



FIELD-Support LWA

Quarterly Report April - June, 2012

The Financial Integration, Economic Leveraging, Broad-Based Dissemination Leader with Associates
Cooperative Agreement No. EEM-A-00-06-00001-00

Submitted By



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Table of Contents

Table of Contents.....	2
1 Introduction.....	3
2 Leader Activities.....	3
2.1 Leader Activities.....	4
2.2 Strategic Learning Initiatives (SLIs).....	6
2.3 Prime-Funded Design/Assessments.....	8
2.4 Knowledge Management and Learning Dissemination.....	10
3 Associate Awards.....	11
3.1 ESAF (West Bank & Gaza).....	11
3.2 FACET (Africa).....	15
3.3 HIFIVE (Haiti).....	16
3.4 LIFT (Global).....	18
3.5 P3DP (Ukraine).....	22
3.6 PRODEL II (Ecuador).....	25
3.7 STRIVE (Afghanistan, Philippines, Liberia, Mozambique).....	26
4 Staffing.....	30
5 Next Steps.....	31
Annex A: List of Current Pilot Activities.....	32
Annex B: List of Strategic Learning Initiatives (SLIs).....	34
Annex C: List of Current Associate Awards.....	35

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. 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 **Leader Activities**, **Strategic Learning Initiatives (SLIs)** and **Design/Assessments** for USAID Missions and Operating Units. See Annexes A, B, and C for an overview of all of FIELD-Support's current Leader activities, SLIs, and Associate Awards, respectively.

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 monitoring quality. Other team members coordinate day-to-day communications with the Core and Resource organizations and assist 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 20 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 Activities

A. IPA: Graduating the Poorest into Microfinance Evaluation

(August 2009 – August 2013)

The Evaluation activity led by Innovations for Poverty Action (IPA) in Ethiopia is testing the effectiveness of 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.

Progress Highlights

- IPA identified and trained a team of 22 enumerators, 2 auditors, 4 team supervisors and 1 field manager.
- To date, IPA has resurveyed 496 of 925 households (53%) and is on pace to complete the follow-up data collection by the end of July.

At this stage, all project transfers and trainings have been completed and routine implementation work has ceased. IPA monitored implementation up to its final stages and is now focusing its efforts on conducting the endline evaluation. Baseline data cleaning and analysis has been completed.

During the last quarter, REST facilitators conducted individual weekly (sometimes bi-weekly) meetings with all beneficiaries at the tabia level during program implementation. In addition to this, they conducted group meetings once a month. These visits concluded at the end of May, marking the end of over two years of intensive follow-up and coaching of project beneficiaries by the REST staff.

IPA is conducting an endline survey with electronic netbooks. Data collected during this survey round will be used, along with baseline data, to assess the impact of the Graduation Model. An endline report detailing the impact of the project will be completed in the next quarter.

B. World Vision: Value Chain Development Guide for Very Poor Households

(May 2011 – September 2012)

Pre-testing the household survey in Adi-Kisendad Tabia with non-beneficiary farmers



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.

Over the past quarter, there have been three events. The first was a two-day training of trainers workshop held at World Vision on May 23-24. The second was a three-hour recap of the Field Guide training on June 7. The third was a workshop in Tanzania June 11-15. Furthermore, the Field Guide was discussed at SEEP's STEP UP meeting regarding serving the ultra-poor on June 26. Additionally, there was a coordinating committee meeting, a market development interest group meeting, and a SEEP MAFI meeting. Lastly, a no-cost extension has been granted, extending the project until September 30th, 2012.

The new draft of the Field Guide from the consultant Margie Brand has been received, and request for further feedback was sent to 40 professionals in the field of economic development, including experts at the SEEP Network, USAID, and World Vision. Their comments have been compiled and changes to the Field Guide are being made based on their feedback. In addition, feedback from previous workshops is still being incorporated into the final Field Guide. There have also been further revisions of the training curriculum based on the workshops.

The Field Guide is being rolled out internally at World Vision together with an internal Local Value Chain Development Project Model. This project model covers the entire project cycle while the Field Guide focuses mainly on the implementation phase. Lastly, the beginning phases of researching for the possible writing of a journal article with information from the Field Guide has begun. A work plan has been created to accomplish this task within the next 18 months.

Next Steps:

The main goal for the next quarter is to finalize the Field Guide and have it printed. Once finalized, the Field Guide will be disseminated internally at World Vision and externally to development organizations desiring value chain material for the front line practitioner.

C. SEEP Network: Learning Network for Housing IGP Recipients *(December 2011 - December 2012)*

In 2009, USAID awarded three new Implementation Grant Programs (IGPs) to promote housing microfinance for poor households. As a part of the program, the grantees are testing different models of financing and assisting housing improvements and micro-mortgages. The objective of these IGPs is to allow grantees to develop and implement viable business models and roll out products to a greater number of clients, and to document and share their learning with the program and the industry. Such approaches aim to support improved standards of living as well as asset creation for poor households, while being commercially viable for microfinance institutions.

The Housing IGP Learning Network, facilitated by SEEP, is focused on ensuring high quality outcomes with respect to the learning processes of grantees along with the creation of highly relevant learning products for wide scale dissemination.

During the past two quarters, the focus of the IGP learning network has been to plan for a learning workshop that provides the opportunity for the three project teams to share lessons learned with each other based on project implementation experiences over the last two years. The learning workshop will also provide an opportunity for each of the partners to start conceptualizing their own learning outputs that can be shared with the microfinance community at large. SEEP has had calls with each of the project teams to review and provide input into the workshop learning agenda as well as define some common questions that can be addressed based on experiences of all three partners.

A learning workshop was originally scheduled to be held in Haiti during April 2012. However, based on discussions with partners, it was realized that the IGP partners were still in the midst of the implementation process and there were few sharable lessons at this stage. Instead, it was decided that

once the projects were completed, any learning outputs could form the basis of a dissemination activity in Haiti.

Next Steps:

A learning workshop is scheduled with three of the Housing IGP partners in Washington DC on July 25th and July 26th. Four representatives from each of the project teams, including field staff, will attend. The workshop will be facilitated by SEEP and MEDA. A workshop report will be shared along with next project report.

Another priority for the upcoming months is to create and share project profiles through Microlinks and the SEEP website. These project profiles will be short video/audio-based interviews highlighting the innovations in each of the projects. Continued learning activities across teams will be conducted on a bi-monthly basis through conference calls and document sharing. While no new tools have been created yet, it is expected that by the end of the project period, there will be at least four new learning outputs which will consist of three case studies on innovation in housing microfinance as well as a guide on understanding costing and pricing based on different business models.

D. African Diaspora Marketplace ***(April 2009-September 2011)***

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

This quarter saw the finalization of the deobligation from the TAF Biotechnology Grant of the remaining \$40,000. In May 2012 a request for proposal ideas was sent to the current 12 ADM grantees asking for proposals on additional technical assistance or equipment. FHI 360 received seven proposals (Sproxil, AACE, ESM, AMAD, Earthwise, Aceritas, Global Tracking) for review. The selection committee evaluated AACE and Aceritas to receive the additional funding.

AACE will receive \$20,000 for technical assistance to install the new production machinery in their new factory (they moved this Spring). This will allow them to ensure that they have an efficient set up that will optimize production, profit, and resource utilization. Aceritas Goat Farm will receive \$20,000 to expand their farm and to provide a reliable food source ensuring both supply and pricing for their farm. The grants will be formally issued next quarter.

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. 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 which was held in July 2011.
 - 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) actively implementing the mentoring curriculum, monitoring progress, executing the second mentee presentation from CI Cambodia.

Three of the four mentor/mentee teams are actively using the curriculum and providing feedback. A number of important lessons and feedback have already come through, including critical lessons on how best to integrate the mentoring process with mentee's ongoing work and how to augment the core content with other types

of media, including videos and shorter summaries of key concepts. One partner, CHF, had to discontinue the process due to staff turnover. Though this is unfortunate, it has also generated a key lesson that will be reflected in the final guidelines on how to replicate the program.

Additionally, CARE accelerated efforts to capture lessons learned from the initiative and feedback on progress to date. A consultant, Shoshana Hecker, was brought on board to support this consolidation and will draft the administrator's guide. The upcoming and final quarter will see the close out of each mentoring initiative, the capturing of lessons learned, development of an administrator's guide, and the revision of the mentoring curriculum.

The GROOVE Mentoring Task Force continued to hold meetings as necessary over the course of the quarter to review the GROOVE mentoring work plan, monitor progress, and organize the mentee/mentor conference calls.

Progress Highlights

- 10 mentees and 7 mentors applying the curriculum using a range of models
- Mentoring curriculum presented at both the SEEP Annual Conference and the M4P Hub conference in November, increasing visibility for the initiative and practitioner feedback
- 10 mentees have increased knowledge on the VC approach

Learning and Dissemination:

The initiative is rapidly teaching the GROOVE members what works when it comes to mentoring project managers and other ‘rising stars’ in market facilitation. The general feedback on the content of the curriculum is that it is valuable but often the ‘supporting resources’ are too lengthy and mentees are unable to get through them. CARE and the other partners are adapting to this in part by identifying content to augment the core curriculum including short videos, technical briefs, and simply relying more directly on dialogue with mentees. All of this input is being captured in order to inform the revisions to the materials planned for the final quarter of the initiative.

There have been no further dissemination efforts in the past quarter. Upon release of the call for applications, CARE and GROOVE will be submitting a proposal to this year’s SEEP Conference to highlight the final materials and are working closely with USAID’s KDMD project to develop a strategy to disseminate via Microlinks.

Next Steps:

During the coming quarter, CARE will finalize the administrators guide, revise the core materials, and wrap up the SLI.

B. AFE: Working with Lead Firms Handbook

During the reporting period, AFE continued implementation of its Strategic Learning Initiative to develop a handbook and training materials on how development organizations can collaborate with Value Chain “Lead Firms” as a means of creating sustainable impact for MSME producers they buy from or sell to. These materials will provide practitioners with the tools and skills they need to effectively manage collaboration with Lead Firms and foster sustainable impact for the small-scale producers with whom these firms transact. In the next quarter, AFE will finalize the training materials and continue work to complete the “Working with Lead Firms Handbook.”

2.3 Prime-Funded Design/Assessments

A. FHI 360: Cash Transfers to Address Sexual & Reproductive Health (SRH) Behaviors in Tanzania

USAID is funding a randomized control trial (RCT) in Iringa Region of Tanzania, which reports the country’s highest HIV prevalence rates, at nearly 3 times the national average (15.7% as opposed to 5.6%). Incidence rates are especially high amongst young girls, and most troubling is that Iringa is one of the few regions in the country where the rate continues to increase. The RCT will focus on the effectiveness of the “Combination Prevention” approach to HIV prevention which offers a complete and integrated package of services. To complement enhanced biomedical and behavioral prevention activities, USAID/Tanzania also intends to support a structural intervention consisting of unconditional cash transfers (UCT) to young and adolescent girls aged 15-24 who are living in 12 identified clusters in Iringa Region. The research study is being conducted by Johns Hopkins University (JHU), in partnership with USAID and Muhimbili University, which will assess the change in incidence in the 12 identified intervention village clusters (represented an estimated 10,000 people each), against another identified 12 control village clusters which will not receive the treatment of Enhanced Package of Services. The assessment activity by the FIELD-Support LWA team was to assist USAID in designing the UCT.

The assessment team led by Nussi Abdullah (FHI 360's LWA Deputy Director) with Jeffrey Matu (FHI 360 Operations Officer) and Chris Statham (FHI 360 Consultant) started in Dar es Salaam (DSM) for the first week to get an understanding of the context of the complementary interventions and research design and talk to potential future partners who are also involved in the combination prevention implementation and study. The second week was spent on the ground in Iringa conducting field research with partners and service providers to better capture challenges and opportunities. The third and final week, was spent back in DSM designing the protocols for the UCT for USAID based on the field research, partner meetings, and desk reviews. The Assessment team concluded that mobile transfers would be the most effective and cost effective channels to maximize the impact of the UCTs. With that in mind, the intervention

protocols included 3 key components, described below: a cash transfers of up to \$10 split between each girl and her guardian; frequent synchronized messaging to reinforce desired positive sexual behaviors and economic outcomes, and regular linkages to services, (in line with the Enhanced Linkages component of Combination Prevention, providing regular referrals to other Iringa Implementing Partner services, e.g.: HIV testing, counseling, treatment, circumcision, condom promotion, etc.)

A mobile money agent, or “Wakala,” in rural Tanzania for MMT M-PESA.



B. ACDI/VOCA: Agricultural Market Assessment in Honduras

In an attempt to boost income and asset growth for small growers, donor agencies such as USAID, through local and international organizations, have been funding agriculture development programs in Honduras for many years. Most of these interventions have focused on increasing production of either staple crops (maize and beans) or promoting higher value horticulture as well as (to a lesser extent) improving smallholder access to markets. While these projects have achieved broad outreach generally, there has been much less success in building dynamic and sustainable market systems that benefit the smallholder farmer. To break this vicious aid cycle, USAID/Honduras is in the process of developing an approach to strengthen the current market system in which all the functions typically fulfilled by implementers or project-paid intermediaries would be taken care of by the private sector. USAID/Honduras believes that the path to sustainability must be market-based. Once a robust and competitive market exists, the constraints to linking small farmers to buyers will be lifted without the need for continued intervention by USAID. Therefore, contrary to past approaches in which the majority of funds were dedicated to farmers' capacity building, USAID intends to put more resources into the development of a self-sustaining market system that serves the rural areas and continues to grow and upgrade itself from its own internal dynamics and demand pull.

The USAID Mission in Honduras therefore requested that an assessment be completed under the FIELD-Support LWA to understand the complexity, dynamics, and functioning of the current agricultural market systems for maize, beans and selected horticulture crops in Honduras and to pinpoint the optimal ways for USAID to stimulate the development of a truly dynamic and self-upgrading market system that provides easy access to and serves the rural farming communities very well and which benefits (is profitable for) all actors along the selected product value chains, including the extremely poor. An assessment will be made that considers all levels of the value chain, including input suppliers, producers, brokers, end-market buyers, exporters and others. The assessment will include descriptions of end-market channels, volume and sales information, and export data in order to capture the full

market system. This information will be used to develop recommendations for developing sustainable and self-upgrading market systems in the selected value chains.

In order to achieve assessment objectives, the Director of FIELD-Support LWA, Paul Bundick, sent a request for Expressions of Interest (EOI) via email on March 6, 2012 to solicit proposals from members of the FIELD-Support LWA consortium. Two consortium partners submitted proposals by the deadline of March 20, 2012 and ACDI/VOCA was selected to conduct the assessment. In June 2012, ACDI/VOCA prepared a team of international and Honduran experts in agriculture, value chains and market facilitation to conduct a rigorous and insightful analysis of opportunities for sustainable intervention in the target value chains and regions of Honduras. The resulting study will provide an overview of current market systems and strategies to integrate smallholders into competitive value chains. The final report will be submitted to FHI 360 and USAID in the next quarter.

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 Leader activities, 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. After the overwhelming interest demonstrated by participants at the 2011 SEEP Annual Conference, the focus of the e-bulletin was shifted to include an external audience as well as the implementing partner representatives. The e-bulletin is now distributed directly via email to more than 100 FIELD-Support implementing partner representatives and over 150 external practitioners. 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:

- **Knowledge Series:**
 - [FIELD Brief 17: Internal Operational Challenges Around Rural and Agricultural Finance](#)
 - [FIELD Brief 18: Increasing Impact with Savings-linked Conditional Cash Transfers-Experiences from Latin America](#)
 - [STRIVE Activity Brief #1: The Afghan Secure Futures \(ASF\) Project](#)
- **FACET White Papers:**
 - [ICT and AG Profile: MFarm](#)

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 **7 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 *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.

In September 2011, the ESAF program was awarded a one year no-cost extension to work with the banking and non-banking regulatory environment within Palestine and to support the development of the Islamic finance sector, all towards increasing access to finance. The original focus of the ESAF program has been to strengthen the financial sector to help increase the resiliency to shock in the short term while increasing access and providing a strong foundation for economic growth in the long term. The Year 4 programming focus remains the same, with efforts aimed primarily at increasing access to finance through strengthened financial sector regulatory agencies (the PMA and PCMA) while creating greater access to finance through increased market-driven product provision and technical assistance.

Recent progress and major activities include the following:

Component I: Strengthening the Non-Banking Regulatory Environment

Activity A: Technical Assistance to the PCMA and IT Infrastructure Support

A defined list of prioritized and apparent activities that the project can support has been developed and approved in cooperation between the PCMA and ESAF program. Part of the work was previously started such as the securities settlement system assessment that in particular focuses on identifying existing gaps and suggesting improvements according to best practices. Other technical assistance will continue throughout the upcoming year, including developing procedures and instructions for the PCMA central and technical departments, and reviewing and evaluating the legal framework. ESAF will also build the capacity of the PCMA to meet its oversight mandate through improved technical systems and

infrastructure upgrades. These priorities will help the PCMA to meet its non-banking supervisory responsibilities in an improved and transparent manner.

Quarter Achievements:

- Drafting by PCMA of Strategic Plan update with submission to Board for approval
- PCMA representation at IOSCO conference with receipt of final questions from Application Verification Committee
- Input from Whole System in the Room workshop as well as final workshop report provided to and accepted by the PCMA
- Provided In-Kind IT upgrade support SOP automation
- Supported Ms. Abeer Odeh's, PCMA CEO, attendance at the IOSCO annual general conference in China this May

Planned for Next Quarter:

- The IOSCO will be held May 12-18th and programmatic and logistical arrangement/requests will be completed next quarter to support the PCMA's participation with the continuation of their application process and approval.
- Pending AO approval, full procurement, receipt, and installation of IT equipment.

Activity B: Strengthen the Insurance Directorate of the PCMA

The insurance industry in Palestine is small, with less than a third of the population reporting insurance policies of any kind. The sector has been growing rapidly in the past several years, mostly linked to increased requirements on obligatory car insurance. There is much progress that needs to be made under the Insurance Directorate to address the needs of improved company structures, premium structures, claim determination and increased consumer confidence in the Insurance Industry. The Insurance Sector is one of the most developed and further advanced sectors that came under the oversight of the PCMA in 2005. Through the previous three year's program implementation ESAF has also noted that the key to improving the insurance sector within Palestine is to work with the Insurance Directorate to improve capacity building of staff, additional technical support to help provide the staff with knowledge of best practices in the industry and to focus on the insurance companies' need to fall under the regulation of the Insurance Directorate. Just as with the PCMA, as a whole the ESAF program is assisting the Insurance Directorate in reaching its goals and strategic objectives through guidance, provision, and supervision of technical assistance.

Quarter Achievements:

- Contracted actuary commenced working with PCMA Insurance Directorate staff—staff were provided instructions and templates for requesting and recording insurance company input data.
- Input data requested from companies by PCMA.
- Finalized SOW for a life and health insurance lines actuarial review with PCMA approval; negotiated for work with Mr. Samih Geha.
- Reviewed bidding contractors for the Insurance Law Review contract. PCMA rejected highest qualified company due to perceived conflicts of interest. ESAF reposted the bid, receiving no new applicants, and worked with the PCMA to address perceptions of conflict and issued contract for work.

Planned for Next Quarter:

- Non-obligatory actuarial review completed
- Non-obligatory insurance regulations recommendations completed
- Non-obligatory formal virtual/distance-learning workshop completed
- All Life & Health insurance company data submitted to PCMA and received by consultant by August 15th

- Life & Health Actuarial Review completed
- Insurance Law Review completed, report and recommendations received by PCMA.

Activity C: Assist the PCMA to complete the mortgage law and to draft related regulations

Under previous USAID and World Bank interventions, a Palestinian mortgage law was drafted. However, due to conflicts between authorized and regulatory bodies and the draft law, the law has not moved forward and needs to be redrafted in a manner that recognizes the roles and authorities of all concerned government bodies. Due to the number and complexity of stakeholders and existing laws, there is a need to work with the relevant government departments and ministries to ensure common bases of understanding in order for the third draft to experience more success. Following the methodology that was previously successful in drafting and getting to approval for the leasing law, ESAF will focus its technical assistance on shepherding through a final draft with priority, building the capacity of key PCMA and stakeholder-agency staff, and creating buy-in in support of the legislation.

Quarter Achievements:

- Thorough review of existing mortgage and mortgage-related laws completed, creating a strong knowledge base for redrafting the law.
- Multiple meetings with lead governmental stakeholders held, addressing vested-interest and conflicting-authorities issues.
- Prior English versions of the law redrafted accordingly, into one. Submitted to the PCMA for initial review.
- Recommended new approach designed—leading with an Arabic fully rewritten law incorporating international best practices from the English drafts.
- New Arabic Mortgage Law draft submitted to the PCMA for selected-stakeholder vetting June 10.
- Open solicitation conducted and contract issued for Mortgage Company Financial Instructions.

Planned for Next Quarter:

- Mortgage Law draft completed and fully ready for PCMA submission to Cabinet.
- Mortgage Law Explanatory Paper completed.
- Mortgage Law Policy Paper completed.
- Mortgage Company Financial Instructions completed.

Activity D: Support building of framework and infrastructure for implementation and monitoring of new leasing law The leasing law has been fully drafted and is with the President for approval. However, leasing will remain a minor part of the financial landscape until supporting key pieces are developed. A movable assets law and accompanying registry is required. Additionally, procedures need to be put in place that will allow the PCMA to support and monitor the leasing sector appropriately. ESAF will assist the PCMA in putting in place necessary frameworks as well as setting procedures for implementation and monitoring, this will include the development of licensing instructions for leasing companies and the handling of VAT by the same.

Quarter Achievements:

- Open competition for Moveable Assets Registry (MAR) vendor completed and contract awarded.
- MAR vendor created a User Website, provided MoNE access, and is providing walk-through training, while developing software and full MAR system.
- ESAF drafted and obtained PCMA approval of a Leasing Licensing Instructions SOW, competed the contract opportunity and awarded a contract.
- Identified VAT exposure trip participants and received vetting approval of same

Planned for Next Quarter:

- Move forward with the development of the MAR —testing, user acceptance and finally deployment of the software at the Ministry of National Economy. Final training now scheduled for October.
- Leasing Licensing Instructions completed.

Component II: PMA Capacity strengthened to deliver enhanced financial services**Activity: Strengthen the PMA's ability to support an active and growing business environment through three key areas:**

National Switch: After the successful implementation of the Automated Transfer System (ATS) in Palestine, and in continuation of the Strategic Transformation Plan (STP), the PMA's National Switch project will contribute to the development of a modern payment infrastructure in Palestine. The National Switch will be the infrastructural backbone for implementing a number of key services including, but not limited to, ATM Switch, POS, Debit Cards, etc. and it will be the gateway for Palestine in the region and internationally.

Consumer Protection: ESAF will support the building of a Credit Bureau Integrated Services (CBIS) system, a compilation of multiple automated and semi-automated business functions incorporated in the customer care and market conduct department of the PMA. This integrated system will facilitate the PMA's regulation of the banks services market and substantially increase the PMA's efficiency, increasing customer satisfaction and awareness about these services and decreasing the risks associated with mismanagement.

Macroeconomic Analysis Capacity Building: The Research and Monetary Department (RMD) would like to substantially improve its existing analytical, modeling, and forecasting capacity with the aim to eventually produce a Monetary Policy Report. To support these intentions the RMD is committed to building its capacity in terms of macroeconomic analysis to support monetary policy, liquidity management, in addition to macroeconomic forecasting and modeling.

Quarter Achievements:

- Provided expert advice to the PMA for decision making as regards a national switch infrastructure
- Completed the Systems Analysis Report of the web-based Credit Bureau Integrated Services. The report was accepted by the PMA and actions are being completed as agreed upon
- Support the PMA's endeavors to establish an effective Consumer Protection Unit through an integrated software and hardware system

Planned for Next Quarter:

- Sign a contract with John Russel regarding the National Switch RFP follow up. For the National Switch to be operational there is a need to develop seven operating manuals, both for policies and procedures.
- Complete the other deliverables of the Credit Bureau Integrated Services Project (CBIS), namely the solution design, system development, deployment, testing, and finally the development of the training kit.
- Completing the work related to Business Cycle Indicators, Housing Index, Fiscal Sustainability and International Competiveness Assessment.

Component III: Increase Supply of Islamic Finances**Activity: Develop Islamic finance in Palestine in conformance with the regulatory environment**

By most accounts, a significant portion of Palestinian society is disinclined to use banks because of concerns about *riba*. Observers and surveys give a wide range to demand but it seems likely that a third or more of the population would prefer *shari'ah* compliant banking if it were available with comparable costs and services. A significant minority, perhaps as much as 20%, would not use conventional finance under any circumstances. In Palestine, conventional banks may not offer Islamic windows so only wholly *shari'ah* compliant banks may satisfy the demand for such services. At present the two Islamic banks functioning in Palestine are small and limited in their capabilities and product offerings. The gap between demand and supply is hard to close given that the banks with the greatest wherewithal, including in terms of distribution, may not offer Islamic services. The PMA itself is reviewing the delivery of Islamic services in Palestine and is in the process of setting up an in-house *shari'ah* board both to support the PMA in development of its own *shari'ah* compliant instruments as well as to confirm the consistency and reasonableness of *shari'ah* compliance in the banks under its supervision.

Quarter Achievements:

- Three focus groups held—with individuals, businesses and through the Hebron Chamber of Commerce—to test the ESAF Islamic Finance Market Survey; adjusted the survey based upon focus group input and outcomes.
- Sought input/feedback on the survey from the Palestine Islamic Bank, Arab Islamic Bank, and the PMA.
- The ESAF Islamic Finance Expert visited West Bank in May to meet with the survey firm, the PMA and the PCMA as well as the Islamic banks.
- The PMA hosted a dinner to discuss with ESAF and the PCMA our Islamic finance work.
- ESAF Islamic Finance Market Demand Survey completed; ESAF in receipt and applying raw data, but final analysis report not yet completed by contractor.
- Contacted over 35 individuals and institutions to seek an Islamic bank product development specialist; identified Dr. Michael McMillen, negotiated travel and workshop dates, issued draft contract for review to consultant, arranged for travel and workshop.

Planned for Next Quarter:

- ESAF Islamic Finance Specialist, Kenneth Dorph, will visit Palestine to meet with USAID and all relevant stakeholders
- The Hebron Chamber of Commerce will host an Islamic finance focus-group discussion where ESAF will present and facilitate the discussion, testing the applicability of the market demand survey
- The Market Assessment will be completed and analyzed
- Islamic Finance products will begin being developed in targeted areas

3.2 FACET (Africa)

(October 2009 - December 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 six 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

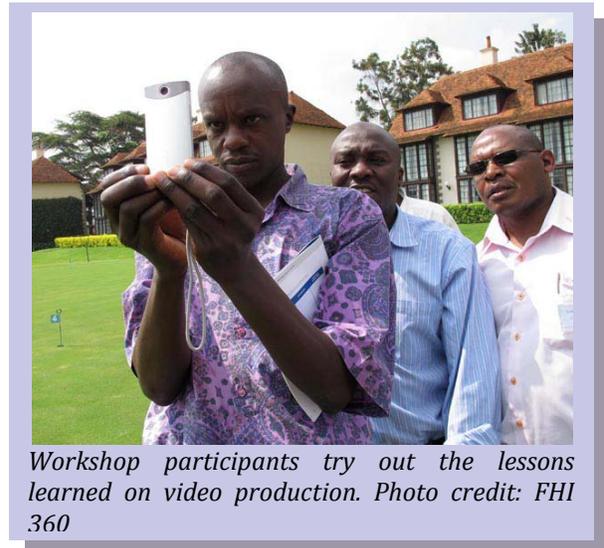
According to Google Analytics, from 4/1 to 6/30 the FACET-managed Allnet page received 2,318 total visits (of which 1,760 were unique visitors, a 19% increase over the previous quarter). On 4/24, FACET hosted a webinar sponsored by USAID and USDA entitled “ICT to Strengthen Agricultural Extension Services, Promising Cases, Challenges and Players.” On 5/2, FACET hosted a webinar entitled “Using low-cost video for agricultural development” that included presenters from Digital Green, InsightShare and FHI 360, Josh Woodard. The webinar drew 38 participants, excluding presenters. 35 attendants participated in an event jointly hosted by FACET and ICT4D Learning Network entitled “Integrating Low-Cost Video into Development Projects” that included a presentation by Josh Woodard about the low-cost video work being done by FACET. In addition, one new ICT and AG profile on MFarm was created during this quarter. FACET’s “Low-cost Video Toolkit” was finalized and published during this quarter so that it could be used as a guide for the series of FACET low-cost video short-term technical assistance workshops which were implemented in east and west sub-Saharan Africa in May 2012. A new communications specialist was hired and has begun increased social media outreach.

Component 2: Short term field support technical assistance

The technical assistance workshops FACET conducted on low-cost video were well attended. Locations and numbers of participants for each event are listed below:

- Nairobi, Kenya: 22 participants representing USAID projects in seven countries
- Maputo, Mozambique: 14 participants representing five organizations and two USAID missions;
- Nampula, Mozambique: 28 participants representing six organizations;
- Accra, Ghana: 11 participants representing two USAID projects;

John Zoltner, FACET's ICT and Agriculture Specialist, spent much of May conducting field-based research in Kenya, Malawi, and Rwanda as part of a market price information systems (MIS) assessment for USAID/East Africa. Draft findings from the assessment, which include recommendations for reasonable approaches for a sustainable and scalable regional MIS, were presented to USAID/EA on June 30.



Workshop participants try out the lessons learned on video production. Photo credit: FHI 360

Next Steps:

By the next quarter, FACET anticipates publishing several new ICT and AG profiles; five new briefing papers; a toolkit on interactive radio; and the results of the MIS assessment for East Africa conducted this quarter.

3.3 HIFIVE (Haiti) **(June 2009 – May 2014)**

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 in Rural Zones

As a result of HIFIVE's work with value chains and financial institutions, there are now **20 financial institutions newly engaged in value chain finance**. These institutions have created a total of **35 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 TechnoServe (TNS) have struck a responsive chord, resulting in notable advances in improving access to finance for the selected recipients: 372 MSMEs have now received BDS services from the HIFIVE/TNS activities. 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

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.

- 33 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

Selected highlights of progress to date:

- **20** financial institutions newly engaged in value chain finance
- **15,442** microenterprises receiving value chain finance
- **16,764** microenterprises participating in United States Government (USG) assisted value chains
- **35** new value chain solutions introduced
- **372** microenterprises receiving BDS services
- **330** traditional points of financial services available from reporting institutions and 964 mobile money outlets
- **395,972** rural clients
- **75** financial products and services newly available in rural areas
- **\$83.3mm** in savings deposits
- **\$126.5mm** in loan portfolio of reporting MFIs
- **1,231,546** clients served due to an ICT intervention
- **1,256,081** clients benefitting from new products and services
- **\$5,558,441** in agricultural loans (new indicator added; first reported in this quarter)

areas, the opening of new points of services, or through providing support to ITC improvements that will facilitate expansion to rural areas.

- HMMI results also contribute to this objective, via the development of mobile money services and its agent network providing alternative means of accessing financial services and additional penetration/expanded POS into rural zones through their agent networks.
- There are now 330 traditional POS, with another 984 qualifying agents for mobile money.

Encouraging the use of ICT to expand financial inclusion

ICT activities of financial institutions and HIFIVE's groundbreaking work with HMMI to introduce mobile money services in Haiti have resulted in more than 1,000,000 clients benefitting from ICT innovations. HMMI has nearly completed its first phase, that of the competition. The five million Transaction Scaling Award event, marking the milestone of the five million transaction level in Haiti, is the final event of the competition phase. The rapid uptake of the services and their increasing transaction volume, as well as the outreach and promotional activities of the Mobile Network Operators (MNOs) in response to HMMI helped make reaching this benchmark a reality. As HMMI advances into its second phase, the emphasis shifts from "service introduction" to reaching scale and achieving sustainability for mobile money services.

During the quarter, Digicel completed its acquisition of Voila, and is now developing its new strategy that will encompass brand merger, technology migration and other key elements. In the near term, HIFIVE/HMMI will focus its efforts on providing technical assistance to Digicel's Mobile Financial Services that will facilitate the development and implementation of its new strategic plan. Additional areas of activities for HMMI will target supporting the broader penetration of mobile money services and the development of a stabilized, widely dispersed agent network and other aspects that are key contributors to sustainability.

HMMI will continue to play a key role in encouraging the private sector to develop mobile money service applications, products and uses. It will also continue to support the development of the mobile money sector, including supporting the evolution of an industry association and the development of an appropriate regulatory environment.

During the last month of its initial three year contract, HIFIVE received a two year extension from USAID, extending the project until May 2014. HIFIVE plans on continuing its emphasis on expanding the financial products and services available to the rural and agrarian populations of Haiti, with a priority on supporting the expansion of agricultural value chain finance in USAID corridors of assistance. Equally, HIFIVE's work to encourage the use of ICT to support financial inclusion, particularly implementation of mobile money, will continue as HMMI moves from the competition phase to that of assuring sustainability of mobile money services.

3.4 *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

Namibia

Findings from a recent assessment of some USAID-funded community and home-based care programs in Namibia highlighted the need for support to strengthen the links between clinics and ES/L/FS activities, paving the way for LIFT's support in this area. LIFT continued discussions with the USAID mission in Namibia to plan a Ministry of Health and Social Services (MOHSS) engagement meeting to finalize LIFT's technical assistance activities and determine sites for the NACS and economic strengthening integration pilots. LIFT developed talking points for USAID to highlight LIFT's experience and capacity at a meeting with the MOHSS to determine which unit would provide coordination for LIFT activities. This meeting was scheduled for June 1, but has been postponed until the next quarter. In the next reporting period, LIFT plans to participate in an in-country stakeholders meeting with USAID, MOHSS and other government representatives to discuss concrete next steps for LIFT's TA role in Namibia. LIFT has begun developing a SOW and budget for its Namibia activities, which will be finalized in consultation with USAID following the in-country meeting.

Nigeria

Following LIFT's introductory training on economic strengthening for OVC last year, LIFT facilitated a five-day intensive training on the Village Savings and Loans Association (VSLA) methodology with 22 participants from 16 USAID Nigeria implementing partners and CDC. The training was conducted by leading VSLA expert, Hugh Allen. The training objectives were to: identify suitable savings led methodologies for participants' target populations and context, based on knowledge of various methodologies and industry best practices; build the capacity of staff and beneficiaries to design, roll-out, monitor, and evaluate savings-led and community managed approaches to microfinance; provide access to technical tools and resources, including an implementation guide and a management information system tool.

Following the training, 15 participants indicated that their organizations would develop savings groups based on the training they received from LIFT. Organizations already supporting savings groups stated that they would provide additional follow-up training to their community based organizations on the VSAL methodology.

LIFT presented a draft work plan to USAID Nigeria in early April. Based on the mission's feedback, LIFT further refined the Nigeria work plan to expand proposed activities and program the remaining designated LIFT funds from the Nigeria mission and anticipated COP 12 funds.

Democratic Republic of Congo (DRC)

After receipt of a draft SOW for high-priority LIFT activities from USAID DRC, LIFT engaged in several discussions with the mission and USAID Washington to finalize plans for upcoming support to PEPFAR implementing partner PATH's Integrated HIV/AIDS Program in the DRC/*Programme du VIH/SIDA Intégré au Congo* (ProVIC). This TA will strengthen the HES activities of their grantees through training and on-site support to implement community-managed microfinance methodologies, following-up on several recommendations from the joint FANTA/LIFT assessment completed in 2011. In the next quarter, LIFT will also work with the mission to develop a full SOW and budget for activities to be implemented with NACS acceleration funds designated for LIFT.

Kenya

LIFT AOTR, Tim Quick traveled to Kenya in June and discussed potential LIFT TA with USAID Kenya mission staff, including strengthening the community component of NACS, particularly in relation to ES/L/FS. Potential follow-up from this discussion may include LIFT conducting a preliminary assessment of ES/L/FS activities and making recommendations on how to strengthen that component of NACS programming. LIFT reached out to USAID Kenya in May to propose a July scoping visit but the details were not finalized before LIFT traveled to Malawi. LIFT will contact the mission again in August with the goal of finalizing dates for a scoping trip in the next quarter.

Tanzania

LIFT participated in a second discussion with Deborah Ash of the FANTA-3 project to identify possible areas of collaboration with current FANTA-3 and IMARISHA project efforts around NACS. Areas where LIFT support would add value to the existing projects include supporting referral systems to link ES/L/FS services with NACS clients, and conducting studies or operations research to better understand the impacts and cost-benefits of various HES activities. Early in the next quarter, LIFT will initiate a call with FANTA-3 and IMARISHA counterparts in Tanzania to discuss specific unmet needs that could be filled by LIFT in Tanzania.

Malawi

During this quarter, LIFT was pleased to begin engaging with the USAID mission in Malawi to solidify plans for a LIFT scoping visit in late July. USAID Malawi confirmed their interest in meeting with LIFT to engage mission staff in various sectors and relevant program implementers in country, and to begin discussing a more comprehensive scope for LIFT support with NACS acceleration funds. LIFT held two calls with the mission and several email exchanges to outline the objectives and scope of the visit as well as finalize the dates for the visit (July 23-Aug 3). LIFT also initiated a call with FANTA and HCI to discuss opportunities for coordination during the trip. LIFT staff started a desk review of existing reports and resources to inform their meetings and discussions in Malawi. Plans are in place for a second USAID/FANTA/HCI/LIFT call early the next quarter before the TDY takes place. In the next quarter, LIFT will distribute the results of the TDY and desk review, and will work with the mission to finalize LIFT's future SOW in Malawi.

South Africa

LIFT participated in an initial in-country meeting with USAID South Africa to discuss their interest in LIFT technical assistance to integrate ES/L/FS into the planned roll-out of NACS in all nine provinces. Additional areas of interest for LIFT support include TA to OVC programs working on HES activities, and research to understand why some HES approaches are more or less effective than others in the South African context. In July, LIFT will participate in the NACS orientation for Department of Health to present ideas and brainstorm possible approaches to integrate ES/L/FS into NACS with workshop participants. In the next quarter, LIFT plans to continue its support USAID South Africa which may include an assessment to understand what ES/L/FS activities are taking place that could be strengthened or scaled up.

Global Activities

- **LIFT's Research Agenda:** LIFT continued to meet regularly with MEASURE Evaluation to begin implementing activities outlined in the concept note for MEASURE's collaboration with LIFT. MEASURE developed a logic model showing how LIFT's technical assistance (TA) activities could impact the economic resilience and food and nutrition security of vulnerable households. With significant input and in collaboration with LIFT, MEASURE Evaluation undertook a literature review, which identifies evidence of linkages between economic strengthening interventions, household economic resilience, food security, nutritional status, and HIV-related outcomes. LIFT also reviewed well respected household economic strengthening and food security frameworks and developed a

causal pathways model that maps the ways that provision, protection and promotion activities could impact household food security as well as health and nutrition outcomes. In the next quarter, LIFT plans to publish and disseminate the literature review, logic model and causal pathways model. LIFT will host a consultative meeting to review the existing evidence and define a research agenda that will build the existing evidence base for economic strengthening and food security impacts on health and nutrition.

- **Knowledge Management:** Building on previous efforts to increase dissemination and use of the Livelihood and Food Security Conceptual Framework, LIFT worked with FHI 360's Design Lab to update the **LIFT conceptual framework** for distribution at upcoming conferences and country visits. During the reporting period, LIFT made significant progress in developing **LIFT's project website**. As the project matures, LIFT envisions a website which allows us to widely disseminate project materials and to provide practical, user-friendly tools and resources to key stakeholders including USAID mission staff, program implementers and other practitioners across a range of sectors including economic strengthening, food security, HIV/AIDS and other health areas. The LIFT website will be complemented by our continued presence on several sector specific hubs including Microlinks, Agrilinks and OVCnet. The LIFT project site will include relevant and timely information such as updates on global and country specific activities, dissemination of emerging findings from LIFT's research and learning agenda and key project information for USAID missions, practitioners and host governments who are interested in partnering with LIFT.

Building on meetings held during the previous quarter with internal web developers to discuss the purpose and structure of the site, LIFT prepared a web development strategy with the Design Lab based on the evaluation of several cost effective, flexible, and project managed content management website platforms. In addition, LIFT identified several appropriate web hosting, platform recommendations and project website URL options. In the next quarter, LIFT will work with the FIELD Knowledge Management team and other internal and external stakeholders to finalize plans and launch LIFT's website presence.

Building on the work that began during the last quarter to develop **outreach materials** and an engagement strategy with missions, LIFT revised the content and design of these materials to reflect LIFT project services and expertise in a clear and compelling format so that missions can easily understand LIFT project capacities. The final product will be a series of four key LIFT TA service areas and will be used in the next quarter to engage in discussions with USAID missions (specifically Malawi and DRC), CDC, Peace Corps and other USG agencies to showcase how LIFT's TA and support can integrate livelihood, food security and economic strengthening activities as a part of the continuum of care.

- **Standardized Assessment Methodology:** In preparation for new country-level situation and opportunity assessments to analyze existing economic strengthening (ES) activities and identify opportunities for scale-up and replication, LIFT worked closely with consultant, Ben Fowler to document and standardize the project's approach to the different types of assessments LIFT undertakes in support of USG missions. During this reporting period, LIFT developed a range of assessment planning and guidance tools as well as templates for assessment scopes of work (SOWs) and specific assessment deliverables that together will form an assessment tool kit to efficiently prepare for and carry out assessments that respond to the needs of missions and other partners in a timely and efficient manner. These tools build on the lessons and experiences of previous LIFT assessments and aim to bring a standardized process and approach to LIFT's assessment methods, allowing for increased comparability of assessment results across different countries. LIFT is now in the process now of finalizing these tools with the consultant and will begin using them in the next quarter.
- **Household Economic Strengthening (HES) One Day Training Development:** During the reporting period, LIFT began defining the goals, objectives and content for a one-day introductory

HES training curriculum, based on LIFT's experiences to date. The technical team worked with consultant Ben Fowler to define the intended audience and scope of the training based on the anticipated training needs for upcoming technical assistance in the DRC and Nigeria. LIFT plans to field test the training course, and based on the results, will adapt and roll it out in other countries and with other appropriate audiences in the coming months. The draft curriculum will be completed in the next quarter and will likely be initially field tested in the DRC.

- **NACS Technical Note:** LIFT contributed to the FANTA-3 NACS Guidance Manual by writing a chapter on economic strengthening. LIFT's contribution to the guidance manual outlines the key considerations and elements associated with developing economic strengthening referral systems as a component of NACS, focusing on the key aspects of successful referral systems. The guidance also helps implementers to ensure that ES activities that are linked with NACS are appropriate to the needs and vulnerabilities of PLHIV, OVC and caregivers.
- **Life in the Village Simulation Activity Tool:** During this quarter, LIFT provided technical input on a learning simulation activity entitled Life in the Village, developed by USAID's Bureau for Food Security (BFS) and Microenterprise Development (MD) office. This activity will be used in a USAID Agriculture Core Course in Bangkok in July 2012 to provide an opportunity for USAID mission staff to explore concepts around vulnerability and household decision making. Participants engage around concepts of assets, shocks, financial services, food security and livelihood strategies for poor and vulnerable groups. This tool represents an exciting new area of potential LIFT collaboration with USAID's BFS and MD office. In the next quarter, LIFT will work with the Life in the Village developers, Anicca Jansen and Lena Heron, to identify next steps for LIFT's potential use of the tool.
- **STEP UP SEEP Group Engagement:** LIFT participated in a planning meeting of SEEP's Strengthening the Economic Potential of the Ultra Poor initiative (STEP UP). The initiative will advance learning in this important area and will develop guidelines, tools, and training methodologies to be shared with the larger development community. STEP UP will refine graduation and livelihood approaches – already showing promise with ultra poor households – for replication in new contexts. STEP UP will also explore other emerging ultra poor approaches, such as income support (conditional cash transfers), integrated health services, micro-insurance and savings programs to identify how these approaches can best be structured to help the ultra poor accrue, consolidate and protect tangible and intangible assets. The STEP UP initiative is relevant to LIFT's work to identify appropriate economic strengthening interventions for NACS clients.

3.5 P3DP (Ukraine)

(September 2010 – September 2015)

P3DP (Public Private Partnerships Development Program) in Ukraine, an associate award under the FIELD-Support LWA, seeks 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.

P3DP emphasizes building institutional capacities by not only working with central and local governments, but a significant aspect of the program is the inclusion of civil society organizations in the dialogue. The primary implementing partners of P3DP are local Ukrainian NGOs. The program relies on international best practices in PPP development, but tailors those best

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

practices to local circumstances.

P3DP activities during the quarter focused on targeted sector-specific contributions to municipalities, in order to move them closer to the PPP tendering stage, or, alternatively, identify those obstacles which prevent a PPP type structure from being utilized. A primary goal of P3DP is to use pilot PPPs as learning experiences to provide feedback on positive and negative aspects of PPP implementation and define corrective actions that are needed to create a PPP-friendly environment. To that extent, both the successful and unsuccessful efforts in pursuit of PPP implementation are valuable knowledge-building experiences to share with other municipalities and provide feed-back to positively influence new national level regulations and policies.

Unregulated parking in Lviv is a nuisance and sometimes a danger to pedestrians.



A critical “first-step” in every PPP transaction is having a commonly understood clear vision of the project and building broad support among municipal leaders because political divisiveness can derail even the best of PPP ideas. P3DP’s Program Managers, supplemented with industry consultants, assisted P3DP’s pilot cities with developing Concept Papers that could be presented to City Council members in order to build common understanding and provide focus for organized debate. Through the process of developing and presenting Concept Papers, previously unknown details and interwoven conditions emerged, resulting in various outcomes as briefly summarized below.

Solid Waste Management (SWM) Concept Papers were drafted for Western Crimea, Ivano-Frankivsk and Vinnytsia, and, P3DP is collaborating with IFC on prefeasibility analysis for a landfill in Lviv. Solid waste solutions are critically needed in most population centers throughout Ukraine, but, forward progress is moving slowly. Several lessons emerging are that land-use laws need additional clarification and the process for land-use approval needs to be defined in objective terms with a transparent approval process. After formal city approval, P3DP will assist the cities with preparation of tender documents, a lengthy and costly process requiring full-blown feasibility studies, environmental analysis and construction of key contractual terms, such as length of contract, tariffs and guarantees. Two of the four pilots (Vinnytsia and Western Crimea) have strong potential to reach the tendering stage within the next twelve months.

Parking in many city centers throughout Ukraine is disorganized and chaotic. P3DP assisted the city of Lviv with creating a **parking management Concept Paper** and identifying prospective project development steps. Although the presentation of the conceptual plan and implementation action steps were well received by city management and they would like to move forward with implementation, the obstacle is national regulation that prevents cities from enforcement of parking fees, the primary income stream to achieve a financially viable parking management contract. The result of national consumer protection regulation is that payment of parking fees is largely optional. As a result, private parking management firms will require a guarantee from the city for parking fee payments, something Lviv is not able to provide. While this pilot is currently on hold, recently proposed regulatory changes that P3DP contributed to are under consideration by the Verkhovna Rada. Positive regulatory changes giving control of parking fees to cities would be welcomed by Lviv and most other cities of Ukraine, thus allowing them to organize parking in their town centers and require people to pay for services received.

Public-Sector Healthcare Services are failing the expectations of most Ukrainians, including the healthcare professional providing those services. Private sector providers are rapidly growing and typically sought out by those that can afford private care. The city of Zaporizhia is seeking a creative solution that does not abandon, but instead supplements, its public hospital with private sector

healthcare options. Government healthcare tariffs paid to hospitals currently cover only a minority portion of the actual cost of service. Therefore, payments from patients are typically required even for the so-called “free” public healthcare. P3DP responded to Zaporizhia’s request for assistance and contracted Prudence Law Firm to determine if a public-private arrangement in the healthcare sector was possible, and if so, the best legal structure to use. Ukraine has extensive regulations regarding the healthcare sector and therefore an opinion from the Ministry of Justice was requested prior to commencing project activities. After receiving a legal analysis report containing a positive legal opinion from Prudence Law Firm, P3DP and Zaporizhia are now developing Action Plans and moving rapidly to reach the point of tendering, a process that will require medical, economic and legal work that P3DP will heavily support. This pre-tender work is expected to take about six months to complete.

City Parks are the center of social activities, adding to quality-of-life aspects that promote population growth, tourism and new business development for cities. Parks are important features in most Ukrainian cities, but city budgets are not able to provide the maintenance or improvements needed to maximize the parks contributions to communities. After the initial Concept Paper on a PPP solution was presented and approved, P3DP worked with the Simferopol City Administration to prepare the required Action Plan, “PPP Gagarin Park Management in Simferopol”. Both P3DP and the city have respectively taken the further steps of completing the USAID-required environmental review and formally establishing the Gagarin Park PPP Project Working Group. An unusual combination of rights between

Mariinsky Park in Kyiv is one of Ukraine’s most famous recreation areas.



land, which is controlled by the city, and ownership of the trees growing upon that land, which is under the authority of the Council of Ministers of the Autonomous Republic of Crimea, created an initial stumbling block, but this pilot project continues to advance with the determined efforts of the City of Simferopol and assistance provided by P3DP. Reaching the stage of tendering is cautiously expected by the spring of 2013.

P3DP is adding to its list of pilot cities and currently evaluating pilot projects in the new sectors of kindergarten care, water supply, energy efficiency and wastewater treatment. P3DP wants to add new projects that can become illustrative examples in sectors requiring significant

improvement in delivery of public sector services throughout Ukraine.

In addition to the Concept Papers, legal analysis and action plans described above, P3DP also produced the following products as input to municipal planning: 1) financial models for solid waste, parking and parks, as required for decision analysis and to fulfill requirements of feasibility studies; and, 2) “PPPs and Tariff Regulation in Water, Wastewater and District Heating” to explore the regulatory risks and assess whether pilot PPP projects are practical options in these sectors. P3DP also provided guidance to Donetsk and Sumy by delivering PPP presentations at development seminars those cities organized. In Donetsk, the conference was sponsored by MetInvest, and attracted representatives from regional municipalities and Donetsk State Regional Administration to learn way in which infrastructure development and communal services may be delivered in a more efficient way through implementation of PPPs. The conference in Sumy, “Modernization of Housing and Communal Services with PPPs” was jointly organized by the Ministry of Housing and the Sumy State Administration.

Awareness about PPP potential for municipal development took center stage at two conferences that were co-organized by P3DP, and included P3DP experts contributing with subject-matter presentations. “Speed UPPP Ukraine” was an international conference organized jointly by P3DP, Polish PPP Institute, and the Ukrainian Public Private Partnership Development Support Center. The conference attracted participants from regional countries and representatives from all of P3DP’s pilot cities in Ukraine. The

“First Ukrainian Forum on Public Private Partnerships”, held in Lviv, was co-organized with P3DP’s implementing partner, The Association of Ukrainian Cities, and attracted Mayors, municipal leaders and owners/managers of private businesses from across Ukraine. Breakout sessions examined PPP opportunities in the areas of transportation, municipal parking, recreational and city parks, and waste management.

At the national level, P3DP has maintained close working relationships with its “Beneficiaries”, the Ministry of Economic Development and Trade (MOEDT) and the State Agency for Investments and National Projects Management (also known as the National Projects Agency, or, NPA). P3DP is providing substantial ongoing assistance to MOEDT’s PPP Unit, headed by Mr. Pavlo Pokholko, for PPP appraisal methodology guidelines (also referred to as “Practical Guide”) and a national PPP strategy. P3DP is working with NPA’s Clean City program on a solid waste disposal project in Vinnytsia. In addition, P3DP is an active member of the Sector Reform Committee and Technical Assistance Coordination Committee at the Ministry of Regional Development, Construction, Housing and Communal Services. These committees address policy issues on improving energy efficiency, urban planning, tariffs calculation methodology, procurement procedures and delivery of communal services. P3DP also continues its active membership and contributions to the Verkhovna Rada’s PPP Work Group, formed under the Committee for Industrial and Regulatory Policy and Entrepreneurship.

In order to broaden P3DP’s private sector professional network and exposure to businesses interested in PPP transactions, P3DP became members of the American Chamber of Commerce (ACC) and US-Ukraine Business Council (USUBC). P3DP is already collaborating with ACC to establish a PPP Expert Center and initial startup meetings attracted representatives of EBRD, IFC, CIDA, Ministries and local law firms.

P3DP is on schedule to meet or exceed its Year Two performance measures.

3.6 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 ACDI/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
- 12,360 new beneficiary families
- 7,243 new full-time jobs created

Key Achievements this quarter:

One of the PRODEL’s most important achievements over the last quarter has been its work with local development organizations to ensure the continuity of PRODEL activities once the field office closes in

September. In San Lorenzo, Esmeraldas province, the International Organization for Migration (OIM), the Undersecretary of Fisheries, the Provincial Government of Esmeraldas (GPE) and the Belgian Technical Cooperation Agency (CTB) all signed agreements to continue supporting the fishing sector applying PRODEL's value chain approach. Moreover, the Technical Secretariat Plan Ecuador (STPE), the Municipality of Eloy Alfaro, and the PRODEL anchor firm Nutrivital will continue strengthening the coconut processing plant in Eloy Alfaro. Furthermore, PRODEL anchor firm Terrafertil, Ministry of Agriculture, Livestock, and Fisheries (MAGAP), and the Provincial Government of Carchi (GPC) will work together to strengthen activities with Andean Gooseberry (uvilla) producers in Carchi province.

PRODEL transferred several key program methodologies, tools, and information to local development stakeholders, including the MAGAP and the GPC. The program produced several training manuals to help improve productive capacity and fish, coffee, and cacao quality. The PRODEL team also validated information generated in a productivity study, and undertook an evaluation to assess the program's economic impact on local producer incomes.

In the final stages of the program, seven PRODEL anchor firms from the cacao, coffee, grains, processed fruit, and fish value chains continued strengthening vertical and horizontal linkages and promoting anchor firms and value chain competitiveness mainly by improving product quality and handling to meet quality standards, and increasing their access to high value national and international markets. One such area was in trade promotion, where ACDI/VOCA trained anchor firms in coordination with Proecuador, to prepare them to participate in international trade fairs in the United States.

In the area of financial services, PRODEL continued to work in the southern border region of Ecuador, through the support of a local financial advisor, who is assisting the program with the last financial services activities. 135 individuals were trained in five Financial Literacy Farmer Field Schools (FFS) and producers were assisted in accessing \$32,675 in credit from ten financial institutions.

3.7 STRIVE (Afghanistan, Philippines, Liberia, Mozambique) (September 2007 – March 2014)

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

Between FHI 360 and MEDA, STRIVE had three successful proposals for presentations to upcoming events:

- Global Youth Economic Opportunities Conference (Making Cents International)
 - FHI 360 will be part of a panel with Freedom from Hunger. FHI 360 will present STRIVE's work on child time use in the Philippines and Freedom from Hunger will present their work with youth financial diaries.
 - MEDA will present the ASF experience as part of a panel with Aga Khan Foundation on tools, approaches and lessons learned for engaging youth in challenging contexts.
- American Evaluation Association Annual Conference
 - STRIVE experience with child time use measurement and analysis in the Philippines will be presented as part of a panel of FHI 360 projects addressing MEIA for projects serving vulnerable populations.

STRIVE Philippines—AFE

Best Practices in Producer Training Programs

AFE conducted a lateral learning exercise among the export company lead firms with which it has been working. Active participants included AH, 33.3, Shelmed, Regalos, and TADECO. The objective of the exercise was to assess their experiences in organizing and conducting producer trainings, resulting in the identification of best practices that they can incorporate into the future training activities that they organize for producers. This activity contributed to their ongoing institutional capacity to train and support the producers they transact with, which in turn contributes to greater income and benefits for the participants and their households.

Participants at the crochet-making seminar conducted by Kraftika Pilipinas and abaca twine produced by producers of Karftika Pilipinas in Manlilipot, Albay.



To prepare for the exercise, AFE carried out interviews with LFs and producers to identify lessons learned and best practices. The results of these interviews were then consolidated and presented for discussion during a two-day workshop that brought together LF senior staff and trainers. During the workshop the participants enhanced discussions, learned from one another, and came to consensus on a variety of improvements that they can make to their training programs for producers.

Marketing, Merchandising, and Product Development (MMP) Program

STRIVE Philippines initiated a program on Marketing, Merchandising and Product Development (MMPD). The program is designed to support the LFs in strategically targeting new customers and then developing relevant and fresh products to present to those customers. AFE developed this program in

response to requests from members of the Cebu-GTH exporters association and other exporters. The four-month program was designed to increase their competitiveness and market access, which in turn is anticipated to yield greater sales, income and employment opportunities for the low-income producers from whom the companies source.

As discussed in the previous quarterly report, the project conducted three seminars between January and March: US Market Trends (attended by 18 companies including lead firms), Product Development (13 companies) and Approaching Your Customers (9 companies). In addition, the project's marketing and merchandising consultants also worked individually with each of the lead firms participating in the "consultation and coaching" part of the program to develop new designs and product collections (which will be presented to existing buyers and at upcoming trade shows). The program received positive feedback from all the participating companies.

As a result of the activity, four lead firms (AH, 33.3, Shelmed, and Catalina Embroideries) finalized new samples and/or product collections for existing and potential buyers. Shelmed plans to present their new collections in the New York International Gifts Fair show in the US in August (the same show in which they participated in 2011 with AFE cost share support), while Catalina plans to present their new product collections in the next Manila FAME show in October 2012.

Lead Firm Learning Exchange Visit

In April, AFE supported TADECO (a new lead firm based in Mindanao that began collaborating with the AFE STRIVE program in early 2012) to conduct a learning visit to the Bohol Beads & Fiber (BB&F) company. Three TADECO staff came to BB&F to learn about the four-pedal loom weaving technology. The lead trainer/master weaver of BB&F conducted the orientation and training of TADECO which included: 1) background of BB&F; 2) presentation of four-harness loom weaving equipment; 3) presentation of pattern and design making, and; 4) demonstrations and practice.

They also gave the TADECO team a tour of the showroom, warehouse, and dyeing facility. The BB&F trainer was proud to share with TADECO that she was using the training manual they had developed (with technical support from AFE), and encouraged them to do the same in their company. BB&F and TADECO share similar production technologies, but use different raw materials (the former uses raffia fiber and the latter uses abaca and pineapple fibers). Both convert these raw materials through loom weaving into different home accessories. They produce different products and sell to different types of markets.

Market Assessments

The AFE team completed a value chain assessment report for the rattan value chain. The study was conducted at the request of the lead firms in order to better understand the issues and potential challenges of raw material availability and sustainability.

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

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

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:	8 promotional events conducted by Jacob Agricultural Business Center and Gla-Paw-Jay Business Center in Bong and Nimba counties. A total of 189 farmers (101 male, 88 female) in both rice and vegetable production bought inputs worth US\$2,296 from input providers and the open market.
Objective 2: Increasing rice production	240 new farmers received training in rice production activities and have completed sowing their rice seed. 1.1 metric tons of NERICA 14 rice seed turned over to LIFARCO for seed multiplication. 52 new farmers (16 male, 36 female) benefited indirectly with LAC 23 rice variety from lead farmers sharing and farmer-farmer relationships
Objective 3: Strengthening linkages between buyers and farmers	252 farmers (200 male, 52 female) sold assorted crops valued at US\$24,903 in Bong and Nimba and US\$7,738 in Montserrado. Of this, approximately 90% were local vegetables (bitter ball and pepper) and 10% were high-value fruits and vegetables (watermelon, lettuce, cucumber, cabbage). The sale represents an 87% increase in total sales over last quarter and 190% over the same period in 2011. ACE facilitated a field tour visit with four members of the Liberian Marketing Association (LMA) to see the irrigation production sites, geared at strengthening relationships between the farmers and the buyers.
Objective 4: Technical Assistance	159 extension visits were made by ACE field staff to both vegetable and rice farmers. 54 farmers (40 male, 14 female) participated in on-farm training to control insect/pests using soap solution and ash. 303 farmers (190 male, 113 female) trained in crop production for both vegetables and rice 260 farmers (146 male, 114 female) trained in Farming as a Business (FaaB)
M&E, Learning Products, etc	ACE provided all 240 new rice farmers with Farmer Financial Diaries to facilitate record keeping and tracking against key project indicators. ACE Project Director Laveto Akoi-Forkpa toured ten project communities to monitor project activities and interact with farmers. He held meeting with field staff to discuss PMP targets. M&E Officer Tommy Fofanna also met with farmers to roll out the FFD to new participants.

Key Learning

The use of soap solution and ash to control insects and pests on vegetables has been a helpful piece of learning for both farmers and field staff. These simple and low-cost insect pest management techniques will help reduce production costs for vegetable cultivation. Ash is proving to be a particularly useful element of low-cost production enhancement, as it can be used for pest management, reduced transpiration (water loss) and soil amendment.

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.



Savings distribution for VSL members. Photocredit Save the Children

During this quarter, all of the project’s active Village Savings and Loan (VSL) groups were successfully graduated, and are able to carry out their activities without assistance from the project. A local survey firm (ANSA, which conducted the baseline) and a well-qualified team of consultants were identified to support the endline survey and final evaluation. Although there was some delay in the production of the STRIVE documentary and VSL training films, the editing has been completed and the films are available for distribution. Some of the images were shown on Mozambican television on the program “BOM DIA MOÇAMBIQUE” (Good morning Mozambique).

Key Learning

STRIVE beneficiaries reported that when men and women carry out VSL activities together (i.e., mixed groups) there appears to be improved gender equity in household-level decision making. For example, in the coastal district of Mossuril, where STRIVE intervened with VSL, group members stated that decisions at the household level about the education of children and about food stocks are made jointly. They highlighted that this was not the situation before the project intervention. In response to this learning, STRIVE encouraged mixed groups in order to help consolidate the idea of women becoming actively involved in solving problems affecting their households, but also to contribute to increasing the self esteem of women, in situations where, in many cases women are still considered to have a mainly reproductive role in the household.

4 Staffing

The staffing structure for the FIELD-Support FHI 360 HQ staff (as of **July 1, 2012**) 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, STRIVE
Laura Muzart	Program Officer	ESAF, LIFT
Sarah Mattingly	Associate Award Technical Director	HIFIVE, PRODEL
Kelly Keehan	Program Officer	HIFIVE, PRODEL, STRIVE
Meaghan Murphy	Technical Specialist	LIFT

Person	Title	Project(s)
Jennine Carmichael	Program Officer	LIFT, STRIVE
Diana Rutherford	Technical Specialist	STRIVE
Jason Czyz	Associate Award Project Director	P3DP
Liz Layfield	Program Officer	P3DP
Nussi Abdullah	Technical Manager	Leader
Obed Diener	Technical Specialist	Leader, STRIVE
Samantha Ackerson	Program Officer	Leader
Jeffrey Mau	Operations Officer	Leader, PRODEL, HIFIVE

5 Next Steps

- **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 evaluation.
- **Knowledge Management:** Continue developing, reporting, and disseminating learning from Leader activities and AA, through FIELD Briefs, FIELD Reports, and events, etc. Annexes

Annex A: List of Current Pilot Activities

(Current as of June 30, 2012; presented in alphabetical order by implementing partner)

	Pilot Activity	Implementing Partner(s)	Country	Period of Performance	Status	Award Value
A	Graduating the Poorest into Microfinance: Linking Safety Nets w/ Financial Services	IPA	Ethiopia	2/6/2009 – 8/31/2013	Open	\$598,670
	<p>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.</p>					
B	Value Chain Development for Very Poor Households	World Vision	Bangladesh India Kenya Haiti Afghanistan Sierra Leone Ethiopia Angola	3/1/2011 – 9/31/2012	Open	\$150,000
	<p>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.</p>					
C	Learning Network for Housing IGP Recipients	SEEP Network	Ghana India Afghanistan	12/31/2011 – 12/31/2012	Open	\$125,171
	<p>USAID awarded three new Implementation Grant Programs (IGPs) to promote housing microfinance for poor households. As a part of the program, the grantees are testing different models of financing and assisting housing improvements and micro-mortgages. The objective of these IGPs is to allow grantees to develop and implement viable business models and roll out products to a greater number of clients, and to document and share their learning with the program and the industry. Such approaches aim to support improved standards of living as well as asset creation for poor households, while being commercially viable for microfinance institutions.</p> <p>The three grantees are:</p> <p>1- Opportunity International, Ghana</p>					

- 2- Habitat for Humanity - India, and
- 3- Aga Khan Agency for Microfinance – Afghanistan

The Housing IGP Learning Network, facilitated by SEEP, ensures high quality outcomes with respect to the learning processes of grantees along with the creation of highly relevant learning products for wide scale dissemination. The learning network advances the learning agenda for the Housing MF IGP network and the industry at large. SEEP is providing direct learning support to the three IGP grantees to derive knowledge from their project implementation experiences.

Annex B: List of Strategic Learning Initiatives (SLIs)

(Current as of June 30, 2012; presented in alphabetical order by implementing partner)

	Partner	SLI Title	Activity Budget
A	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>	
B	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>	

Annex C: List of Current Associate Awards

	Implementing Partner(s)	Countries of Implementation	Period of Performance	Award Value
1	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
	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.			
2	Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET)			
	FHI 360, ACIDI/VOCA, AFE	Sub-Saharan Africa	10/2009 – 9/2012	\$1,300,000
	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.			
3	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
	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.			
4	Livelihood and Food Security Technical Assistance (LIFT)			
	FHI 360, CARE, SAVE	Sub-Saharan Africa	9/2009 – 9/2014	\$4,135,862
	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.			
5	Public-Private Partnerships Development Program (P3DP)			
	FHI 360, WDI	Ukraine	9/2010 – 9/2015	\$12,500,000
	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.		
6	Ecuador Local Business Development (PRODEL)		
	ACDI/VOCA, CARE, FHI 360	Ecuador	11/2007 – 9/2012
	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.		
7	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
	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.		