39% increase in the number of agricultural firms benefitting directly from USG supported interventions from 146 in Phase I to 203 in Phase II

During this quarter, LBLI achieved key results in three intervention components to improve the agricultural sector in Lebanon; a) access to finance; b) reaching small agricultural firms; and c) proving that reaching GLOBALG.A.P. certification was within the reach of well-managed farms. LBLI achieved these successes in the following program areas:

Expand Market Access Through Business Linkages

Working to connect the agri-producers into high-return and growing markets so that they in turn will source more from Lebanese farmers, LBLI-supported Lebanese agro-food industries continued to expand market access and identify new opportunities especially in the U.S. markets through three main axes: participation in international fairs, increased exports through uniform branding, and supporting in-store promotions. LBLI's trade fair participation proved to be a viable channel for marketing Lebanese exports, facilitating access to serious buyers and catching market trends. LBLI facilitated participation for Lebanese food processors in two international food trade fairs; the East Coast Fancy Food Show (Washington D.C.) and the New York Gift Show. This resulted in new multi-million dollar contracts with U.S. importers and long-term trade opportunities with increased farm inputs.

Backward Linkages to Improve Local Supply and Realize Market Growth

By realizing market growth for lead firms, or market driver firms (MDFs), fostering relationships of trust between them and farmers, and targeted technical assistance, LBLI increased small farmers' revenues through capacity building and increased linkages. LBLI continued to build linkages between small farmers and MDFs to improve local supply and realize market growth. LBLI facilitated a total of 287 linkages in 2011 between MDFs and small local farmers through lead farmers.

Address Value Chain Constraints to Foster Industry and SME Growth

During this quarter, LBLI continued addressing constraints across the value chain to move the fresh fruits and vegetables sector forward. This included the need to reach global standards of good agricultural practices (GLOBALG.A.P.), private sector investment flow (access to finance) and upgraded post-harvest practices (training & demonstrations). LBLI supported farmers and processors in removing or mitigating obstacles through different innovative approaches:

- Supported 7 farms in acquiring GLOBALG.A.P. certification, doubling the total number of certified farms in Lebanon;
- Facilitated trainings of widely respected international experts on best production, post-harvest, packaging, and storage techniques as well as global trends of the table grape market;
- Supported 5 MDFs with HACCP gap analysis to identify areas that must be improved to meet new Lebanese and FDA requirements;
- Worked closely with farmers and bank branch offices to submit complete and Central Bank approved loan applications, allowing farmers to invest in business growth;
- Developed and published a brochure to distribute to over 2,000 farmers and bank branch offices to facilitate loan application procedures;
- Established a joint Agro-insurance Steering Committee with Arcenciel whose goal is to orient and facilitate the development of a prototype agro-insurance product.

Syndicate of Lebanese Food Industries (SLFI)

LBLI also continued building the capacity of the Syndicate of Lebanese Food Industries (SLFI) to support Lebanese processors through trainings and studies to understand the US markets. Recent activities, designed to improve its services to its members and improve members' competitiveness in local and export markets, included:

- Published first newsletter and widely distributed
- Updated Website to meet the Syndicates' needs
- Held workshops to improve processors market intelligence capabilities
- LBLI team continued to help SLFI members in implementing the Sector Strategy created early in the project to help processors enter the US specialty food market, with significant success.
- LBLI continued building the capacities of SLFI to support Lebanese processors, through trainings and studies to understand the U.S. markets
- LBLI collaborated with SLFI, another USAID project (WTO Accession), and the Central Chamber of Commerce, Industry, and Agriculture to perform gap analyses for food processing factories to meet HACCP requirements that are required by the Ministry of Agriculture and the USA FDA.

"Beyond Beirut"

A key objective of LBLI's support to Beyond Beirut was to expand the NGO's capacity to operate as a well-managed, sustainable NGO. Progress made in this direction during the quarter included:

- Board meetings held on a monthly basis; with agendas, minutes and records of decisions;
- Regularly updates and monitors their website; mirrors articles featured in *Lebanon Traveler* along with other tourism news and monthly newsletter;
- Created a social network extension of its activities by establishing a space in Facebook that reports BB's latest news;
- Organized a successful "Sustainable Tourism Forum and Exhibit";
- Published two quarterly magazine issues, *Lebanon Traveler*.

3.7 LIFT (Global) **(September 2009 - September 2014)**

The Livelihood and Food Security Technical Assistance (LIFT) project, a five-year associate award with FIELD-Support core partners CARE and Save the Children, was designed to work in close collaboration with US Government agencies, implementing partners, and other key stakeholders with the ultimate goal of supporting food security in vulnerable households by improving their livelihoods and economic circumstances. The goal of the LIFT project is to increase food security through sustainably improving vulnerable households' economic circumstances. LIFT aims to heighten the impact of USG work and enhance investments in food security made by agencies and initiatives such as USAID, PEPFAR, Feed the Future, USDA, CDC and Peace Corps, and their implementing partners, by providing high-impact technical assistance in linking food security to sustainable, market-led economic activities.

To achieve its goal, LIFT offers **country-level** and **global** technical assistance services to U.S. government entities and implementing partners, as well as governments, civil society and the private sector, and provides leadership in the development of good policy and practice. Key activities over the last quarter are presented below.

A. Country-specific activities

Ethiopia

- LIFT finalized its assessment report titled *Assessment of USAID/PEPFARs Economic Strengthening Programs in Ethiopia*, and is awaiting approval from USAID/Ethiopia to publish it on the LIFT webpage located on the KDID website.
- On August 16, LIFT hosted an Economic Strengthening Dissemination Workshop, on behalf of USAID/Ethiopia, to share the lessons learned and recommendations from the report titled *Assessment of USAID/PEPFARs Economic Strengthening Programs in Ethiopia*, conducted in Ethiopia in August and September 2010. A total of thirty participants attended the workshop. Representation included USAID/Ethiopia, WFP, UNICEF, Save the Children, Pact, ChildFund, ACDI/VOCA, DAI, Addis Ababa University, and World Learning.
- Save the Children conducted fieldwork in Ethiopia for the referral research discussion paper requested by the Care and Support Technical Working Group. The draft report was circulated for comments and should be finalized in the next quarter.

Nigeria

- In July, Ben Rinehart and Gareth Evans traveled to Abuja, Nigeria to host a two-day training for 35 PEPFAR implementing partners in Nigeria. The participatory training provided: an overview of the LIFT livelihoods and vulnerability conceptual framework; a review of different types of provisioning, protection, and promotion activities; and introduction to the standards of practice in implementing these activities. During the training, there was a special focus on economic protection activities.
- The team met with specific partners selected by USAID as potential recipients of more customized technical assistance. These partners included MSH and Africare (implementing the CUBS project); Hope Worldwide; Network on Ethics/Human Rights, Law, HIV/AIDS prevention and Care (NELA); and Save the Children UK. For the CUBS project, the team evaluated proposed program options for income-generating activities, recommended consideration of savings group promotion, and provided a quick cost-benefit analysis in terms of financial resource requirements and overall beneficiary targets. For Save the Children UK, LIFT discussed and later provided input into the design of an assessment tool for measuring OVC well-being as it is impacted by household participation in village savings and loan groups. With NELA, LIFT provided comments into their recently concluded economic strengthening activities.
- LIFT created a tools and resources package including appropriate existing tools, and made these available to training participants through an online portal.

Namibia

- In August, LIFT initiated discussions with USAID/Namibia about follow-on work to the LIFT in-country assessment and report, which was prepared between November 2009 and March 2010. Dr. Ochi Ibe of USAID/Namibia continued to be LIFT's primary point of contact at the mission. Dr. Ibe has shown interest in having LIFT return to Namibia and disseminate the results and recommendations from the report and begin researching the potential implementation of a NACS referral system and /or network in select locations.
- LIFT is currently planning to host a national dissemination workshop on November 29th and 30th in Windhoek, Namibia, to share, review, and validate the results and recommendations from its report with PEPFAR and USAID/Namibia implementing partners.

- In addition, USAID/Namibia would like LIFT to provide support and technical assistance on the development of a nationwide NACS referral system. Discussions on how LIFT will support NACS in Namibia will continue into the next quarter.

Democratic Republic of Congo (DRC)

- In July, Jill Thompson (LIFT Consultant), Sybil Chidiac (CARE/Tanzania), and Willy Rumanya (CARE/DRC) participated in a joint LIFT/FANTA-2 assessment trip to meet with government, international and local organizations, and community members to review past and current experience with nutrition, food security, and economic strengthening activities targeting HIV-affected populations in the DRC. The information collected during this trip was used to develop a report which lists technical assistance options the USAID/DRC mission could use to strengthen its food security, nutrition, and HIV activities. The mission has expressed interest in utilizing the FIELD-Support mechanism to initiate a LIFT-like technical assistance project focused solely on the DRC. FHI 360 will continue discussions with the mission into the next quarter and attempt to finalize plans for a new FIELD-Support award.

Rwanda

- LIFT began discussions with USAID/Rwanda this quarter. It became clear as talks progressed that present circumstances within the mission would delay any TA from LIFT for the foreseeable future. LIFT will continue to check-in with the mission periodically to assess the situation and gauge the mission's interest in engaging lift as a TA provider.

Global Activities

- **M&E Technical Assistance:** LIFT provided technical input into MEASURE's qualitative OVC impact indicators for their OVC program evaluation tool.
- **Global Fund Toolkit:** LIFT provided technical input into the food security narrative of the Global Fund toolkit that will be used by country teams preparing Global Fund proposals.
- **Economic Strengthening and Skills Building for OVC:** On August 11th and September 27th, LIFT consultant Margie Brand delivered the first and second in a series of three workshop presentations on economic strengthening (ES) skills-building for OVC, for the Interagency OVC Task Force. The first workshop introduced the general concepts of ES in the context of OVC programming. The second workshop built on the first workshop by introducing several case studies and providing participants the opportunity to critically evaluate the challenges involved in planning, implementing, monitoring, and evaluating the challenges of ES activities for OVC.
- **Strategic Partnerships and Collaboration: WFP** On August 2nd, LIFT participated in a conference call with Nils Grede of WFP and USAID to discuss collaborative opportunities between LIFT and WFP. WFP is interested in including wrap-around services within its core set of interventions, and requested input from LIFT on a draft concept document to explore a model of linking patients in the health system to livelihood activities, through testing different models on the processes and tools. During the meeting, countries of mutual interest were discussed. LIFT will continue to explore potential areas of collaboration into the next quarter.

3.8 P3DP (Ukraine) (September 2010 – September 2015)

Beginning in this last quarter, legal approval (ultimately via accreditation) to function as a donor program in Ukraine allowed P3DP to employ local staff, deliver direct assistance and engage in developing formal relationships with GOU entities, including Ministries, Agencies and Administrative Units. USAID approved P3DP's selection methodology and the resulting identification of 6 cities

Illustrative Indicators and Life of Program Targets

- 13 laws will be reviewed in light of PPP Law requirements
- 70 stakeholders will participate in familiarization tours regarding PPP Unit implementation and operations
- 125 government employees and 55 nongovernmental employees will receive training in PPPs
- 10 PPPs will be USAID- approved for implementation using P3DP resources

and projects as “high-potential” prospects to be PPP pilot projects. These are:

- Lviv city parking management
- Zhytomyr waste sorting and recycling plant
- Voznesensk waste sorting and recycling plant
- Evpatoria sport facilities
- Poltava district heating
- Trostyanets waste sorting and recycling plant

There were several important changes at the MOEDT over the last few months. Unresolved and pending GOU ministerial reorganizations caused an air of caution across many governmental entities for a significant portion of Year 1. Two Presidential Decrees were also released addressing apparent shifts in certain PPP responsibilities between MOEDT and "The State Investment and National Projects Management Agency" (National Projects Agency or NPA). Although the full implications of these pronouncements remain unclear, the opinions of many Ukrainian leaders are that these decrees effectively transfer certain areas of PPP responsibilities to the National Projects Agency, thus reducing the MOEDT's previously-assumed span of influence in regulating, monitoring and implementing PPP transactions in Ukraine. As with NPA, P3DP developed a relationship with both the Ministry of Economic Development and Trade of the Autonomous Republic of Crimea (ARC) and the ARC Regional Development Agency, leading to the drafting of a Memorandum of Understanding (MOU) with the ARC Council of Ministers, slated to be executed at the Black Sea Economic Forum in Yalta in early October 2011.

Another key relationship, which was developed and strengthened throughout Year 1, is with the Verkhovna Rada (VR) Entrepreneurship Committee, under the leadership of Ms. Natalia Korolevska, and its related Public Private Partnership (PPP) Working Group in which two of P3DP's Technical Managers have become participants at the invitation of Ms. Korolevska⁴.

Programmatic highlights for the latter part of Year 1 include:

- a) subcontracting with Gide Loyrette Nouel (GLN), an internationally recognized legal firm based in Paris, France, with an office in Kiev, to conduct a diagnostic of the PPP legal environment in Ukraine;
- b) after extensive visits to multiple cities throughout Ukraine, the recommending to USAID of 6 high-potential cities as potential partners in PPP pilot projects. By achieving high-potential status, these cities are targets for capacity development and other PPP project-related support.

The draft GLN report is slated to be formally presented to both USAID and GOU representatives in early October, 2011, with a subsequent public release at the P3DP-initiated PPP Conference on October 20, 2011, in Kyiv. The initial USAID-accepted 6 PPP pilot projects have now been joined by 7 additionally identified high-potential projects—clearly meeting the Year 1 target of identifying at least two PPP pilot projects with which P3DP will engage to develop further as real-world examples of PPP initiatives being considered under the Ukrainian PPP environment.

To further expose Ukrainian leaders to international practices in the PPP arena, P3DP organized two study tours in Y1 for Ukrainian national level participants to obtain perspectives from PPP Unit functional operations within the East European region. The first study tour to Zagreb, Croatia in late June included 12 Ukrainian governmental officials involved in PPP development in Ukraine. In Croatia, the group was hosted by the Croatian Agency for Public-Private Partnerships (APPP). The second study tour was for a similar number of GOU-recommended officials to St. Petersburg in July-August. The follow-up for these tours is a planned workshop in Y2Q1 in which discussions among the participants of

⁴ Further, this VR PPP Working Group will be a cosponsor of the P3DP-initiated PPP Conference to be held on October 20, 2011.

observations, lessons learned and collective suggestions will be aggregated as to practices, processes, procedures and functional responsibilities that may best be suggested for the Ukrainian context.

P3DP's identified Implementing Partners include:

- Ukrainian Public Private Partnerships Development Support Center (PPPDSC)
- Institute for Budgetary and Socio-Economic Research (IBSER)
- Kyiv Economic Institute (KEI)
- Association of Ukrainian Cities and Communities (AUC)
- East Europe Foundation (EEF)
- Expectations are that these sub-agreements will be executed in early Y2Q1⁵. Also, the P3DP staff responded to both expected typical and certain ad hoc requests of USAID throughout the year.

3.9 PRODEL II (Ecuador) (September 2009 – September 2012)

The Ecuador Local Business Development program, known locally as PRODEL, is managed by prime recipient FHI 360 and administered in the field by lead implementing partner ACIDI/VOCA, and was awarded a 3-year extension in 2009. The project's objective is to improve livelihoods for families living along the northern and southern border regions by supporting the expansion of private enterprises that have the potential to rapidly generate income and employment by strengthening local private producer groups and associations. The program seeks to impede the spread of the narco-economy into Ecuador by building higher-value economic opportunities for border communities, and is an integral element of USAID's two-part strategy for alternative development through a balanced combination of community development and economic strengthening activities which, when combined, provide communities with strong incentives to participate in licit production. Select highlights of PRODEL's major achievements and activities during this past quarter are presented here.

Progress to date against Indicators

- 43 urban and rural anchor firms engaged (includes 20 from PRODEL I and 23 from PRODEL II)
- 17 PRODEL anchor firms have provided technical assistance to 7,038 producers, through 277 Farmer Field Schools (FFS)
- 12 Municipalities served and are contributing to improving the business environment
- 9,007 beneficiary families
- 5,175 new full-time jobs created

Key Achievements by the end of the fiscal year:

- PRODEL has met or exceeded six of the seven targets for FY 2011. The remaining target of increasing producer incomes will be measured against last year's results at the end of the Ecuadorian calendar year in December of 2011.
- A total of \$4,276,121 in grants to 24 anchor firms has been processed and approved by the PRODEL II Grant Committee and pledges for \$7,293,386 of counterpart funding from anchor firms and producer groups were received during FY 2011. This funding will help buy down risk for PRODEL anchor firms and their producers through access to new market opportunities and technologies facilitated through the program. PRODEL held business planning and Economic Development Fund (EDF) workshops with each of these 24 anchor firms and their producers to design the grant projects. Of that amount, \$1,864,512 was disbursed through the PRODEL EDF during FY 2011 to benefit 22 anchor firms and the 10,615 producers currently linked to these companies.

⁵ The KEI sub-agreement was executed on October 3, 2011, and the draft sub-agreement documents were distributed to both EEF and AUC on October 14, 2011. A sub-agreement discussion was held with PPPDSC on October 15, 2011, resulting with a series of next steps being identified for closure.

- The PRODEL team has met with and evaluated a total of 142 companies for potential participation in the program. By the end of the 4th quarter of FY 2011 the team had selected 24 of these companies as PRODEL lead firms to benefit small producers in Ecuador's border regions, representing six value chains. One of these selected anchor firms decided not to continue with the program after participating in the entire selection and evaluation process. The addition of new anchor firms was put on hold for approximately six months during FY 2011 which affected the rate of new firm selection for the program.
- 22 PRODEL anchor firms hired 62 field technicians to provide technical assistance through 374 Farmer Field Schools (FFS), reaching 7,647 producers, in the Northern and Southern border regions of Ecuador during FY 2011.

Lessons Learned this Fiscal Year

PRODEL learned a number of lessons during this past year that will help to plan for the implementation of the program in the coming year. The team considers the following as the most important lessons learned during FY 2011.

- **PRODEL is uniquely positioned to share and transfer the value chain model in Ecuador.** With the exception of PRODEL, there are very few other current practical programs applying the value chain model for local economic development in Ecuador, despite substantial mention and conversation about the model at the government policy development level. Presently, many institutions are investigating the replication of the value chain model and are looking to PRODEL for practical experience. For example, the Central Government has established a Program for Inclusive Businesses (PRONERI), which is adopting the value chain model.
- **The existing policy framework creates favorable conditions for local governments to adopt the value chain model as the basis for local economic development agendas.** The latest version of the Ecuadorian Constitution (2008) requires that Autonomous Decentralized Governments (ADGs) present and approve their Territorial Development Plans by November 2011. Many of these plans integrate the value chain model as their main methodology for local economic development, based on experience working with PRODEL at the local level.
- **Central government ministries recognize the value of anchor firm and producer group participation in PRODEL.** Even though PRODEL has yet to formalize interinstitutional agreements with Ministries such as the Coordinating Ministry of Production, Employment, and Competitiveness (MCPEC) or the Ministry of Industries and Productivity (MIPRO), many of PRODEL's partner anchor firms and producer organizations have been invited to participate in programs sponsored by these Government offices.
- **Recent changes in Government food programs have brought vulnerable situations to light based on the dependency created by such programs.** Some PRODEL anchor firms benefitted from Ecuadorian Government-sponsored food programs to the point of depending heavily on the Government for purchasing their products. Unfortunately, the Government recently cut many of the food programs, leaving these anchor firms without buyers and/or unable to fulfill previously established agreements with suppliers. Such is the case with Cereales Andinos. Therefore, it is important that firms diversify their sales channels.
- **Traditional Andean crops represent a unique opportunity for value chain investments.** The Program has seen promising results from investments in endemic, Andean crops, such as lupin beans (chocho) and Andean gooseberry (uvilla). By supporting producers in these chains, PRODEL has seen household incomes increase, especially in comparison with traditional crops, such as corn, peas, barley, wheat, and potatoes.
- **Changing producers' relationships to their farms is a key to success.** One of the main challenges PRODEL and anchor firm field technicians have faced is the resistance among producers, especially coffee and cacao farmers, to change their ideas about the role of their crops in their household economies, and to adopt new techniques that would eventually increase yields, and ultimately, income. For many of these producers, their crops represent a type of liquid savings account that they can access whenever they need. They are used to harvesting their crop when they need to inject new cash flow into their household economy, rather than according to a strategic plan that

would optimize yields and income over the long run. This in turn, contributes to the cycle of poverty among producers. As a result, through PRODEL, USAID has invested significant resources in training the producers to not only apply sound agricultural practices, but to improve their knowledge of basic financial concepts through financial literacy and ways to manage their farms as a business.

- **PRODEL has seen very positive results from its efforts to train producers in Strategic Business Planning and Financial Literacy.** PRODEL producers have acquired critical skills and knowledge for managing their farms as a business as well as, gaining access to previously exclusive financial services. The benefit is even greater when PRODEL helps to connect the producers to financial institutions, before encouraging the producers to take the lead to secure credit on their own.
- **The Ecuadorian national tax procedures require monthly declarations which have generated a significant work load for the entire PRODEL office, especially at the end of each month.** To optimize payment processing, the Subcontracts and Grants Department established a new payment calendar that allocates funds throughout the month (rather than towards the end of the month).

Next Steps

- **COMPONENT 1: PROMOTE AND STRENGTHEN THE GROWTH AND COMPETITIVENESS OF VALUE CHAINS**

PRODEL's strategy in Year 5 will be to strengthen the **competitiveness and growth of value chains** by working with economic actors within each value chain to respond more strategically to end market demands. Specifically, PRODEL will continue to work with anchor firms to better meet the demands of end markets, while also increasing firm capacity to respond to market changes and opportunities. The Program will continue to work with the same value chains that were selected in December, 2009 including cacao, coffee, processed vegetables, processed fruits, grains, and fish & seafood while increasing the number of partner anchor firms and producer groups within each chain. However, should the opportunity arise, PRODEL is open to incorporating new competitive value chains into the program design.

- **COMPONENT 2: FOSTER ACCESSIBILITY OF FINANCIAL SERVICES FOR VALUE CHAIN PARTICIPANTS**

PRODEL recognizes that in order to extend access to financial services to all value chain actors, it is critical to engage the support of the Ecuadorian Government, anchor firms, producer groups, and financial institutions. As a result, the Program will continue to facilitate an integrated model, coordinating with the aforementioned actors to promote financial services, products, and systems that reduce risks while increasing access to these services among the larger producer population. To this end, PRODEL has developed a strategy for **fostering greater accessibility to financial services** for value chain participants in the rural sector. This strategy consists of three main components:

- *Macro-level:* Execute strategic actions to influence the national legal framework to provide clear incentives for the design and access to financial services for value chain actors.
- *Meso-level:* Design, strengthen, and implement financing mechanisms for value chain stakeholders in collaboration with financial institutions, in addition to developing local capacities within financial institutions to work with value chain actors.
- *Micro-level:* Develop capacities among value chain actors to access financial services.

Due to funding limitations, PRODEL will not be able to continue with its macro-level access to finance strategy and will instead concentrate resources on the meso and micro levels to ensure PRODEL value chain actors have a reliable access to financial services.

3.10 STRIVE (Afghanistan, Philippines, Liberia, Mozambique) (September 2007 - September 2012)

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 villages savings and loans (VSLs) and rotating labor schemes and the effects on children’s nutritional outcomes;

Highlights from Last Quarter

STRIVE Philippines—AFE

STRIVE Philippines engaged in strengthening activities for multiple lead firm partners by supporting lead firm participation in **the New York International Gifts Fair (NYIGF)** in August 2011. In preparation for the NYIGF, STRIVE Philippines sponsored consultants with expertise in the US craft import market to build lead firms’ capacity to effectively attract US-based buyers. With these consultants, STRIVE Philippines arranged a market linkage activity at the fair, to bring the lead firms together with US-based wholesale distributors exhibiting at the NYIGF. The market linkage activity included introducing STRIVE lead firms to US-based distributors and creating a space above the showroom floors at the fair where the lead firms could present their samples and discuss sales with the distributors.

STRIVE Philippines Impact to date—At a Glance

# of People Served (total)	19,245
# of Children/Youth Served	14,434
# of Adults Served	4,811
# of People Trained	1,542
# of Organizations Strengthened	7

Four lead firms (33.3, Bon-Ace, Catalina, and Shelmed) participated in the NYGIF and the associated market linkage activities, which were considered a great success by the firms. They gained a stronger understanding of the US market and improved their abilities in targeting importer-wholesalers as potential buyers. The companies met with more than 30 targeted buyers (many of whom have subsequently ordered samples), including the Philips Collection, a major importer wholesaler, which confirmed its strong interest by proposing a visit to the Philippines in October, which will be cost-shared among the Collection, STRIVE Philippines and the lead firms.

The new partnership with RSU Rattan Furniture and the technical and cost-share support to its raw material supplier in Leyte, extended STRIVE outreach in one of the poorest provinces in the Philippines, where communities have limited livelihood opportunities beyond subsistence farming. Abaca is abundant in the area but most people are only familiar with raw material collection, not value-added activities like semi-processing. Therefore, abaca twisting provides new opportunities to increase household income for communities throughout Leyte.

STRIVE Philippines continues to monitor the results of initial seedling nursery interventions with seaweed lead firms Tracks and NAMSU Marketing. However, due to market factors (e.g. continuing price

volatility and a production shift to Indonesia) and environmental issues affecting seaweed productivity, the lead firms have not presented any additional upgrading investments to support.

Key Learning from Philippines

STRIVE Philippines has begun to gather and document lessons learned during this quarter, as mentioned above. This information gathering consisted of interviews with the lead firms and field visits with their suppliers, subcontractors, weavers, and raw material suppliers and semi-processors. Based on these discussions, one of the key issues that STRIVE Philippines wants to address is how site selection for new weaver trainings is conducted, and how certain factors within the lead firm's control can be verified in advance. Politics or "who you know" may play a major role in determining where new groups are started and the membership of groups. A firm's priorities may not be the same as those of the project's in that lead firms may not be interested in vulnerable households. These are challenges that STRIVE Philippines is working to address with lead firms.

Improving site selection will ensure that lead firm investments in training new weavers are worthwhile and that they continue to weave and supply them over the long term. An output of this process has been a 'site selection checklist' that AFE developed in collaboration with lead firms for them to fill out when assessing a site for new weaver training.



Participants in raw materials semi-processing training learn to twist raw abaca. Photocredit AFE

Child time use findings: Across all age groups and locations, girls spend more at home doing "inside-household" chores such as cleaning, cooking, caretaking, and laundry. Boys also contribute towards household chores but engage mostly in "outside household" chores such as gathering firewood, tending to cattle/animals, and fetching water. Therefore, social and cultural factors seem to influence child time use in rural Philippines. This falls in line with evidence from a national study conducted by UNICEF Philippines which suggests that though female children are highly desired by parents in the Philippines, it is mainly because they are viewed as "the ever-dependable source of support". As Filipino girls grow old tasks such as housework and caring for younger siblings are expected to be fulfilled by them (Liwag et al., 1999).⁶

As compared to children in Lamac, Tabuelan, and Ginatilan, children in Tumitus spend the most time assisting on a STRIVE occupation.⁷ In Tumitus, on average, 8-15 year olds spend on average about 9.5 hours/week on seaweed farming, while 16-18 year olds spend about 21.5 hours/week on seaweed farming. Children in the remaining three communities, where weaving is the STRIVE occupation, neither spend a considerable amount of time nor cite it as an important activity that they engage in.

⁶ Liwag, Emma Concepcion; de la Cruz, Alma; and Macapagal, Elizabeth. (1999). "How We Raise Our Daughters and Sons: Child -Rearing and Gender Socialization in the Philippines". United Nations Children's Fund and Ateneo Wellness Center, Manila.

⁷ STRIVE occupation refers to either seaweed farming or weaving. In the case of Tumitus, it is seaweed farming.

With regards to travel times, except for children in Tunitus and Ginatilan and 16-18 year olds in Lamac, travel times to school for the others are in the range of 10-20 minutes one-way walking. Playgrounds, except for 16-18 year olds in Tabuelan and all children in Ginatilan, are also easily accessible. Some children, especially those in Tabuelan and Tunitus, spend a significant amount of time traveling to the farm or seaweed farm almost daily. The most amount of time is spent on traveling to the city or the nearest town proper and in some cases requires more than one mode of transportation. Across all locations, traveling to the market is also an activity that consumes a considerable amount of time and requires multiple modes of transportation.

Afghanistan Secure Futures (ASF)—MEDA

ASF promotes business development and market linkages in the construction industry (primarily in the carpentry and metal working sub-sectors). The project works to build workshop capacity in a range of areas and to link strong and strengthened workshops to higher-value markets. In addition to strengthening Afghan markets and improving income for workshops and apprentices, the project seeks to enable improvements in the safety and well-being of children working as apprentices in these businesses.

The final ASF product exhibition, APEX 2011, was held July 27 to 30th and attracted approximately 27,000 attendees. The revenue generated totaled an estimated US\$140,000. Exhibition planning meetings were held with partners in June and July and ASF staff ensured that local partner personnel took lead roles in all aspects of the even preparation.



APEX exhibitor displaying sample office furniture

Development was completed on the business promotion website, which will promote products for carpentry and metal workshops. Workshop owners requested help from ASF on setting up a website to advertise more widely, as most of their business was from customers who visited their shops. The website allows workshop owners to upload photos and descriptions of their products and to list contact details such as phone numbers or addresses. Each of these business owners pays part of the maintenance fee.

The syllabus for working children and youth was finalized, approved by the Ministry of Education and printed in both Dari and Pashtun languages. The ASF team released it on August 22 and 24 at two launch ceremonies attended by Government officials, NGOs and international staff.

Respondents in the project's endline impact statement exercise identified the top benefits associated with the project as:

- Income gain
- Technical skills training
- Improvement in working conditions
- Contribution to household well-being and financial stability
- Increase in workshop business
- Workplace safety
- School attendance

There were a number of unintended but very positive secondary benefits accruing to the apprentices, including increased school attendance (a critical component of lifting a household from poverty to education); and increased contribution to the household finances.

Key Learning from ASF:

Afghan family structures and traditional values provide an element of support to children and youth. Despite widespread economic hardship in Afghanistan, it is rare to see children who have been abandoned by their families. This may reinforce ASF's findings that improving the situation of an apprentice brings overall improvement to the welfare of families.

ASF field staff experience has noted two areas where future market development programming in Afghanistan could further benefit workshop owners:

- Workshop owners need training on bidding for contracts. Previously, a unit in the Ministry of Finance offered training on the contract bidding process, but this was linked to World Bank funding that has ended.
- There are several barriers to workshop growth that are rooted in government policy. For example, business owners face challenges in obtaining the legal rights to the property on which their workshops stand. Without legal ownership papers, they are not eligible for financial services such as loans. Advocacy could improve conditions for many informal workshops and aid their entry into the formal economy.

Agriculture for Children's Empowerment (ACE), Liberia—ACDI/VOCA

Agriculture for Children's Empowerment (ACE), managed by ACDI/VOCA, is developing the entrepreneurial mindsets and skill sets and linking Liberian farmers into profitable value chains with the goal of increasing income, improving nutrition, and reintegrating families by enabling caregivers to support their children. The project aims to: increase local production of key staple foods by strengthening the vegetable and rice value chains in Liberia's Bong and Nimba counties; and magnify impacts on child well-being by targeting communities with public information campaigns about children's nutrition and the value of education. To that end, activities focus on improving agricultural upgrading in targeted communities, integrating the value chain system and facilitation tactics to foster incentives and relationships that result in on-going upgrading. One way ACE does this is by strengthening the linkages between input providers and farmers, for example through crop trials for farmers.

Major achievements over the last quarter include:

Objective 1: Strengthening Linkages Between Input Providers And Farmers

- A total of 45 (42 male and 3 female) farmers (mainly vegetable) bought inputs worth US\$1,728 from both input providers and the open market. This represents an increase of 103% over the previous quarter.
- 50 demonstrations set up in Bong and Nimba counties to test local bitter balls are still being monitored to determine the yield, as harvest is ongoing.
- 153 (91 male and 62 female) farmers visited demonstration sites, and 114 adopted the use of wood ash as a soil treatment

Objective 2. Increasing Rice Production

Three partners, including Liberia Farms and Cooperatives (LIFARCO, broker), Agriculture Infrastructure Investment Cooperation (AIIC, seed supplier) and Central Agricultural Research Institute (CARI, research institution) completed a joint monitoring visit to assess performance in terms of germination, weeding and growth rates. The visit showed the following results:

- 96 percent (679) out of 706 rice farmers reported having no problem with the germination of the rice seed supplied.
- 90 percent of rice farmers who had reported having no problem with germination have completed weeding activities, which is one of the agronomic best practices associated with the crop. The remaining 10 percent are also at the final stage of completing their weeding activities.

Objective 3. Strengthen Linkages between Buyers and Farmers

- Farmers sold crops valued at US\$18,066 (\$16,417 by smallholders in Bong and Nimba and \$1,649 by Montserrado farmers). Of this, approximately 91% were local vegetables and 9% were higher value vegetables.

- A total of 125 (108 male and 17 female) smallholders sold crops during the quarter.
- 21 (14 male and 7 female) smallholders sold to the regional market for the first time through ACE facilitated farmer-buyer relationships.
- 10 smallholders (1 male and 9 female) participated in post-harvest pepper drying for the first time using a solar dryer. They sold to a pre-arranged buyer to generate an income of US\$71. (See Textbox below.)

Objective 4. Technical Assistance

- Monitored the growth of 50 demonstration sites in Bong and Nimba carrying out soil remediation techniques using locally available material such as ash and urine.
- 128 extension visits were made.
- 83 smallholders trained in crop production and 144 trained in Farming as a Business (FaaB).
- 50 additional smallholders recruited by CARD in Montserrado and trained in crop production and FaaB, making a total of 100 smallholders recruited in Montserrado

A Client Story: Innovating Technique for New Markets



Farmer Martha Teah (second from the right) receives payment for the dried pepper.

Farmer Martha Teah lives in Kpaytuo, Nimba county, and is one of the earlier adopters of the ACE value chain approach. In August 2010, Martha was among the farmers who attended a vegetable preservation training facilitated by Ralph Bucca, a Farmer-to-Farmer volunteer from the US. She also attended a food crop preservation training organized by the FtF program in Monrovia in June 2011.

During the quarter, Martha organized a group of farmers (nine women and one man) to construct a solar dryer to preserve surplus peppers and other vegetables. The group pooled their resources to construct the dryer, and tested it by combining hot pepper harvests from their farms into a bulk batch for drying. In three days, they had a batch of dried peppers, much to the surprise of other local farmers, who were accustomed to using traditional methods of drying that take more than a week, especially in the rainy season.

ACE facilitated a market linkage between the farmers and Tina Jackson, a LMA representative who imports dried pepper from Guinea. ACE brought Ms. Jackson to Kpaytuo to purchase the available dried pepper and to pre-arrange future transactions with Martha's group. Ms. Jackson expressed interest in the business and was impressed to see a group of Liberian farmers organized for the production of dried pepper. Ms. Jackson negotiated with the group to purchase the 15 kg of dried pepper for a total price of US\$71. During her visit, the group showed her samples of dried bitter balls, as well. She told the group that it was extremely interesting to see dried bitter balls for the first time and that, if palatability testing went well, she would seek a market for this new product.

Martha and her group are happy with their innovative new process for preserving produce, and are determined to carry on. In Martha's words, ***"This is just the beginning of us drying pepper using the solar dryer, and we will continue to dry more at bumper harvest so that we can raise more money to help our children."***

Key Learning from ACE

In working with smallholder farmers over the life of project, field staff have come to categorize farmers into three groups: A, B and C, based on farmers' capacity, knowledge and skills. The A group is comprised of the top-performing farmers, who are lead farmers and Cluster Heads. Farmers in the B group do not yet have the capacity, knowledge and skills of lead farmers or Cluster Heads, but have demonstrated potential to reach that level. The C group farmers are on the lowest end of the production and knowledge scale, and include many of the most vulnerable participants, such as widows and single

parents (especially single mothers). Distinguishing among these categories of farmers has helped ACE identify the needs of each group more precisely. For instance, staff have observed that smallholders in the C group do not usually buy inputs such as seeds, fertilizer or insecticide from the open market or input firms. Rather, they exchange labor for inputs. Understanding the shared characteristics and challenges within each group is helping ACE staff tailor interventions appropriately.

ACE has also learned that LAC 23 rice has a maturation cycle that is more suitable to smallholders' needs than NERICA 14. LAC 23 matures after four and a half months, which is one-and-a-half months shorter than the local rice variety and one-and-a-half months longer than the NERICA 14 rice variety. Farmers favor LAC 23 because it is less difficult to adapt to its slightly longer maturation period, and they are able to conduct rice cultivation alongside other agricultural activities. Growing NERICA 14 does not allow for this flexibility, since cultivation activities must proceed intensively, which makes it difficult to cultivate vegetables at the same time.

STRIVE Mozambique—Save the Children

The STRIVE Mozambique project is designed on the premise that village savings and loan (VSL) groups and rotating labor groups (called Ajuda Mútua, or AM) reduce food insecurity for households and thereby improve nutritional outcomes for children. The project will measure, evaluate, and document the impact of VSL groups on participating households, while comparing outcomes for households who participate in smaller Ajuda Mútua rotating labor groups and households that do not participate in either type of group. Through the project's experimental design, a new body of evidence will be generated to document the specific impact that VSL and Ajuda Mútua groups have on child nutritional status, household income, and social capital.

Demand for project services remains strong, with 608 people seeking to join VSLs this quarter. The total number of VSL members now stands at 12,282, of which 8,659 belong to independent groups (3,623 people belong to VSL groups that still receive STRIVE mentoring). Among participants, 53% are men and 47% are women. Among those participants still receiving mentoring from STRIVE, 495 individuals are in the intensive phase, receiving close attention and assistance on how to run their VSL group; 2,115 are in the development phase, receiving less support as they master the VSL methodology; and 1,013 are in the maturation phase, nearing graduation.

The total value of participant savings since project inception continued to increase, to 3,026,988 meticaís (approx. US\$111,986). To date, a total of 4,461 loans with an accumulated value of US\$157,188 have been granted to VSL members. (Note: these figures do not include the activity of independent groups, which are no longer tracked by the project after graduating.) From July to September, 1,206 loans were taken by group members, compared to 675 extended in the previous quarter, and the percentage of savings funds utilized for credit increased from 32% last quarter to 38% this quarter. Through a simple survey on the use of credit funds, participants reported using their loans for business activities, many of them oriented to small trade (buying and reselling) goods such as agricultural products, lighting fuel, fish, oil, sugar, soap and animals.

The Ajuda Mutua groups now have **a total of 11,350 participants: 6,339 men (56%) and 5,011 women (44%)**. Activities carried out by Ajuda Mutua groups over the quarter included: increasing areas of agricultural production, weeding fields, harvesting rice, peeling and drying cassava and building and maintaining houses and latrines.

In this quarter, the M&E coordinator provided two weeks of direct supervision of activities and support to field staff in gathering and interpreting monitoring information.

A consultant was engaged to support the team in Mozambique with qualitative research. The consultant's tasks were to help improve the team's capacities in designing questionnaires, planning discussions and the collection, coding, analysis and interpretation of data using discussion groups. While carrying out the activities, the consultant also provided some refresher training for STRIVE staff in the

areas of: research techniques for discussion groups, designing a manual on qualitative research, creating an anthology of evidence-based articles about impact on children drawn from the program activities, and finally, suggestions for publishing articles about the project. This work resulted in a Qualitative Research Techniques manual and a focus group questionnaire. To implement some of the recommendations made by the consultant, a training session on qualitative research techniques was given to 6 field technicians. The field staff will be taking part in the process of data collection in the beginning of next quarter, using the guide developed by the consultant.

Save the Children Mozambique continues to hold cross-sectoral M&E meetings among projects, in which STRIVE Mozambique participates.



Results of work of Ajuda Mutua groups: an improved toilet (at left), and a collective effort to prepare cassava for drying (at right). Photocredit Save the Children

STRIVE M&E:

Ecuador Research Project Implementation: PRODEL engaged five anchor firms by the end of this quarter. As this was half the estimated number of lead firms expected originally, it was necessary to revise of the impact assessment design to accommodate a smaller population of firms. IRIS also learned that under PRODEL's design, anchor firms do not select producers directly or work directly with producers; PRODEL's *tecnicos* (experts) select the producers, and the anchor firms work through existing, or newly-formed, producer associations. Social capital may therefore be a key element of impact, which is now being accounted for in the revised survey design. IRIS conducted a field trip associated with the baseline data collection from the end of September through the first week of October, with the goal of finalizing the impact assessment design by the end of the trip. On the trip, the IRIS team discovered that the field director of the local survey firm, OPE, has an excellent grasp of the impact assessment design and needs.

IRIS has been involved in intensive discussions with all partners throughout the quarter around a variety of issues. In addition to the country-specific details discussed above, IRIS has devoted significant time in the quarter to working closely with all STRIVE partners, especially FHI 360, to identify lessons learned from STRIVE and plan for STRIVE learning products.

Other key activities on the M&E Component include the following:

- Implementation of the research into child-level impacts of the PRODEL value chain project in Ecuador began.
- With the assistance of the FIELD-Support Knowledge Management team and other staff within FHI 360, work continued on draft profiles of STRIVE field projects, and the initial draft of the ASF profile was completed.

- Both ASF and ACE reported that project learning is likely to be applicable to other USAID efforts in their respective countries.
 - Representatives from the USAID mission attended the ASF closing event, and Mr. Patrick Ludgate of OEG complimented the project on its productivity and cost-effectiveness. Prior to the end of the project, ASF met with the Mission to discuss lessons and experiences to inform a workforce development project that USAID plans to launch in Afghanistan.
 - ACE’s position on the cutting edge of market-based agricultural programming has been a challenge, but the project anticipates that the lessons it has learned will be of interest to USAID Liberia as the mission initiates its Food and Enterprise Development project.

4 Staffing

The staffing structure for the FIELD-Support FHI 360 HQ staff (as of **October 1, 2011**) is presented below by the Projects they support:

Person	Title	Project(s)
Paul Bundick	FIELD-Support LWA Project Director	All
Carrie Keju	Associate Award Project Director	ESAF, GEMSS, LBLLI, APTS
Laura Barland	Program Officer	LBLLI, ESAF (PIP)
Sarah Mattingly	Associate Award Technical Director	ECYMP, HIFIVE, PRODEL
Kelly Keehan	Program Officer	ECYMP, HIFIVE, PRODEL
Ben Rinehart	Technical Specialist	LIFT
Jennine Carmichael	Program Officer	LIFT, STRIVE
Clint Curtis	Program Officer	LIFT, STRIVE
Jason Czyz	Associate Award Project Director	P3DP
Liz Layfield	Program Officer	P3DP
Nussi Abdullah	Technical Manager	Leader
Samantha Ackerson	Program Officer	Leader
Jeffrey Mau	Operations Officer	Leader, PRODEL, HIFIVE

5 Next Steps

On July 1st, AED's US government contracts—including the entire FIELD-Support LWA and its portfolio of Associate Awards—were novated to FHI 360, which is the name of the newly 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. Priorities for the FIELD-Support LWA are as follows:

- **New Associate Award Development:** Targeted outreach to USAID Missions and Operating Units and mobilization of prime funds for new Associate Awards development.
- **Existing Associate Award Management:** Continue oversight and management of existing Associate Awards to ensure best possible results and client satisfaction.
- **African Diaspora Marketplace (ADM):** Continue phone and site monitoring of grant recipients and prepare for second tranche of payments
- **Pilots and Strategic Learning Initiatives (SLIs):** Continue to monitor and support pilot projects and SLIs.

- **Monitoring and Evaluation:** Hire M&E professional skilled in RCT research, performance measurement and impact evaluation in line with recommendations in the FIELD-LWA 2010 evaluation.
- **Knowledge Management:** Continue developing, reporting and disseminating learning from Leader activities and AA, through FIELD Briefs, FIELD Reports and events, etc. Engage consortium experts to develop state-of-the-practice overviews in emerging areas of interest for microenterprise development.
- **Partnership Relations and Re-Launch:** Hold consortium meeting to re-orient FIELD-Support and re-energize partner commitment and USAID participation in the LWA mechanism.

Annexes

Annex A: List of Current Pilot Activities

(Current as of March 31, 2011; presented in alphabetical order by implementing partner)

	Pilot Activity	Implementing Partner(s)	Country	Period of Performance	Status	Award Value
A	Consumer Protection Principles (SMART Campaign)	ACCION (CFI) and SEEP	Global	10/15/2010 – 10/31/2011	Open	\$199,361 (ACCION) \$199,658 (SEEP)
	Led by the Center for Financial Inclusion (CFI) at ACCION International and the SEEP Network, under this activity, the SMART Campaign will lead a training of trainers for nearly 50 participants from microfinance networks around the world in basic consumer protection principles as well as more in-depth protocols for conducting self-assessments. The project is designed to equip regional microfinance networks and national microfinance associations to advance the implementation of the Client Protection Principles (CPPs) through a “Putting Principles into Practice (PPP)” and SMART assessor trainings.					
B	Graduating the Poorest into Microfinance: Linking Safety Nets w/ Financial Services	IPA	Ethiopia	8/3/2009 – 08/30/2013	Open	\$224,224
	Based on the CGAP/Ford Foundation global initiative that combines safety net programs with entrepreneurial activities to develop a graduation model for the poorest households, Innovations for Poverty Action (IPA), in collaboration with USAID, the Consultative Group to Assist the Poor (CGAP), and the BRAC Development Institute, is testing a methodology for reaching the most vulnerable households in Ethiopia. Through FIELD-Support, IPA is conducting an assessment of the impact of the graduation model in Ethiopia. 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.					
C	Value Chain Development for Very Poor Households	World Vision	Bangladesh India Kenya Haiti Afghanistan Sierra Leone Ethiopia Angola	3/1/2011 – 12/31/2011	Open	\$150,000
	For this activity, World Vision will develop a “Reaching Vulnerable Households through Value Chain Development Guide” which is designed to provide methodologies to improve the down reach of enterprise development programming using the value chain development approach. A particular focus of this approach is on strengthening informal and formal producer groups and facilitating market linkages with the private sector. Project objectives include having greater market engagement for very poor households through market development activities and to advance the state of value chain development tools for down reach to very poor households using an evidence-based approach through the development of a guide. The guide will include 8 case studies from a range of USAID- and non-USAID-funded programs.					

Annex B: List of Strategic Learning Initiatives (SLIs)

(Current as of March 31, 2011; presented in alphabetical order by implementing partner)

	Partner	SLI Title	Activity Budget
A	ACDI/VOCA	Increasing Awareness of Gender Issues in Value Chain Development	\$149,208
<p>ACDI/VOCA proposes to collaborate with a well-respected consultant specialized in gender issues in enterprise development to create a tool for including gender analysis as an integral part of value chain analysis. The tool will consist of sample question guides, matrices and mapping guides, together with a brief discussion of the importance of gendered value chain analysis and practical advice on how to conduct the analysis. The team will build on work completed under USAID’s Greater Access to Trade Expansion (GATE) project as well research by the International Labor Organization, the UK’s Institute of Development Studies, the Danish Institute for International Studies and others. This tool will be tested in two different FIELD project locations (possibly Ecuador and Liberia) in order to refine the tool, identify best practices and generate lessons learned—in addition to contributing to the effectiveness of the programs in these two locations. Information gathered will supplement existing research and provide material for a brief FIELD Report that will provide best practice recommendations illustrated with examples from the field.</p>			
B	ACDI/VOCA	Value Chain Finance Analysis and Financial Product guides	\$151,268
<p>ACDI/VOCA proposes to develop and field test two tools for practitioners:</p> <p>1) A user guide for assessing financial service needs in priority value chains. This tool would be used by practitioners in project design activities. Often designers ask how to expand lending to the small farmers or other small firms within the chain, assuming automatically this is a constraint to Value Chain development. A straightforward tool—a pamphlet which combines concise steps, check lists and decision tree elements, could guide designers through the key questions:</p> <ul style="list-style-type: none"> • What are the key opportunities for expanding sales and upgrading in this value chain? • What are the key financing requirements to pursue these opportunities? • What are the key constraints to their delivery? • Who has the incentives to deliver the services? • What project interventions are necessary and with whom? • <p>2) An expandable set of two-to three-page “product guides” of value chain finance products, services and alliances to be used by project staff in conjunction with a value chain finance analysis and needs assessment exercise. This tool will complement the work done by FS Share in three ways. The primer focuses on four products, with detailed cases. Our tools section will link products to a value chain map, organizing products around the economic opportunities and transactions that they facilitate. The framework will visibly reinforce the notion that these financial services are tools effective for particular economic purposes. This framework can be expanded as material on new pilots and applications are identified. Our tool will also increase the number of product guides, in a concise and standardized format that is helps practitioners think through whether and how to use a given mechanism, and linking to multiple short case studies. Finally, the tool will be more tied to project learning: it will be used during project design and implementation but also integrated into training and ongoing organizational learning processes.</p>			

C	AFE	Facilitation Working Group Phase II	\$144,571
	<p>This SLI is for a continuation of the FIELD Facilitation Working Group, an initiative to capture and share the knowledge of FIELD LWA consortium members on effective facilitation in enterprise development, particular in the context of dealing with lead firms. This will allow us to build on the results to date, pursue the continuation of further cycles with the working group (including how working with Lead Firms can have a systemic impact on value chains), conduct a conference entitled “Working With Lead Firms” next year (tentatively planned for May 2010) and put together a publication to share our work with the wider development community.</p>		
D	CARE	Capacity Building Concept for CARE Staff on Implementation of Value Chain Programs	\$192,698
	<p>CARE proposes to use its SLI funds, in collaboration with current partners MEDA, to develop a mentoring system for CARE staff in market facilitation. 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 CARE and MEDA will document the approach undertaken and the resources developed and share these out through a case study of our experience. We will also closely coordinate on this effort with the other New Partners in Value Chain Development grantees, sharing our experiences and as applicable presenting our findings at different conferences and other events.</p>		
E	Opportunity International	Smallholder and Rural Household Agriculture Study	\$137,023
	<p>Opportunity International has embarked on 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. Key questions to be addressed include:</p> <ul style="list-style-type: none"> • What is the effectiveness of strategic partnerships between microfinance institutions or banks and extension service providers in delivering complementary services to rural and agriculture households? What are the challenges? What are important steps to be taking in forming these partnerships? • What is the impact of these strategic partnerships on farmer households? Has crop productivity increased? Have household incomes increased? • How do key value chain interventions mitigate risk and support the extension of financial services into rural areas and into the agriculture sector? • What are the critical success factors to delivering financial services in rural areas and to agriculturally-dependent households? 		

Annex C: List of Current Associate Awards

	Implementing Partner(s)	Countries of Implementation	Period of Performance	Award Value
1	Eastern Caribbean Youth Microenterprise Program (ECYMP)			
	FHI 360, EcoVentures International	Barbados, St. Kitts & Nevis, Antigua & Barbuda, Dominica, St. Lucia, Grenada, St. Vincent & the Grenadines	5/2010 – 11/2011	\$1,848,000
<p>ECYMP is designed to accelerate the creation of sustainable livelihoods and self-employment opportunities for vulnerable youth (ages 10-24) by supporting both increased income-generating opportunities and the establishment of micro-businesses by and for youth in Barbados and 6 OECS countries. ECYMP will develop partnerships with local youth-serving organizations and the private sector, and apply proven evidence-based and market-driven approaches to support local institutions to design and deliver market-oriented youth entrepreneurship programs.</p>				
2	Expanded and Sustained Access to Financial Services (ESAF)			
	FHI 360, the William Davidson Institute (WDI), Shorebank International (SBI), Save the Children, CARE, CHF International	West Bank/Gaza	9/2008 – 9/2012	\$36,299,966
<p>The Expanded and Sustained Access to Financial Services program (ESAF) supports USAID in its efforts to build a more inclusive financial sector that increases the sustainable access to financial services for Palestinian households and MSMEs. Through a variety of interventions, ESAF will address identified weaknesses in the financial system at the consumer, institution, and enabling and regulatory environment level input.</p>				
3	Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET)			
	FHI 360, ACDI/VOCA, AFE, IRIS	Sub-Saharan Africa	10/2009 – 9/2012	\$1,300,000
<p>FACET will help USAID Sub-Saharan Africa Missions to improve competitiveness and productivity across the agriculture sub-sectors through the use of information and communication technologies. FACET is designed to provide expert technical support to USAID missions and their implementing partners. The project will develop analytical tools and provide technical support to assist development practitioners in the field on how to design and employ various kinds of ICT to upgrade agricultural value chains being supported by mission programs. The project will also establish a learning network to share results, detail what works, what doesn't and how to improve ICT applications in value chain development.</p>				
4	Generating Economic Development through Microfinance in Southern Sudan (GEMSS)			
	FHI 360, ACDI/VOCA	Southern Sudan	12/2008 – 12/2011	\$11,999,162
<p>FHI 360, in partnership with ACDI/VOCA, aims to support USAID in its effort to 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. It is the projects goal to give entrepreneurs access to financial services that will enable them to mitigate risk and invest in a variety of livelihood activities that will increase household income and employment, and thus, contribute to economic growth in South Sudan.</p>				

5	Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE)			
	FHI 360, World Council of Credit Unions (WOCCU), TechnoServe	Haiti	7/2009 – 5/2012	\$37,169,702
<p>HIFIVE 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 will work primarily on the supply side of the financial sector to empower Haitians by providing 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.</p>				
6	Lebanon Business Linkages Initiative (LBLI)			
	ACDI/VOCA, FHI 360, Action for Enterprise (AFE)	Lebanon	8/2008 – 12/2011	\$7,528,332
<p>In support of achievement of USAID/Lebanon's goal of fostering growth and reducing poverty in rural Lebanon by building on previous activities in agribusiness, tourism and ICT, the Lebanon Business Linkages Initiative program will be implemented through activities focused on objectives including expansion of market access, improvement of access to financial markets, and elimination of restraints to industry and SME growth.</p>				
7	Livelihood and Food Security Technical Assistance (LIFT)			
	FHI 360, CARE, SAVE	Sub-Saharan Africa	9/2009 – 9/2014	\$4,135,862
<p>LIFT is five-year project provides rapid technical support, in close collaboration with PEPFAR USG collaborating agencies, on the integration of food/nutritional security and livelihoods strengthening with HIV/AIDS interventions in order to sustainably improve the economic circumstances of highly vulnerable children and the families and communities that care for them.</p>				
8	Ukraine Public Private Partnerships (P3DP)			
	WDI, IRIS Center	Ukraine	9/2010 – 9/2015	\$12,500,000
<p>The goal of the Public-Private Partnership (PPP) Development Program for Ukraine is to promote the use of public-private partnerships, with an expanded role of private sector finance and operational expertise in public infrastructure development, to improve infrastructure and public services in both urban and rural areas. The program is promoting the use of public-private partnerships through: 1) undertaking necessary legal and institutional reforms; 2) establishing a national public-private partnership unit to serve as a bridge between government and private sector interests; 3) undertaking a capacity building and stakeholder communications program; and 4) creating a project development facility to build and finance a sustainable pipeline of PPP projects.</p>				
9	Ecuador Local Business Development (PRODEL)			
	ACDI/VOCA, CARE, FHI 360	Ecuador	11/2007 – 9/2012	\$16,093,000
<p>PRODEL promotes the competitiveness of Ecuadorian enterprises along the southern and northern borders and create licit employment opportunities. The overall objective of PRODEL is to increase income and employment for families along the southern and northern borders by supporting the expansion of private enterprises that will rapidly generate income and employment.</p>				

10	Supporting Transformation by Reducing Insecurity & Vulnerability with Economic Strengthening (STRIVE)		
	CARE, SAVE, World Vision, MEDA, AFE, IRIS, ACDI/VOCA, DTS	Philippines Afghanistan Mozambique Liberia	9/2007 - 9/2012
<p>Through the STRIVE program for the benefit of Orphans and Vulnerable Children (OVC), FHI 360 is working to demonstrate an effective means to strengthen the economic circumstances of highly vulnerable children and the families and communities that care for them. To achieve this, FHI 360 works in close collaboration with the Displaced Children and Orphans Fund (DCOF) and a team of leading child-focused organizations and economic strengthening (ES) organizations to partner on producing a replicable methodology for economic development that demonstrably benefits vulnerable children.</p>			