



FIELD-Support LWA

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The Financial Integration, Economic Leveraging, Broad-Based Dissemination Leader with Associates
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Submitted By



1825 Connecticut Avenue, NW
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1 Introduction

FIELD-Support is a Leader with Associates (LWA) Cooperative Agreement between the Office of Microenterprise Development in USAID (EGAT/PR/MD) and FHI 360. 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 nearly \$337 million, which includes both the Leader cooperative agreement (\$19.7 million over eight years), and 21 Associate Awards to date.

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/Micro-enterprise and Private Enterprise Promotion (MPEP) 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 2.1 for updates on ongoing Leader-funded Partner implemented activities, Section 2.2 on the development of new Associate Awards, and Section 3 for brief 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**, **Prime-Funded Design/Assessments** for USAID Missions and Operating Units, and **Knowledge Management and Learning Dissemination** activities.

At a Glance:

Since its launch in 2005, FIELD-Support has:

- Developed and managed nearly **\$337 million** in 21 Mission- and USAID Operating Unit-funded Associate Awards (AA);
- Funded FIELD-Support partners to **implement more than 35 Leader activities** to advance USAID Strategic objectives and explore innovative areas of microfinance and microenterprise development;
- Launched **9 PRIME-funded field assessments** for USAID Missions, assisting in the design of new programs; and
- Established a knowledge management strategy that enhances FIELD-Support learning through internal communications and more than 160 events and publications;

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 more than 35 Leader-funded activities. In addition, each of the nine core members of the consortium

has used core management funds to support FIELD-Support related activities. The Leader Activities that are still currently being implemented are discussed in Sections 2.1 below.

2.1 *Leader Activities*

A. ACCION: Non-Discrimination: Making Microfinance Institutions Disability Inclusive and Smart Campaign Certifiable

This new activity, launched in Q3FY13, is designing and testing tools and standards at *Fundación Paraguaya* that can be broadly disseminated for implementation at microfinance institutions (MFIs) around the world. It responds to the Smart Campaign mandate and moral imperative to provide convenient and accessible financial services to populations that are currently underserved or completely excluded. The Center for Financial Inclusion at Accion, in conjunction with the Smart Campaign, is working with its founding disability inclusion implementing partner, *Fundación Paraguaya*, to achieve this ambitious goal and create a standard that other MFIs can emulate. By creating specific tools and best practices that will enable MFIs to understand the issue of non-discrimination toward their clients and staff, including persons with disability, MFIs will recognize that a diverse work force and client base is not only morally and legally the right thing to do but that a strong business case can be made for such inclusive practices.

Since its launch, Accion has made progress toward the following objectives:

1. *Develop, Implement and Test the Roadmap for Disability Inclusion and Non-Discrimination*

- *Fundación Paraguaya* has established a relationship with the National Secretariat for the Human Rights of Persons with Disabilities (SENADIS). Accion is reaching out to six other MFIs regarding collaboration and are in close discussion with three of the MFIs: *Fundación Saraki*, *Ágora Paraguay*, and *Fundación Solidaridad*.
- Report on the current status on non-discrimination was completed by the FP project manager.
- New HR job postings have been created with disability inclusive language.
- The roadmap for disability inclusion is being tested at each category level for which *Fundación Paraguaya* will have one example or case study of the experience of working to address each Roadmap to Disability Inclusion Category so as to share the experience with other MFIs. Another more generic version is also being created for broader MFI implementation.

2. *Establish Guidelines for a Comprehensive Non-Discrimination Policy*

- We have conducted a baseline survey on staff attitudes and are in the process of creating a final report with analysis on results.
- The baseline survey on disabled clients will be developed in tandem with Handicap International and has been delayed due to their availability.
- HR is working on revised orientation training and has established a non-discrimination policy with 2 statements on disability inclusion.
- A non-discrimination and disability inclusive policy is being developed in conjunction with the Handicap International visit to Paraguay scheduled for mid-August. It will show the complete process so other MFIs can use and adapt this policy for their own use. The objective is for board members, managers and other stakeholders to be involved in the process to define why it is important for MFIs to incorporate a non-discrimination disability focused policy.

3. *Develop Materials and Provide Training on Non-Discrimination*

- The HR department is making preparations for the upcoming Handicap International training and making plans around drafting policy language on non-discrimination and establishing a training of trainers program.

- Handicap International is preparing the materials that will be available in Spanish for the training that should take place in August.
- The materials that are being developed for training on non-discrimination include:
- Two handbooks for everyday use for people who will receive non-discrimination training in Paraguay: one for focal persons (people who will become advocates and promoters of disability inclusion) and one for human resources and managers (so as to ensure non-discrimination policies are applied and recruitment opportunities are available for people with disabilities).
- Two Train-the-Trainer kits: one for focal persons, and one for the human resources team.
- These materials are currently being developed by Handicap International in consultation with *Fundación Paraguaya*, the Smart Campaign, and the Center for Financial Inclusion. A first draft will be completed prior to the Handicap International arrival in Paraguay for the trainings. The material will be tested in Paraguay during trainings in August and finalized afterwards based on lessons learned from the experience.

Learning and Dissemination:

- Presentation to 26 MFIs at the Accion Network meeting in May.
- Plans for speaking to the UN Conference of State Parties Conference on July 17-19, 2013 are underway. The annual convening brings together representing delegates from more than 100 States, who monitor the CRPD treaty (Conference of States Parties to the Convention on the Rights of Persons with Disabilities)
- Program Manager, Josh Goldstein, has been making preparations for his presentation to the UN Conference of State Parties CRPD. He will be presenting on July 17th and then again on July 19th at the DESA Forum: Dialogue on Post 2015 Development Framework on Disability. During this 4-day forum, he will share activities and plans from *Fundación Paraguaya* and encourage broader collaboration within the industry and beyond.

Next Steps:

Two representatives from Handicap International will visit the three regions in Paraguay where *Fundación Paraguaya* offices are located from August 19th through the beginning of September for training of 8 focal persons. These *Fundación Paraguaya* staff will serve as advocates and promoters of the inclusion of persons with disabilities. These key staff will be able to conduct awareness training, and serve as points of reference in terms of the treatment of persons with disabilities within *Fundación Paraguaya*. The training and activities will be conducted primarily by Caroline Cervera with support from *Fundación Paraguaya's* Project Manager. At the same time, the work of Handicap International representative, Tomas Meriaux, will focus on Human Resources and the development of a key deliverable of the project which is the non-discrimination disability inclusive policy. Tomas will focus his work around the Board of Directors, Senior Management, the Human Resources Department, and the managers involved in hiring new staff, again with support from the *Fundación Paraguaya* Project Manager.

B. ACDI/VOCA: Developing Cooperatives: Case Studies for the ICO

During the last Quarter, the FIELD-Support LWA was approached by Robert Nelson, President & Chief Executive Officer of the US National Coffee Association, for a set of tools to support a sessions he is convening at the 2013 International Coffee Association's (ICO) Summit in Brazil in September 2013. In response, partner ACDI/VOCA was selected to develop 3 case studies on the development of cooperatives as a learning tool for a broad range of stakeholders who will be attending the ICO Summit. After discussions with NCA as well as NCBA-CLUSA which will be developing 4 additional case studies, ACDI/VOCA will develop 3 case studies in the next quarter.

C. 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 (DOs) can collaborate with Value

Chain “Lead Firms” (LFs) as a means of creating sustainable impact for MSME producers they buy from or sell to. AFE refined and updated its LF training materials in preparation for a one-day workshop conducted for 30 participants from the Aga Khan Foundation in Aswan, Egypt on Monday March 11th. As these training materials are being updated AFE continues to update the practitioner’s handbook as well. AFE has generated a draft version of the manual which will now go through final editing and production.

D. AFE: Adding to the Evidence Base: Facilitating Commercial Models for Selling Agricultural Inputs to the Rural Poor

To ensure adequate food security for Bangladesh, the most densely populated country on earth, it is imperative to increase the agricultural productivity of landless and marginal farmers who make up over 80% of the rural population. One of the primary obstacles in achieving this increase in productivity is a lack of access to affordable agricultural inputs, primarily seed, because most agricultural inputs are sold in bulk quantities for commercial production and are of low quality, which limits the access for small-holders, particularly marginal farmers and homestead gardeners.

Over the last two years, with support from the Katalyst project in Bangladesh, AFE has been working with seed companies on a number of initiatives to address this constraint. One of the most successful facilitation activities taken during this time has been AFE’s support to two leading private sector seed companies in Bangladesh to develop and implement business models based on the innovative adaptation, packaging, and marketing of high yielding vegetable seeds to small-scale producers in remote rural areas. To date, over 2,000,000 seed packets have been sold to approximately 450,000 farmers, 90% of which fall below the upper poverty line and 35% of whom are classified as “ultra-poor” and fall below the lower poverty line. Access to this improved quality seed has generated over \$10 million in additional cumulative income for poor and ultra-poor households in addition to increased nutritional benefits through increased consumption of nutrient-rich vegetables.

The primary objective of the proposed activity is to build upon the success of this initiative by generating, documenting, and disseminating learning about successful tools, strategies, and approaches to facilitate commercially viable access to quality and affordable inputs for poor and ultra-poor farmers through collaboration with private sector input supply companies. This will make a significant contribution to the evidence base of existing knowledge and practice for this kind of facilitation activity. The primary audience for this learning is existing USAID Bangladesh Feed the Future programs as well as development practitioners supporting the input supply markets worldwide. This initiative is being implemented in partnership with leading researchers from FHI 360.

The specific objectives of this add-on activity include:

1. Conducting a research exercise to identify: a) the social and economic impact that the seed mini-packet program has had on individual households, and; b) how the program has affected the local seed industry, at a systems level.
2. Documenting, testing, and refining the tools and approaches and tools used to facilitate access to quality seed at affordable prices.

During the period AFE developed detailed questions guides for the ethnographic research, began conducting ethnographic interviews, updated business plan question guides to be used with a new seed company, and began planning for qualitative interviews to be conducted with farmers. As part of the preparations for the qualitative interviews AFE staff participated in a two-day training program organized by a leading researcher (Dr. Greg Guest) from FHI 360 on qualitative information gathering techniques.

During April 9-11, 2013 AFE organized a value chain training in Addis Ababa for 30 FAO managers coming from several African countries. The training incorporated the Lead Firm training materials that have been developed as part of the FIELD-Support strategic initiative. Improvements were subsequently made to the materials based on experiences during the workshop.

Next Steps:

AFE will continue work on the strategic initiative in Bangladesh including final ethnographic and qualitative interviews, work sessions with input supply company, finalization of tools for facilitating business plan development, and drafting of final reports.

E. FHI 360: Poverty Assessment Tools (PAT) Helpdesk

In 2000, the U.S. Congress passed the Microenterprise for Self-Reliance and International Anti-Corruption Act, which mandated that half of all USAID microenterprise funds benefit the very poor. To verify that USAID meets this target, subsequent legislation requires USAID to develop and certify low-cost tools for assessing the poverty status of microenterprise beneficiaries, and to require its implementing partners to use those tools to measure and report the share of their beneficiaries who are very poor. Each USAID-developed Poverty Assessment Tool (PAT) consists of a short, country-specific household survey—administered in twenty minutes or less—and a data entry template. Using such a tool, an implementing partner can gain an accurate estimate of the share of its beneficiaries who are very poor. In all countries with a USAID-certified Poverty Assessment Tool, USAID’s microenterprise implementing partners must use their country-specific tool to measure the share of their beneficiaries who are very poor, and must report the results to USAID through the Microenterprise Results Reporting (MRR) system

To assist implementing partners in the use of the USAID-certified poverty assessment tools (which are all available online at www.povertytools.org, FHI 360 agreed to monitor the USAID Poverty Assessment Tool (PAT) Help Desk. The helpdesk is run by Margaret Richards, who currently serves as a part-time employee to provide support to the PAT helpdesk from May of 2012 until May of 2013.

In May, FHI 360 and MPEP agreed to hand the Help Desk over to MPEP until such time that USAID decides the agency’s approach to poverty assessment and measurement more generally.

From 2012 to 2013, the PAT Help Desk accomplished the following:

- 11 data entry templates repaired
- 10 surveys repaired
- 10 certification documents repaired
- ~50 individual Help Desk requests responded to (not including USAID or DAI (MRR) requests)
 - Time to complete individual requests ranged from 30 seconds to 6 days)
 - Total of ~200 emails received & responded to
 - Average response time = 0.11 days
- 4 Excel PAT data entry templates created
- 3 self-guided presentations on PAT, poverty & vulnerability, and poverty tools written, produced, and published online
- Conducted survey of 2012 PAT implementers and compiled report
- Data Analysis Manual created for data analysis outside provided PAT templates
- Data analysis section of Manuals updated in 3 languages
- PAT website maintained and updated regularly
- PAT online course maintained and updated with new materials, revised assessments and other adjustments to reflect project changes
- PAT FAQs reorganized and updated
- Updated PAT website to comply with USAID IT security requirements
- Attended and presented at 2012 Social Performance Task for Annual Meeting

- Assisted in research of Brendan Janet, comparing accuracy of PAT, PPI & MPI
- Assisted in research of MIX Market on poverty data
- Assisted in planning of 100 million project and Pro-Poor Seal of Excellence (Microcredit Summit)
- Presented overview of 3 poverty measurement tools for CRS webinar
- Facilitated and presented during poverty measurement webinar for Microcredit Summit

F. FHI 360: Women’s Leadership in SMEs (WLSME)

(October 1, 2012 - September 29, 2013)

Under the FIELD-Support, FHI 360 is contributing to the evaluation of the impact of three interventions that are designed to enhance women’s leadership and other business indicators in the context of small and medium enterprises. Small and medium enterprises (SME) provide an important source of employment and innovation in developing countries, playing an important role in economic growth and poverty reduction. Worldwide, women are under-represented within the SME sector. Improving the representation of women within the SME sector is important in further promoting economic growth and poverty reduction. Evidence is lacking on what type of program interventions are more likely to lead to creating more female-led SMEs and in helping women grow their businesses. Nor is there evidence on why certain interventions might succeed while others fall short. Based on this context, in 2012, USAID competitively selected three interventions designed to address specific constraints to the development of women’s leadership in SMEs and committed to having the interventions’ impact rigorously evaluated, part of which is being led by FHI 360.

The WLSME interventions will be carried out in three sites, implemented by three different organizations: CARE (India), GRADE/NeVo (Peru), and ACDI/VOCA (Kyrgyzstan). The organizations and their intervention designs were previously chosen and funded by USAID for implementation. Under the FIELD-Support Leader Award, FHI 360 is evaluating the impact of the three USAID-funded interventions. The impact evaluation will be carried out across at the three selected sites: India (CARE), Peru (GRADE/Sector 3), and Kyrgyzstan (ACDI/VOCA).

Overall Research Design:

An experimental design is being employed at each site, involving a randomized controlled trial approach. Women and their businesses in the intervention arms will be compared to those in control arms. Baseline data will be collected pre-intervention, and at least one post-intervention survey will be implemented 12 months after women complete their respective programs (or not, in the case of controls). Resources permitting, additional post-intervention data collection will occur 6 and 24 months after program completion. Two additional endpoints will enhance statistical power and allow us to identify temporal trends.

Women and their businesses will be compared along four primary sets of indicators: entrepreneurial leadership, business skills/practices, social and professional networks, and business growth. In an effort to enhance generalizability of the results, some of these indicators will be standardized and remain identical across the three sites. Given the distinct nature of the three cultures and types of enterprises, however, other indicators will be site/industry specific. To enhance instrument validity, all questions will be informed, to varying degrees, by formative research and subsequent pre-testing.

To better understand which components of the interventions are most effective and why, focus groups and in-depth interviews will be carried out among a sub-sample of participants at each site after program completion. In this mixed methods design, these qualitative data will serve to inform trends observed in the statistical analyses.

In past quarters, FHI 360 interviewed personally, selected, and contracted three agencies (one per site) to implement the baseline survey. The agencies are: COSISE in Peru, M-Vector in Kyrgyzstan, and Sigma

in India. The protocols for each site were written and determined to be exempt from IRB-review by FHI 360's Protection of Human Subjects Committee.

This past quarter, Greg Guest traveled to India and Peru to conduct study initiation trainings with M-Vector and Sigma. In Peru, Claudia Martinez Alvear conducted the study initiation training in Spanish with COSISE. Study initiation trainings included research ethics, project background, instrument refinement, data collection instructions, and project procedures. In all three sites, formative research on the instrument was conducted through focus groups and pre-testing, and an FHI 360-developed randomization process completed. Pilot testing in India was ongoing at the end of the quarter. The instruments were finalized in Peru and Kyrgyzstan, and baseline data collected for each first group of women was completed.

Lessons learned or challenges include: participant refusal to participate and contacting women, finding a scheduled time that worked for the women to complete the baseline survey prior to the scheduled intervention, and unanticipated delays to implementation. As a result of challenges reaching women in Kyrgyzstan, we have opted to receive additional back-up participant names. Recruitment challenges in Peru led to GRADE/Sector 3 splitting the first cohort of women into two smaller groups.

Country-Specific Research Design

1) Peru:

In Peru, **Nexos Voluntaries (NeVo)** and **Grupo de Analisis para el Desarrollo (GRADE)**, two non-profit organizations based in Lima, will be conducting a three-year intervention designed to enhance women's leadership and other business indicators in the context of small and medium enterprises that are owned/managed by women. NeVo will train, and provide targeted capacity building for, female business owners/managers so they may contribute to the growth and competitiveness of the small enterprise sector of Peru. The project aims to increase the current presence of female entrepreneurs and improve their performance by reducing the human capital gap (formal business training) and the social capital gap (formation of improved social networks and increased self-esteem). The program will be implemented over a three-year period.

The target population for the project is women who own or manage small businesses from formal and informal sectors that have 2-30 full-time employees. All participants must have completed high school. Women will be recruited based on GRADE and NeVo's networks: from existing client databases of local GRADE and NeVo partner organizations, MFI client databases, and from large corporation suppliers with whom GRADE and NeVo have worked. Recruitment is intended to reach female entrepreneurs who are not being reached currently through intervention programs.

Recruitment will be divided into six cohorts of 180 women (1,080 women total). Cohorts will be recruited and enrolled on a sequential basis over an 18-month period. Each cohort of 180 women will be divided across four industries – textiles, handicrafts, restaurants, and food processing. Five cohorts will be recruited from Lima and one cohort from Arequipa. The program contains four components to be delivered chronologically. In this solicitation we refer to Components 1 and 2 only, which will be administered to women who own/manage small businesses

- **Component 1** consists of two Management Excellence Workshops, each four hours long, designed to establish baseline skills and tools applicable to small businesses. Emphasis will be placed on defining goals and creating action plans. All program participants will receive this component.
- **Component 2** is the main piece of the intervention and the only component to be evaluated in an experimental manner. Women in each cohort will be randomly allocated to one of three groups – Individual Mentoring (Treatment 1), Peer Working Group (Treatment 2) and control group by industry. Eleven paid specialists (SME consultants with at least 4-5 years of experience) will administer the interventions. If possible, all 11 specialists will have one-on-one mentoring and group

facilitation expertise, so they can work across both interventions. The program and evaluation timeline is presented below.

Peru Evaluation Description

For the primary evaluation we will use a randomized controlled design. All women will be administered a baseline and at least one endline survey. FHI 360's scope of work is for the baseline survey only. Pending FHI 360's agreement with USAID, this scope may be extended to include Phases II and III described below.

Recruiting and Randomization Procedures

NeVo will do initial recruitment of the 180 participants in each cohort, and then provide the participants' contact information to FHI 360. FHI 360 will then randomize individuals within each cohort and send the randomized list back to NeVo. To ensure a balanced allocation across the three arms randomization will be stratified by industry (textiles, handicrafts, restaurants, and food processing) and firm size (2-15 employees or 16-30 employees). NeVo will use this randomized list to invite participants into the study arm to which they have been randomized. Each of the six cohorts will undergo the same randomization procedures.

Phase I: Baseline Survey Implementation, Cohorts 1-3: The contractor will first pre-test the survey among 10 women from the target population. This initial pre-test will assess comprehensibility of content and question wording, and the instrument revised as necessary. The contractor will then pilot the survey among 50 women within the target population, to assess variability of responses. Interviewers will make note of any problematic questions. A brief descriptive analysis will also run to assess the degree of variability among responses to outcome measures. Based on this information the survey will be revised if necessary.

The baseline survey will be administered to all program participants in cohorts 1-3 (n = 540) across the three study arms – control, treatment 1, and treatment 2. The survey will be administered face-to-face, at the participants' places of business (or other location convenient for the participant) after enrollment in the intervention, but prior to intervention exposure. This period of time will be approximately 10 days for each cohort of 180 women.

When participants are initially enrolled in the intervention, oral consent will be administered if they are willing to have a researcher contact them directly to collect evaluation data. Survey implementation will be conducted on a rolling basis – by cohort – to mirror the intervention. We expect the survey to take approximately one-hour to administer.

Phase II: Baseline Survey Implementation, Cohorts 4-6: Due to USAID's contract schedule, baseline data collection for the second three cohorts (n = 540) will take place pending availability of funds following launch of the interventions in December 2013. This baseline will use the same tools and methodology as Phase I above.

Phase III: Endline Survey Implementation: Due to USAID's agreement schedule, endline data collection under this scope of work will include only three of the six cohorts of program participants (n = 540), and for the 6-month follow up only. Surveys will be administered to the first three cohorts of women 6 months after they have completed the intervention. The same survey procedures from the baseline data collection activities will be used. With the exception of a few questions, the same survey instrument will be used that was implemented at baseline. The endline survey will be administered in Lima only.

The survey firm identified and contracted for the Peru Evaluation is **Costa, Sierra y Selva en Red S.A.C. (Cosise)**.

2) *India:*

CARE India, in partnership with **Loyola Institute of Business Administration (LIBA)** is conducting a three-year intervention designed to promote women's leadership and sustainable growth of 210 cashew processing micro and small and medium enterprises (SMEs), owned or managed by women in the Panruti cluster, Tamil Nadu, India. The program focuses on the barriers these businesses face by addressing 1) the human capital gap; 2) information and social capital gap; and 3) external constraints within women-led or managed SMEs. The intervention will focus on two segments of women/enterprises in the cashew processing sector: 1) SMEs owned and/or managed by women (N= 150), and 2) Micro enterprises owned and/or managed by women, to help them grow their business into SMEs (N=60).

To address the three constraints pointed out above (human capital, social capital and external constraints), the program established three objectives, outlined below. (LIBA will be in charge of the activities associated to objective 1, while CARE-India will be in charge of the activities related to objectives 2 and 3.) FHI 360 will be leading a third-party evaluation of the effectiveness of the intervention.

India Evaluation Description

For the primary evaluation we will use a randomized controlled design, with 210 women split between a total of five different arms – treatment A (human capital), treatment B (information and social capital), treatment C (external constraints), treatment ABC (all three treatments combined), and a control. All women willing to participate will be administered a baseline survey prior to receiving the intervention.

Recruiting and Randomization Procedures

CARE India will recruit the 210 women, and then provide the participants' contact information to FHI 360 and to the vendor hired to conduct the baseline survey. FHI 360 will then randomize individuals and send the randomized list back to CARE India. To ensure a balanced allocation across the three arms randomization will be stratified by enterprise size (micro vs. SMEs). CARE will use the randomized list to invite participants into the study arm to which they have been randomized.

Baseline Survey Implementation

FHI 360 will provide the vendor with a draft baseline survey instrument. However, to improve the instrument's validity in the local context, our local survey firm will carry out mini- focus groups (4-5 participants each) among the study population and make revisions as necessary, in consultation with FHI 360 and CARE-India. The survey firm will then pre-test the revised instrument among 5-10 women within the target population. The survey will be revised once more if necessary, in consultation with FHI 360 and CARE-India.

The baseline survey will be administered to all 210 program participants across the five study arms. The survey will be administered face-to-face, at the participants' places of business, home, or other location convenient for the participant, after enrollment in the intervention, but prior to intervention exposure. The survey will take approximately one hour to complete and survey data collection will last for approximately 30 days. Oral consent will be administered by the data collector from each participant to assess if she is willing to participate.

The survey firm identified and contracted for the India Evaluation is **Sigma Research and Consulting**.

3) *Kyrgyzstan*

In Kyrgyzstan, **ACDI/VOCA**, in partnership with the **Bai Tushum Fund (BT Fund)** is conducting a three-year intervention to to promote women's leadership and sustainable growth of 750 micro and small and medium enterprises (SMEs), owned or managed by women across the country. For this study, SMEs are defined (per USAID and World Bank) as having between five and 250 employees. Micro-enterprises are defined as having less than five employees. ACDI/VOCA and Bai Tushum Fund are developing a program to promote the growth of women- owned small and medium enterprises (SMEs) in the Kyrgyz

Republic by targeting assistance to potential high-growth female entrepreneurs. All of the women that will be part of this study will have access to loans from the fund.

The purpose of the project is to reduce the human and social capital and information barriers that limit the growth of women's enterprises, and to increase access to finance. The project strategy consists of providing capacity building, training and technical assistance to women who have the potential to grow their businesses into SMEs. As a result of the participation in the program these women will not only grow their businesses, but will also increase their demand and access to appropriate financial services, aligning benefits and incentives for the women borrowers, BT Fund and Bai Tushum & Partners (BT&P) partners.

The program will be implemented nationwide. The intended clients will be women who own enterprises in three priority sectors and meet minimum employee and/or loan size requirements. These sectors are: 1) garment production, 2) agro-processing, and 3) tourism. The purpose of including women micro-entrepreneurs is to encourage these enterprises to grow into the SME category. Those clients identified as promising high-growth entrepreneurs will be invited to participate in the program. The program will progressively focus on promising entrepreneurs to offer different layers of support including training, access to networks and large size loans. As activities become more tailored and specialized, they will progressively focus on fewer women. The most intensive mentoring and skills development activities will be reserved for the 100 most promising female entrepreneurs.

The intervention has four components: initial assessments, women's entrepreneurship development, association strengthening and access to finance. The first component gender, associations and market assessment will be fed into the design of the entrepreneur's development component. The third component, association strengthening, is aimed at building the capacity of organizations and institutions providing non-financial services to women entrepreneurs.

Kyrgyzstan Evaluation Description

For the primary evaluation of this program, FHI 360 will employ a randomized controlled design, with 750 women in the initial treatment arm and 375 women in a control arm (Total N = 1,125). All women willing to participate, including the control group, will be administered a baseline survey prior to receiving the intervention. FHI 360 is seeking a survey firm familiar with the local context to administer the baseline survey.

Recruiting and Randomization Procedures

ACDI/VOCA will receive written applications from potential participants on an ongoing basis. Applications will be screened by ACDI/VOCA for eligibility, and eligible participants will be grouped into one of four geographic regions – Bishkek, Osh, Jalalabad, and Karakol (subject to change, depending on characteristics of participants). We expect approximately half of the women to attend workshops in the Bishkek region, and the other half distributed evenly between the other three regions.

Once 33-36 eligible women in a particular region have been identified they will be randomized at a ratio of 2 to 1 (22-24 women to the intervention and 11-12 to the control) and eligible to completed the survey. The batch size of 33-36 is based on the anticipated size of the capacity building workshops. The optimal size for these workshops is 20 participants. A batch of 33-36 individuals will generate 22-24 participants for each workshop. This resulting number is large enough that it can account for attrition/no-shows of 2-4 women per workshop, but also small enough to accommodate all 22-24 women if all invitees show up for a workshop. This batch size can be adjusted (down to 33, or up to 36) depending on observed attrition rates early on in the intervention.

Randomization of participants will be done by ACDI/VOCA staff, using sealed randomization envelopes provided by FHI 360. Envelopes will be created in batches of 33-36. Before any women receive the

intervention, the survey firm will implement the baseline survey to all 33-36 women in a given geographic batch. This process will continue until up to 1,125 women have been surveyed, or the anticipated project end date of October 2014. To ensure a balanced allocation across the two arms, randomization will be stratified by enterprise size (micro vs. SME).

Baseline Survey Implementation

FHI 360 will provide the vendor with a draft baseline survey instrument. However, to improve the instrument's validity in the local context, the contracting agency will carry out up to five mini-focus groups (4-5 participants each) among the study population and make revisions to the instrument as necessary, in consultation with FHI 360 and ACDI/VOCA. The survey firm will then pre-test the revised instrument among 5-10 women who own/manage SMEs in one of the three industries included in the study, but who otherwise do not meet eligibility criteria for enrollment in the program. A list of such women will be kept as an output of the screening process. The survey will be revised once more after the pre-test, if necessary, in consultation with FHI 360 and ACDI/VOCA.

The baseline survey will be administered to a total of up to 1,125 women: 750 program participants and 375 women in the control group. The survey will be administered face-to-face, at the participants' places of business, home, or other location convenient for the participant, prior to intervention exposure. The survey will take approximately one hour to complete and survey data collection for each batch of 33-36 women will take no longer than 10 days. Oral consent will be administered by the data collector for each participant to assess if she is willing to participate.

The survey firm identified and contracted for the Kyrgyzstan Evaluation is **M-Vector Consulting**.

Next Steps:

Over the next quarter, FHI 360 plans to conduct monitoring trips to Kyrgyzstan and Peru to review the data collection process and collaboration process between the implementation agency and the intervention agency. In India, the formative research and piloting on the instrument will be completed and the survey finalized. Due to the small sample size and shorter-term nature of data collection in India, we will not be conducting a monitoring trip to that site, but plan to conduct through email a brief review of procedures and data quality. Data collection will begin in India, and continue in the other two sites. In Kyrgyzstan, data will be collected at intervention sites outside Bishkek.

G. FHI 360: African Diaspora Marketplace (ADM)

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.

During this quarter ADM FHI 360 held a hand-off meeting with SEAF to discuss how to incorporate ADM I participants into the overarching ADM program. For the two remaining grantees, Aceritas Goat Farm concluded their final grant with FHI 360, with the conclusion of purchasing the remaining equipment for the farm. During this quarter AACE had no activity as they are pending the arrival of the last equipment piece which was expected to arrive in July.

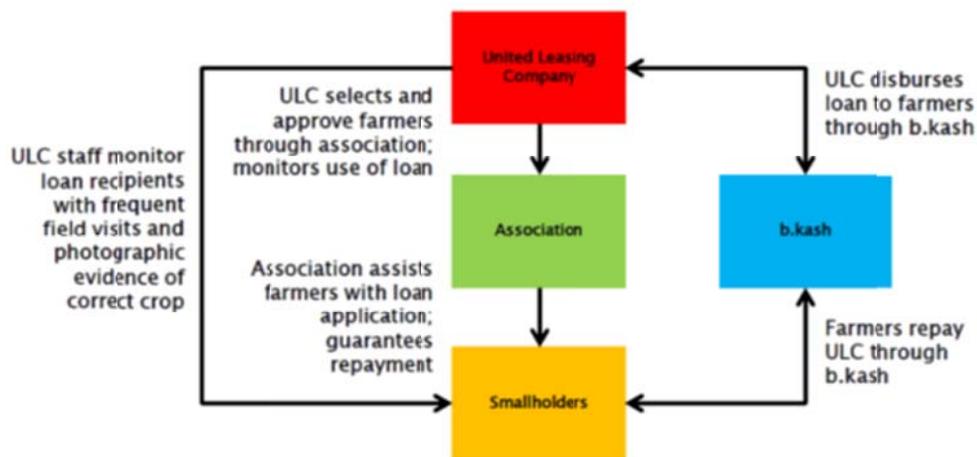
H. iDE: Firm to Farm Finance (F2F2): A Human-Centered Model for Inclusive Rural Finance

Bangladesh is today facing a food security crisis, as agricultural production cannot keep up with rapidly increasing demands from a rapidly growing population of 150 million. Agricultural labor is becoming increasingly scarce and the role of women and homestead producers is increasingly important to the prosperity of the household. Negative shocks, some attributed to climate change, have diminished wage labor opportunities for landless households, leading to increasing food insecurity and uncertainty about the future. Poor access to effective forms of credit is one of the key constraints to smallholders increasing their productivity and food security in Southern Bangladesh. Although many NGOs are providing microcredit services, a lack of flexible credit services has been identified as one of the farmers' largest constraints. Rural farmers are disenfranchised from formal financial institutions because there is no infrastructure in place to collect and identify credit histories that form the basis of screening decisions. In fact, the Consumer Information Bureau only collects data from formal banks and financial institutions, as a result, any credit a smallholder accessed through NGOs or informal financing actors is unknown by other financial institutions.

Drawing on its growing thought leadership in using product innovation approaches toward the research and development of inclusive products, services and business models, under the Leader Award, International Development Enterprises (iDE) launched a new activity, through the Firm to Farm Finance ("F2F2") action research project to document, optimize, and disseminate an innovative, promising commercial model for pro-poor rural finance. This Rural Business Credit (RBC) model, which was administered by iDE and United Leasing Company (ULC) a non-bank financial institution established in 1989, has reached 3,100+ producers in its pilot year, in collaboration with the USAID-funded *Nobo Jibon* project led by Save the Children. The results of the RBC pilot were encouraging: From March 2012 through January 2013, ULC's RBC product line had disbursed a total of USD 178,541 to 3,168 borrowers cultivating 1,353 hectares.

Under the FIELD-Support Leader award, iDE will augment this activity by exploring critical research gaps that exist in delivering new capital sources to smallholders while addressing barriers to entry for women and extreme poor in rural Bangladesh. This exploration will focus on the **inclusivity**, **sustainability**, and **efficiency** of this promising model for commercial credit to the poor. In practice, F2F2 will combine a Human-Centered Design (HCD) field-research process, rigorous business case and model business plan development, and field piloting of inclusivity-oriented strategies to arrive at an "optimized" model credit model designed to deliver an optimized model to improve access to finance in USAID programs.

In May 2013, iDE held a launch workshop to introduce partners and colleagues to the *Grammer Taka* (see below) product and F2F2; familiarized partners and colleagues with the activity's methodology, scope, and deliverables; clarify roles and responsibilities amongst partners for successful completion of the study tasks; and agree on the research plan and forward plan of activities for implementation.



Grammer Taka Loan Product

Learning & Dissemination

As outlined in the table below, F2F2 has 3 learning objectives that will contribute to the leader Award’s learning agenda, as well as the MPEP Office’s Evidence Summit priorities.

- Objective 1: Document the ULC-iDE Grammer Taka Model through product design, finance, management, and development lenses
- Objective 2: Optimize the ULC-iDE *Grammer Taka* Model in terms of **inclusivity, sustainability** and **efficiency**
- Objective 3: **Disseminate** findings and strategic planning throughout Bangladesh and global practitioner **communities** in aid and private sectors to encourage adoption of good practice and crowding-in of effective, inclusive A2F modalities

Activity/Learning Output	Status
Objective 1: Document the ULC-iDE <i>Grammer Taka</i> Model through product design, finance, management, and development lenses	
• Inception Workshop & Research Plan	Held in Q3
• HCD Deep Dive Reports on RBC Pilot Model	In Q4
Objective 2: Optimize the ULC-iDE <i>Grammer Taka</i> Model in terms of inclusivity, sustainability and efficiency	
• Accelerated Trial on Efficiency and Inclusiveness	In Q4
• Study on efficiency optimization	In Q4
• Feasibility study on improved monitoring through satellite imagery	In Q4
Objective 3: Disseminate findings	
• Business School Case Studies	In Q4

Next Steps:

Over the next quarter, F2F2 will:

- Commission business school case studies with US institutions
- Conduct a USAID workshop to validate findings and focus on applicability in USAID programs
- Conduct a National Knowledge Dissemination Workshop to present findings across key stakeholders in the public, private, and development sectors in Bangladesh
- Contribute to international forums such as international conferences and the USAID Microlinks online knowledge platform

I. IPA: Graduating the Poorest into Microfinance Evaluation

(August 2009 – August 2013)

IPA is conducting a rigorous evaluation of the Ethiopia Microfinance Graduation Pilot, a holistic livelihood development program designed to move households out of extreme poverty. IPA is using a randomized controlled trial to measure the impact of the graduation pilot on livelihoods, consumption and income, and assets. The graduation pilot was implemented by the Relief Society of Tigray (REST).

IPA completed endline data collection in August and completed data cleaning and analysis of the Ethiopia pilot in January. In June IPA prepared a brief summarizing and comparing impacts from graduation pilots in Ethiopia, India, Pakistan, and Honduras.

IPA also began preparations for the next round of data collection. IPA has secured permission from its partner, identified IPA field staff to oversee the survey and arranged his travel. They contracted a local survey manager who will hire enumerators and train them, and they started updating their electronic survey instrument to work with the latest software.

Learning and Dissemination:

Nathanael Goldberg presented results from the graduation pilot at the LIFT conference on May 30 at FHI 360. The conference was attended by microfinance practitioners and donors with an interest in building assets for poor and vulnerable households.

Next Steps:

IPA is planning a workshop in Addis Ababa for August to present results to donors and the Ethiopian government as they plan the next round of their productive safety net program. They may wish to incorporate elements of the graduation pilot in their national safety net program. In the next quarter they will complete final data collection for the project and conclude activities in Ethiopia. They have a tight timeline to complete the data collection and ensure the data is clean, but believe they can achieve it.

J. SEEP Network: Learning Network for Housing IGP Recipients

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.

In this quarter the focus of the IGP Learning Network was to complete project evaluations and wrap up of the project, as well as discuss what key lessons have been learnt during this process.

SEEP had calls with each of project teams to review progress to date with each of the project teams. The HFHI evaluation has been completed and the report will be available in August. Opportunity International and the Sinapi Aba Trust have decided not to do an evaluation at the end of the project, but they are undertaking some data analysis to understand and examine the sustainability of the landfolio product. The analysis was to be completed by end of July however, OI has reported that the process will be delayed to the end of September.

The AKF project evaluation has been pushed back due to security concerns in Afghanistan. The evaluation will now occur in September 2013 and the final report will be ready by December 2013.

SEEP has had two meetings with USAID staff to discuss the timeline of the partner projects and is working on a revised outline of the paper based on the new timeline.

Below is a brief update from each of the project teams:

Habitat For Humanity (India):

- Final Evaluation completed by Ayani and submitted .
- The evaluation provides some key recommendations in terms of program design for the future to ensure that projects are more scalable .

Opportunity International – Sinapi Aba trust, Ghana:

- In the process of doing data analysis on the land folio product
- The analysis will be shared in the form of a learning product which has been delayed but is expected to be completed by August 2013.

Aga Khan Foundation – First Microfinance Bank, Afghanistan

- FMFB has hired MEDA to undertake the Evaluation of the project
- Granted an extension until Dec from USAID
- The evaluation is now scheduled for September

It is expected that by the end of the project period, there will be at least 1 new learning output from each of the partners which will consist of three case studies on innovation in housing microfinance. In addition there will be a common learning paper that draws from the experiences for each of the projects to discuss some of the key issues and challenges, and SEEP anticipates having three video interviews that will profile the key aspects of each project. In addition, the group is discussing an in-person and virtual seminar for all three project partners to present. Given the timing of the final evaluations and papers this will likely take place next fiscal year, pending the LWA Leader Award's extension.

Next Steps:

- Over the next quarter, the main goal is to obtain the information required for the joint learning products from each of the partners and circulate a first draft of the paper.
- SEEP will work with each of the project teams to finalize their individual learning outputs and share it more broadly.
- The main challenge at the moment is to make sure that all the projects are able to provide the information needed, on time.
- The period of performance for each of the projects has been extended which has impacted the overall project timeline. The Leader's period for SEEP's work is pending an extension.

K. SEEP: Organizing and Mobilizing Knowledge from the FIELD-Support LWA

As FIELD-Support draws to an end, there is now an opportunity to revisit the interventions and results and analyze them using an updated thematic framework that reflects new thinking in the field of development generally, and within USAID (EGAT/MPEP) particularly. Therefore, the SEEP Network will work with FHI 360 to organize and mobilize knowledge generated by projects supported by FIELD-Support LWA over its lifetime. The resulting knowledge base should inform the development and design of future interventions, especially in the leading edge area of cross-sectoral efforts designed to support the poor to construct sustainable livelihoods that can improve their socioeconomic conditions. The knowledge gained will also inform ongoing and emerging efforts to foster pathways out of poverty for the poor, involve the poor in value chains that can generate sustainable incomes for them, and develop markets and market solutions that incorporate the poor.

Under this Leader-funded scope, SEEP will:

1. Carry out a comprehensive analytic review of existing published and unpublished materials documenting interventions by FIELD-Support LWA implementers.
2. Collect evidence from FIELD-Support LWA practitioners, other practitioners, beneficiaries, USAID staff, and policymakers by engaging them in critical discussions of how the different economic development approaches developed or tested under FIELD-Support potentially could be better integrated to optimally leverage the strengths of each.
3. Organize and analyze the evidence to understand and identify:
 - a. how the results and lesson from the FIELD-Support LWA activities has influenced and informed efforts to promote economic growth, both within USAID and in the development sector at large; and
 - b. how the different sets of actors involved in promoting economic growth can work together successfully to create and amplify their collective impact.
4. Mobilize the resulting knowledge through a conference, publications, and web presence to promote the ongoing development and use of interactive learning resources that will bring together into creative dialogue economic development practitioners, policymakers and funders immediately and in the months and years after FIELD-Support wraps up.

Learning and Dissemination:

Key learning activities for this past quarter included:

- Developing a thematic framework to organize the project review and analysis. This included identifying the areas or projects from the FIELD-Support LWA portfolio for in-depth review based on the themes identified. The draft themes that were identified include:
 - Three thematic clusters
 - Innovations in Financial Products and Services
 - Developing Inclusive Markets
 - Strengthening Vulnerable Populations
 - Cross-cutting themes
 - Identification and Differentiation of Beneficiaries
 - Evolution of Evidence
 - Collaboration
- Obtain and review project documentation for the shortlisted projects and identify list of key stakeholders to be interviewed
- Synthesize information and identify areas of impact and relevancy for ongoing programming and for building collective impact approaches.
- Draft the thematic outputs (the format will be defined in consultation with FHI 360)
- Finalize thematic outputs and share through online platform.

Next Steps:

- Using the content from the thematic outputs create additional resources and tools (podcasts, presentations etc.) and disseminate via online interactive platform
- Learning conference held in Washington, DC.
- Share plan to continue the learning by linking to SEEP's working group and conference.

L. World Vision: Field Guide for Integrating Very Poor Households

(June 2011 – August 2013)

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.

This quarter, the progress toward reaching these objectives has consisted primarily of the continual dissemination of the Field Guide through hosting the third of three SEEP Network Field Guide Webinars, West and Southern Africa Regional Workshops and online surveys to workshop participants in assessing the utilization of the Field Guide and the effectiveness of the workshops.

Learning and Dissemination:

Events & Trainings

May 23 SEEP Network Field Guide Webinar #3 (Available to view at <http://vimeo.com/60278784>):

This webinar focused on producer to producer linkages. Forty-five representatives of 19 organizations attended this event. The average listen time was 58 minutes. Alongside the content that was presented by Dan Norell and Margie Brand, participants were encouraged to engage in a chat format where they had the space to ask questions to others and to the presenters regarding their experiences and thoughts. Various questions and concerns raised by participants in the chat section were discussed towards the end of the webinar.

Some of the questions and comments included:

Do you have any experience, or are you aware of any studies, of the advantages and disadvantages of the producer group approach versus an approach of working through a lead farmer who effectively contracts with smaller producers as out growers and provides access to inputs and credit, aggregates production, and secures buyers?

The 'tyranny' of market forces is a major factor for poor producers. I have seen situations in Uganda where the middle-men tend to organize in such a way that the actual farmer's ability to access the market directly is greatly constrained. Middle-men also tend to practice 'divide-and-rule' among producers ... in the midst of pressing cash needs. E.g. Cooperative Societies have suffered lots from such realities.

Dissemination:

There have been 881 downloads (804 unique users, the remainder repeat users) of the Field Guide on Microlinks and 158 (146 unique) on AgriLinks.

Next Steps:

- The continual dissemination of the Field Guide.
- Revision of the Field Guide.
- Printing and mailing of additional Field Guide to National Offices who commit to putting the information to use.
- Present to the USAID Title II funded Food Security Network Agriculture Task Force for endorsement of the Field Guide for USAID Food for Peace Request for Applications.
- Further development of a journal article for the *Enterprise Development and Microfinance Journal* on “Building the Capacity of Frontline Market Facilitators: The Case of the ‘Integrating Very Poor Producers Into Value Chains Field Guide.’”

The challenges include the lack of budget to distribute the Field Guide widely. Dan Norell is working with the Field Guide Coordinating Committee on exploring different options for making the Field Guide dissemination continue beyond the life of the grant that ends August 31, 2013.

M. WOCCU: Why Women Are Where They Are in Credit Union Management in Mexico

Over the last 20 years, World Council (WOCCU) has had success with the introduction of women-responsive products in credit unions. There have been increases in women's membership, accumulation of savings, and access to loans. Credit unions have learned that it is profitable to introduce working capital, agricultural and cash management loans which provide greater flexibility in mobility, repayment periods and geographic access for women. Yet, we still do not see women rising in management or leadership positions in the same proportion as men. Women tend to stop at lower management positions, manage smaller credit unions and have more turnover than men.

The purpose of this activity being completed under the Leader award by World Council is to assess why women are where they are, what obstacles women face, and some of the attributes of women who are successful in rising to management and leadership positions. The activity will then be able to develop policy recommendations for credit unions to stimulate and support greater development of women into management and leadership roles in the credit union system, and action steps that credit unions can take to reduce obstacles and increase women's participation in management and leadership positions.

Learning & Dissemination:

To do this, World Council will undertake 3 primary activities:

1) Verify that the perceived problem exists in Mexico.

World Council will implement a baseline census to gather comparative gender information on the frequency of middle level and senior management participation as well as Board of Directors participation for comparative credit union sizes. The initial step will also include a review of microfinance literature to assess research done to date on women participation in management and directorship of micro finance institutions. Concurrently, World Council is reviewing the literature about women participation in the wider financial market.

2) Interview women in Mexican credit union management and Board of Directors' positions to identify patterns of obstacles and attributes from their case histories.

In Q4, World Council will prepare a survey instrument to assess why women are where they are, what the obstacles are that women face and attributes of women that are successful in rising to management and leadership. Note that World Council is currently undertaking similar research in the credit union systems of the United States and Canada. For consistency and comparison of data, World Council will use a similar survey instrument and report on similar and contrasting patterns.

3) Interview women and identify action steps that credit unions can take to reduce obstacles and increase women's participation in management and leadership positions.

More in-depth qualitative surveys will then include questions asking women what steps would support their or their peers' increased participation in management. The final report will include analysis and recommendations for what credit unions can do to this end.

2.2 Prime-Funded Design/Assessments

A. FHI 360/MEDA: Jordan Microenterprise and Local Economic Development Program Design

Under the Prime Funds, a small team led by FIELD-Support LWA AOR Anicca Jansen worked with the USAID Mission in Jordan to continue USAID's efforts to develop a program description for a new 5-year

\$40 million Associate Award to enhance MSE Competitiveness and Local Economic Development in Jordan.

Over the last quarter, the team continued to work with the USAID/Mission on refining the program description which will then be released to the LWA so that a cooperative agreement for operationalization of the program description can be developed. The program is designed to protect vulnerable populations in Jordan from further harm due to regional political and economic instability and support a better distribution of the benefits of economic growth to ensure long term prosperity, especially of vulnerable populations.

To that end the program will focus on two key components:

- 4) Improve micro and small enterprises (MSEs) competitiveness in strategic/selected sectors and geographies, through an enhanced policy, greater capacity and market linkages of MSEs; and improved access to financial services for MSEs; and
- 5) Support Local Economic Development (LED) to build the capacity of local government to drive and implement plans that result in economic growth and increased investment in their regions.

Overall, in this project USAID seeks to develop a more business-friendly regulatory framework at the national level as well a more robust local business environment at the governorate and municipal levels; target sectors and geographic areas to reach community-based businesses and services; improve the linkages between the small, medium and large firms, the local governments that represent them, the financial sector, and other value chain actors; develop stronger business support services; and diversify the financial products and services offered to MSEs; and foster an empowered local government structure that is capable of driving local economic development.

The program description was finalized by USAID in June and internal approvals were attained so that the program description could then be shared with the LWA consortium. In the next quarter, FHI 360 will work with the consortium and USAID to develop a response to operationalize the program description. See Section 4.2 below for more information about the LWA's efforts in support of this upcoming Associate Award.

B. ACDI/VOCA: Honduras Remittances Assessment

In April 2012, USAID/Honduras requested a market systems assessment to examine the dynamics and functioning of agricultural market systems in western and southern Honduras. This study pinpointed 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 value chains, including the extremely poor.

In April 2013, the USAID mission in Honduras requested that a complementary assessment be completed under the FIELD-Support Leader with Associates mechanism. This follow-on assessment examines the role of remittances in many of the same western and southern departments of Honduras along the Corredor Seco ("Dry Corridor"), a geographic region in western and southern Honduras stretching from Guatemala to Nicaragua along the El Salvador border. During preliminary assessments of the region, researchers learned that an important component of household's income is the rather large amount of remittances received. In order to facilitate and support sustainable market-oriented assistance to Honduran citizens who live in these departments, the Mission needs to obtain current and accurate information about the nature and potential of remittances

Using FIELD-Support LWA Prime Funds, ACDI/VOCA began undertaking this assessment in April. During this quarter, ACDI/VOCA successfully completed 8 focus groups throughout three departments of Honduras, and conducted 33 in-depth interviews with key informants across a range of sectors. The initial

scope of work was modified to include a greater focus on current health and nutrition initiatives as well as a more focused geographic zone.

Learning and Dissemination:

ACDI/VOCA and its team of local consultants used qualitative research techniques as well as in-depth interviews and field visits to conduct the assessment. Focus groups were held with remittance receivers in the specified departments in coordination with local NGOs. In-depth interviews were conducted with a number of stakeholders from the financial sector (i.e. commercial banks, credit cooperatives, money transfer operators), government bodies (i.e. local municipality offices), and NGOs (i.e., health and nutrition-focused groups, migration and labor-related organizations, community-based organizations).

Next Steps:

During the next quarter, ACDI/VOCA will submit a draft Remittances Assessment to USAID on July 15, 2013, with comments back from USAID to be received on July 19. ACDI/VOCA will submit the final report within 1 week after receiving USAID comments on draft assessment report.

2.3 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 and Associate Awards to document and disseminate key findings, lessons learned, and best practices. As discussed in previous issues, at the core of the FIELD-Support KM strategy is improving internal and external communications in order to build a reliable platform for information dissemination and exchange that will ultimately improve the state-of-the-practice of microfinance and microenterprise development. Some of the key ways the Knowledge Management (KM) component of the project is doing so are described here.

A. Internal Communications

FIELD-Support e-Bulletin

The KM team continues to draft and disseminate its monthly e-bulletin with brief activity updates. The e-bulletin is now distributed directly via email to more than 120 FIELD-Support implementing partner representatives and over 200+ external practitioners. Email trackers indicate that primary recipients then typically forward each issue to an additional 100 people each month. After over 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.

FHI 360 sends two versions of the e-bulletin each month: one to a general list serve that includes news and announcements about the LWA program activities, including Leader and Associate Awards; and one limited to the consortium member representatives that also includes LWA specific announcements and updates on upcoming Associate Awards, prime-funded activities and calls for concepts and proposals, as appropriate. The general list serve generally has a slightly lower “open-rate” than the consortium list, but both have held steady over the last two years. This quarter, FHI 360 has made efforts to tailor content to be more applicable to subscribers by expanding links to new events and learning products for practitioners

B. External Communications

In coordination with USAID’s Microlinks and Agrilinks platform, FHI 360 continues 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 on the Microlinks platform, and then disseminated through additional channels like the Agrilinks portal, as appropriate. In line with USAID’s

mandate, this process 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 20: Applying Mobile Technology to Improve Business Models in Tanzania and Zambia](#)

- **Other Learning Products**
 - [WLSME Evaluation Factsheet](#)
 - [STRIVE Activity Brief #2: The Agriculture for Children's Empowerment \(ACE\) Project](#)
 - [STRIVE Learning Report #1: Incorporating Supplementary Literacy and Numeracy Classes: Findings from STRIVE's Afghan Secure Futures Program](#)
 - [Foras Factsheet](#)
 - [VSLAs: Addressing the Evidence Gap on Child-level Outcomes](#)
 - [Harnessing the Power of Cross-sectoral Programming to Alleviate HIV/AIDS and Food Insecurity](#)

Next Steps:

Over the next quarter, FIELD-Support Leader plans on releasing two more FIELD Reports as well as blog updates on new activities. Additionally, STRIVE plans to submit several new learning products.

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 **9 Associate Awards**. The following section provides brief highlights of major accomplishments in each Associate Award this quarter.

3.1 FACET (Africa)

(October 2009 – September 2013)

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 AOR:

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

A. Component 1: Knowledge Sharing, Analysis, and Toolkits

a. Expanded Web Presence

- According to Google Analytics, from 4/1 to 6/30 the FACET managed Allnet page received 4,108 total visits (of which 3,085 were unique visitors, a 2% decrease over the previous

- quarter), with the average time spent on the site 00:02:22. The top 5 geographical locations of visitors were: US, India, Kenya, UK, and Nigeria. In total, 1,166 visits were from locations in Africa (a 4% decrease over the previous quarter).
- Analytics for the low-cost video toolkit (<http://www.ictforag.org/video>) and interactive radio toolkit (<http://www.ictforag.org/radio>) were tracked separately from the Allnet site since they are hosted on a separate domain. From 4/1 through 6/30, the low-cost video site had 491 visits and the interactive radio toolkit had 489 visits. These represent significant decreases from the previous quarter, most likely because we have reduced our promotion of both toolkits over previous quarters. Since we cannot distinguish how many of these visitors also visited the Allnet site, we have not included this total towards our indicators so as to avoid double counting.
 - Social media growth
 - i. Twitter: Between 4/1 and 6/30, our Twitter stream gained 445 followers, to reach 1,330 followers total. This represents a 16% jump in follower growth rate over the previous reporting period – and marks a new high water mark in rapid new follower growth. In our best two week period for this quarter (6/3-6/17), our content reached 122,101 Twitter accounts, a 13.1% jump in Twitter reach from our best period in the previous quarter.
 - ii. Facebook: During the reporting period, the ICTforAg Facebook Fan Page gained 78 likes to reach 2091 ‘likes,’ with an average “virility” of posts of approximately 1.97% - a significant decrease in engagement of more than 32.6% over the previous period. This can likely be attributed to platform variables – as Facebook continues to change their systems to encourage paid posts and limit free access to followers.
 - iii. Our online activities have resulted in significant online presence – achieving a peak Klout score (the leading cross-platform measure of online influence) of 61.44 on June 6th. For comparison sake, this ranks behind major online presences like CIMMYT (64) and ahead of organizations like e-Agriculture FAO (60), GSMA Mobile for Development (57), DAI (55), and Soukstel (52).
 - On 5/30, e-agriculture.org launched a [resource page](#) on their website that includes all FACET resources produced since the start of project, all linked back to the USAID Allnet site. This will give us significantly increased exposure to the more than 10,000 members on the site, plus all of the non-member visitors they receive.

b. Development of Print and Online Materials

- There were 3 briefing papers published during this quarter:
 - i. ‘[An Assessment of Market Information Systems in Africa](#)’ was published online on 5/9.
 - ii. ‘[Crowdsourcing Applications for Agricultural Development in Africa](#)’ was published online on 5/17.
 - iii. ‘[Using ICT to Enhance Marketing for Small Agricultural Producers](#)’ was published online on 5/29.

c. Knowledge sharing events, webinars and short workshops

- From 4/1 to 4/2, FACET held a short workshop on video dissemination and facilitation techniques in Buchanan, Liberia for USAID/FED project staff and their local partners. A total of 21 individuals attended the workshop. Of those participants, 18 completed a post-workshop evaluation, with 13 rating it a 5 out of 5 (‘Very Useful’), one person rating it a 4, and four people rating it a 3 (‘Moderately Useful’).
- On 4/3, FACET delivered a guest lecture at iLab Liberia on low-cost video in agriculture for 26 participants. Unfortunately, iLab did not provide an opportunity to survey participants.
- On 5/28, FACET hosted a Face Behind the App webinar on Freedom Fone that drew 14 remote participants over the course of the presentation. . Of those participants, only 4

completed a post-event evaluation, with 2 people rating it a 5 out of 5 ('Very Useful'), 2 people rating it a 4.

B. Component 2: Short term field support technical assistance

- a. From 4/15 – 4/19, FACET hosted a workshop on interactive radio in Lilongwe, Malawi facilitated by Farm Radio International. A total of 25 individuals participated in the workshop for at least 4 of the 5 days. Of those participants, 20 completed a post-workshop evaluation, with 16 rating it a 5 out of 5 ('Very Useful'), 2 people rating it a 4, and one person rating it a 2, and one person not rating it. It should be noted that because of how the survey administered by Farm Radio International was formatted, but circle for '5' was immediately to the right of the '4' rating, so it is possible that some of the individuals who circled '5' intended to mark '4'. Also, the one individual who rated the workshop a '2' rated each individual session a '4' or a '5', so it is unclear why they gave such a low overall rating to the workshop.

C. Project Management

- a. A no cost extension was approved during this quarter, extending the project end date from May 31, 2013 to September 30, 2013.
- b. All project publications were uploaded to the DEC.

D. Next Steps

The next quarter is the final quarter of the project and will primarily be focused on synthesizing the learning and products developed over the life of the project through knowledge sharing events and content sharing partnerships. The FACET team will also produce some new resources during this period as well.

3.2 FORAS (Iraq)

(February 2013 – February 2015)

USAID/IRAQ Foras is an economic growth project with the goal of improving economic opportunities for Iraqis with special emphasis on youth, women and vulnerable populations. Foras employs a dual-customer approach to meet the needs of both employers and job seekers. On the demand side, the program ensures that employers at the national and local level have better access to skilled employees. On the supply side, Foras works with local service providers to provide accelerated skills training.

Start-up activities began on February 6, 2013. Progress during the first quarter included the opening of the Baghdad Headquarters and Erbil Regional office, start of programmatic activities included completion of the initial catchment area assessments and submission of the Annual Work Plan (AWP) and Performance Management Plan (PMP) for Year 1.

Foras sponsored field visits by Microsoft, which will design the project's web-based Employment Portal, to meet with various stakeholders in workforce development, such as the University of Basrah, the Basrah Chamber of Commerce and Small Business Development Centers (SBDCs) in Basrah and Erbil. In addition, Foras met with intermediary organizations, including: job placement agencies, training institutes and event organizers such as TEDx-Baghdad, Mselect and Erbil Manpower to discuss and identify workforce requirements of local businesses.

Microsoft and Souktel provided technical support to the Foras Management Information Systems (MIS) planning team to develop the design framework for an integrated web portal and mobile phone SMS solution, which will connect job seekers and employers in Iraq.

Souktel has worked in cooperation with USAID, UN and World Bank employability programming in more than six countries across the Middle East and Africa. It provides mobile phone SMS connectivity

between job seekers and employers, which supports outreach to the 78% of Iraqis that own mobile phones. Foras will integrate a mobile phone strategy to complement the Microsoft web-based solution, given the low usage of the Internet in Iraq (5-7 percent).

During the last quarter, Foras assisted 3 partner businesses fill 102 available positions, with 60% of our partner businesses reporting improvement in applicant qualifications based on the 1,693 participants (40.3% women participants) receiving targeted and specialized training. Based on the average hiring cycle of approx. 42 days, our Q3 results will have a solid growth in both # of partner businesses reporting higher percentage of available positions filled and # of positions filled at partner businesses (IR 2.2).

During April 2013 the USAID-Foras team including Iman El Shayeb, USAID-Foras AOR, Don Henry, Foras COP and Doug Treadwell, Foras M&E Director traveled to Cairo, Egypt and attended briefings with various Microsoft Egypt initiatives to explore leveraging those resources into the Foras program and other USAID programs in Iraq. Private sector participants included: Dalia Rahim Amin, American University of Iraq, Sulaimani and Haider Kadhim, Mselect Erbil. Based on the lessons learned in Egypt, Foras is continuing to develop a social media campaign through Facebook, Twitter, YouTube and Souktel SMS messaging, to promote the Foras employability web portal (www.foras-iq.ta3mal.com) and to highlight future outreach events such as Start-up Weekends, Job Fairs and other business partnership activities which promote equal access to opportunities.

The purpose of the USAID-Foras team's visit to Microsoft Egypt was to review the following:

- 1) Ta3mal web employability portal which includes online training resources for job seekers, and youth entrepreneurs, to discover effective business practices and tools as well as gain insight on job placement and entrepreneurship resources that are available through the Foras program.
- 2) Developing the framework for a USAID-Foras and Microsoft Egypt (Ta3mal) partnership to develop a peer to peer program at AUI: bridging strategy includes setting up a Foras-Ta3mal center, providing technical IT, business training and career counseling: students could gain experience by running the USAID-Foras-Ta3mal center and managing the center and operations.
- 3) Aspiring Women Initiative to leverage information technology to empower young Iraqi women to realize their full potential, as well as improve their social and economic conditions resulting in the reduction of the gender gap. Lessons learned from Egypt include the importance of developing young women leaders by building a strong university women network in the fields of STEM (Science, Technology, Engineering and Mathematics). Supporting women entrepreneurs and fostering women start-ups, while promoting greater civic and community participation, and empowering women entrepreneurs to be confident and speak up is critical to a program's overall success.
- 4) NGO best practices and tools as well as gain insight and lessons learned on job placement and entrepreneurship resources that are available online.
- 5) Review advantages to opening USAID-Foras-Ta3mal Innovation Center providing technical IT, business training and career counseling: student would gain experience by managing the USAID-Foras-Ta3mal Innovation Center and providing training to fellow students.

The Foras employability web portal was launched on April 28, 2013. It has become the center of access for all Foras project activities and includes e-learning courses and skills training subjects such as youth entrepreneurship, resume writing, computer and English language skills.

The USAID-Foras Employability Portal has the following profiles of Job Seekers:

- Gender Breakdown: 20.11% (674 of 3,351) are women and 79.89% (2,677 of 3,351) are men, all between the ages of 18 – 35.
- Education Level (Highest Degree): 57.26% have a Bachelors, 5.54% have a Masters, 0.26% have a PhD, 11.08% have a Technical Certificate and the remaining 25.86% have a High School degree.

- Business Sector Skills: Job Seekers have skills in the following sectors: 20.05% IT/Technology, 17.68% Agriculture, 17.41% Construction/Engineering, 12.41% Manufacturing, 11.08% Oil & Gas Services, 9.76% Trading/Sales & Marketing, 6.33% Financial Services, 4.22% Healthcare Services, 1.06% Tourism/Hospitality.
- Employer Survey (Demand Side): Foras has surveyed 574 employers representing 9 business sectors in four catchment areas (Baghdad, Basrah, Erbil, Karbala/Najaf) and revealed a skills gap between open job positions and job seeker skills which has resulted in 10,563 unfilled positions that employers have a requirement to fill within the next 6 months.

During June 2013, Foras signed several memorandums of understanding (MOUs) with intermediary partners: Al Farabi Foundation in Basrah which is focused on training vulnerable groups, Al-Mansour University in Baghdad to strengthen the career center for 4,000 students, and Bashaer Al-Khaer whose job placement services will support megaconstruction projects such as Bismayah in Baghdad that represents approximately 26,000 jobs over the next five years.

As part of our community outreach strategy, Foras participated in the Basrah Business Forum held at the South Oil Company Cultural Center. Meetings with the National Investment Commission (NIC) and Ministry of Labor and Social Affairs (MOLSA) have opened access to public-private partnerships (PPPs) and other initiatives which will quickly increase employment opportunities.

Foras in partnership with Microsoft continued to enhance the Foras-Ta3mal Portal for use by Iraqi job seekers and employers. The Foras-Microsoft Partnership Program is currently integrating the Souktel Mobile SMS Job Registration and Search Function, into the job search solution. The SMS service, which utilizes the Iraq National Employment Short Code 1025, will be fully operational in July 2013. Foras is exploring a partnership with the Silatech/ Microsoft IT Academy Program focusing on a Learning Solution to improve workforce skills that could bring enhanced courses to Vocational and Technical Students, Teachers, and Staff across Iraqi Trade Schools, Technical Universities and other VoTech Training Centers, such as those operated by the Ministry of Labor and Social Affairs (MOLSA). The last week in June culminated with the excitement and innovative environment created by our first Start-Up Weekend in Baghdad for Iraqi youth entrepreneurs (97 men and 25 women).

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

Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE), having completed its first phase (2009-2012), is continuing its work to further develop the country's financial services sector to promote employment generation, support expanded agricultural activities, improve livelihoods, boost the economy, and expand financial inclusion. HIFIVE received a two year extension of its contract to May 2014. Although several of its objectives were completed during the first phase, HIFIVE's revised objectives for the next two years place renewed emphasis on two key elements of HIFIVE's work:

- Improving the availability of financial products and services, including agricultural credit adapted to the needs of participants in Haiti's value chains in rural and agricultural areas.
- Encouraging the use of Information and Communication Technology (ICT) solutions, primarily mobile financial services, to expand financial inclusion.

The core of the program is the **HIFIVE Catalyst Fund (HCF)**, a \$22.5 million grant pool to increase financial services in rural and agricultural zones. These targeted grants promote innovation and experimentation in development of technology solutions, capacity building, financial services and products, and risk mitigation. Following the January 12, 2010 earthquake, HIFIVE also has responded by prioritizing those areas that were mostly heavily affected, and initiating activities to help damaged businesses get back on their feet and restart the Haitian economy.

Conditions in the financial service sector have continued to improve dramatically since the entry into the market by large MFIs in agricultural lending as well as the expansion of these services by other institutions. In this quarter, agricultural credit portfolio has experienced a significant growth of 13.22%, and as result 1,735 new agricultural value chain participants have benefited from access to credit products. Besides providing direct loan capital support to institutions, the HIFIVE project has also focused on expanding financial points of services into agricultural corridors such as Plaine du Nord, Saint Raphael and Marchand Dessalines.

There are several significant sectoral developments that bode well for access to agricultural finance and SME finance in Haiti:

- MCN, the MFI subsidiary of Unibank, with the support of HIFIVE continues to expand its agricultural credit activity
- Sogebank's Small and Medium Enterprise (SME) lending unit has been running for some time with both positive results and continued senior management support.
- Microfinance institutions are showing much more appetite for agricultural credit risk: HIFIVE now has 27 FI partners engaged in sustainable agricultural credit programs.
- There still exists a large demand for support to launch new products addressing the needs of enterprises in agricultural value chains and to extend outreach of services in rural zones

Finally, the development of mobile money service platforms and their evolving "ecosystem", encouraged by HIFIVE's Haiti Mobile Money Initiative (HMMI) activities, has been a game changer in Haiti. All parts of the financial service sector, from banks to MFIs have scrambled to develop strategies that will position themselves within that ecosystem and that will help them use technology to expand their client base, reduce costs, or deliver additional products and services. With the completion of HMMI's competition phase, HIFIVE is focused on activities that will promote sustainability for mobile financial services in Haiti during the rest of its contract period. The expanded outreach of these services will help to provide better access for all Haitians to financial products and services that are affordable, convenient, secure, and transparent, and that enable them to better manage their resources and to diminish their economic vulnerability.

Selected Highlights from the Quarter

Objective 1: Support rural and agricultural value chain access to credit and to other financial products and services in (USG-assisted corridors).

HIFIVE focuses on creating sustainable agricultural credit programs based on key elements, including:

- Local solutions for promising value chains, developed by local financial institutions (FIs) who understand them;
- High quality financial institutions as grantees, with capable management and a commitment to the sustainability of their agricultural credit programs;
- Development and use of appropriate methodology for product design and credit analysis;
- Products adapted to identified value chain needs; and
- Collaboration between the grantee FIs and key value chain participants, including growers associations, agricultural cooperatives, and producers groups.

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: 459 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.

Improved 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.

- 39 of HCF's 75 grants directly contribute to this objective, whether by providing support for the development of new products and services needed in rural areas, the expansion of services to these areas, the opening of new points of services (POS), or through providing support to ICT 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 is continuing improvement in the expansion of points of service and penetration in rural zones: of the 365 traditional POS provided by HIFIVE reporting partners, 64% or 232 are in rural zones and provincial towns.

The development of sustainable financial products and services to meet the needs of Haiti's rural and agricultural populations and MSMEs requires the existence of a robust microfinance sector whose institutions have the capacity to design, implement and manage a broad array of financial products and services. HIFIVE provides support to individual institutions and networks contributing to the vitality of the sector. It also supports market information activities, including the annual census of the microfinance sector (a supply side study) and Geographic Information System (GIS) mapping of financial points of service to assure that reliable market information is available to help inform planning and evolution for the sector.

Objective 2: Support increased use of ICT, primarily mobile money

ICT activities of financial institutions and HIFIVE's groundbreaking work with HMMI to introduce mobile money services in Haiti have resulted in over 1,347,936 clients benefitting from a variety of ICT innovations.

Haiti Mobile Money Initiative

During 2012, HMMI completed its first phase, that of the competition. The 5 million Transaction Scaling Award event, marking the milestone of the 5 million transaction level in Haiti, was held in July 2012 and was 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 has shifted from "service introduction" to reaching scale and achieving sustainability for mobile money services.

After its acquisition of Voila was completed earlier in 2012, Digicel's Mobile Financial Services (MFS) group has been focused on developing and implementing its new strategy. Following the brand merger in November and the successful completion of a live migration to the new platform in June, Digicel launched Phase II of TchoTcho Mobile with a large public event. Other key elements of the strategic plan that are still being implemented include re-development of the agent network, the launch of merchant services, a new pricing model, and a new marketing campaign.

HIFIVE/HMMI has provided substantial technical assistance support for the development and implementation of Digicel MFS's new strategic plan, as well as to support the delivery of sustainable mobile money services. Areas of active support by HMMI include the development of use cases that

encourage the broader penetration of mobile money services, marketing research and strategic plan development, agent recruitment and network development, and close coordination with other USAID projects and programs to identify potential use cases for mobile money and to help realize their implementation.

During the last quarter, HIFIVE/HMMI held a number of key outreach events, as well as continuing its work with individual potential users to help them define their needs and to facilitate their discussions with Digicel.

HIFIVE's commitment to the sustainability of its programs remains a core element of its activities. In addition to meeting its technical objectives, the track record and management capacity of the grant applicant and the sustainability of the proposed grant activity are key factors in the evaluation of HCF grant applications.

KEY RESULTS TO DATE

- 27 financial institutions newly engaged in value chain finance
- 29,720 participants in value chain finance have received access to agricultural credits from HIFIVE partners.
- 53 new credit products addressing the needs of a variety of value chains
- 101 new agricultural and non-agricultural products and services now available in rural areas
- 447,607 rural clients of reporting MFIs
- \$15,849,155 in rural agricultural loans made by HIFIVE partners

3.4 *La Idea (Latin America)* ***(October 2012 - September 2015)***

The **Latin American Idea Partnership (La Idea)** is a platform that connects entrepreneurs within the Latin American diaspora to each other and to resources that will help them cultivate and grow innovative businesses and startups that will generate employment and economic growth throughout the Americas. La Idea is comprised of three core activities: Bilingual, customized networking and business advising events across the U.S.; a pitch competition promoting partnerships between entrepreneurs in the United States and Latin America; and an online platform providing free, easy-to-access materials, and connections to local and regional organizations.

Following are the highlights of the last quarter:

- **La Idea Communications & Outreach Strategy:** The La Idea Team redesigned LaIdea.us website to include information in both English and Spanish. On May 12, 2012 the La Idea website launched the La Idea Business Pitch Competition Online Application and performed outreach efforts to promote the competition.
- **Introduction of La Idea Weekly Dashboard:** On May 20, 2013 the La Idea team converted its tracking system from Smartsheet to an excel dashboard. The excel dashboard captures the new La Idea Work Plan which divides 2013 activities among seven strategic areas. The Dashboard allows for La Idea team to report weekly goals and activities to the La Idea partners. The dashboard is submitted on Mondays and serves a dual purpose of reporting the current status of goals and activities as well as assisting the La Idea team with coordination for the upcoming week. The main areas of the dashboard include:
 1. La Idea Pitch Competition Online Application: statistical data on the status of application, as well as the activities related with judging and applicant engagement.
 2. La Idea en Accion Roadshow Outreach: includes a description of the activities of the La Idea en Accion domestic and international roadshows and other outreach and promotional events.
 3. Partner and funder outreach: reports interaction with contacts through the community who have committed to help promote the competition and programming.

4. La Idea Communications & Outreach Strategy: outlines time spent on specific promotional material creation and design (eblast, press release, event pages, etc).
 5. Digital Strategy/Marketing: outlines the process of creating and uploading learning materials and tools for the Facebook community.
 6. Digital Engagement: outlines daily activities engaging La Idea Online Community (posting daily, build out of online resources for webpage etc).
- **Key Efforts in Program Policy:** The new La Idea documents and guidelines that were created in the first quarter of the year, helped shape the following key efforts that the La Idea team pursued from April to June, 2013:
 1. La Idea Business Pitch Competition and Online Application : On May 12, 2013 La Idea team launched the online application. The software, provided by WizeHive, integrates a back end online system that allows judges to score applications online.
 2. Judging Model and Judging Tool Kit: La Idea team recruited 51 local and international judges to score applications and hosted two training webinars for registered judges providing clear direction and the necessary tools needed by competition judges.
 3. International Roadshow outreach: La Idea team identified potential international partners in Mexico and Colombia to assist in the planning of the roadshows in the two countries.
 4. Small Business Development Center (SBDC) Webinars: in partnership with SBDC global, the La Idea team hosted two webinars for the SBDC directors and counselors.
 - **Creation and Translation of a new La Idea Website:** In April, the Accion team built, designed, populated and translated a brand new website. The new website was built with the content management system Drupal and its launch was strategically timed to correspond with the launch of the La Idea Business Pitch Competition Online Application (soft launch was conducted on May 1st). Since going live, the new site has received nearly 6,000 unique visitors from over 70 countries.
 - **Development of Marketing and Promotional Assets:** Since the development of the new La Idea logo in quarter 2, new templates and marketing materials were to be created. Accion designed, produced, and continually updated (at partners' requests) the following La Idea branded marketing and promotional assets:
 1. Microsoft Word and PowerPoint templates
 2. Business cards
 3. Stand up banner and table cloth
 4. General one pager and La Idea frequently asked questions document
 5. Timeline graphic
 6. Event promotions templates including HTML email, flyer, and a social media kit
 7. Partner outreach toolkits (B2B and B2C)
 8. Sponsorship package

Next Steps:

The focus for Q4 is to accelerate applications, make a strong push on outreach domestically and internationally, and formalize partnerships with private sector partners. Priorities for the next quarter include:

- Announce the extension of the deadline of the La Idea Business Pitch Competition online application
 - Update all marketing and promotional materials to reflect the new date
- Heavy communications outreach to promote the competition
- Develop digital resources including: the resource section of the website, the Youtube channel and the SlideShare page.
- Encourage applicants to complete the applications:
 - Host bi-weekly office hours with Maria Almeida to invite registered applicants and prospective applicants to answer questions about the competition and the application.

- Answers email inquiries on a daily basis.
- Initiate direct contact with applicants via email and phone calls on a weekly basis to help applicants to complete the online application.
- The execution of additional roadshows and information sessions nationally: San Diego, NYC, Edison, Tampa
- The execution of international roadshows: with the support of Red Accion and local partners in Colombia the first international roadshow is scheduled on July 29th, 2013. In addition, there are three planned events in Mexico City: presentation at Semana del Emprendedor in August 8th and two La Idea en Accion roadshows at the end of August.
- Outreach to international partners and organizations to promote the initiative and the competition in other countries: schedule call conferences and follow up email communications with organizations around Latin America.
- Biweekly webinars hosted for La Idea Online Learning Community via Facebook
- Develop a scope of work and hire a Marketing and Partnership Building consultant
- Focus on partnership building and developing the winner's packages
- Resource building for La Idea Online Learning Community – videos, biweekly blog, organizational resource (US and LATAM based), experts to post on Facebook forum
- Planning of semifinalist events and finale in partnership with Venture Hive including selecting cities

3.5 *LIFT (Global)* (September 2009 – July 2013)

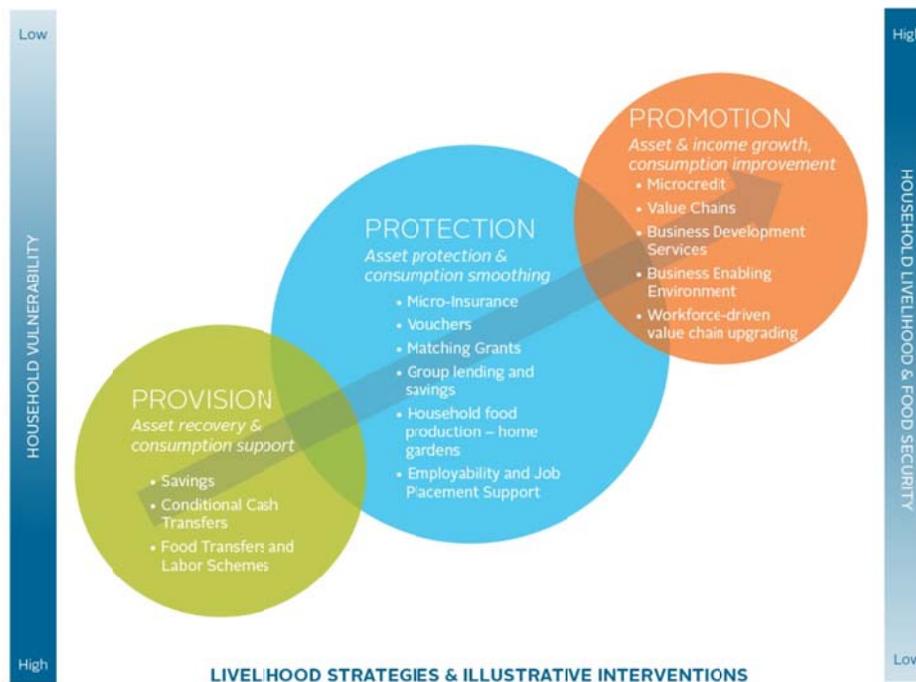
LIFT comes to a close in July 2013, with the launch of LIFT 2 which will dig deeper into the expansion of the NACS referral systems. This quarterly report provides a summary of LIFT I's achievements of the life of the program.

Since its launch in 2009, the **Livelihoods and Food Security Technical Assistance (LIFT) Project** has been working to end the downward spiral of poverty and illness among vulnerable. The LIFT project has strengthened the capacity of United States Government (USG) agencies and their public, private and civil society partners, and together, the project and these partners have designed and implemented livelihood and food security interventions that have improved the economic resiliency and health of households in Haiti and over ten African countries. In collaboration with USAID, LIFT has played an important role in developing a strong framework for the continuum of care for people living with HIV (PLHIV) and other vulnerable households by developing common language for economic strengthening (ES) practitioners. The project catalyzed movement towards high-quality, context-appropriate, market-led economic strengthening, livelihood and food security (ES/L/FS) opportunities that improve economic resilience and lead to better health and built consensus on best practices and approaches among its many varied stakeholders.

Over the past four years, LIFT project staff and partners have laid a strong foundation with customized guidelines, trainings and other tools for integrating food security and livelihoods strengthening with HIV and AIDS interventions to help vulnerable households and those who serve them in their communities. USAID has highlighted the contributions of technical tools as well as the LIFT project's major accomplishments in strategic technical support to USAID, the President's Emergency Plan for AIDS Relief (PEPFAR) and their partners, including global and country-specific technical assistance (TA) for implementing partners (IPs) in a number of contexts. LIFT also worked closely with the Food and Nutrition Technical Assistance II and III projects (FANTA-2/FANTA-3); Health Care Improvement Project (HCI)/ Applying Science to Strengthen and Improve Systems (ASSIST); Strengthening Partnerships, Results and Innovation in Nutrition Globally (SPRING); Partnership for HIV Free Survival (PHFS); USAID's primary global health monitoring and evaluation project, MEASURE Evaluation (MEASURE); Institute for Healthcare Improvement (IHI); and other nutrition, health systems strengthening and evaluation partners to build and expand the capacity of selected health facilities

implementing Nutrition Assessment, Counseling and Support (NACS) as well as equip their surrounding communities to demonstrate strong, replicable models of the complete package of NACS care. LIFT’s country assistance model has been designed to systematically improve access to ES/L/FS services using NACS as an entry point.

LIFT has led the development of the **Livelihoods and Food Security Conceptual Framework**, undertaken to create a common framework and set of technical concepts and vocabulary that would resonate and be accessible to people across different backgrounds and disciplines so practitioners and donors could more effectively work together to understand, analyze, and address livelihoods and food security realities at the household level. The framework draws on several disciplines, including the fields of food security, economic strengthening and livelihoods, and vulnerability. Development practitioners can use the framework as a tool in the development and planning of context appropriate economic strengthening interventions that consider the vulnerability of beneficiaries and their households in terms of food security, livelihoods and HIV and AIDS. This can be done through the livelihood pathway, which is captured by three classifications—provision, protection and promotion—along with suggestions of economic strengthening interventions appropriate to each level.



Starting in late 2012, LIFT also developed a process flow to operationalize its working model across several sites in three countries: Malawi, Namibia, and DRC. The process flow created by LIFT helped the project sequence its rollout approach in coordination with national and subnational government and partners integrating ES/L/FS services into the continuum of care. These sites have become essential learning laboratories where tools have been tested and adapted to integrate ES/L/FS services into NACS ensuring a systematic approach.

This rollout model developed by LIFT has proven to be flexible and market-driven, providing the necessary business linkages and skills development to tailor activities to the needs and resources of each community and household across different country sites. Through the rollout process, LIFT has identified key components of the working model beginning with a **rapid appraisal, situation analysis (SA), organizational network analysis (ONA), diagnostic tool, referral process, and M&E**. Each is described below. Alongside its rollout model, LIFT provides ongoing TA, gender and M&E assistance, and capacity building.

- **Joint Assessments and Rapid Appraisals:** LIFT conducted assessments and appraisals in Ethiopia, Malawi, Namibia, Nigeria, DRC and Lesotho, working closely with each of these missions and NACS partners to identify and tailor its work plans to the realities on the ground and gaining an understanding of existing programs, their effectiveness and the overall operating environment. More information regarding the results of these assessments and appraisals can be found in Section 3 Countries. LIFT appraisal activities included identifying existing data sources, culling recent analysis and conducting assessments to fill knowledge gaps and inform its TA package and work plan. While these assessments are foundational aspects of work focused on ES/L/FS, they also touched on other important areas such as existing referral systems, community networks and the country and local areas' status in terms of NACS implementation. The appraisal and assessment reports provided missions with country-specific context and analysis along with potential strategies to strengthen, complement or support current activities and projects in their portfolios. Building on established standards of practice, LIFT expertise and the specific needs of the mission, these assessments offered recommendations on site selection and which ES/L/FS opportunities best responded to the needs of vulnerable households in addition to outlining new areas for investment including recommendations on potential partners for program implementation.
- **Situational Analysis (SA):** Upon completion of the rapid appraisal and site selection, a situational analysis was performed at both a national level and local level in Malawi, DRC, and Namibia. The impact of HIV on individuals, families and communities are a product of many interrelated factors and require tailored responses. The SA provides LIFT with a better understanding of the local pattern of the spread of HIV infection, economic activities, service availability, resources, knowledge and awareness, societal and household gender dynamics, social cohesion, the cultural and legal environment and political leadership contributing towards its program design.
- **Organizational Network Analysis (ONA):** To complement SA and effectively integrate the continuum of care between clinical and community nutrition and community ES/L/FS services, LIFT and MEASURE collaborated to adapt MEASURE's ONA approach to provide an understanding of relationships among actors in the health care provision and ES/L/FS service delivery landscape. The ONA was carried out in both Malawi and DRC using a systematic approach to identify providers, collect and analyze data on service providers, and use this information to map the current state of the community network and available services.
- **Diagnostic Tool for Household Poverty and Food Security Status:** The next element is a client intake or diagnostic tool. The primary objectives of the diagnostic tool are: 1) assess economic and food security status of the client's household to determine if a referral to ES/L/FS services is needed; 2) provide additional contextual information about the household to further inform the referral (if determined beneficial) and ensure that it is tailored to the most appropriate ES/L/FS services available; 3) establish a method for tracking clinic to community ES/L/FS referrals to grow the evidence base around this element of the NACS approach. Diagnostic tools have been developed for Malawi and Namibia.
- **Strengthening Referral Networks and Processes:** Another critical component which has been implemented in its early stages in Malawi, includes support to facilitate locally-led strengthening or development of systemic linkages to ES/L/FS services for PLHIV and other vulnerable groups in selected communities. This may include establishing or strengthening an appropriate facilitating mechanism to conduct referrals, standardizing referral tools and processes, and strengthening the capacity of community intermediaries facilitating referrals. Following the ONA in Balaka, Malawi, a stakeholders meeting was held with representatives from across the spectrum of sectors in which LIFT is working (ES/L/FS, health and referrals) for an interactive learning and dissemination meeting to discuss concrete next steps in establishing a referral network in Balaka.
- **Upgrading of Existing ES/L/FS Services:** LIFT worked to develop and set standards, advance knowledge and information sharing, and offer training and capacity building services to promote best practices around ES/L/FS services to benefit food insecure HIV and AIDS affected households. In Nigeria, LIFT created a community of practice (COP) and provided training on

household economic strengthening (HES) as well as a follow-on training on economic strengthening interventions. Through the identification and acceleration of best practices and evidence-based programming, in Namibia, Nigeria and Lesotho LIFT supported the effective targeting of interventions and support to people affected by HIV and AIDS to overcome and reduce vulnerability to food insecurity and strengthen sustainable livelihoods.

- **M&E of Referral Systems that Link ES/L/FS to NACS:** Another area identified by LIFT as important to the LIFT working model but not currently implemented under LIFT due to the project's end is the M&E aspect of programming. LIFT has identified the need for support of M&E activities to identify and coordinate the development of promising institutional models and to mobilize joint programming with other critical NACS and ES/L/FS partners. The expected aim of support to these streamlined, easy to use and locally-owned information systems is to ensure knowledge-driven decision making based on qualitative and quantitative data. The ability to collect, analyze and use information locally will be essential to the LIFT working model ,as this ensures sustainable and appropriate ES/L/FS approaches are linked to clients in a meaningful way that improves productive assets and food security among vulnerable families as a component of clinical and community support.
- **Scale-up of LIFT Working Model in Early Learning Sites:** Drawing from FHI 360's experience integrating NACS support into service delivery, LIFT's working model includes the need to provide in-country TA to strengthen the capacity of governments and IPs to scale up the LIFT model from the work in the early learning sites. The envisioned scale-up model will use early learning sites as strong demonstration models in which people can easily observe quick results and a cost-effective systems approach to help spread demand for further scale-up. LIFT's scale-up model will involve the respective Ministries of Health as the entry point in each country and work with them to identify the most appropriate points within the local government (i.e., Ministry of Social Development, Ministry of Gender, etc.). The core business model that will be pilot tested in this approach will involve local government in a central implementation role—utilizing local governments as the scale-up pathway is a logical choice, as functioning local government administrations exist throughout most countries.

Lift of LIFT Technical Products

- USAID/Namibia Livelihoods and Food Security Desk and Field Assessment
- USAID/Nigeria Livelihoods and Food Security Desk and Field Assessment
- USAID/Ethiopia Livelihoods and Food Security Desk and Field Assessment
- USAID/Swaziland Livelihoods and Food Security Desk and Field Assessment
- USAID/Democratic Republic of Congo Livelihoods and Food Security Desk and Field Assessment
- Livelihoods and Food Security Conceptual Framework
- LIFT Standards of Practice
- Permaculture Literature Review
- Promising Practices for Linking Economic Strengthening and Clinical Services
- Review of the Evidence: Linkages between Livelihood, Food Security, Economic Strengthening, and HIV-Related Outcomes
- Household Economic Strengthening “101” One Day Training
- Economic Strengthening for Vulnerable Children Guidance Document
- LIFT Literature Review and Technical Brief: Designing Effective Clinic-to-Community Referral Systems
- LIFT Technical Brief: Developing a Diagnostic Tool

All available on www.theliftproject.org

3.6 MMAP (Malawi)

(October 2012 – November 2014)

The **Mobile Money Accelerator Program (MMAP)** is a two-year associate award that seeks to increase mobile money adoption in Malawi and enhance product development through collaborative, targeted interventions that demonstrate the advantages of mobile money. MMAP focuses on *Scaling Usage of Mobile Money to Boost Financial Inclusion*. The *USAID Forward Initiative* includes mobile money as one of its strategies because it accelerates financial inclusion and helps achieve broader USG goals. These include increasing financial inclusion, improving transparency and rooting out corruption, unlocking the private sector to develop innovative solutions to poverty.

Mobile money is in its early stages in Malawi with providers still in the process of developing market strategies and working to achieve scale. Mobile money services are currently offered in Malawi by five providers, four of which are banks and two are active mobile network operators. M-money services are offered in various forms by Opportunity International Bank of Malawi (OIBM), Airtel, First Merchant Bank (FMB), National Bank and NBS bank. The current M-money services are relatively basic compared to those available in other markets like those found in Kenya. Currently OIBM’s cellphone bank service can receive calls through Telekom Networks Malawi (TNM) or Airtel networks. The charge is Malawian Kwacha (MK) 50 (\$0.33) for three minutes of time to transact on their bank account e.g. make a balance enquiry, buy airtime, transfer money to another account and pay bills. The range of transactions is widening and OIBM is working on expanding the use of agents for cashing out and more significantly cashing in. OIBM has an agreement in place to act as agents/super agents for Airtel. Most of the other banks offer similar basic M-money services.

Airtel is seeking to add about 39 paid-for M-Money services through “Airtel Money.” At present, the list includes transferring money, paying satellite TV provider subscription, paying city assembly rates and paying water board bills. Airtel Money also provides a suite of more advanced mobile money services including peer to peer transfers, airtime top up, cash in, cash out, and merchant payments. TNM, the second largest mobile network operator by market share, recently completed registering and training 600

agents, and plans to roll out its mobile money services with a test starting in May 2013 which includes making salary payments to its own staff, and their family and friends.

One of the MMAP project's first tasks was to facilitate and coordinate a Mobile Money Coordinating Group (MMCG), comprising both public sector and private sector stakeholders, which will provide guidance to FHI 360 and serve as a valuable resource for MMAP initiatives.

The goal of the project is to increase access to and usage of mobile money, which will in turn increase financial inclusion in Malawi. The mutual determination of the public and private sectors is such that MMAP does not need to spearhead the push for mobile money in Malawi. It is instead intended to ensure that the benefits are lasting and not concentrated in urban population centers that already enjoy relatively good access to financial services. MMAP's development hypothesis is that if a) the demand for mobile money is increased; b) the mobile money infrastructure and systems are strengthened; and c) the legal and regulatory framework to enable mobile money strengthened; then there will be an increase in access to and usage of mobile money.

Highlights of MMAP activities this quarter:

- **Public Awareness and Outreach Campaign:** The campaign would also be part of broader financial literacy initiatives and incorporated into ongoing training and outreach initiatives. Specific m-money providers will build off the public awareness campaign and promote their own m-money products and services.
- **Financial Literacy Training:** MMAP will develop mobile money training modules and establish partnerships with organizations positioned to execute field-based training. Program delivery will take many forms and will leverage existing outreach and training initiatives, particularly agricultural training programs. Delivery will also incorporate ongoing privately funded activities undertaken by the telecommunications and financial sectors (e.g., financial literacy training programs from Opportunity International Bank Malawi).
- **Evaluation of UN WFP Mobile Money Transfers:** This initiative was the largest M-Money Pilot to date, and MMAP has been sharing the lessons learned with the mobile network operators, financial institutions, government agencies, and implementing partners, urging them to be better prepared for future mobile money pilot activities, and offering assistance in financial literacy and mobile usage trainings of end recipients, as well as logistics and other types of support.

During the last quarter, MMAP applied for and was granted an extension awarding an additional 6 months and \$2.146 million for the completion of a new subactivity: **Electronic Vouchers (E-voucher) Pilots to Support Farmer Input Subsidy Program (FISP)**. MMAP will work with USAID/Malawi, the Ministry of Agriculture and Food Security (MoAFS), and the Farm Input Subsidy Program (FISP) Logistics Unit (LU) to implement an e-voucher system that will link a range of public and private initiatives into a coordinated set of activities designed to demonstrate the efficiency and effectiveness of E-vouchers as an alternative to paper vouchers for implementing the FISP.

Currently, six million paper vouchers are distributed to 1.5 million FISP beneficiaries. This distribution involves agricultural extension workers and other Ministry officials as well as requiring expensive fuel for delivering paper vouchers from the national to regional to district to Traditional Authority and on to farmer levels. Redeemed paper vouchers are collected from the 1,300 government owned fertilizer outlets and the 1,100 seed outlets and passed from the district to regional, to the national level. The current system allows opportunities for fraud and rent-seeking behavior. MMAP will develop an E-voucher system with the aim of lowering the administrative costs to the Malawian Treasury of implementing FISP while increasing transparency.

It is envisioned that two types of e-vouchers will be used: scratch cards and SMS/E-vouchers on farmers' own mobile phones. Farmers and fertilizer/seed vendors will be trained in voucher redemption of both

types of E-vouchers. All farmers in the pilot site will receive scratch cards; those farmers with their own phones will have the choice of using either type of e-voucher. Whichever type is chosen by a farmer, the other (scratch card or SMS/E-voucher) will be invalidated. Thus, a back-up system would automatically be provided in the event that the pilot farmer with mobile phones is unable to access his/her SMS/E-voucher. MMAP's hypothesis is that these pilots will increase awareness of mobile money, and contribute to increased use of mobile money by public, private sector and citizens. The activity will also strengthen the mobile money ecosystem, by creating the possibility of agro dealers to become mobile money agents.

Due its size, MMAP produces semi-annual reports rather than quarterly reports. A more detailed report will be included next quarter.

3.7 mSTAR (Global) *(October 2012 – September 2017)*

The five-year **Mobile Solutions Technical Assistance and Research (mSTAR)** award is a broad, flexible, and responsive program designed to foster the rapid adoption and scale-up of mobile money, mobile access, and mobile data, in developing countries. Managed by FHI 360 and implemented together with a consortium of approximately 20 other leading economic development and ICT4D organizations, mSTAR provides: technical assistance to USAID and its implementing partners; funding to accelerate promising mobile solutions; strategic partnerships to optimize sustainability; and an action-oriented research and knowledge management agenda.

Highlights of country-based activities during the last quarter include:

- **Mozambique:** USAID is interested in exploring two activities: an **mVacciNation study**, a large-scale randomized evaluation to test the impact and cost-effectiveness of a newly developed Vodafone application that seeks to improve vaccination coverage rates; and a **mAgri study** which examines using mobile banking to promote the use of inputs by using a commitment savings product for farmers.
- **Bangladesh:** a Portfolio Assessment and action plan will be conducted to better understand the feasibility of integrating mobile money and electronic payments in the programs and operations of USAID's implementing partners in Bangladesh, beginning with agriculture, health and education. mSTAR will also manage grant funds to facilitate NGO transition to electronic and mobile payments, facilitate a workshop to bring stakeholders together to discuss challenges and opportunities and provide TA for ongoing rollout.
- **Afghanistan:** mSTAR launched an assessment to develop a comprehensive program description that will frame the Afghanistan Mission's mobile strategy and guide the programming of mobile solutions and applications throughout USAID's portfolio in Afghanistan. Through this assessment, mSTAR will identify the most effective approach to accelerating the design and deployment of sustainable mobile applications to support critical service delivery and/or strengthen accountability within USAID's portfolio, and will deliver a proposed design for an mSTAR Afghanistan program, to be awarded in the next quarter.
- **Asia-RDMA:** The mSTAR team worked with RDMA and the USAID MS mAccess Team Lead to refine the RDMA activity plan which will include Mobile Solutions Training, Mobile Technologies Desk Mapping, Mobile Solutions Contest, and tentatively set dates for the Mobile Solutions workshop for early January, 2014.

Learning Toolkits:

mSTAR will create a polished, user-friendly set of toolkits that could be accessed by both Mission staff and implementing partners in MS' three work streams. Toolkits will be designed to help educate and inform audiences in person, by phone and by web in that order. Scopes of work are being developed for the following three toolkits, to be finalized in Q4.

1. **mMoney (and E-payments):** The most work has been done in this space by the MS Mobile Money team, QED team in the KDMD contract as well as the NetHope Payments Innovation Team. The expectation would be to build upon what has been created to create polished, user-friendly toolkits.
 - Introductory Materials (already existing but need to be packaged)
 - Advanced Materials
 - Scopes of Work templates for (including but not limited to):
 - Market Analysis (desk or in country)
 - Diagnostics
 - Long Term TA Programs
 - Others
 - Sample PMPs
2. **mData:** Mobile Data, as part of its communications and support strategy, needs to develop resources for USAID staff and external partners to garner interest in the adoption of these technologies, to develop their knowledge about how to use them and to support them as they design and implement projects.
 - a. Revise and package existing content developed for the TechChange course, and link to the Learning Lab site in the Mobile Data Solutions group. Some of these resources need to be revised to target different audiences. Additional resources are needed for both external and internal audiences including examples, case studies, “how to” guides, and more. In addition, USAID internal facing resources about contract language, policies, and the like will be needed for the internal KMS site.
3. **Crosscutting:** The Mobile Money and Mobile Access/Usage Research Toolkit and Framework will develop a research protocol that includes both qualitative and quantitative methods to assess these topics. The toolkit will include a survey instrument with three components 1) mobile money and financial services, 2) mobile access/usage and country or Mission ‘readiness’, and 3) sociodemographics. This toolkit will allow IDEA/MS to standardize research tools and approaches across countries to improve research quality and ability compare results. It will also minimize the need to fund the creation of new survey tools for a new country every time a Mission wants to conduct a mobile money or mobile access/usage survey. Finally, it is intended to provide best practice guidance on the selection and use of mobile data collection tools for interested implementing partners.

In the next quarter, mSTAR has proposed to participate in the organization of the “*Mobiles! 5 Years Later*” conference, in partnership with Development Gateway, DAI, and IREX, in September 2013. This aligns with mSTAR’s mandate to organize convenings including thought leaders, both internal and external to USAID, drawing from the expertise of MS staff, FHI360 connections and the mSTAR network.

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

The goal of the **Public Private Partnership Development Program (P3DP)** in Ukraine is to enable national and municipal leaders to establish long-term, contractual partnerships with private companies in order to improve infrastructure and the quality of public services. The public-private partnership (PPP) mechanism is used around the world to attract much-needed private financing, technology and management to provide services in health, waste management, transport, energy, education and other sectors. In Ukraine, however, inappropriate legislation, poor understanding of PPP contractual

transactions, and a poor investment environment impedes national and municipal governments from engaging the private sector effectively. The Government of Ukraine recognizes the positive impact PPPs can have on the country's development and has been working closely with P3DP to rectify the many obstacles.

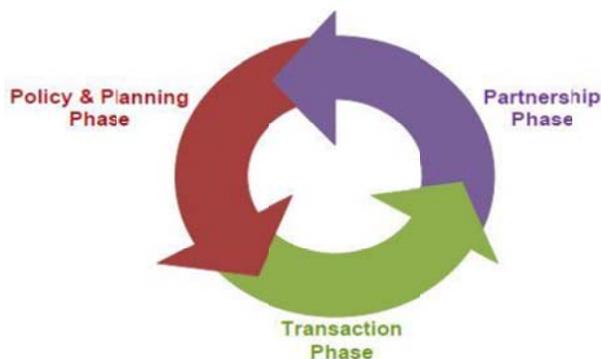
During Q3, P3DP made significant progress on both national and municipal levels in bringing PPPs closer to realization in Ukraine, including constructive developments in legislation and the first tender for a pilot PPP project. On the policy and legal fronts, P3DP worked closely with the Ministry of Economic Development and Trade (MOEDT) to create the *National PPP Concept*, which is now awaiting approval by the Cabinet of Ministers. This document provides the foundation for Ukraine's PPP Development Strategy which, according to the *National Action Plan of the Economic Reforms Program for 2010-2014*, should be adopted by the Cabinet of Ministers by December 2013.

P3DP also drafted the *PPP Strategy and Implementation Plan* which is currently under review by the MOEDT. This set of documents, once adopted, will provide additional impetus for PPP development throughout the country. P3DP also made significant progress on improving the legal framework for PPPs during the period, providing analyses, input and recommendations on how to improve the budget code, laws on concessions, and PPP approval procedures.

P3DP assistance to the National PPP Unit within the MOEDT tasked with supporting PPP development resulted in new promotional materials and web-based information that increases municipalities' access to needed information and assistance. Additionally, since members of the PPP Unit have recently been rotating to other government agencies having PPP related responsibilities, P3DP began work to create and institutionalize a sustainable PPP training program that can teach essential knowledge and skills to new staff members assigned to the PPP Unit long after completion of P3DP.

This quarter also saw many activities that raised awareness about the benefits of PPPs. P3DP played a prominent role in *USAID Field Day* in Simferopol which was held at Gagarin Park, the site of one of our pilot projects. Coverage in television, print and online media was wide and positive for USAID in general and P3DP specifically. Additionally, P3DP co-sponsored an international PPP conference in Kyiv, and launched a P3DP Program Web site. As a result of this outreach, recognition among citizens and government of the value of well-structured PPPs and the need to implement them in Ukraine continued to expand.

The creation of necessary rules, regulations, institutions and raising awareness of the importance of PPPs is in itself insufficient to accelerate their development. At the core of P3DP's strategy is the creation of 10 PPP pilot projects to demonstrate how they can be done and what benefits can be realized in this challenging environment. It should be noted that the process to improve the PPP environment in Ukraine is not linear, but rather organic, as lessons learned from pursuit of the pilot projects heightens awareness of work that needs to be done in the legislative area and capacity development of institutions and individuals.



PPP pilots currently in the P3DP pipeline are designed to improve services in health, energy, parks and recreation, transport, and solid waste management, as well as other key sectors. Significantly, a first tender was issued in June for a recreational facility PPP in Kyiv, and other tenders are expected during 2013, including a health project in Zaporizhia and a public park in Simferopol. P3DP's work with many municipalities advanced the preparation of the required feasibility studies, market research, legal reviews, environmental

assessments, finance models, and other documents necessary to take the pilot PPPs to tender. The P3DP PPP pilots will also reduce harmful emissions responsible for climate change. As a result of energy efficiency and better use of renewable sources of energy, it has been calculated that the pilot projects will eliminate nearly 1 million metric tons of carbon emissions.

In summary, the groundbreaking work of P3DP is progressing and is, in many ways, accelerating. The Government of Ukraine is committed to using PPPs to address many needs and views P3DP as an essential partner in achieving their goals. The legislative and regulatory environment is improving, and best practices and lessons learned in the process of developing the PPP pilots—both positive and negative—are proving invaluable. P3DP and our partners are confident that the foundation we are laying will result in mainstreaming PPPs as a viable tool for delivery of public services and economic growth.

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

The **Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening (STRIVE)** Program 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.

As noted last quarter, most of what the development sector knows about what works and how (causal pathways) on the whole, and particularly with regard to the trickle-down effects of economic strengthening projects within households, is based on anecdotal evidence, some monitoring and evaluation, and little rigorous research and impact evaluation.

The process of consolidating STRIVE Mozambique results highlighted that while we can conceptualize from the qualitative and quantitative data what the big picture movements of income through households are, it is more challenging to understand how decisions get made within the household, particularly with regard to expenditures that affect child well-being. Research into how spending decisions are made within households would benefit future projects like STRIVE.

STRIVE Products, Deliverables and Dissemination Activities

- Sharing STRIVE Mozambique results was a theme of the last quarter, Presentations on STRIVE Mozambique were part of the LIFT workshop “*Harnessing the Power of Cross-Sectoral Programming to Alleviate HIV and Food Insecurity*” on May 30.
- STRIVE created a blog post for MicroLinks and SEEP summarizing the presentation on VSL+ and vulnerable children by STRIVE and IRC that was delivered to the 2013 Savings Group Conference last quarter. It was timed to coincide with the CYES Network event in June on economic strengthening and effects on children.
- The June 6 CYES Network event “*Economic Strengthening Programs as Drivers of Child Well-being: Understanding and Measuring Outcomes*” was organized by the SEEP Network with input from STRIVE and served as both an opportunity to discuss current learning and relaunch the CYES Network Learning Platform, which is now integrated into SEEP’s website (while retaining the www.cyesnetwork.org URL). The half-day session was held in person and via webinar, and the recording of the webinar was featured in the June U.S. Government International Assistance for Children in Adversity Update.
- On June 13, Save the Children and the STRIVE M&E/IE team presented findings from the quantitative and qualitative research to DCOF and discussed lessons learned and input into the project final report and learning products. John Williamson and Martin Hayes attended from DCOF. Save the Children was represented by Ntongi McFadyen and Reid Hamel. Aurelie Brunie of FHI 360

presented the qualitative results, with Diana Rutherford, Obed Diener and Jennine Carmichael supporting in situating these results within the larger STRIVE context.

- STRIVE and the CPC Network Livelihoods/Economic Strengthening Task Force continued work to finalize the forthcoming guide, “*Children and Economic Strengthening Programs: Maximizing Benefits and Minimizing Harm.*” The final document is expected to be released next quarter.
- STRIVE received an invitation to submit to a special issue of the academic journal *Children and Youth Services Review*, which is being guest-edited by the CPC Network Taskforce on Livelihoods and Economic Strengthening.¹ The issue will focus on livelihoods and economic strengthening efforts in humanitarian settings as they relate to the wellbeing and protection of children. STRIVE began discussing potential topics, and next quarter, intends to submit the nutrition causal pathways manuscript being developed from the STRIVE Mozambique qualitative study (see STRIVE Overall M&E/IE Section below for more details) and a thought piece based on the advocacy product.
- Work began on the STRIVE advocacy product, with two rounds of drafting and reviewing in the quarter. The final product is expected to be complete next quarter, in time for release by the Global Youth Economic Opportunities Conference.
- STRIVE began work on a literature review on village savings and loan associations and their impacts on children. This is a key piece of the forthcoming VSL and VSL+ learning product, and is likely to be released as a product in its own right.
- STRIVE created a blog post for the FHI 360 blog, cross-posted on Microlinks and SEEP, to publicize the *Child Time Use PRA Guide and Tool* released last quarter.² Making Cents approached STRIVE about the possibility of conducting a future webinar on child time use PRA.
- STRIVE submitted a workshop proposal to the Global Youth Economic Opportunities Conference, which was accepted. Diana Rutherford of STRIVE/FHI 360, Josh Chaffin of the CPC Network Task Force on Economic Strengthening and Livelihoods/Women’s Refugee Committee and John Williamson of DCOF will participate in a panel workshop at the event in September.
- STRIVE participated in discussions with SEEP about the second event that is part of their grant agreement with FHI 360. Youth workforce development was suggested as a topic of interest, and STRIVE proposed that within this arena, findings from the ASF project related to the importance of youth income within their households could be valuable to discuss. Planning began on the agenda and the event is expected to take place next quarter.
- A brief describing the ACE intervention in Liberia and incorporating findings from the qualitative research done in November was produced during the quarter. It was posted to Microlinks, along with a blog post highlighting key elements of the brief.³
- STRIVE Learning Report No. 1, *Incorporating Supplementary Literacy and Numeracy Classes*, which captures ASF’s learning around providing supplementary education to apprentices, was finalized and published on Microlinks.⁴
- STRIVE submitted the FY2013 Q2 quarterly narrative and financial reports, and communicated with DCOF and country projects to follow up on feedback and questions on the quarterly narrative.

The following section provides a quarterly reports for the STRIVE country project operating during the reporting period, **Agriculture for Children’s Empowerment (ACE) in Liberia**, which was launched September 2008 and is managed by ACDI/VOCA. Three other projects—Afghanistan Secure Futures (ASF), managed by FHI 360 and MEDA; STRIVE Philippines, managed by AFE; and STRIVE

¹ See <http://www.journals.elsevier.com/children-and-youth-services-review/>

² See <http://degrees.fhi360.org/2013/05/new-publication-helps-development-professionals-determine-how-children-spend-their-time/>

³ See <http://microlinks.kdid.org/library/strive-activity-brief-2-agriculture-childrens-empowerment-ace-project>

⁴ See <http://microlinks.kdid.org/library/incorporating-supplementary-literacy-and-numeracy-classes-findings-strive%E2%80%99s-afghan-secure-fu>

Mozambique, managed by Save the Children—have now closed, so quarterly reports are not provided below.

This was a busy quarter for the STRIVE Liberia impact evaluation with the collection and analysis of the activity's endline data. Endline survey data collection for the ACE impact evaluation was implemented by the University of Liberia – Pacific Institute for Research and Evaluation (UL-PIRE) Center. In total, 779 households were surveyed which accounted for 86.3% of baseline respondents, with an attrition of 124 heads of households (13.7% of the sample size). GPS coordinates were also collected for each household surveyed at endline to allow for precise mapping and geographic cluster development (where at baseline, only community GPS data were collected). This was possible with the tablets used for data collection, as they were GPS enabled..

In addition to completing the quantitative surveys, the six team supervisors conducted 65 key Informant Interviews (KIIs), selecting one to three leaders from each community. These key informants included town chiefs, nurses, school principals, teachers, women leaders, and youth leaders, and other community leaders who are engaged and informed about what is happening in their communities. The purpose of these interviews was to discuss changes in these communities during the last two years including road improvements, any changes that would affect access to health care and education and spillover of the intervention components to contribute to the mixed methods analysis.

The FHI 360 STRIVE data analysis team cleaned the data as it came in and built the analysis model in May and June 2013 to examine initial outcomes at the farm and child levels. Under a relatively tight timeline to produce initial results for the June community debrief meetings, the team focused on household food security, child dietary diversity, school enrollment and attendance, child illness and loss of productivity, farm inputs, farm income, and two specific household assets (zinc roofing and rice kitchens). The results of the initial analysis produced limited statistically significant results.

- School enrollment was found to have slightly increased across both ACE and comparison groups, and among those who reported to be enrolled, attendance has also increased, however these results were not statistically significant. Additionally, the Education Reform Act of 2011, mandating free and compulsory primary education, was passed in Liberia shortly after baseline data collection, and the research team considered that this may play a role in the increase in numbers.
- The analysis of food security indicated that the number of missed meals decreased across both treatment and comparison groups in both counties, but curiously dietary diversity also decreased, meaning that while more meals are reportedly being eaten, fewer different types of food are being consumed. Specifically, we found a reduction in consumption of mango/papaya (a good source of Vitamin A), other fruits and vegetables, and meat. In Bong county, we also saw a reduction in consumption of fish.
- Child health produced more meaningful results in Nimba county, where children of ACE farmers had 50% fewer instances of fever, and those children with fever lost 64% fewer days of normal activity. In addition, children in ACE households also were 64% less likely to report cases of diarrhea, and those who did lost 45% fewer days of normal activity. In Bong, there were no statistically significant change in diarrhea and fever based on the questionnaire.
- Farming input analysis showed that ACE farmers in Bong were about 2.4 times more likely to hire labor to help on their farms than those not in the program. The questionnaires did not show that ACE farmers have more tools. ACE farmers were less likely to have watering cans than those who did not participate in the program. However there were no significant results found in Nimba regarding farm inputs. No impacts were found from the two assets (roofing and rice kitchens) that were examined in June.

Success Story from STRIVE/ACE: “My garden has improved my life”

Farmer Papa Saye of Fleedin, Nimba County is a 47-year-old farmer who lives in Fleedin, Nimba County. According to him, *“Farming was the only thing I took (inherited) from my parents, so I began active in farming at the age of 20 until I joined [ACE] in 2010.”*

Papa, who has gone through ACE’s facilitation and training, was among the first group of farmers in Fleedin who accepted the project approach and started receiving technical assistance. He was very eager to understand the link between farming and business. Before joining ACE, Papa had not kept production records or assets from farming, and had little exposure to business concepts or best practices.



Farmer Papa Saye of Fleedin stands beside his newly constructed house, with new roofing sheet and generator.

Reflecting on his most valuable learning from ACE, Papa said:

“All the gardens I been making, I never realized anything [profit] because I was not looking at farming to be a business and some of the things I know now I never knew them. For example, crop calendar, crop rotation, seeds selection, farm sanitation and farm record keeping, but what really catch my heart is Farming as a Business. All these things really built me up. I must say thanks to VOCA [ACDI/VOCA’s ACE program].

“Another thing is, from my garden, I begin active in the community susu paying my due regularly. It is from that, I was able to buy zinc [roofing sheet] and nails for my new house. From my past dry season sales I was able to buy 2kva generator to provide electricity to my house for at least two to three hours before we go to bed to make my family happy while the children are going to school. I have now started buying cements so that I can use the coming dry season to cement my house while at the same time paying my son’s rent [college accommodation] and transportation at the Nimba Community College.”

4 Upcoming Associate Awards:

During the last quarter, USAID issued program descriptions for several new Associate Awards, described here. Over the next quarter, FHI 360 will work with the consortium members and USAID to prepare responses to these programs.

4.1 HES-AA

In May 2013, USAID/OHA released an RFA for the development of a new Associate Award under the FIELD-Support LWA: **Accelerating Evidence-Based Household Economic Strengthening for Vulnerable Populations Project (HES-AA)**. The HES-AA is expected to be a 5-year award valued at no more than 20 million, providing global leadership and technical assistance to PEPFAR and associated country programs and their national partners. HES-AA is a global project but will be focused on a limited number of countries, primarily in Sub-Saharan Africa, where there is strategic USG investment in health, nutrition, education and economic strengthening.

USAID is the primary USG agency within the President’s Emergency Plan for AIDS Relief (PEPFAR) addressing the household economic security of highly vulnerable individuals and families. This program, Accelerating Evidence-Based Household Economic Strengthening for Vulnerable Populations Project

(HES-AA) will support evidence-based, gender-sensitive programming and learning to improve and accelerate field emphasis on economic security of highly vulnerable individuals, families and OVCs infected or affected by HIV/AIDS and key populations at high risk of acquiring HIV.

The goal of this activity is to strengthen the economic security of highly vulnerable families and other vulnerable and key populations by accelerating field emphasis in evidence-based approaches. The following objectives contribute to this overarching goal and demonstrate how evidence-based approaches to economic strengthening need to support the entire PEPFAR continuum of response:

- Objective 1:** Strengthen the economic stability of households affected by HIV/AIDS to provide for the essential needs of OVC, and for the care and support of adults and children living with HIV/AIDS.
- Objective 2:** Address the economic and structural factors driving HIV transmission among target populations including gender inequalities, financial barriers and deterrents to accessing services, and economic incentives that reinforce risky behaviors.
- Objective 3:** Build the capacity of government and civil society partners to plan, implement and evaluate state of the art economic strengthening and social protection interventions to improve outcomes of OVC and other individuals affected by HIV/AIDS.

A response to the RFA will be prepared during the next quarter by FHI 360 and the FIELD-Support LWA consortium member. Award is anticipated in Q4.

4.2 *Jordan LENS*

As described in Section 2.2 A above, the **Jordan Local Enterprise Support Activity (LENS)** will be a new Associate Award that is anticipated to be awarded in Q4. This 5-year \$40 million cooperative agreement will enhance MSE Competitiveness and Local Economic Development in Jordan.

During the last quarter, prior to finalization of the Program Description, FHI 360 staff reached out to the consortium members to solicit Expressions of Interest, which would include capability statements, description of past performance, and proposal staff in line with the program's overall objectives. Upon finalization of the Program Description in early June, the full document was shared with the consortium members and updated EOIs were solicited. The partner selection over the next quarter will be conducted in close coordination with USAID through an iterative program design and candidate vetting process.

4.3 *LIFT II*

In June 2013, USAID/OHA also released the RFA for the new Livelihoods and Food Security Technical Assistance Project (LIFT-2) project.

As mentioned above, USAID is a primary USG partner within the President's Emergency Plan for AIDS Relief (PEPFAR), the Global Health Initiative (GHI), and Feed the Future (FtF), addressing the nutrition and health needs of vulnerable populations. The goal of these public health initiatives is to mitigate the impact of HIV/AIDS and other infectious diseases, as well as malnutrition and non-communicable diseases, on individuals and families. Malnutrition and infections have reciprocal effects and combine to profoundly and erosively compromise household resilience and the ability of families to meet basic dietary and other needs, particularly where poverty and food insecurity are prevalent—Sub-Saharan Africa, Latin America and Asia. Individuals and families need good health care and food security to thrive and prosper. LIFT 2 will support evidence-based, gender-sensitive programming to improve household economic strengthening, livelihood and food security (ES/L/FS) support as a component of a continuum of care for vulnerable individuals and families accessing health services.

LIFT-2 will meet USAID and other USG agency objectives to increase the impact of economic strengthening, livelihood and food security programming, and thereby improve the nutrition, health and resilience of vulnerable populations. This includes contributing substantially to the PEPFAR goal of providing care to 12 million individuals infected and affected by HIV/AIDS, including orphans and vulnerable children (OVC). It is expected to be a 5-year award valued at approximately \$23 million providing global leadership and technical assistance to PEPFAR, GHI, FtF and associated country programs and their national partners. This is a global project, but will be focused on a limited number of countries, primarily in Sub-Saharan Africa, where there is strategic USG investment in health, nutrition and ES/L/FS.

The current LIFT Associate Award, which will conclude in July 2013, has conducted ES/L/FS assessments and initiated technical assistance in Ethiopia, Uganda, Kenya, Namibia, Nigeria, DR Congo, South Africa, Malawi, and Lesotho. Assistance under LIFT-2 will continue in those countries and will be extended to additional countries, including but not limited to Tanzania, Mozambique, Zambia, Cote D'Ivoire and Haiti. LIFT-2 will focus on establishing and strengthening programs that link patients and families accessing clinical health and NACS services with household ES/L/FS assessment, referral and support from community services, with a particular emphasis on the gender-based constraints and opportunities. This support should be integral to the continuum of care for patients and families, promoting retention in care and better health outcomes, improving household food security and productive assets to meet basic needs. LIFT-2 will have four primary objectives:

- Objective 1:** Improving access to ES/L/FS services for clinical health and NACS patients and families through referrals and community support services;
- Objective 2:** Strengthening of community services to provide ES/L/FS support as a component of a continuum of care for families;
- Objective 3:** Expanding the evidence base for ES/L/FS programming impact on health and nutrition, particularly with regard to retention in care, as well as replicability, implementation at scale, cost-effectiveness and sustainability; and
- Objective 4:** Providing global technical leadership and strategic support to improve the quality of ES/L/FS programs and activities that support PEPFAR, GHI and FtF investments.

5 Staffing

The staffing structure for the FIELD-Support LWA FHI 360 HQ staff (as of *June 30, 2013*) is presented below by the projects they support:

Person	Title	Project(s)
Paul Bundick	FIELD-Support LWA Project Director	Leader, All
Nussi Abdullah	Deputy Director	Leader, All
Obed Diener	Technical Specialist	Leader, STRIVE
Charles Hess	Program Officer	Leader, MMAP
Whitney Moret	Program Officer	Leader, Foras
Greg Guest	Principle Investigator	WLSME (Leader)
Jennifer Headley	Research Associate	WLSME (Leader)
Diana Rutherford	Technical Specialist	STRIVE
Clinton Sears	M&E Specialist	LIFT
Jacqueline Bass	Associate Award Project Director	LIFT
Meaghan Murphy	Technical Specialist	LIFT
Sarah Mattingly	Project Director	La Idea, HIFIVE, LIFT

Person	Title	Project(s)
Mandy Swann	Technical Specialist	LIFT
Laura Muzart	Project Manager	LIFT
Cheryl Tam	Program Assistant	LIFT
Carrie Keju	Associate Award Project Director	Foras, P3DP
Jennine Carmichael	Program Officer	STRIVE, P3DP
Liz Layfield	Program Officer	P3DP, STRIVE
Shailee Adinolfi	Program Director	mSTAR, MMAP
Kelly Keehan	Project Manager	mSTAR, La Idea, HIFIVE, STRIVE
Margaret Richards	Technical Specialist	PAT (Leader)
Lindsay Parr	Program Officer	mSTAR, STRIVE
Don Henry	Technical Director	Leader, Foras
Jason Kajer	Program Officer	Foras
Eric Bolstad	Finance Director	mSTAR, La Idea, All
Elton Talka	Finance Manager	STRIVE, P3DP, Foras
Mary Choong	Finance Manager	Leader, HIFIVE, LIFT, MMAP
Wahab Mahdi	Finance Manager	Foras

6 Priorities for Next Quarter

6.1 Prime-Funded and Other Opportunities

In addition to preparing for the upcoming Associate Awards described above, the Leader team continues to work with USAID Missions on targeted outreach to USAID Missions and Operating Units and mobilization of prime funds for new Associate Awards development. Over the last quarter, discussions have indicated interest from the following Missions. Below is a status update on these discussions.

Mission/Contact	Topic	Status
USAID/E3/Education USAID contact: Rachel Blum	Workforce Multiplier Associate Award to advance Goal 2 of USAID's Education Strategy and align program for maximized impact	RFA for Associate Award anticipated in Q4.
USAID/Ethiopia USAID Contact: Jason Wolfe	Household Economic Strengthening for OVC or HIV/AIDS affected Households. New Associate award anticipated	RFA for Associate Award being developed by USAID, pending internal approvals, anticipated in Q4.
USAID/Afghanistan USAID contact: Kate McGowan	Afghanistan Mobile Money Project	Activity will either be issued as a subactivity under mSTAR, or as a separate AA under the LWA. Decision anticipated in Q4.
USAID/Nepal USAID contact: Pangday Yonzon	"Greening" hospitals and microenterprise solutions for solid waste management in the health sector; private sector solutions for	Mission considering SOW for prime-funded assessment. TBD

Mission/Contact	Topic	Status
	pharmaceutical retail network.	
USAID/Philippines USAID contact: Judy Chen	“Greening” hospitals and microenterprise solutions for solid waste management in the health sector	Mission was considering SOW for prime-funded assessment. TBD
USAID/Burundi USAID contact: Francesca Nelson	OVC support Associate Award	Mission was considering Associate Award. Decided not to issue under LWA.
USAID/E3/MPEP USAID contact: Jeanne Downing	Food Security Associate Award	MPEP was considering Associate Award to support BFS. Decided not to issue under LWA.

6.2 Leader Activities

As outlined above, the Leader award continues to implement a range of Leader Activities. During the next quarter, the Leader team will continue to work with implementing partners to monitor and support these activities, which are summarized in the table below.

In February 2013, FHI 360 requested a one-year period of performance extension in order to complete deliverables under these Leader activities. In addition to the next steps for each activity described in Section 2 above, the table below outlines the deliverables that are pending this extension.

Partner	Activity	Status
1. Accion	Non-Discrimination: Making Microfinance Institutions Disability Inclusive and Smart Campaign Certifiable	Extension required for completion of dissemination deliverables
2. ACDI/VOCA	Developing Cooperatives: Case Studies for the ICO	To be completed in Q4
3. AFE	Working with Lead Firms Handbook	To be completed in Q4
4. AFE	Adding to the Evidence Base: Facilitating Commercial Models for Selling Agricultural Inputs to the Rural Poor	Extension required for completion of deliverables
5. iDE	Firm to Farm Finance (F2F2): A Human-Centered Model for Inclusive Rural Finance	Extension required for completion of deliverables
6. IPA	Graduating the Poorest into Microfinance Evaluation	Extension required for completion of deliverables
7. FHI 360	Poverty Assessment Tools (PAT) Helpdesk	Concluded in Q3
8. FHI 360	Women’s Leadership in SMEs (WLSME)	Extension required for completion of deliverables
9. FHI 360	African Diaspora Marketplace (ADM)	To be completed in Q4
10. SEEP Network	Learning Network for Housing IGP Recipients	Extension required for completion of deliverables
11. SEEP Network	Organizing and Mobilizing Knowledge from the FIELD-Support LWA	Extension required for completion of deliverables
12. World Vision	Field Guide for Integrating Very Poor	To be completed in Q4

Partner	Activity	Status
	Households	
13. WOCCU	Why Women Are Where They Are in Credit Union Management in Mexico	Extension required for completion of deliverables

6.3 Knowledge Management & Learning Agenda

In addition to the learning outputs developed during the last quarter, the Leader continues to work with partners and experts on the development of a range of additional learning products, summarized below.

Type	Topic	Author
1. FIELD Report	Industry Trends in Workforce Development	consultant Monika Airing
2. FIELD Report	Smallholder Participation, Value Creation and Value Capture In Agricultural Value Chains	consultant Elizabeth Dunn
3. FIELD Report	Resilience in Complex Systems	consultant Sally Goerner
4. FIELD Report	Working with Leader Firms Handbook	AFE
5. Guidebook	Revised Field Guide for Integrating Very Poor Producers in to Value Chains	World Vision
6. FIELD Report	Role of Remittances in Honduras	ACDI/VOCA
7. FIELD Brief	Policy Recommendations for Increasing Women's Leadership in Credit Unions	WOCCU
8. FIELD Brief	Graduating the Poorest into Microfinance	IPA
9. TBD	Learning products and guidelines on Non-Discrimination against Persons with Disabilities in Microfinance	Accion
10. TBD	Learning products from F2F2	iDE
11. TBD	Learning products about Commercial Model for Selling Ag Inputs to the Base of the Pyramid	AFE
12. TBD	Thematic Papers on FIELD-Support LWA Knowledge	FHI 360/ SEEP Network
13. TBD	Learning Products from Housing IGP (collated by SEEP Network and IGP partners)	SEEP Network
14. TBD	Activity Briefs from Mozambique, Liberia, and Philippines, Advocacy Brief on Advocacy	STRIVE
15. TBD	Activity Briefs, Toolkits, and Factseets about Mobile Money.	mSTAR
16. FIELD Brief	A Private-Sector Approach to Workforce Development	Foras
17. FIELD Brief	A Private-Sector Approach to Youth Entrepreneurship	ECYMP
18. FIELD Brief	TBD	HIFIVE

In addition to written products, the LWA will support a range of virtual and in-person trainings TBD.

6.4 Associate Award Management

The Leader team continues to provide oversight and management of existing Associate Awards, described above, to ensure best possible results and client satisfaction. Below is a summary of the Associate Awards that will be implemented during the next quarter.

Acronym	Title	Country	Notes
19. Ethiopia HES	Household Economic Strengthening for OVCs and PLWHA	Ethiopia	RFA to be issued in Q4.
20. FACET	Fostering Agriculture Competitiveness Employing Information and Communication Technologies (FACET)	Sub-Saharan Africa	Concluding in September 2013
21. Foras Iraq	An economic growth project with the goal of improving economic opportunities for Iraqis with special emphasis on youth, women and vulnerable populations	Iraq	Extension expected in Q4
22. HIFIVE	Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE),	Haiti	No issues
23. HES-AA	Accelerating Evidence-Based Household Economic Strengthening for Vulnerable Populations Project (HES-AA).	Global	AA to be awarded in Q4
24. Jordan LENS	Jordan Local Enterprise Support Activity (LENS)	Jordan	AA to be awarded in Q4
25. La Idea	Latin American Idea Partnership (La Idea)	Latin America /US	No issues
26. LIFT	Livelihoods and Food Security Technical Assistance (LIFT) Project	Sub-Saharan Africa	Concluding in July 2013
27. LIFT-2	Livelihoods and Food Security Technical Assistance 2 (LIFT-2) Project	Global	AA to be awarded in Q4
28. MMAP	Mobile Money Accelerator Program (MMAP)	Malawi	6 month and \$2.146 million extension awarded
29. Workforce Multiplier	Workforce Multiplier Associate Award to advance Goal 2 of USAID's Education Strategy and align program for maximized impact	Global	RFA to be issued in Q4
30. mSTAR	Mobile Solutions Technical Assistance and Research (mSTAR)	Global	No issues
31. Mobile Money in Afghanistan	Mobile Money in Afghanistan TBD	Afghanistan	May be issued as subactivity under mSTAR or separate AA.
32. P3DP	Public Private Partnership Development Program (P3DP)	Ukraine	No issues
33. STRIVE	Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening (STRIVE)	Afghanistan, Liberia, Philippines, Mozambique	No issues