



FIELD-Support LWA

Quarterly Report January – March, 2014

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



1825 Connecticut Avenue, NW
Washington, DC 2009

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List of Acronyms

ACE	Agriculture for Children’s Empowerment
AFE	Action for Enterprise
AKDN	Aga Khan Development Network
ANC	Antenatal Care
ART	Anti-Retroviral Therapy
ASF	Afghanistan Secure Futures
ASPIRES	Accelerating Strategies for Practical Innovation and Research in Economic Strengthening
ASSIST	Applying Science to Strengthen and Improve Systems
AVSI	Association of Volunteers in International Service
BCSON	Balaka Civil Society Organization Network
BLC	MSH’s Building Local Capacity project
BT Fund	Bai Tushun Fund
CBO	Community-Based Organization
CDC	Centers for Disease Control
CFI	Composite Complementary Feeding Index
CITI	Collaborative IRB Training Initiative
CLA	Collaborating, Learning and Adapting
COP	Country Operation Plan
CPC	Child Protection in Crisis Network
CSW	Commercial Sex Workers
DCOF	USAID Displaced Children and Orphans Fund
DPO	Disabled Persons Organization
DRC	Democratic Republic of the Congo
E3	USAID Bureau for Economic Growth, Education and Environment
ES	Economic Strengthening
ES4VP	Economic Strengthening for the Very Poor
ES/L/FS	Economic Strengthening, Livelihoods and Food Security
F2F2	Firm to Farm Finance
FANTA	Food and Nutrition Technical Assistance Project.
FHI 360	Family Health International 360
FI	Financial Institution
FP	Family Planning
FtF	Feed the Future
GCSFI	Global Center for Food Systems Innovations
GHG	Greenhouse Gas
GRADE	Grupo de Analisis para el Desarrollo (Group for the Analysis of Development)
GHI	Global Health Initiative
HCD	Human -Centered Design
HCF	HIFIVE Catalyst Fund
HDDS	Household Dietary Diversity Score
HES	Household Economic Strengthening
HESN	Higher Education Solutions Network
HFH	Habitat for Humanity
HHS	Household Hunger Scale
HI	Handicap International
HIFIVE	Haiti Integrated Finance for Value Chains
HMF	Housing Microfinance
HMMI	Haiti Mobile Money Initiative
HOP	Headquarters Operational Plan
IBU	Iraqi Businessmen Union
ICT	Information and Communication Technology
ICT4D	Information and Communication Technology for Development
iDE	International Development Enterprise

IE	Impact Evaluation
IGP	Implementation Grant Program
IKR	Iraqi Kurdistan Region
IPA	Innovations for Poverty Action
IRB	Institutional Review Board
KM	Knowledge Management
LAC	Latin American and the Caribbean
La IDEA	Latin American Idea Partnership
LED	Local Economic Development
LENS	Local Enterprise Support Activity (Jordan)
LIFT II	Livelihoods and Food Security Technical Assistance II
M4D	Mobile for Development
M&E	Monitoring and Evaluation
MaFI	Market Facilitation Initiative
MFI	Microfinance Institution
MMAP	Mobile Money Accelerator Program (Malawi)
MNCH	Maternal, Newborn and Child Health Programs
MOEDT	Ministry of Economic Development and Trade
MOH	Ministry of Health
MoLSA	Ministry of Labour and Social Affairs
MOSD	Ministry of Social Development
MOU	Memorandum of Understanding
MOYS	Ministry of Youth and Sport
MPEP	Microenterprise and Private Enterprise Promotion
MSME	Micro, Small and Medium Enterprise
mSTAR	Mobile Solutions Technical Assistance
MYAP	Multi-Year Assistance project
NACS	Nutrition Assessment, Counseling and Support
NCST	Nutrition Care and Support Treatment
NGO	Non-Government Organization
OHA	USAID Office of HIV/AIDS
ONA	Organizational Network Analysis
OVC	Orphans and Vulnerable Children
P3DP	Public Private Partnership Development Program
PEPFAR	President's Emergency Plan for AIDS Relief
PHFS	Partnership for HIV Free Survival
PLHIV	People Living with HIV
PLP	Practitioner Learning Program
PLWHA	People Living with HIV/AIDS
PMP	Performance Monitoring Plan
PMTCT	Preventing Mother to Child Transmission of HIV/AIDS
POS	Point-of-Sale
PMP	Performance Monitoring Plan
PPP	Public Private Partnership
PRA	Participatory Rural Appraisal
PMTCT	Prevention of Mother to Child Transmissions (of HIV/AIDS)
PWD	Persons with Disabilities
RBC	Rural Business Credit
RDMA	USAID Regional Development Mission in Asia
REST	Relief Society of Tigray
RFA	Request for Application
RNOM	Referral Network Operations Manual
RNTM	Referral Network Training Manual
ROADS	Regional Outreach Addressing AIDS through Development Strategies
RU	Research Utilization
SACCO	Savings and Credit Co-Operative
SBDC	Small Business Development Centers

SCIP	Strengthening Communities through Integrated Programming
SG	Small Grants
SLG	Savings and Loan Groups
SME	Small and Medium Enterprise
SOW	Statement of Work
SP	Social Protection
SPRING	Strengthening Partnerships, Results, and Innovations in Nutrition Globally Project
STEP-UP	Strengthening the Economic Potential of the Ultra Poor
STRIVE	Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening
SWM	Solid Waste Management
TDY	Temporary Duty
TFNC	Tanzania Food and Nutrition Center
THP	The Hunger Project
TNM	Telekom Networks Malawi
TWG	Technical Working Group
ULC	United Leasing Company
USG	United States Government
VC	Value Chain
VSLA	Village Savings and Loan Association
WLSME	Women's Leadership in Small & Medium Enterprises
WOCCU	World Council of Credit Unions

1 Introduction

FIELD-Support is a Leader with Associates (LWA) Cooperative Agreement between the Office of Microenterprise and Private Enterprise Development in USAID (E3/MPEP) 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 \$450 million, which includes both the Leader cooperative agreement (\$19.7 million), and 25 Associate Awards to date awarded over the last eight + years.

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 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 have been in the form of Leader-funded Activities, Design/Assessments for USAID Missions and Operating Units, and Knowledge Management and Learning Dissemination activities.

At a Glance: Since its launch in 2005, the FIELD-Support LWA has:

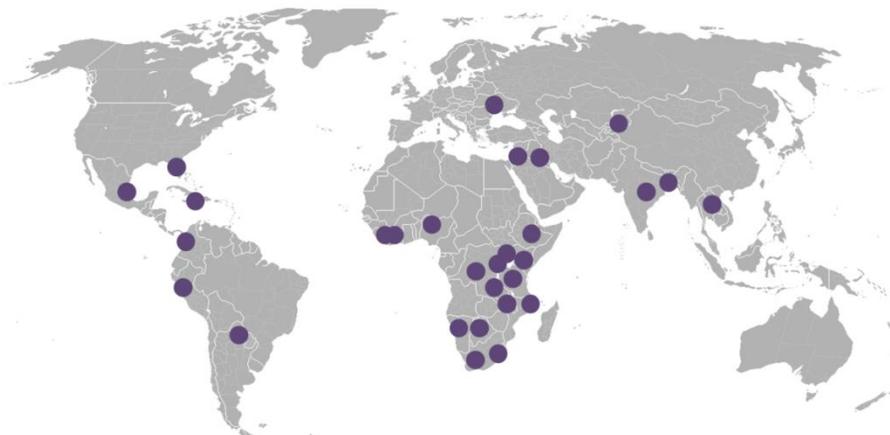
- Developed and managed nearly \$450 million in 25 Mission- and USAID Operating Unit-funded Associate Awards (AA) (see Annex A);
- Funded FIELD-Support partners to implement nearly 40 Leader-funded activities to advance USAID’s strategic objectives and explore innovative areas of microfinance and microenterprise development (See Section 2 for updates on current activities);
- Launched 10 Leader-funded assessment/assignments for USAID Missions, assisting in the review and design of future programs; and
- Established a knowledge management strategy that enhances FIELD-Support learning through internal communications and more than 200 publications and events (see Annex B).

FIELD-Support LWA’s Global Reach during the Last Quarter:

The table and graphic below highlights the countries in which FIELD-Support Leader-funded and Associate Award activities have worked. Not all countries have long-term presence on the ground, and some countries are in the planning stages only. Section 2 and 3 below provides more background about the level of engagement in each country.

<i>Country</i>	<i>Activity</i>	<i>Section</i>
1. Bangladesh	AFE: Commercial Models for Selling Ag Inputs to the Very Poor iDE: Firm to Farm Finance mSTAR	2.1 C 2.1 E 3.7
2. Botswana	ASPIRES	3.1
3. Cote D’Ivoire	ASPIRES LIFT II	3.1 3.4
4. Democratic Rep of Congo	LIFT II	3.4

<i>Country</i>	<i>Activity</i>	<i>Section</i>
5. Ethiopia	IPA: Graduation Model RCT	2.1 F
6. Haiti	HIFIVE La Idea	3.2 3.3
7. India	WLSME Evaluation	2.1 D
8. Iraq	USAID- <i>Iraq</i>	3.10
9. Jordan	USAID LENS	3.5
10. Kenya	ASPIRES LIFT II Leader (upcoming)	3.1 3.4 6.1
11. Kyrgyzstan	WLSME Evaluation	2.1 D
12. Lebanon	Leader (upcoming)	6.1
13. Lesotho	LIFT II	3.4
14. Liberia	STRIVE	3.9
15. Malawi	ASPIRES LIFT II MMAP	3.1 3.4 3.6
16. Mexico	WOCCU: Women's Leadership in Credit Unions La Idea	2.1 I 3.3
17. Mozambique	ASPIRES LIFT II mSTAR STRIVE	3.1 3.4 3.7 3.9
18. Namibia	LIFT II	3.4
19. Nigeria	LIFT II	3.4
20. Paraguay	Accion: Making MFIs Disability Inclusive	2.1 A
21. Peru	WLSME Evaluation	2.1 D
22. Rwanda	ASPIRES	3.1
23. South Africa	ASPIRES	3.1
24. Tanzania	ASPIRES LIFT II	3.1 3.4
25. Timor-Leste	Leader (upcoming)	6.1
26. Thailand (RDMA)	mSTAR Workforce Connections	3.7 3.11
27. U.S.	La Idea	3.3
28. Uganda	LIFT II	3.4
29. Ukraine	P3DP	3.8
30. Zambia	LIFT II	3.4



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 consortium partners 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 nearly 40 Leader-funded sub-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

Period of Performance: 4/15/2013 – 1/15/2014

Background

This activity is designing and testing tools and standards at *Fundación Paraguaya* that can be broadly disseminated for implementation at 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 (CFI) at Accion, in conjunction with the Smart Campaign, is working with its founding disability inclusion implementing partner, *Fundación Paraguaya*, and technical partner Handicap International (HI) 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 (PWD), 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.

Activities this quarter:

This activity essentially wrapped up in mid-January with the publication of a series of tools and resources on the CFI website (<http://www.centerforfinancialinclusion.org/programs-a-projects/pwd/framework-for-persons-with-disabilities>). Many of the resources are available in English, French, and Spanish.

- **A Framework for MFIs Seeking to Close the Financial Inclusion Gap for Persons with Disabilities.**

This Framework was developed with guidance from leaders in both the microfinance and disability inclusion communities and is being refined and tested at *Fundación Paraguaya*, in conjunction with strategic partner Handicap International. The Framework integrates all tools and trainings described in detail below into six pragmatic and actionable implementation steps. It identifies seven core areas that MFIs need to address to achieve PWD inclusion:

- Universal Design and Reasonable Accommodation
- Partnership with Disability Organizations

- Human Resources Policy, Practices
 - Disability Inclusion Staff Training
 - Legal Framework
 - Technology-Enabled Inclusion
 - Financial Capabilities
- **Staff Training Materials:**

This series of trainings designed by Handicap International in partnership with CFI and *Fundación Paraguaya* are designed to help microfinance organizations embed disability inclusion into their daily operations and into their strategic plans. The comprehensive training modules are divided into the following categories:

 - **Awareness.** Raising awareness about disability and the rights of persons with disabilities is the first critical step in training staff to become disability friendly and inclusive. At the same time it is equally important to educate persons with disabilities about microfinance and how financial services may be beneficial to them in starting and developing micro-businesses. This training curriculum is comprised of a two-day training that allows both the microfinance and the disability sectors to initiate the necessary dialogue for collaboration, and includes PowerPoints for all sessions as well as a trainer’s guide. It is designed to be used without an outside consultant.
 - **Field Manager Training.** MFIs should further train its field office managers to be more mindful and welcoming of persons with disability in their operations, to look at them as an opportunity. Institutions should educate their field managers to reach out to persons with disabilities. This packet of trainings is directed at managers instructing them about Work integration, Disability and Prejudice, Behavioral Advice for Dealing with PWDs and how to follow up with clients with disability.
 - **Focal Persons.** Focal persons are staff members designated by senior management to spearhead the integration of persons with disabilities into the MFI’s work plan. They should be trained to identify persons with disabilities as future clients (and possibly staff) reach out and partner with local PWD organizations and guide loan officers and other staff in how to provide better customer service to persons with disabilities.
 - **Human Resources.** The Human Resources department of an MFI is instrumental in creating a more inclusive environment-- for both staff and clients. This begins with promulgating an institutional code of conduct that enshrines non-discrimination that becomes part of the orientation of all new staff. It is up to HR to institute disability practices from the Board level to the Guard level. HR must also take the lead in hiring qualified persons with disabilities to join the staff, as well as insuring the people with disabilities are welcomed as future clients. This series of tools advise on and promotes the achievement of an inclusive institution, free of discrimination.
 - **Disability Inclusive Policies.** In order for a disability inclusive framework to properly work, it must be embraced by the whole organization. A policy document must be developed that clearly states the MFI’s commitment to not discriminate against PWD, and to seek their inclusion into the organization. This handbook details steps to creating such policies.
 - **Reports:**
 - **Inclusion of Persons with Disabilities in Microfinance through Organizational Learning and the Strategic Use of Low-Cost Technologies.** A work by Fernando Botelho of F123 Consulting, describing how microfinance institutions can acquire low cost assistive technologies and other resources that will make it far easier to work successfully with PWDs whether as clients or staff. This document will be modified and kept up-to-date, as new technologies become available in the future.
 - **Espacios Dignos Inspection Report.** This report is a collaboration between a non-profit Libre Acceso AC and the Universidad Iberoamericana of Mexico, it promotes social integration of persons with disabilities in accessible urban and architectural environments.

This report details an inspection of Fundacion Paraguaya to assess their accessibility for PWDs and provide recommendations. Other institutions may benefit from having their own inspection done or taking lessons from the Report done at Fundación Paraguaya.

- **Other Resources and Background Materials:**

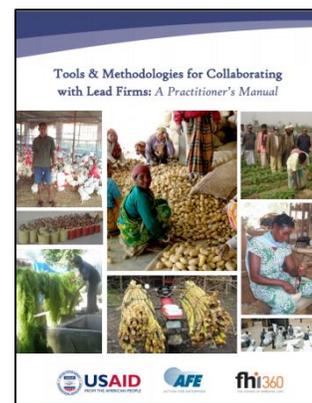
- **Fundación Paraguaya Non-Discrimination Policy.** This policy can be used as a model for other institutions to emulate as they strive to implement non-discrimination policies of their own.
- **CFI's Josh Goldstein Address to the United Nations on Disability Inclusion, July 2013.** Speech from Josh Goldstein, Principal Director for Economic Citizenship & Disability Inclusion at the CFI, to the UN's Sixth session of the Conference of States Parties to the Convention on the Rights of Persons with Disabilities discussing how to make microfinance institutions disability-inclusive and free from discrimination, in accordance with the Smart Campaign guidelines.
- **Luis Fernando Sanabria, Fundación Paraguaya, Presentation to the Accion Network.** Luis Fernando Sanabria, General Manager of Fundacion Paraguaya spoke before the before the Accion Network annual meeting in May 2013 and explained how FP had progressed in its disability inclusion initiative.
- **Staff Attitudes Survey.** The first step on the road to becoming a disability inclusive MFI is understanding how staff perceive persons with disabilities. Do they harbor prejudices against them or do they underestimate their capacity to work? This survey was designed by the Center for Financial Inclusion to answer questions like this and to establish a baseline for a first sensitivity training intervention. This tool contains the text of the survey, which we encourage MFIs to adapt to their own culture and particular requirements.

In addition, a **FIELD Brief** about the topic will be drafted next quarter.

B. AFE: Working with Lead Firms Handbook

Period of Performance: November 2010 – 5/31/2014

During the reporting period AFE and FHI 360 completed the formatting of the handbook and training materials which are now available on Microlinks.org. By addressing the practical issues of implementation through examples and lessons learned, the handbook, entitled: ***Tools & Methodologies for Collaborating with Lead Firms: A Practitioner's Manual*** offers practitioners effective methods to facilitate private sector initiatives that lead to improved and expanded delivery of needed products, services, and markets to MSMEs in a commercially viable and sustainable manner. The manual provides a range of materials to assist in the design and implementation of value chain development programs. The guidelines, tools, and strategies detailed in this manual are intended for development practitioners to use and adapt to different sectors and beneficiaries as appropriate.



Find it online at: <http://www.microlinks.org/library/tools-methodologies-collaborating-lead-firms-practitioner's-manual>

Reach and Outreach:

The handbook was posted to Microlinks.org on March 24, 2014 and publicized through both the *Connections* newsletter and FIELD-Support's monthly e-bulletin. By the end of the quarter (March 31, 2014), the resource had been accessed 182 times by 159 unique users. 70 of these users were based in the U.S., while the remainder accessed the guide from more than 30 countries, with Ethiopia (13), South Africa (11), Canada (10), and Nigeria (7) rounding out the top five.

In the next quarter, AFE will complete printing hardcopies of the guide and focus on further dissemination as appropriate.

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

Period of Performance: 5/21/2013 – 4/30/2014

Background

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 undertaken 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 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.

Activities This Quarter

Merging of Ethnographic and Qualitative Research: During the reporting period FHI 360 researchers completed the transcription, translation, and analysis of interviews conducted with 30 farmers (half that bought the new seed mini packages and half that did not) to assess if/how the purchase of the seed mini-packets has changed farming practices/income, as well as any household social and economic outcomes. The final results of this qualitative research were then merged with the ethnographic research findings to develop a comprehensive final report that will be reviewed and finalized early in the next quarter.

Business Planning Facilitation Tool: During the period AFE received feedback from FHI 360 on the Business Planning Facilitation Tool designed to help development programs facilitate business and strategic planning sessions with input supply companies interested in producing and marketing quality agricultural inputs to small-scale producers and households. The tool consists of two components: i) a comprehensive set of questions to use with input supply companies during planning sessions which cover topics such as the target market, competition, enabling environment, costing and pricing, and projected revenues and; ii) an associated spreadsheet that is used in conjunction with the question guide to create a multi-year profit and loss statement. Final modifications to the tool, based on this feedback, will be completed early in the next quarter.

Upcoming Next Steps

- Review FHI 360 qualitative analysis and complete final report
- Prepare and conduct dissemination event

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

Period of Performance: 10/1/2012 – 9/30/2014

Background

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/Sector 3 (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).

Research & Evaluation Activities:

Despite recruitment challenges in Kyrgyzstan and Peru leading to a slower-than-expected start, both sites made significant progress this past quarter toward meeting their overall recruitment goals. The Kyrgyzstan site anticipates being able to reach the target goal of 1,125 by the end of Sept 2014. The Peru site anticipates having 802 women (five cohorts) recruited by the end of Sept 2014, and a total of 1,162 (seven cohorts) by April 2015. A virtual community of practice meeting discussing project updates, relevant gender relations, and recruitment was held this past quarter, moderated by Lori Reid and attended by staff from Sector 3, CARE/India, ACDI/VOCA, FHI 360, and USAID.

India

- Cleaned data was analyzed with basic descriptive statistics. Twelve summary tables representing the entirety of the baseline data collected were created and shared with the site.

Kyrgyzstan

- A total of 308 women were interviewed, out of 357 women recruited by ACDI/VOCA and contacted by M-Vector. These 308 women represented 7 different batches. Batch 5 in Jalal-Abad (n=40), Batch 6 in Issyk-Kul (n=89), Batch 7 in Osh (n=39), Batch 8 in Talas (n=27), Batch 9 in Naryn (n=33), Batch 10 in Jalal-Abad (n=20), and Batch 11 in both Bishkek and Chuy (n=27 and 33, respectively).
- All electronic data through Batch 11 was entered into a database and sent to FHI 360.

Peru

- Claudia Martinez conducted a monitoring trip to the Peru site in January 2014 to monitor and review COSISE's procedures, progress, and data management.
- During Dr. Martinez's monitoring visit, she recommended revisions to be made to the electronic dataset. COSISE revised the dataset for all previously entered data and sent an updated version to FHI 360.
- Dr. Martinez recommended some minor revisions (e.g., how the data is entered electronically with skip patterns and multiple possible responses) which have since been adjusted.
- The third cohort of 180 women was surveyed and the electronic database was sent to FHI 360.

Upcoming Activities

- For those women in India who are not eligible or willing to join the WLSME project (estimated at 20 women), we plan to conduct additional baseline surveys. CARE/India anticipates providing the names of women by May 25th, while we are aiming for data collection to take place the first week of June. A new contract will be placed with Sigma to conduct the interviews.
- Completion of a baseline report for India, including data for those women added into the intervention in June 2014.
- Conduct analysis on the Entrepreneurial Leadership Scale: report on India's scale during the June community of practice in-person meeting and analyze data from Kyrgyzstan and Peru (if possible) once 600 women have been surveyed.
- Continue reviewing and cleaning datasets as they are sent to FHI 360.
- Baseline data for Kyrgyzstan and Peru will be collected and electronically entered soon after receiving a list of participant names from ACDI/VOCA and GRADE, respectively.
- Claudia Martinez plans to conduct an additional monitoring trip in Q3 of 2014.
- Draft a transition plan between FHI 360 and MSI for data collection of remaining baseline surveys and conducting end line surveys. (Data collection by FHI 360 will only be through August 2014.)

Community of Practice (CoP) Facilitation

Beginning in late 2012, a learning network was formed to facilitate learning among the organizations implementing projects under the WLSME initiative. In the first year of the learning network the group met once in-person at a two-day kick-off workshop held in Washington, DC, and twice virtually. Many of the topics that were discussed in early meetings focused on sharing successes and challenges among the project teams.

Adaptation of the Learning Network: After the first virtual meeting of the WLSME Learning Network it was determined that the group would not meet the criteria for a learning network as defined by USAID. It was decided instead that the group should be limited to the grantee network and a looser structure applied to the objectives of the community and meeting agendas. This led to the Learning Network's modification to a Community of Practice (CoP).

Change in Facilitation: Facilitation of the WLSME CoP was handled by QED under the KDMD project until the project's completion at the end of September 2013. At that time a new arrangement for facilitation of the CoP was established with FHI 360 through the FHI 360-led WLSME Evaluation Activity. Under this arrangement, Lori Reid, KM Specialist on FIELD-Support, has been providing

facilitation of the CoP and will continue to facilitate the CoP through the end of September 2014 when the FIELD-Support LWA and WLSME Evaluation activity come to a close.

Objective(s) for the CoP: After discussions with members from each grantee team it was determined that the objective for the CoP for 2014 should be continuing the *exchange of ideas and learning* among CoP members. The CoP will provide the grantees an opportunity to learn from each other by sharing challenges they are facing on their own projects and helping each other find solutions to those challenges by sharing experiences and what has worked in different situations.

In Q1, meetings were held with the grantees to identify goals and a schedule for the upcoming year. It was determined that the next virtual meeting would be held in March 2014, an in-person meeting in June 2014, and a second virtual meeting in September 2014. A full timeline of activities is shown below.

Table. Schedule of Activities

Activity	Timing
Pre-meeting technology test	February 2014
Virtual Meeting 1	March 20, 2014
Online discussion through WLSME.org Learning Network site discussion forum	ongoing
In-person Meeting (Washington, DC)	June 3-4, 2014
Virtual Meeting 2	September 2014
e-consultation	TBD

Activities this Quarter: In February during the last quarter, pre-virtual meeting technology tests were conducted with all members of the CoP to identify a software technology that would enable all meeting attendees to participate via audio and chat. The Blackboard Collaborate technology was chosen for its ease of use and high quality audio in all settings that were tested. In addition, a survey was conducted prior to the virtual meeting to determine a date and time for the meeting as well as discussion topics. The meeting was subsequently scheduled for March 20, 2014.

Eleven participants from the CoP joined in the discussion on March 20, which focused on Women’s Leadership and the aspects of gender relations on each project; recruitment—the barriers teams are facing and innovative solutions that have been utilized; and planning for the in-person meeting in June.

In late March, a survey of the CoP members was conducted to determine the exact dates and discussion topics for the in-person meeting. The in-person meeting was subsequently scheduled for June 3-4, 2014.

Upcoming Activities: Activities in Q3 will focus on preparation for and participation in the CoP in-person meeting. This meeting will take place on June 3-4 in Washington, DC. FHI 360 will manage logistics related to the meeting and will arrange travel and hotel for the six visiting grantees from the three WLSME countries. Topics to be addressed at this meeting will include:

- Women’s perceptions of gender-based constraints in each project
- Challenges with retaining participants and ideas to increase retention
- Connection between implementation and research—reconciling the need for implementation to be adjusted and the resulting impact of those adjustments on the research design
- Entrepreneurial Leadership Scale—sharing of data from India
- Specific skills and capacities that help women grow their enterprises, and for what reasons
- Learning objectives/products for each project team
- Development of WLSME CoP Learning Output

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

Period of Performance: 4/1/2013 – 2/28/2014

Background

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. The activity has had three components:

- ***Outcome 1 (“Going Deep”): Insights from Pilot Model Captured and Documented***
- ***Outcome 2 (“Going Viral”): Optimized Lending Model with Emphasis on Inclusiveness Developed***
- ***Outcome 3 (“Going Public”): Innovative Inclusive Finance Model Promoted Worldwide***

Activities this Quarter

With the conclusion of this activity during the last quarter, iDE completed drafts of the following four key learning products. The Leader KM team will finalize formatting and packaging of these learning products, which are outlined below, and disseminate them through Microlinks, as appropriate.

- **Firm to Farm Finance Toolkit:** this toolkit aims to codify and utilize the learning of the RBC experience to inform the research and development of innovative and promising access to finance solutions for low-income households and communities. To do so, iDE has adapted the Human-Centered Design (HCD) framework and tailored it for use in selecting and

commercializing feasible, viable and desirable financial products and service models to sustainably reach low-income households and communities with efficient, scalable strategies for inclusive finance.

- **Case Study:** “Rural Business Credit Model: Lessons from a Comparative Case Study.” this comparative case study offers a number of lessons for those wishing to support smallholders with finance.
- **Accelerated trial report:** This report focuses on the impact of a series of accelerated trial loans on the household income of a number low-income (homestead farmer) borrowers in southern Bangladesh as part of F2F2. The baseline study was conducted in August 2013 and the endline in December, with the objective of identifying the changes that occurred in the livelihoods of the participants of the Accelerated Trial.
- **Satellite imagery report:** Lastly, this report summarizes how satellite imagery can improve monitoring to support better financial access to smallholder farmers in Bangladesh. For this report, iDE conducted desk-based research on the use of satellite imagery and the different ways it has been used in different parts of the world in the agriculture sector. The team also communicated with different organizations and interviewed key individuals who have relevant experience in using such technologies to gather information about how satellite imagery works. iDE also was able to contact some projects that are already working to use satellite imagery to provide services to farmers in Europe and Asia.

As a study of rather than an extension to the Rural Business Credit finance product and program, the study can be seen to have resulted in some modest impacts. These include the 65% of the accelerated trial borrowers (homestead borrowers) who registered an increase in income as a result of taking the loan (generally of between 1200 and 1650 taka - \$15-21 each). Also, the F2F2 learning products, particularly the **toolkit**, **satellite imagery report**, and the **business school case study** will support broader dissemination of useful methods to inform the design and delivery of similar rural financial products. iDE is immediately applying these principles, having recently agreed to work with Helen Keller International (HKI) on the development of a ‘gendered’ finance product following the HCD product design process.

F. SEEP Network: Learning Network for Housing IGP Recipients

Period of Performance: 2/21/12 – 4/30/2014

Background

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.

Activities this Quarter

In this quarter the focus of IGP learning network has been to plan for the housing IGP learning workshop to be held in Washington DC.

While the OI and HFH projects were completed in 2013 and the final reports submitted and shared, the evaluation of the AKDN project in Afghanistan has been delayed. As this is the only project undertaking

an impact evaluation of the products, it is an important section of the joint learning output and will provide information about use of the Housing Microfinance product. The evaluation process started in Q1 and while the final report is not expected till the end of the summer of 2014, the evaluation team has expressed interest in sharing preliminary results with the IGP facilitators.

The “Inclusive Financing for Housing: Exploring Viable Business Models” workshop is scheduled for June 4th in Washington DC. The workshop will be an opportunity to explore and collectively build our understanding of approaches and elements in promoting access to housing through a combination of financing for housing services such as improvements/ incremental building, and construction technical assistance. Building on the experience of the three grantees—Opportunity International - Ghana, Habitat for Humanity - India, and Aga Khan Agency for Microfinance – Afghanistan—from the USAID Housing Implementation Grant Program (IGP), the workshop will bring together practitioners, funders and other key stakeholders that are looking at tools and approaches that support improved standards of living as well as asset creation for poor households, while being commercially viable for financial institutions.

The workshop is divided into two parts. During the first part the facilitator and the learning partners will meet and review the key areas discussed in the joint publication. The workshop will be an opportunity to get concrete input to finalize the paper. In the afternoon, SEEP will host a wider industry event with a panel discussion to showcase the learning’s from the partners as well as key trends and opportunities in housing microfinance.

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

Habitat For Humanity (India):

- The final project evaluation report was submitted in August 2013 and no new activity this quarter.

Opportunity International – Sinapi Aba trust , Ghana:

- Data analysis on the land folio product has been completed and the report will be shared with other learning partners at the workshop.

Aga Khan Foundation – First Microfinance Bank , Afghanistan

- The project evaluation is underway and some preliminary data has been shared
- While the final report is delayed the evaluation team is sharing preliminary results.

Learning & Dissemination

It is still expected that by the end of the activity, 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. There will also be a learning workshop hosted in Washington DC on June 4th, to present the paper and the learnings of each of the IGP partners. This workshop will be followed by a wider industry learning event to showcase the learning from the IGP. This will present an opportunity to engage with the wider SEEP membership and others who have an interest in the topic. In addition to lessons learned, the workshop will be an opportunity to discuss challenges and issues that organizations still face in promoting and scaling HMF.

Priorities for Next Quarter

Over the next quarter, SEEP will organize and hold the learning workshop for the IGP partners, develop a session plan for the larger industry learning event at the end of the workshop, document the discussions from the workshop, and finalize the Housing IGP learning paper with the partners and publish it.

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

Period of Performance: 5/30/13 – 4/4/2014

Background

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 (E3/MPEP) particularly. Therefore, the SEEP Network has been working with FHI 360 to organize the lessons generated by the FIELD-Support LWA over its lifetime. Based on reviews of all of the publications stemming from the Leader and Associate Awards, which includes the Knowledge Series, programmatic reports, events, and other learning products, SEEP's team of technical consultants developed a series of internal papers analyzing the interventions and identifying the areas of impact and learning for the future. Below is a list of the themes that have been identified and are being used to organize the analysis and reflection:

- Innovations in Financial Products and Services
- Market Systems Development for Sustainability and Inclusion
- Strengthening Vulnerable Populations
- Evolution of Evidence

The analysis was presented in the form of four papers plus an overview paper that summarizes the findings from the other four papers.

During the last quarter, there were major delays in the completion of the five anticipated papers. The original drafts were not in line with the expectations of the program's learning mandate, so after a second round of edits with the authors at SEEP, the final drafts were submitted to FHI 360 by the end of March. Unfortunately, the papers still required significant modifications to meet the expectations of the SOW for this activity. Therefore, it was decided that the papers would be adapted by FHI 360 into a single comprehensive publication that encapsulates the major trends, learnings, and findings from across the nine years of the program. This single publication will be shared with USAID in draft form before being finalized and shared at the FIELD-Support final conference in September 2014.

2.2 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. FIELD-Support Monthly e-Bulletin

The KM team continues to draft and disseminate its monthly e-bulletin with brief activity updates and highlights of learning products produced through Leader activities and Associate Awards. The e-bulletin is distributed directly via email to more than 110 FIELD-Support implementing partner representatives and over 200+ external practitioners.

FHI 360 sends two versions of the e-bulletin each month: one to a general list serve that is targeted to practitioners, which includes news and announcements about the LWA's program activities, including Leader and Associate Awards; and one limited to the consortium member representatives, which also includes LWA specific announcements, updates on upcoming Associate Awards, and calls for concepts and proposals, as appropriate.

During Q2 the KM team decided to shift the date of publication of the e-bulletin to the second week of each month. The e-bulletin was previously circulated during the last week of the month, but with the return of the Microlinks Connections newsletter, which is also distributed at the end of the month, a decision was made to move publication of the FIELD-Support e-bulletin so as to stagger these publications. This resulted in no distribution of an e-bulletin in March 2014. Therefore, statistics for Q2 include only two months (January and February) of distribution.

In the last quarter, the rate of emails that were opened each month (“open rate”) continued to increase from December 2013 to February 2014, as shown in Figure 1. The open rate for the FIELD-support e-bulletin continues to be far higher than the industry average—reaching 12% higher in February 2014.

During this quarter, the links within the e-bulletin that were clicked by readers (“click rate”) remained well above industry standards. While the click rate for the e-bulletin fluctuates from month to month, it continues to be high for industry standards, which indicates that the recipients of the e-bulletin are highly engaged with the content. As you can see in Figure 2, the overall click rates for Q2 were 14% higher than the industry average.

Figure. Open rates of the e-bulletin

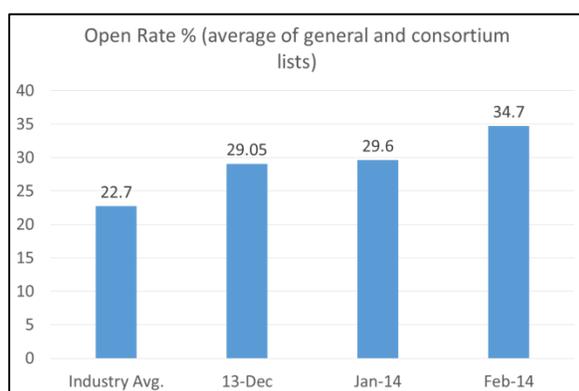
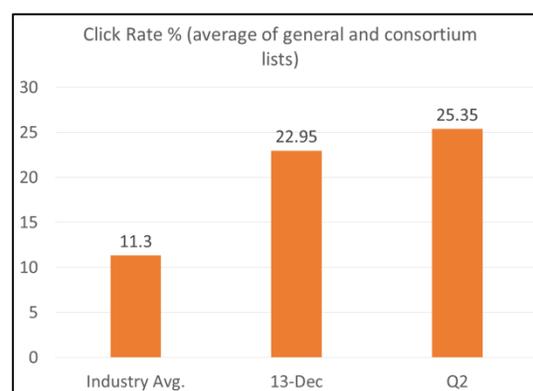


Figure. Click rates of the e-bulletin



Click rates also allow us to identify the most popular articles and resources from each issue of the e-bulletin. For the time period of January – March 2014, the most “clicked” articles included:

- FIELD Report No. 18: Smallholders and Inclusive Growth in Agricultural Value Chains <http://www.microlinks.org/library/field-report-no-18-smallholders-and-inclusive-growth-agricultural-value-chains>
- An article about a LIFT II training package for program implementers working with vulnerable populations <http://theliftproject.org/hes-for-vc/>
- Diagnostic Tool for Household Poverty and Food Security developed by LIFT II <http://theliftproject.org/field-testing-a-diagnostic-tool-in-namibia/>
- A blog post about LIFT II’s use of Sociograms <http://theliftproject.org/all-about-sociograms/>

B. FIELD-Support Twitter Account

At the end of Q2, the KM team launched a Twitter account to help reach additional practitioners with FIELD-Support learning products (from the Leader and Associates Awards). The FIELD-Support LWA Twitter handle is @EconDev360, and the description is “The USAID-funded FIELD-Support LWA: Advancing market-based approaches to sustainable economic growth, by @FHI360 and Partners.”

The KM Team’s strategy is to tweet about and promote learning products produced by the Leader and Associate Awards; participate in conversations and twitter chats on the topics of microfinance, microenterprise development, and sustainable rural livelihoods; and to help to promote learning from

other leaders and practitioners in the area of microfinance, microenterprise development, and sustainable rural livelihoods through retweeting relevant content.

C. Learning Dissemination

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:

- [Social and Economic Strengthening Advances Through Conditional Cash Transfers in Lesotho](#) is a blog post describing LIFT II's work in Lesotho to help the Ministries of Health (MOH) and Social Development (MOSD) to refine their grants program into a conditional cash transfer program.
- [Disabilities Inclusion Framework for MFIs: Making Microfinance Institutions Disability Inclusive and Smart Campaign Certifiable](#) is a Microlinks blog post about FIELD Brief No. 21 on non-discrimination and making MFIs disability inclusive.
- [Mobile Money Infosheet: bKash](#) is two-page publication providing an overview of the mobile financial services offered by bKash in Bangladesh for corporate users.
- [Mobile Money Infosheet: DBBL Mobile Banking](#) is a two-page publication providing an overview of the mobile financial services offered by DBBL in Bangladesh for corporate users.
- [FIELD Brief No. 21 – Non-Discrimination: Making Microfinance Institutions Disability Inclusive and Smart Campaign Certifiable](#) provides a framework and guidance on how microfinance institutions can implement disability inclusive tools and standards more broadly around the world.
- [FIELD Report 18: Smallholder and Inclusive Growth in Agricultural Value Chains](#) investigates inclusive growth in agricultural value chains, with a focus on smallholder participation, upgrading behavior, and outcomes related to agricultural productivity, agricultural profits, and smallholder incomes.
- [mSTAR Digest | January 2014](#) contains updates to the mSTAR community on: i) mSTAR project activities; ii) partner news; and iii) upcoming opportunities.
- [mSTAR: Mobile Solutions Technical Assistance and Research Activity Profile – Bangladesh](#) seeks to increase access and use of mobile technologies by the poor, civil society, local government institutions and private sector stakeholders.
- [Finding the Links in Value Chain Development: A Handbook on Working with Lead Firms](#) is a blog post about the manual for working with lead firms that was developed by AFE.
- [Tools & Methodologies for Collaborating with Lead Firms: A Practitioner's Manual](#) provides a wealth of materials to assist in the design and implementation of value chain development programs, particularly in the area of working with lead firms.
- [USAID-Foras Snapshot: Helping US Investment Take Root in Northern Iraq](#) is a success story on USAID-Foras's successful private sector meet-and-greet for companies based in Erbil that together to discuss future investment opportunities.
- [USAID-Foras Snapshot: Smashing a Social Media Milestone](#) is a success story on USAID-Foras reaching 100,000 likes on its Facebook page, helping to build linkages between job seekers and employers through social media.
- [USAID-Foras Snapshot: Using Insights from Social Media to Work Smarter](#) reports on USAID Foras's use of data from its own online presence to learn more about its beneficiaries and help them to better achieve their goals.

- [USAID-Foras Snapshot: Using Advanced Features on the Portal to Find the Best and the Brightest Candidates](#) reports on USAID-Foras’s jobs portal which helps to match the most qualified candidates with job openings by allowing businesses to pass applications through a customizable filter.
- [Mobile Money Snapshot: HelpAge International](#) is a two-page publication detailing the experience of HelpAge International in Bangladesh in their transition from cash to mobile payments.
- [LIFT II Success Story: Tackling Extreme Poverty through Linking Health and Economic Strengthening Services in Lesotho](#) documents the successful development of a pilot project to advance the Partnership for HIV Free Survival (PHFS) through conditional cash transfers (CCTs) to reduce perinatal transmission of HIV and improve the immunization of children under the age of five.
- [LIFT II: Making the Connection between Gender, Economics, and Anti-Retroviral Therapy Adherence](#) is a blog post discussing the factors influencing access and adherence to the continuum of HIV care, and LIFT II’s capabilities to address these issues from multiple angles.
- [HIFIVE Success Story: Investing in Haitian Entrepreneurs Equals Good Business](#) documents the second Financial and Economic Opportunities Trade Fair held by HIFIVE in Saint-Marc in February.
- [P3DP Supporting Pro-Reform Ukrainian Government – Interview with CoP Mick Mullay](#) is a Q&A with Chief of Party Mick Mullay discussing the P3DP project’s objective and achievements thus far. This blog was posted on the FHI 360 Degrees blog site.

In April 2014, FHI 360 worked with Microlinks.org to gain access to web analytics about the accessibility and access of these learning products and resources. The table below includes total page views, unique pages views, and time spent on each page for all resources that were **posted to the Microlinks Library of Resources during the last quarter**. In addition, the next table highlights some of FIELD-Support’s most popular publications **to date this fiscal year**, with a ranking of where they fall within Microlinks entire Library.

Learning Product	Total Page Views*	Unique Page Views*	Average Time
Smallholders in Value Chains: Evidence on Scale, Productivity, and Benefits Event by Elizabeth Dunn**	893	633	0:03:06
FIELD Report 18: Smallholder and Inclusive Growth in Agricultural Value Chains **	523	460	0:04:30
Finding the Links in Value Chain Development: A Handbook on Working with Lead Firms blog article	241	200	0:02:20
Tools & Methodologies for Collaborating with Lead Firms: A Practitioner’s Manual	196	169	0:04:19
Vulnerability Assessment Methodologies: A Review of the Literature	181	166	0:04:15
Social and Economic Strengthening Advances Through Conditional Cash Transfers in Lesotho blog article	135	125	0:01:46
Disabilities Inclusion Framework for MFIs: Making Microfinance Institutions Disability Inclusive and Smart Campaign Certifiable blog article	114	95	0:02:20
mSTAR Digest January 2014	49	43	0:04:39
FIELD Brief No. 21 – Non-Discrimination: Making Microfinance Institutions Disability Inclusive and Smart Campaign Certifiable	37	26	0:05:38
Mobile Money Infosheet: bKash	93	76	0:03:44
mSTAR: Mobile Solutions Technical Assistance and Research Activity Profile - Bangladesh	27	22	0:01:54

Mobile Money Infosheet: DBBL Mobile Banking	89	77	0:01:59
HIFIVE Success Story: Investing in Haitian Entrepreneurs Equals Good Business	19	13	0:02:07
Mobile Money Snapshot: HelpAge International	17	16	0:00:40
USAID-Foras Snapshot: Helping US Investment Take Root in Northern Iraq	14	9	0:00:44
LIFT II Success Story: Tackling Extreme Poverty through Linking Health and Economic Strengthening Services in Lesotho	12	12	0:00:21
USAID-Foras Snapshot: Using Advanced Features on the Portal to Find the Best and the Brightest Candidates	11	5	0:01:11
USAID-Foras Snapshot: Smashing a Social Media Milestone	9	7	0:00:52
USAID-Foras Snapshot: Using Insights from Social Media to Work Smarter	7	6	0:00:38

*Counts are cumulative as of the end of the quarter March 31, 2014. Numbers as of submission of this report would be higher.

**This event page was the 6th most accessed resource on the Microlinks.org portal during that time period, while FIELD Report 18 was the 19th most accessed resource.

Most popular FIELD-Support publications this fiscal year	Rank on Microlinks	Type of Post	Total Page Views*	Unique Page Views*
Smallholders in Value Chains: Evidence on Scale, Productivity, and Benefits by Elizabeth Dunn (2014)	#2**	Learning Product	893	633
Integrating Very Poor Producers into Value Chains Field Guide (2012)	#3	Practitioner Tool	458	364
STRIVE Learning Products & Events	#9	Learning Products	219	95
A Case Study: PepsiCo Frito-Lay Engages Potato Outgrowers in India (2008)	#10	Case Study	216	199
FIELD Report No. 17: Skills for Jobs for Growth (2013)	#12	Learning Product	215	79
Tools & Methodologies for Collaborating with Lead Firms: A Practitioner's Manual	#15	Practitioner Tool	196	169
Vulnerability Assessment Methodologies: A Review of the Literature	#17	Practitioner Tool	181	166

*Counts are cumulative as of the end of the quarter March 31, 2014. Numbers as of submission of this report would be higher.

**Ranking in terms of highest number of hits across the entire Microlinks.org Library of Resources. #1 is the Library main page.

In addition, FIELD-Support was represented at a few major events during the last quarter that supported the FIELD-Support mandate for broad-based dissemination in support of learning:

- **7th Annual AfrEA Conference** (March 2014): Diana Rutherford of FHI 360's STRIVE Associate Award presented on "Market Opportunities for the Rural Poor" at [the International African Evaluation Association Conference](#) in Cameroon in March. Diana shared experiences from the [STRIVE value chain activity in Liberia](#) and the evaluation of its impact on children's well-being as well as the household's.
- **mSTAR Bangladesh Workshop** (March 2014): mSTAR Bangladesh hosted its second workshop for USAID implementing partners on March 12th, which focused on how they can integrate mobile payments into their projects in place of cash. The workshop included presentations by the two

upcoming mSTAR Bangladesh grantees, two mobile financial service providers, and an interactive exercise on how to do cost/benefit analyses between cash and mobile payments.

- MPEP Seminar #10** (March 2014): Dr. Elizabeth Dunn, research economist and President of Impact LLC, shared findings from FIELD Report No. 18 that looked at smallholder participation in agricultural value chains. In this report, Dr. Dunn reviewed empirical evidence from 12 agricultural value chains that engaged and benefited smallholders. The FIELD report and [Dr. Dunn's presentation](#) are important contributions to the thinking on inclusive market development and smallholder participation in value chains, showing that smallholders can play a significant role in competitive value chains, so long as they have the necessary capabilities, opportunities, and information needed to make an informed decision about upgrading.
- Financial and Economic Opportunities Trade Fair** (February 2014): The Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE) project recently held a [Financial and Economic Opportunities Trade Fair](#) in Saint-Marc, Haiti. The Trade Fair held February 20-21, 2014 attracted more than 120 agricultural entrepreneurs. Attendees included technical experts and representatives from the financial sector, the Central Bank, the Ministry of Agriculture, and several mobile money operators. The two day event helped to increase availability of information on financing for entrepreneurs, as well as to unveil to financial institutions the vast array of untapped opportunities in the region

Downloads of FIELD Report No. 18 increased significantly in the days surrounding the March 27 MPEP Seminar where Dr. Dunn presented the findings from FIELD Report No. 18. The report received **over 200 page views during a two day period.**

3 Associate Awards

As mentioned, FIELD-Support management provides senior-level oversight for all of the 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, the FIELD-Support now includes **11 current Associate Awards**. The following section provides brief highlights of major accomplishments in each Associate Award this quarter.

Associate Awards at a Glance:

	FY2014				FY2015				FY2016				FY2017				FY2018				FY2019			
	Q1	Q2	Q3	Q4																				
FIELD-Support Leader	■	■	■	■																				
STRIVE	■	■	■	■	■	■	■	■																
HIFIVE	■	■	■	■	■	■	■	■																
P3DP	■	■	■	■	■	■	■	■																
mSTAR	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Malawi MMAP	■	■	■	■	■	■	■	■																
La IDEA	■	■	■	■	■	■	■	■																
USAID Foras Iraq	■	■	■	■	■	■	■	■																
LIFT II	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
ASPIRES	■	■	■	■	■	■	■	■																
Workforce Connections	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
USAID LENS	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Amount obligated
 Amount remaining to be obligated

3.1 *ASPIRES: Accelerating Strategies for Practical Innovation & Research in Economic Strengthening*

Period of Performance: August 2013 – August 2018

Background

Poverty and social vulnerability increase the risk of contracting HIV/AIDS for individuals, and HIV/AIDS itself can perpetuate a cycle of poverty. But the effects of the disease reach beyond the individuals infected, increasing economic vulnerability and heightening exposure to health risks for their children and households as well. This can be especially true for girls, who face even higher levels of vulnerability. Traditional economic strengthening (ES) programs, such as microfinance and workforce training, effectively target the economically-active general population, but they do not adequately serve the distinct needs of vulnerable children and other highly at-risk populations at the household level. What is needed are specialized interventions to strengthen household economic stability and promote better health outcomes for these populations.

With the support of USAID and PEPFAR, FHI 360 has assembled a consortium of leading organizations and experts to address the needs of such populations under the Accelerating Strategies for Practical Innovation & Research in Economic Strengthening (ASPIRES) project. The primary goal of the project is to support gender-sensitive programming, research, and learning to improve the economic security of highly vulnerable individuals, families and children infected or affected by HIV/AIDS, as well as key populations at high risk of acquiring HIV. ASPIRES will focus on efficient provision of technical assistance (TA) to scale up high-quality interventions in the areas of consumption support, money management, and income promotion. The project will also focus on design and implementation of rigorous research to evaluate programs and inform a new understanding of best practices in ES.

Hallmarks of the ASPIRES approach include:

- Using current evidence and state-of-the-art approaches to promote scalable, high-quality programming.
- Carrying out research science to expand the evidence base and promote innovation.
- Building the capacity of national stakeholders to implement evidence-based programming as well as to monitor and evaluate programs.
- Coordinating with other donors, local and national governments, and global partners.
- Integrating an explicit gender perspective in research, tools, policy and standards recommendations, and technical assistance.

Activities this Quarter:

Significant accomplishments for the quarter in the area of COP-supported activities included completion of fieldwork and reporting for the USAID portfolio review in Mozambique, and major strides in design and preparation for a mixed-methods vulnerability assessment in Cote d'Ivoire. HOP-supported work including the subawarding of multiple technical guidance projects within the ASPIRES consortium, and planning for research projects to be carried out under Gender TWG and Key Populations TWG commitments. In addition, several major new commitments (e.g. DCOF, South Africa) and associated projects were brought into ASPIRES.

Partner Engagement: In Q2 FY2014, ASPIRES began publishing its quarterly newsletter, intended primarily for the consortium of partners to review the accomplishments of the previous quarter. Over the quarter, ASPIRES also received several inquiries as to whether the project could initiate a process to give partners a clearer indication of potential upcoming subawards—i.e. work that may be in the pipeline for partners. On that basis, in March we initiated a bi-monthly opt-in conference call for partners, in which we discuss what we foresee as likely upcoming subawards. In addition, as part of its commitment to provide outreach to non-traditional partners, ASPIRES worked extensively with partner EPRI, a research

and training institution organization based in South Africa, to enhance its institutional capacity to work with USAID funds. This collaboration related directly to EPRI's selection as recipient of two subawards thus far. In addition to providing training and educational resources on budget development and competitive procurement practices in line with USAID regulations, ASPIRES staff provided ongoing support to ensure that EPRI's capacity as a well-respected research organization could be used to advance ASPIRES' mission of enhancing the state of the practice of Household Economic Strengthening.

TAC: In Q2, ASPIRES made its final selection of TAC members and issued invitations to those individuals, all of whom accepted. The compensated nature of the positions will require contracts with all members, and that contracting process continued through the end of Q2. The first meeting of the TAC will follow in Q3.

a) Activities Supported by Core/ Headquarters Operational Plan (HOP) Funds:

Gender Technical Working Group (TWG):

Research/pilot of integrated social empowerment & savings-led microfinance. In Q2 FY2014, ASPIRES was informed of some changes to the planned scope of this project. In particular, the pilot that was part of the original workplan was eliminated. Instead, ASPIRES will work with an existing, identified program (SCIP-Zambezia in Mozambique) that is already implementing an integrated social empowerment and savings-led microfinance intervention. In collaboration with the Gender TWG, the next step for the project is a meeting of key stakeholders in Mozambique, which due to scheduling challenges, will take place in May 2014.

HIV Prevention for Key Populations TWG: Research into economic management strategies of female sex workers. The HIV Prevention for Key Populations Technical Working Group intends to support research on the economic lives of female sex workers to determine what financial services may help this population, particularly as related to improved health outcomes. Following receipt of a "green light" from the TWG in Q2, ASPIRES advanced on this work in several key areas. First, the team carried out a literature review to determine what experiences in economic outreach to female sex workers already exist and what is known about the financial strategies/needs of this population. The draft is pending USAID review. Second, the team drafted a full research protocol for the project, centered on two methodologies: 1) participant observation (of how they spend their money, for example); and 2) collection of financial diaries. Toward the end of the quarter, that protocol was submitted to FHI 360's internal IRB for ethics approval. We also began the search for appropriate local researchers to assist in the work. The fieldwork itself is currently slated to begin in late May.

OVC TWG: OVC-related activities with a global reach, includes Technical Guidance, HES Research Dialogues, and OVC Training Series. *Technical Guidance:* A major goal of the OVC Team commitment is to provide a means for developing technical guidance that ASPIRES and its stakeholders can employ globally in advancing project aims relevant to children and vulnerable populations. The goal applies particularly to promoting the implementation of activities with an established base of evidence and best practices—as opposed to taking less-documented approaches “off the shelf” and employing or encouraging them. Under the OVC commitment, we are advancing this goal with comprehensive desk reviews that explore particular technical topics thoroughly, examining all reliable evidence and then producing polished and accessible materials for dissemination or project use within ASPIRES.

The following five technical guidance topics were underway or under development in Q2 FY2014:

1. **Understanding/enacting vulnerability assessments:** In Q1 FY2014, the ASPIRES team completed a methodological review of vulnerability assessments and drafted a technical report on these findings, submitted to USAID for feedback before the end of the quarter. That work fed directly into the planning of the vulnerability field assessment in Cote d'Ivoire in Q2 (see below). The report was also

disseminated widely, to USAID partners and other stakeholders, and posted on the Microlinks website.¹ Also in the quarter, we drafted a full output plan for the remainder of this series and produced a draft of the second formal output—a shorter and more accessible brief based on the full methodological report.

2. **Best practices in community-based savings-led microfinance for youth/vulnerable children:** This topic was drafted into an RFA that was issued to the ASPIRES consortium before the end of the Q1 FY2014. In Q2 FY2014, the ASPIRES team formally reviewed all proposals received and selected IRC as the strongest respondent. Formalization of the subaward took place in the final month of the quarter, with full execution completion just after the end of Q2.
3. **Best practices in institutional savings-led microfinance for youth/vulnerable children:** This topic was drafted into an RFA that was issued to the ASPIRES consortium before the end of the Q1 FY2014. In Q2 FY2014, the ASPIRES team formally reviewed all proposals received and selected SEEP as the strongest respondent. Formalization of the subaward took place in the final month of the quarter, with full execution completion completed on March 27 (hence no substantive work under the subaward occurred in Q2).
4. **“Savings groups plus:”** This topic was delegated to the Research Utilization (RU) division within FHI 360. RU’s approach to the topic will center on an online toolkit, featuring both reposted and original synthesis materials to help define best practices for “savings groups plus.” Literature review and exploratory work on the toolkit began in Q2 FY2014, including several phone conferences with the ASPIRES team about progress and direction to the project. The final part of the quarter was spent developing a formal output plan, which was presented after the close of Q2 in mid-April.
5. **The State of Microinsurance:** This topic was drafted into an RFA that was issued to the ASPIRES consortium before the end of the Q1 FY2014. In Q2 FY2014, the ASPIRES team formally reviewed all proposals received and selected EPRI as the strongest respondent. Formalization of the subaward took place in the final month of the quarter, with full execution expected in Q3 FY2014.

HES Research Dialogues. In addition to the five technical guidance topics above, ASPIRES aims to take a leadership role in bringing together the diverse group of researchers and research in the area of household economic strengthening (HES). It will do so by supporting a variety of key opportunities for exchange and knowledge mobilization, which we group under the heading of “HES Research Dialogues.” This topic was drafted into an RFA that was issued to the ASPIRES consortium before the end of the Q1 FY2014. In Q2 FY2014, the ASPIRES team formally reviewed all proposals received and selected SEEP as the strongest respondent. Formalization of the subaward took place in the final month of the quarter, with full execution expected in Q3 FY2014.

OVC Training Series. Under the OVC commitment, ASPIRES will support a series of OVC-focused trainings for interested USAID Missions and their partners, with the goal of improving and disseminating economic strengthening interventions appropriate to orphans and vulnerable children. Work under this activity will include assessing training needs among USAID Missions, assessing and cataloguing existing trainings, developing at least two original trainings, and implementing at least two trainings. This topic was drafted into an RFA that was issued to the ASPIRES consortium in Q2 FY2014. Also in the quarter, the ASPIRES team formally reviewed all proposals received and selected Freedom from Hunger as the strongest respondent. Formalization of the subaward is expected in Q3 FY2014.

PMTCT TWG: The Economic Dimensions of Preventing Mother to Child Transmission of HIV/AIDS (PMTCT). This topic is also being led by the Research Utilization (RU) division within FHI 360. The activity will build on RU’s deep experience in PMTCT-related projects as part of its work on the

¹ <http://www.microlinks.org/library/vulnerability-assessment-methodologies-review-literature>

global health side of FHI 360. A literature review began in Q2 FY2014, followed by conferences with the ASPIRES team about progress and direction to the project. The final part of the quarter was spent developing a formal output plan, which will be due in Q3.

b) Activities Supported by Country Operating Plan (COP) Funds

Mozambique: Needs assessment/portfolio review

Mozambique was selected as the first site of field activities, based on the USAID Mission's early commitment to ASPIRES. The first activity planned there was a combined portfolio review and Social Protection review/training for USAID and key government stakeholders. For the portfolio review, a team of consultants led by Joan Hall and Maraxis NL carried out the fieldwork in the second half of January and start of February. All data gathering was completed on time and according to plan. Joan Hall delivered a draft field report to ASPIRES at the start of March, which the ASPIRES team incorporated into a larger synthesis report, including background and full analysis. The combined report was delivered to USAID on schedule at the end of March and awaits feedback.

For the Social Protection review/training, the subaward process with EPRI was delayed due to complications with local stakeholder engagement with the Minsitry on the ground. This will continue next quarter.

Cote d'Ivoire: Vulnerability assessment

In collaboration and in full agreement with the USAID Mission, ASPIRES has moved forward in Q2 with an ambitious, two-stage mixed-methodology for the vulnerability assessment. Major accomplishments in Q2 included drafting of protocols for both phases, securing internal FHI 360 IRB approval for the project's first phase, and issuing an RFA for local consultants to assist with the first phase.

Pilot activity for ES with sex workers: Another project requested for Cote d'Ivoire is a pilot/evaluation of integrated outreach services for commercial sex workers (CSWs). This project will build upon the findings of research into the financial lives of CSWs supported by the Gender TWG; as such, pilot planning will likely begin in the latter half of FY2014. No other activities last quarter.

Malawi: Pilot and evaluation on integrating ANC/PMTCT services with Savings Groups

As previously reported, Michael Ferguson traveled to Lilongwe in mid-December and represented ASPIRES at a planning meeting for this activity. However, the meeting failed to produce a consensus between USAID and CDC on some of the basic outlines for the activity. They continued their discussions on the activity through Q2, without direct involvement from ASPIRES. ASPIRES continues to await clarification of its role and the project's next steps.

Tanzania: Evaluation of the IMARISHA project

The two activities initially planned for Tanzania and outlined in the workplan have now been replaced by a single activity, evaluation of the IMARISHA project. The "Improving the Multi-sectoral AIDS Response to Incorporate Economic Strengthening for Households Affected by AIDS" Project (IMARISHA) is a large-scale, multi-sectoral program to improve the overall effectiveness of existing and new economic strengthening activities. The project will be ending at the close of the 2014 calendar year. USAID/Tanzania has requested assistance from ASPIRES to conduct an end-of-project evaluation for IMARISHA "to evaluate the extent to which the project achieved its objectives, assess the extent and quality of economic strengthening activities integrated into service-delivery programs and government policies, and discern current gaps, success and opportunities that should be considered by USAID/Tanzania and PEPFAR in future ES programming."

The evaluation is expected to focus on the operational relationships between IMARISHA and the implementing partners to which the project provided TA and training. However, the inquiries may include an exploratory look at impact for the ground-level end-users as well. The first SOW for this activity was received only in March, so Q2 included only a few first steps in planning. The ASPIRES team liaised with the USAID/Tanzania Mission and scheduled a planning visit to the country in May 2014.

South Africa: Savings-led Microfinance & HIV Education for At-risk Youth – TA & Evaluations

Working in collaboration with five South African implementing partners, ASPIRES will aim to reduce insecurity and vulnerability of OVC aged 15-18 with ES interventions. The project aims to provide a package of interventions that will center on the idea of ES plus HIV education, and may include the following components: savings groups or other savings-led microfinance, coupled with a savings match by a third party; financial education; entrepreneurial training; programs that target HIV and AIDS prevention as behavioral norms; gender-based violence prevention; and linkages to HIV testing, treatment, and support services.

Prevention education will be used as an essential strategy to make HIV prevention a way of life and will seek to build social norms that contribute to combating gender inequity and fatalism among the most vulnerable adolescent youth. This work will be coupled with a strong educational intervention that centers on general financial literacy, the value of saving for future education, and entrepreneur training. At the same time, the program will be targeting recipients of the South African Child Support Grant to encourage savings for tertiary education. The savings scheme will likely include a match, supported by a private sector partner. The overall goal is to assist these vulnerable adolescents to complete high school and then gain access to the money in the savings account (including the match) for further education purposes.

The work of ASPIRES will center on the provision of training and TA to the South African implementing partners, as well as ongoing support and quality assurance for the programs that follow. In addition, the activity will feature a major research program that includes rigorous impact evaluation, extensive process evaluations, and other components.

Like the Tanzania activity, the first SOW for this activity was received only in March, so Q2 included only a few first steps in planning. The ASPIRES team liaised with the USAID/South Africa Mission and scheduled a planning visit to the country in May 2014.

Additional COP Funds

The following three USAID Missions and associated projects were discussed as concepts in Q4 FY2013 but remained inactive through Q1 FY2014. None have advanced beyond concept stage as of the close of the quarter, though they remain in the portfolio:

- **Botswana**
 - Evaluation of SG programs
 - Cost assessment
- **Rwanda**
 - Evaluation of ES programs
- **Kenya**
 - Activity TBD

c) Activities Supported by the Displaced Children's and Orphans Fund (DCOF)

ES & Family Reintegration – Pilots & Evaluations

In Q2 FY2014, ASPIRES became aware of a commitment to the project from a new funding source: USAID's Displaced Child & Orphan Fund (DCOF). The aim of the project will be to produce guidance to

help enact ES-related programming to prevent unnecessary separation of children from families and to facilitate already separated children's reintegration into families.

The project will require two next steps:

- **Hiring and employment of a technical expert:** This expert will be employed by FHI 360 and will work with USAID/DCOF and the ASPIRES leadership to oversee the two field projects (below), including their related evaluation research. The technical expert also will provide global leadership in this emerging subfield. His/her role will include gathering, reviewing, and summarizing existing programming experience and guidance related to ES for prevention and reintegration, as well as findings from ASPIRES' own work, and disseminating all such knowledge through appropriate channels.
- **Two field projects in different regions:** Each of these projects will be designed to use multiple ES approaches to help prevent unnecessary separation of children from families and to support the reintegration of children into families. Each project will be expected to use and assess at least three economic interventions, such as: cash transfers, savings-led microfinance, business development skills building, agricultural training and support, or linkage to microfinance services. The projects will include rigorous evaluation and operations research to assess the impact, efficacy, and cost-per-beneficiary of the different interventions and pilot programs.

The Q2 FY2014 advancements on this projects included planning meetings and correspondence with DCOF representatives on project objectives and deliverables. The major work of the quarter consisted of drafting of the job description for the technical expert, in collaboration with DCOF. The hiring of the technical expert is seen as the pivotal first step from which workplanning and implementation will proceed. The JD was posted toward the end of Q2 FY2014.



Focus group in progress with savings-group members in Beira, Mozambique. (Photocredit: Maraxis, NL)

3.2 *HIFIVE Haiti Integrated Finance for Value Chains and Enterprises (Haiti)* Period of Performance: June 2009 – May 2014

Background

Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE) completed its first phase from 2009 to 2012 and received a two year extension until 2014 to continue 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. Although several of its objectives were completed during the first phase, HIFIVE's revised objectives for the final two years focus on two key elements of HIFIVE's work:

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

Objective 2: Support increased use of Information and Communication Technology (ICT), primarily mobile money.

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.

The Quarterly Report for HIFIVE is not due until mid-May. A revised QR will be submitted at that time.

3.3 *La Idea (Latin America)*

Period of Performance: October 2012 – September 2015

Background:

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.

Highlights from Last Quarter:

With the identification of the finalists and winners of the La Idea Business Pitch Competition during the previous quarter, this quarter focused on issuing the award grants, and monitoring activities. With the competition over, La Idea will also work with USAID to identify other opportunities to support small businesses of Latin America.

3.4 *LIFT II: Livelihoods and Food Security Technical Assistance II*

Period of Performance: August 2013 – July 2018

Background

In recent years, the President's Emergency Plan for AIDS Relief (PEPFAR) has demonstrated great leadership in integrating economic strengthening (ES) into the continuum of HIV care and support as well as HIV-prevention programming. Globally, the incidence of new HIV infections continues to decline, and antiretroviral therapy (ART) has become more widely available, prolonging life for people living with HIV (PLHIV) and greatly decreasing AIDS-related mortality. The advancement in ART provision has

had powerful positive impacts on extending and improving the quality of life for PLHIV, but at the same time has created more pressures for governments and communities with already scarce resources to provide ongoing care and support. More work remains to address the impact of the continuing pandemic on people's livelihoods and food security, especially in countries with both high HIV prevalence and high rates of malnutrition. Particularly in Africa, PLHIV face a constant challenge in their pursuit of food, nutritional and economic security. Therefore, LIFT II will continue to foster a systemic and market-driven approach that connects PLHIV to economic strengthening, livelihoods and food security (ES/L/FS) services at the community level, in order to improve their overall food, nutritional and economic security and strengthen adherence and retention in care.

The **Livelihoods and Food Security Technical Assistance II (LIFT II) project** will strengthen and expand activities initiated under LIFT I by systematically linking nutrition assessment, counseling and support (NACS) clients with community services in new contexts and in at least 13 countries over the life of the project (LOP). To fulfill its technical assistance (TA) mandate, LIFT II is specifically designed to provide evidence-based, gender-sensitive programming to improve household ES/L/FS support as a component of a continuum of nutrition and health care and support for vulnerable individuals and families. In order to achieve this goal, LIFT II provides TA to meet four key objectives:

- Improved access to ES/L/FS services for clinical health and NACS clients and families, through referrals and community support services
- Strengthened community services that provide ES/L/FS support as a component of a continuum of care for families
- Expanded evidence base for ES/L/FS programming impacts on health and nutrition, particularly with regard to retention in care, replicability, implementation at scale, cost-effectiveness and sustainability
- Provision of global technical leadership and strategic support to improve the quality of ES/L/FS programs and activities that support PEPFAR, Global Health Initiative (GHI) and Feed the Future (FtF) investments

Highlights from Last Quarter:

In the previous quarter, the LIFT II team made significant gains across a variety of focal areas. This section highlights actions to increase client outreach, advance on the scale of referral implementation, continue engagement with local stakeholders and with USAID Mission staff, and secure additional funding for new and existing country programs through country operational plan (COP) funding.

In response to USAID requests, the LIFT II team has developed an acceleration strategy that will rapidly establish bi-directional referrals between NACS sites, food aid and savings services. As described in the country updates below, the approach will significantly increase client outreach and the scale of LIFT II's geographic footprint in each country where the project is working. Unlike the systemic standard of care approach that is being implemented in sites like Balaka, Malawi and Kingabwa, DRC, implementation of the LIFT II acceleration strategy will now move quickly to establish referral systems prioritizing food and savings services, establishing a foundation for quick geographic expansion to many more sites and substantially increasing client outreach, while simultaneously setting the necessary components in place to build toward a more systemic model of care in the future.

As activities progress, LIFT II country teams are continuing to make headway by including a larger number local service providers into its network. During the last quarter more than 133 service providers participated in stakeholder meetings in Malawi, DRC and Namibia. Reports back from all meetings were extremely positive and reflected high levels of community buy-in towards setting in place referral systems that are community led, owned and managed. Stakeholders described their interest in facilitating referrals, servicing clients with economic strengthening (ES) services and being part of the greater LIFT II project network. LIFT II will build upon these networks in the coming months as client referrals are initiated across these and other countries.

The LIFT II team also submitted three proposals to Missions in DRC, Lesotho, and Zambia during this quarter. The COP proposals described the association between the level of funding and the anticipated level of project activity. Additionally, the notes embraced the accelerated and standard of care service delivery packages and how LIFT II complements other mission funded initiatives (i.e., Food and Nutrition Technical Assistance III [FANTA], Applying Science to Strengthen and Improve Systems [ASSIST] and SPIRES).

LIFT II Service Packages		
	Acceleration Package	Standard of Care Package
Client Identification and Referral	<ul style="list-style-type: none"> • Clients identified by clinical staff at NACS facilities • Clients are offered referral to food aid and/or savings services • Clients from savings groups are referred to NACS or HIV services, as needed 	<ul style="list-style-type: none"> • Clients identified by clinical staff at NACS facilities • Clients are assessed for poverty and food security using the diagnostic tool • Clients are referred to appropriate ES/L/FS service(s) • Clients from ES/L/FS services are referred to NACS or HIV services, as needed
Service Provision	<ul style="list-style-type: none"> • Rapid inventory of existing food aid and saving services conducted • Bi-directional referral agreements established with local: <ul style="list-style-type: none"> ○ Food aid centers/programs ○ Savings services ○ NACS facilities 	<ul style="list-style-type: none"> • Community service mapping implemented capturing the range of ES/L/FS services • Local service directory created • Referral network of clinical and community-based service providers established including: <ul style="list-style-type: none"> ○ ES/L/FS services ○ NACS facilities ○ Other key service outlets • Community-based referral coordinating organization identified and capacitated to lead referral coordination and data collection
Client Tracking	<ul style="list-style-type: none"> • Clients tracked using some or all of the following: <ul style="list-style-type: none"> ○ Referral cards ○ Registers and databases ○ Mobile data collection tools • System captures and reports on numbers of referrals made • Progress reports shared periodically • Changes in ART adherence and retention captured at community/district level in coordination with health facilities • Potential to conduct special studies to describe various aspects of the LIFT II proof of concept model including adherence and retention in care 	<ul style="list-style-type: none"> • Clients tracked using some or all of the following: <ul style="list-style-type: none"> ○ Referral forms ○ Registers and databases ○ Mobile data collection tools • System captures and reports on: <ul style="list-style-type: none"> ○ number of referrals made ○ number of referrals completed ○ household poverty and food security ○ client HIV status and ART adherence • Monthly/quarterly reports generated by referral coordinating organization and presented to referral network • Potential to evaluate outcomes and impacts of a systems approach particularly focusing on ART adherence and retention in care at client level • Special studies describe effect of systems approach and sustainability

Additional highlights from the last quarter included:

- Collaborated in the Nutrition Care, Support and Treatment (NCST) guidelines meeting in Malawi by developing and presenting a new section on establishment of clinic-to-community referral systems for inclusion within the guidelines;

- Expanded the number of sites and stakeholders in DRC, Namibia, Tanzania, and Lesotho to ensure that LIFT II can adequately keep pace with the expansion strategies planned by FANTA and ASSIST in these countries;
- Engaged with the newly appointed Nutritional Advisor for USAID/Southern Africa, Joan Matji, acquainting her with the LIFT II approach and our country portfolio and also arranged for a joint TDY in Lesotho in April and possibly another joint TDY in Malawi in May;
- Developed and demonstrated a mobile database using the CommCare platform for implementation in Balaka, Malawi;
- Trained data collectors on assessment tools and implementation of the organizational network analysis (ONA) and conducted the ONA in five sites across Tanzania and Lesotho;
- Conducted stakeholder workshops to present ONA outputs and to start a discussion around the development of a network of ES/L/FS providers in four sites across Namibia and DRC;
- Carried out a joint TDY with FANTA and ASSIST in DRC to scale up NACS Acceleration Model in Lubumbashi;
- Developed three technical notes on cash transfer and voucher programs which focus on (1) providing an overview of this intervention, (2) sharing best practices on implementation, and (3) gathering the emerging evidence base;
- Produced a technical process note around the ONA and how LIFT II uses this process to facilitate the creation of referral networks;
- Wrote 12 blog posts documenting our in-country experience, several of which have received additional attention by broader communication channels;
- Created a referral database and referral implementation training for Namibia sites

Country-focused activities and outreach:

- ***Democratic Republic of Congo:*** In the last quarter, LIFT II developed plans to accelerate the roll-out of its referral model to additional sites in Kinshasa and Katanga. LIFT II's projected implementation in 28 sites includes the addition of 10 sites in Kinshasa and 16 total sites in Katanga through FY 2015. LIFT II is adhering to the complete standard of care service package in the Kingabwa, Kinshasa site; however, LIFT II will implement an accelerated model focused on linking clients principally to savings and food aid services in the remaining 27 sites.
- ***Lesotho:*** Substantial progress has been achieved in Lesotho during this quarter. LIFT II submitted a COP request to the USAID Mission for \$250,000 to continue the expansion of its work in two of the three NACS districts. The project also continued to make strides in the implementation of our roll-out model working in cooperation with the USAID/Lesotho bilateral program, Building Local Capacity (BLC) led by Management Sciences for Health (MSH), to conduct the ONA in the Mohale's Hoek and Thaba-Tseka NACS districts.
- ***Malawi:*** During the last quarter in Malawi, LIFT II made significant strides toward implementing the referral system in Balaka and developing an acceleration plan for other districts within the country.
- ***Namibia:*** This quarter LIFT II completed several necessary steps toward the development of referral networks in Namibia. ONA data collection was finalized in January and data analysis was completed in the two sites. Thirty-five service providers identified in the Katutura site, which covers the catchment area of Katutura State Hospital and Katutura Health Centre; twenty service providers were identified in the Engela site, which covers the catchment area of Ongcha Health Center and Engela Hospital. Data analysis generated several products including geographic network maps, referral service directories, and sociograms which visually depict different types of relationships between the service providers in each site.
- ***Nigeria:*** There was no progress on this activity during this quarter. LIFT II communicated with USAID Nigeria but has not received any feedback from them with regards to a potential time frame for a planned high level TDY.
- ***Tanzania:*** This quarter marked progress for LIFT II on several important milestones to strengthen ES/L/FS linkages as part of NACS in Tanzania. The onboarding of short term staff Lilian Tarimo and

Grace Mbena in January facilitated consistent in country capacity resulting in the launch of activities in Iringa Region and coordinate with local partners. Recruitment for the full-time position based in Dar es Salaam was completed, top candidates were selected, and a plan to ensure continuity of staffing all were put in place by the end of March. Placing this key position in the capital will promote delivery of high quality and well-coordinated LIFT II TA that also ensures relevance and utility beyond the region. LIFT II will supplement this with resourcing regional assistance through consultants and partners to ensure activities are adequately supported at the regional and site levels.

- **Zambia:** In coordination with FANTA and ASSIST, LIFT II responded to the Mission's request for COP funding information in February. The submission outlined planned activities for FY2015, including on-the-ground support in both Kitwe and Mansa districts to accelerate client outreach and establish referral linkages between NACS facilities and community-based ES/L/FS services. In March, LIFT II provided inputs into a memorandum of understanding (MOU) requested by the Kitwe District Medical Officer, which outlines the role and activities of each of the NACS Acceleration partners including LIFT II, FANTA and ASSIST. In March, LIFT II also furthered discussions with World Visions/Zambia, which is expected to lead LIFT II activities in Zambia. Discussions centered on key anticipated activities to accelerate access to ES/L/FS services for NACS clients through referrals and support to strengthen the capacity of community-based service providers, which would be possible with the award of COP funding, as well as planning for a rapid programmatic and operational start-up.

Global Technical Support:

Other country-specific activities included:

- **DRC:** LIFT II continued to deepen its collaboration with CARE as well as other core PEPFAR partners including ProVIC, EGPAF and ICAP.
- **Lesotho:** LIFT II continued to deepen its collaboration with BLC, core PEPFAR partners and more than 10 local implementing partners, and different government touch points such as the Ministry of Health, Ministry of Social Development, and Ministry of Agriculture.
- **Malawi:** LIFT II worked closely with CARE to set in place an acceleration plan that would connect their extensive networks of village savings and loans groups with clinics and PLHIV and establish bi-directional referrals.
- **Namibia:** Staff are continually updating MOHSS officials and working to integrate key project activities into MOHSS work plans to build ownership and sustainability. Additionally, they are preparing for the handover of project materials to MOHSS and ARP in quarters 3 and 4.
- **Tanzania:** LIFT II has worked with officials from TFNC in Iringa and integrated with the cluster of NGOs currently working in that region.
- **Zambia:** LIFT II is exploring ways to work with the other NACS acceleration partners, especially PCI, to maximize the current funding.
- **Côte d'Ivoire:** LIFT II began discussions with FANTA on potential collaboration in country and will continue to coordinate activities in the upcoming quarter.
- LIFT II continued to actively participate in the PHFS network attending a one-day training held in Washington DC and participating in all of the calls convened by the network. The team has also been closely following the advancements of PHFS activities in each of the respective countries.

Learning and Knowledge Management:

- **KM Plan:** A knowledge management (KM) plan was developed and finalized by the LIFT II team. The plan was designed to align with the overall LIFT II objectives, identifies four knowledge themes derived from the LIFT II project, builds upon the existing network of ES/L/FS experts and partnerships, states clear mechanisms necessary to implement the strategy objectives, and provides opportunities to harness and disseminate new approaches to ES/L/FS service delivery for HIV

positive and vulnerable populations. The plan provides rubrics and procedures to facilitate efficient document review and feedback and point persons for various stages of the process.

- **LIFT II Website and Resource Dissemination:** In this quarter, project staff continued to produce engaging content for routine posting on the project website. A total of 12 blog posts around topics varying from M&E, country updates and technical process overviews, were developed by team staff both in headquarters (HQ) and in the field. Additionally, a total of seven new technical resources (reports, publications, technical notes, etc.) were posted and disseminated through various channels including Twitter, Microlinks, and the FHI 360 Degrees blog. The number of countries that accessed the project website (www.theliftproject.org) increased from 55 in FY 2014 Q1 to 71 in Q2. Both the number unique hits and new visitors to the site saw an increase of over 60% from Q1 to Q2.

3.5 LENS: Local Enterprise Support Activity (Jordan)

Period of Performance: December 2013 – November 2018

Background

The USAID Jordan Local Enterprise Support activity (LENS) is a \$49.5 million, five-year project that will assist micro and small enterprises (MSEs) to grow their businesses and create job opportunities, while developing an inclusive enabling environment for economic development in selected municipalities. Its primary components include:

Support to MSEs, particularly among underserved populations, will promote their ability to:

- Identify and capitalize on business opportunities.
- Recognize and meet market demand.
- Contribute to more inclusive networks.
- Benefit from economic growth.

Local Economic Development (LED) initiatives will:

- Increase clarity in the institutional, legal and financial aspects of municipal governance.
- Improve municipal government capacity to promote economic growth.
- Enable municipal leadership to effectively pursue development plans.

To ensure the achievement of LENS goals, the activity is organized to work in the following two components:

1) Promote growth and job creation among Micro and Small Enterprises (MSEs)

- **MSE Policy** – supporting a conducive policy environment that facilitates the ability of micro and small firms to produce, transport, market, and sell efficiently and at competitive cost.
- **MSE Competitiveness** – driving activities based on end market demand and concrete economic opportunities to strengthen horizontal and vertical linkages between firms, while improving the ability of stakeholders to implement investments.
- **MSE Access to Finance** – enhancing MSE access to a wide variety of financial products and services tailored to their needs, through increased provision of products and services by financial service providers and improved MSE awareness of them.

Through consultation within selected municipalities and an understanding of opportunities and constraints, LENS will engage in sectors with emerging, or high, growth potential. Sectors may include tourism, food distribution, retail, logistics and transportation.

2) Build the capacity of local governments to develop and implement competitiveness strategies that result in economic growth and increased investment

- **National Policy** – improving policies, regulations, and administrative procedures to strengthen the ability of municipalities to facilitate the growth of micro and small enterprises.
- **Local Government Planning** – strengthening capacity of local government leaders to implement economic development initiatives, through streamlined communications with national government actors, clearer lines of authority, and improved abilities to value and market the assets and investment opportunities in their municipalities.

The LENS approach will combine rapid implementation of initiatives that build trust with local partners and municipalities with the establishment of an evidence-base to set the stage for long term, sustainable change.

LENS will also include a **\$10 million grant fund** that will:

- Promote innovative activities.
- Encourage new institutional collaborations.
- Strengthen business service providers and local industry/trade associations.
- Foster entrepreneurship.
- Enhance local businesses ability to participate in mature value chains.

The activity will immediately begin operations in East Amman and throughout Year 1 will expand into underserved municipalities within Irbid, Zarqa and Tafileh. The program may identify additional Governorates and municipalities to receive support by the end of this first phase. LENS will seek to leverage activities across the USAID portfolio and with other donors sharing similar development objectives. The LENS team brings expertise in implementing pilot projects for near term demonstration effects and long term scale-up, establishing effective dialogue and engagement with local partners, and the tailoring of international best practices to the local context. Through a commitment to Collaboration, Learning, and Adapting, LENS will continuously review performance, assess impact, and revise course as necessary.

Major Activities Last Quarter

Last quarter, USAID LENS focused on the mobilization of key personnel to the field; recruitment, hiring, and on-boarding of local staff; procurement of office equipment and project vehicles; identification of both short- and long-term office space; and establishment of letters of authorization with international partners ICMA and MEDA. In addition, much of USAID LENS' effort during the first quarter was spent introducing the project to key stakeholders and relevant personnel from Ministry of Interior (MOI), Ministry of Municipal Affairs (MOMA), and Ministry of Planning and International Cooperation (MOPIC) at the national, governorate, and municipal levels. USAID LENS also initiated engagement with relevant donor and Government of Jordan (GOJ) funded programs and private sector organizations.

Among the highlights and achievements of the quarter, were the drafting and finalization of the first round of deliverables, including Phase I of **Sector Selection**, the **Financial Sector Assessment**, the **Communications and Outreach Strategy**, the **Database/Knowledge Management System (KMS)**, and the **Grants Manual**. USAID LENS began the process to map current and recent activities supported by USAID, GOJ, and other donors operating in Jordan in technical areas related to USAID LENS and to develop a working database of this information. In addition, a gender specialist consultant was hired to draft the Gender Analysis and Strategy, and an M&E specialist consultant was hired to design the M&E Plan.

Other highlights of activities during the first full quarter of the activity are presented here:

Rapid Start-Up: During the first three months of the USAID LENS Start-Up Phase, the project team has largely been formed and documents guiding the strategic and operational direction of the project have

been developed (or significantly advanced). The initial groundwork was laid for undertaking important activities to get the project off the ground, with emphasis on meeting the strategic requirements and immediate needs of USAID and the Government of Jordan counterparts.

Stakeholder Engagement: Initial meetings held with USAID, MOI, MOPIC, MOMA, the East Amman, Zarqa and Irbid Governorates, Central Bank of Jordan, and other key stakeholders to receive their input into the project. Meetings were also held with recent and existing donor-funded projects (e.g. USAID JCP, USAID CEP, USAID JTD, CDRF etc.) and other donors (e.g. UNDP, EU, GIZ, World Bank, IRI, etc.) to identify areas for coordination and avoid overlap.

Mapping of current and recent activities supported by USAID, GOJ, and other donors: USAID LENS began the process to map current and recent activities supported by USAID, GOJ, and other donors operating in Jordan in technical areas related to USAID LENS and to develop a working database of this information. The document provides the project name, description, time frame, financial amounts, governorates and contact information, as available. USAID LENS will use this information to ensure coordination, avoid overlap, and identify “quick win” activities across the spectrum of existing programs. As an ongoing activity, this information will be updated as projects start, end, and evolve.

Selection and verification of Year One Sectors: During the quarter, USAID LENS drafted Phase I of project Sector Selection, identifying four sectors at the 2 digit ISIC code with high potential to meet GOJ and USAID priorities in Amman, Irbid, and Zarqa. The selection—tourism and hospitality, food processing, transportation/logistics and automotive repair, and information communication and technology (ICT)—was based on a review of available data and relevant reports from the Jordan Department of Statistics (DOS) 2006 and 2011 Economic Census, Central Bank of Jordan (CBJ) data, and World Bank; discussion with economic and sector-specific experts; and review of potential sectors with USAID, the USAID LENS Team identified.

Gender Strategy: USAID LENS began the process to develop a full gender action plan to identify program-relevant gender challenges and opportunities, describe their approach for addressing gender issues, and provide relevant performance indicators to measure their achievements. The analysis is intended to strengthen project understanding of the gender dynamics at work, and to increase gender inclusion in micro and small enterprise growth and in strengthening local government capacity to support private sector growth, including collaborating with government through public-private engagement. In March, USAID LENS hired a Gender Specialist Consultant to lead this process.

City Selection: During the quarter, the LED Team met with MOPIC, MOI and MOMA and the governors of the targeted governorates of Amman, Zarqa and Irbid, in addition to a number of district leaders and mayors within those governorates, to introduce the program and to learn more about the challenges and opportunities related to LED at the local government level. Through these meetings, USAID LENS obtained additional data about each governorate as well as opinions about which districts/municipalities the project will focus on. These meetings also informed the LED component team about some of the parameters associated with potential programming needs and the considerations associated with the city selection process, which will continue in the next quarter.

Preliminary Assessment of Governorate Priorities: Following the presentation of the project to national ministry partners, meetings were arranged in each of three participating governorates (Irbid, Zarqa and Amman) where the objectives of the project were presented and where there was a preliminary identification of the governorate priorities regarding economic growth efforts. The preliminary framework for city selection within the governorates was presented at these meetings.

Updated Analysis and presentation of LED Barriers: As part of the ongoing donor engagement carried out by the LED Team, an updated analysis that determines the overall economic, political and social

barriers, including gender relations, to local economic development will be carried out by the LED Team, with support from short-term consultants. The initial design of this activity was begun during the quarter.

LED Networking and Knowledge Sharing: USAID LENS will create a network of engaged and invested municipalities and LED professionals among project stakeholders where LED best practices and implementation efforts can be shared (i.e. LED thematic workshops, case studies, peer-to-peer dialogue, etc.). Specifically, the project will convene meetings of municipal officials that are working on similar topics to share their approaches, discuss how they overcame challenges and identify how they might be able to further collaborate. It is also important to mention that the project will try to identify best practices in LED from within Jordan or from municipalities from other countries facing similar challenges (lack of resources, poor coordination amongst different levels of government, inadequate skills of municipal employees, etc.). In support of this activity, a working group was launched to allow project staff and key internal stakeholders working on the LED component project to share internal documents related to LED best practices and analysis of challenges and opportunities for the project. Members of the LED Team began gathering case studies and best practices from other technical assistance projects, both from within Jordan and internationally. And, as part of the orientation and project Start-Up Phase, members of the LED Team contributed to the design of internal and external websites that will be used for LED knowledge sharing.

3.6 MMAP: Mobile Money Accelerator Program (Malawi)

Period of Performance: October 2012 – May 2015

Background

As part of the USAID Forward initiative, the USAID Mobile Solutions team is working with nine Missions including USAID/Malawi to develop distinct mobile money programs that will accelerate financial inclusion, root out corruption, empower entrepreneurs and unlock the potential of the private sector. From a demand, supply and regulatory perspective, the market in Malawi is ready for this leap. The MMAP program will support and advance the growth of mobile money in Malawi through a series of coordinated interventions that include strategic pilots as well as targeted technical assistance to key public and private sector stakeholders.

The primary objectives of this project are:

- test platforms and models for increasing mobile money enrollment and adoption, focusing on select unbanked or under-banked market segments (i.e. such as farmers, day laborers, and social welfare recipients)
- enhance product development and service delivery through the creation of dedicated transaction environments for service providers to test and modify their offerings
- disseminate lessons learned for a more comprehensive evidence base for mobile money acceleration.

MMAP technical assistance will include assessments of the market, regulatory framework and the current mobile money ecosystem in country. MMAP will also provide technical assistance to and facilitate partnerships within the active Mobile Money Coordinating Group. This group's members include mobile network operators, USAID, the World Bank, and key stakeholders in the local banking sector.

Based on research outcomes MMAP will identify a select number of pilot activities for mobile money deployment. Through a phased grants design and execution process, funding and technical assistance will be provided to local implementing partners selected to execute these pilots.

Progress this quarter:

MMAP completes semi-annual reports rather than quarterly reports, as per that cooperative agreement's terms, therefore this submission includes major highlights for the period October 2013 – March 2014.

- **Pilot: Cash Transfer Payments for Social Welfare Recipients:** MMAP worked with Oxfam and Concern Worldwide in sensitizing and training cash transfer beneficiaries on mobile money and financial literacy. A total of 1,289 cash transfer beneficiaries (715 females and 574 males) were trained in Kasungu and Mchinji. Following the training, MMAP received feedback from beneficiaries indicating that they were completing mobile money transactions more frequently, especially by cashing-out their money from local mobile money agents instead of waiting for mobile money super agents who come periodically from urban areas.
- **Pilot: Agricultural Value Chain:** MMAP has been developing a pilot with Exagris Africa to transition to mobile money for the payment of salaries for its estate wage earners in Mchinji. Exagris Africa is engaged in commercial farming of soy beans, maize, groundnuts and chilies. The pilot will target up to 1,500 employees. It is planned that the pilot will run for six months with the first salary payments via mobile money to be done first week of May 2014.
- **Pilot: Agriculture Voucher Distribution/Redemption:** Jointly with the African Institute of Corporate Citizenship (AICC) and Government's Ministry of Agriculture, MMAP piloted an electronic voucher system to address some of the challenges facing the Farm Input Subsidy Program (FISP), Malawi's large scale state-sponsored food security program. The 49,693 beneficiaries of the pilot (against a 52,183 target) in six districts have successfully redeemed seeds (maize and legumes) using the e-voucher platform. 49,693 beneficiaries is equivalent to 99,387 e-vouchers. Despite the vastness and political nature of the program, MMAP has, in partnership with AICC and the Ministry, successfully managed to realize 95.23% redemption rate. This percentage represents excellent performance and has therefore indicated possibility of performing better with well-synergized seed supply. The remaining 4.77% failure comes from seed supply challenges. In many cases, farmers did not get the seed of their preference. Seed supply is a chronic challenge and the Ministry is well aware of the challenges and intends to work with the seed companies to see how they situation can be improved.
- **Pilot: Micro Loan Program with The Hunger Project:** MMAP made some significant progress with the Hunger Project pilot. This pilot aims to target 200 micro-loan recipients who will receive their loans from Hunger Project via mobile money. During the reporting period, MMAP provided subsidized mobile phone handsets to 186 pilot participants (123 females and 63 males). Beneficiaries were then trained on mobile money and financial literacy in November 2013. In March 2014, Hunger Project made the first micro-loan disbursements to the first 13 people via mobile money. A total of MWK497,400 (approximately USD\$1,250) was disbursed to participants.
- **Agent Network Capacity Building:** Mobile agent networks have been identified as a key capacity gap in the ecosystem for mobile money. Many mobile money agents, regardless of their affiliation, have issues of liquidity, among other issues, including lack of familiarity with incentives, fees, etc. MMAP intends to scale up assistance in the area of agent network capacity building. MMAP will organize agent network capacity building workshops (where key stakeholders are provided and trained on the use of agent liquidity models) and agent sharing workshops to connect and provide information to non-exclusive mobile money agents in the target areas.
- **Public Awareness and Outreach Campaigns:** MMAP includes a focus on raising public awareness as a foundation for other work plan activities as well as a means to create demand for mobile money, and therefore began to design and implement a national public awareness



Some of the mobile money agents that participated in money agents experience meetings in Mzimba District. Photocredit: MMAP

campaign. The campaign will utilize a mix of both national level messaging (i.e. TV and radio) as well as event focused messaging (i.e. road shows, National Agriculture Fair, etc.). While this campaign will have a national focus, it will concentrate on the six MMAP focus districts of Blantyre, Mangochi, Lilongwe, Mchinji, Mzimba and Rumphi. The campaign will also account for external influencing factors such as the election period, rainy season, and planting season and utilize the forms of media/outreach that will be most appropriate and have the most reach and impact given the external influences. The campaign will be executed in English and Chichewa, with an emphasis on Chichewa in peri-urban and rural areas. The service provider will be expected to design and test messages both at the national level as well as in specific target areas prior to a full launch of the campaign. They will also be expected to work with the service providers (i.e. mobile network operators, MNOs) to ensure they are designing complementary messages and building off of their efforts.

- **Financial Literacy Training:** During the reporting period, MMAP conducted mobile money and financial literacy training/sensitization for 1,438 people (846 females and 592 males) for the social cash transfer beneficiaries and Hunger Project pilot micro-loan recipients. The social cash transfers are implemented by Oxfam and Concern Worldwide in Kasungu and Mchinji respectively. MMAP trained the social cash transfer beneficiaries through a partnership with Airtel. In addition, over 3,000 people were sensitized on mobile money through interactive theatre in Blantyre and Ntcheu during the training for Hunger Project pilot participants. In March 2014, MMAP also trained 20 village savings and loan (VSL) community agents in Mchinji on mobile money. The VSL community agents were then going to train VSL group members on the use of mobile money. MMAP also finalized development of the financial literacy manual that includes a component on mobile money. Copies of the manual will be distributed to various NGOs and institutions as a resource for mobile money and financial literacy training.
- **The Mobile Money Coordinating Group (MMCG):** The MMCG was established in December 2011 (prior to the launch of MMAP). Its primary purpose is to convene relevant stakeholders from the public and private sector as well as donor governments and institutions to create a forum dedicated to addressing issues pertaining to the development and expansion of a mobile money sector in Malawi. Specifically, the MMCG allows donors to present updates to fellow members for input regarding existing or planned activities to stimulate the mobile money sector, such as: national public awareness campaigns, targeted mobile money pilots, and financial literacy/training with a dedicated mobile money component solicit member input. The MMCG also allows private or public sector members to table specific topics for general discussion or to seek clarification from an individual member (e.g. Reserve Bank of Malawi, Ministry of Finance, MACRA). Additionally, through its role as General Secretariat to the MMCG, FHI360 is able to disseminate lessons learned and best practices from other markets to members. The MMCG met three times during the reporting period: October 2, 2013, November 18, 2013, and February 21, 2014. Charles Kamoto of TNM chaired the October MMCG session, which had 154 people in attendance, not including 3 observers from Bankable Frontiers Associates. During the meeting, each organization represented provided updates to the group with the primary focus on current and planned mobile money service deployment activities and the status of relevant legislation and regulation.
- **Interoperability:** There are multiple types and levels of interoperability that can develop in a market with respect to mobile money, or mobile financial services more broadly. They can be categorized as follows: 1) e-money platform to e-money platform; 2) agent level interoperability; 3) e-money platform to other payment platforms (e.g. core banking platforms or card-centric payment platforms such as VISA); 4) customer level interoperability (ability to access any e-wallet product from one SIM); and 5) cross-border platform interoperability (permitting e-transfer/-payment reconciliation between domestic and international parties, typically for sending or receiving remittances). With the procurement and impending launch of a new national payments switch (NatSwitch), a process led by the Reserve Bank of Malawi (RBM) with funding and technical support from the World Bank's FSTAP vehicle, RBM has expressed its commitment to granting access to non-banking financial institutions (e.g. MFIs) and other parties traditionally not associated with the financial sector (e.g.

MNOs). The participation, especially, of MNO-led mobile money services in NatSwitch will effectively ensure interoperability on a platform level. That said, the terms of membership or access set forth in NatSwitch's operating agreement and the technical requirements for other platforms to plug into and process transactions will fundamentally shape the willingness and capacity of non-bank players to participate in the switch over both the near and long term. At the request of RBM, MMAP is undertaking additional research into how the current structure of the NatSwitch operating agreement and technical platform requirements will impact participation of interested non-ban parties and potential for achieving broad interoperability.

3.7 *mSTAR: Mobile Solutions Technical Assistance and Research (Global)* *Period of Performance: October 2012 – September 2017*

A. Background

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 over 20 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.

In the second quarter of mSTAR's Year 2, project staff partnered with USAID's Mobile Solutions Unit and Missions in Bangladesh, Mozambique, and the Regional Development Mission for Asia (RDMA) to accelerate the adoption of mobile solutions and build the capacity of USAID staff and implementing partners to develop and utilize mobile technologies. In **Mozambique**, mSTAR continued the partnership with Innovations for Poverty Action (IPA) to complete data collection for the mAgri study. Data analysis from the study is ongoing and the final analysis is anticipated to be complete in the upcoming quarter. Also in Mozambique, mSTAR partnered with the University of Cape Town (UCT) to initiate start-up activities for the mVaccination study. The upcoming quarter will see the full roll-out of the mVaccination baseline. In **Bangladesh**, the mSTAR team focused on revising the Bangladesh activity work plan, M&E plan and budget to absorb new funds made available by the USAID Mobile Solutions unit and USAID/Bangladesh. In addition, mSTAR led a technical workshop for 13 USAID implementing partners and finalized fixed obligation grants with two USAID implementers (Dnet and WorldFish) to switch from cash payments to mobile money transfers. With **RDMA**, in January 2014, the mSTAR team partnered with OpenRevolution to implement a one-day mobile solutions forum and a four-day mobile solutions workshop for USAID staff in Bangkok, Thailand. To accompany the workshop, FHI 360 and OpenRevolution developed a comprehensive handbook for USAID staff on integrating mobiles into development projects. A final version of the handbook (incorporating feedback from workshop participants) will be released in the upcoming quarter.

In January 2014, mSTAR released an RFA for innovative grants to support mobile solutions for development. This is the final round of the solicitation for concept notes that was released in late July 2013. Of the 20 shortlisted ideas, 11 were submitted as full concepts by the February 24 deadline. The applications were reviewed by the mSTAR team, and currently awaiting a decision on funding given the budget reallocations happening concurrently with the launch of the Global Development Lab.

During the quarter, mSTAR also facilitated several events with the Mobile Solutions team in Washington, DC including the locally relevant content roundtable (March 18 – 19), USAID's first "Tech Thursday" event (March 20), and the Vital Wave/USAID learning event on transitioning to mobile payments (March 20). Work continued on the mData and mMoney toolkits and the mMoney toolkit is expected to be complete in the upcoming quarter. mSTAR also continued to work with the mAccess team in Mobile

Solutions to define their needs and objectives in the development of a scope of work for the design of a diagnostic tool that can be used by USAID Missions to assess how to invest in and strengthen the “building blocks” of a robust mobile ecosystem, and how to integrate mobile technology into programs as a way to strengthen or accelerate development outcomes.

B. Next Steps

mSTAR Bangladesh:

- Hold Dhaka-based technical workshop and at least one district level technical workshop for implementing partners.
- Publish at least two infosheets and two mobile money snapshots.
- Publish first newsletter on updates related to MM in Bangladesh for key stakeholders including IPs.
- Invitations to possible members will be sent out and the proposed terms of reference will be finalized. If scheduling permits, we will also hopefully hold the first coordinating group meeting.
- The first two grants (implemented by Dnet and WorldFish) will begin implementation.
- Launch the second round RFA for USAID/B agriculture and health IPs.
- mSTAR grantee capacity building on M&E activities will be finished.
- Baseline data collection (both from USAID IPs and mSTAR Grantees) will be completed. Prior to that field testing of baseline questionnaires will be ensured.
- Baseline data analysis and a comprehensive ‘Baseline Report’ will be finalized by the upcoming quarter.

mSTAR Mozambique:

- FHI 360 will draft a joint branding and marking plan which will encompass the three donors for the study. This will be circulated and vetted with all parties.
- mSTAR will await notice on next steps for the mobile usage survey, and commence planning should approval be received.

mSTAR RDMA:

- mSTAR will work with RDMA and the Mobile Solutions team to design follow-on activities to complement the training, handbook and grants.

mData Activities:

- mSTAR and the mData team will continue work on the Nigeria case study, and anticipate that the study will be completed next quarter.
- The consultant for the Uganda case study will be fully contracted in Q3 and travel to Kampala in late May/early June.
- The ethnography study will be contracted in April, and work will commence in May.
- mSTAR and USAID will launch a series of initial events with key committed stakeholders around the ICT4D Principles, which will inform the development of a full public campaign over the next year.
- Contracting with TechChange will be finalized, and the mData course is planned to launch on May 12, 2014.

Core Activities:

- A KM and Communications work planning session has been scheduled for early April 2014, from which a schedule of blogs, webinars, and convenings will be developed.

3.8 P3DP: Public Private Partnerships Development Program (Ukraine)

Period of Performance: September 2010 – September 2015

Background

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.

P3DP plays a key role in advancing USAID's Country Development Cooperation Strategy and its Global Climate Change and Development Strategy in Ukraine. P3DP's primary goal, the development of an environment conducive to public-private partnerships (PPPs), is an essential tool that enables public-sector entities to partner with private-sector companies for the provision of public services and infrastructure. When properly structured, PPPs not only improve the quality of services, but also contribute to the mitigation of global climate change by increasing the use of renewable energy, improving energy efficiency, and introducing environmentally responsible policies and practices. Furthermore, they attract private investment and spur economic growth. P3DP's work is helping the Government of Ukraine apply these mechanisms to achieve these important developmental objectives.

P3DP's approach is summarized in the graphic below. P3DP works with government partners, the business community, USAID and other donor funded developmental projects, international financial institutions, NGOs, and other stakeholders to improve legislation, establish institutional support, develop needed capacity, and guide selected, replicable pilot PPP transactions from concept to implementation. This multifaceted approach creates the environment and instills the knowledge and skills necessary for



municipalities and other government entities to mobilize private-sector finance and expertise to improve infrastructure and public services through economically viable, replicable PPP projects that accelerate climate-resilient, low-emission economic development in Ukraine. Because the use of PPPs has been included in Ukraine's National Economic Reforms Program for 2010-2014, P3DP expects their important application to continue throughout the P3DP project period and beyond.

Key Achievements in the Last Quarter:

Events in Ukraine during the last quarter triggered fundamental changes that will profoundly change Ukraine's future. The protests that began in November 2013, when President Yanukovich unexpectedly backed out of a highly-anticipated association agreement with the European Union, grew continually stronger and more violent until the eventual ouster of the government on February 22, 2014. An interim,

pro-reform government took its place and set a presidential election date of May 25, 2014. Russia reacted almost immediately by seizing Crimea and instigating separatist violence throughout eastern Ukraine.

The outcome of this ongoing crisis remains uncertain. However, barring a full-scale Russian invasion, Ukraine is likely to continue on a reformist path. The country cannot survive without significant support from international financial institutions and donors to stabilize and develop its economy, democratic and legal foundations, and civil society. This aid requires serious reforms, especially to tackle corruption in the energy sector and public procurement practices. In addition to addressing key infrastructure and public service needs, PPPs have much to offer in support of the new government's reform agenda, as does the process of improving the regulatory and legislative framework needed for their successful development.

P3DP adjusted activities as the crisis unfolded throughout the crisis. As Yanukovich's government grew more aggressive and violence increased, it was necessary to curtail assistance and cancel or delay many events. During January and February, the P3DP team had to:

- maintain only the minimum communications needed with government agencies and departments to ensure PPP policies and legislation continued to improve;
- suspend support of PPP conferences and other public events initiated by GOU agencies;
- suspend the conducting of study tours, workshops and other training focused on national level GOU staff and management;
- maintain communications to ensure successful processing of PPP proposals/feasibility studies that have been submitted to the MOEDT's PPP Unit and the Ministry of Finance;
- increase communications with NGOs and educational institutions interested in offering PPP trainings to current or future government and business leaders;
- increase cooperation with American Chamber of Commerce and other business associations; and
- continue the process of developing PPP pilots currently in P3DPs portfolio.

Upon the reformist government assumption of power in late February, P3DP quickly built bridges with Minister Sheremeta of the Ministry of Economic Development and Trade and his team. P3DP also increased cooperation with the Ministry of Regional Development, Construction and Housing and Communal Services of Ukraine and the National Project Agency. The level of support and cooperation with many partner municipalities resumed to previous levels, with the exception of Zaporizhia where the situation changes regularly. Other highlights of progress this past quarter are presented below.

Improving the Legislative and Policy Framework: During the month of March, P3DP began to support implementation of the new Government of Ukraine's "100 steps in 100 days Action Plan" and made further progress in improving the PPP legislative and regulatory framework needed to establish PPPs in Ukraine. Actions included:

- Advocated for passage of amendments to resolutions P3DP developed to improve the framework for PPP legislation, regulation, and institutional policy. Specifically:
 - Resolution #384, *Selected Issues of PPP Project Implementation*: simplifies PPP financial appraisal procedures, public procurement policies, transparency measures, and project preparation
 - Resolution #756 *On Licensing for Selected Types of Business Activities*: clarifies which types of documents are necessary for licensing in line with PPP Law.
 - Resolution #232 *On Approval Methodology for Risk Assessment and Management of PPP Projects*: provides for a newly-created methodology based on indices and indicators widely used in international business.
- Provided recommendations and proposals to improve a Cabinet of Ministers Decree on concession fee calculation methodology, which will make concessions more attractive for investors;

- In collaboration with the World Bank Group, began an analysis of legislation relevant to transport PPPs in general and specifically to the Kiev Ring road. P3DP's review and recommendations, which cover the public procurement law, the road concession law, and the PPP law, will be completed next quarter.

Building Knowledge and Capacity: P3DP provides representatives of municipal, regional and national government bodies access to PPP knowledge and skills, enabling them to more effectively partner with the private sector. Because of conditions arising from the protests, many planned events were delayed, including training and study tours. During this period, P3DP:

- Counseled and advised the MOEDT and the PPP Unit staff members in drafting PPP-related resolutions and processing submitted PPP project proposals;
- Prepared materials for future PPP workshops, including “training-of-trainers” workshop;
- Published a white paper: *Public-Private Partnerships in Agriculture: International Lessons Learned & Prospects for Ukraine*;
- Conducted a survey to measure the impact of P3DP's stakeholder communications, capacity building efforts, and PPP project development in pilot cities. Survey results indicate that knowledge of PPPs in general and the benefits they can bring to public service delivery has significantly improved since 2011 when a baseline was established.

All publications are available on the P3DP website at: <http://ppp-ukraine.org>

Pilot PPP Project Development: At the municipal level, despite the ongoing crisis, P3DP continued to develop pilot PPP projects in key sectors such as renewables and energy efficiency, solid waste management, parks and recreation, healthcare, transport, and education. The process is improving local governance and public services while having a positive impact on greenhouse gas emissions and improved energy efficiency in Ukraine. In addition to helping identify legislative and regulatory constraints constraining PPPs, the process identifies constraints impeding economic development.

Significant developments during Y4Q2 included:

- Kyiv's city administration signed a PPP agreement with the Kyiv-based firm Misto Sportu Ltd. to operate a sports and recreation facility;
- The Malyn Municipal Heating with Alternative Fuel PPP went to tender;
- The Vinnitsa SWM and Landfill Gas Utilization PPP was approved and is expected to go to tender in May 2014;
- Work on the cost & engineering design report for the Lviv Parking Management project, was begun and will be completed in May 2014; and
- The Urban Park Renewal PPP in Simferopol was suspended due to Russia's annexation of Crimea.

P3DP is now at the stage where the addition of new pilot PPPs into its portfolio is unlikely. A review of the current portfolio will be conducted early during the next quarter in order to decide if assistance to some pilots should be suspended, with additional resources potentially being allocated to the higher potential pilots.

In addition, in response to USAID/Ukraine's request, and in response to the turbulent situation in Ukraine, P3DP will review all other program activities and evaluate how to best align the technical assistance with new opportunities as well as priorities of the Government of Ukraine.

3.9 STRIVE: Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening (Afghanistan, Philippines, Liberia, Mozambique) *Period of Performance: September 2007 – March 2015*

Background

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. STRIVE uses market-led economic strengthening initiatives to benefit vulnerable children by implementing four field projects in Sub-Saharan Africa and Asia, each are described below. By tracking and documenting the impacts of these diverse interventions on child-level indicators related to both economic (financial), and non-economic (health, education, nutrition) vulnerability factors, STRIVE aims to fill current knowledge gaps about effective economic strengthening approaches and their impact on reducing the vulnerability of children and youth.

During the last quarter, STRIVE was granted an extension of the period of performance until March 31, 2015.

Major Activities this Quarter

As all STRIVE country-based projects have concluded field implementation efforts as of November 2013, STRIVE activities during the last quarter focused on impact evaluation and learning dissemination in this quarter. In this quarter, a variety of products were under development.

- STRIVE finalized the full package of final reporting on the STRIVE Philippines country activity, which included the final report, the seaweed sector evaluation report and the woven products sector evaluation report and shared these with DCOF and USAID/Philippines.
- STRIVE continued to refine a literature review on savings and loan groups (SLG) and their impacts on children. Jason Wolfe (USAID Office of HIV/AIDS) provided extensive comments on the literature review, which STRIVE is working on incorporating. The SEEP Network's contracted support for the SLG and SLG+ learning product concluded, and synthesizing these pieces to form the final product is a key activity for next quarter.
- Work on the forthcoming focus note on value chains and vulnerable children continued, but more slowly than anticipated due to the issues with the qualitative research in Liberia raised in the prior quarterly report.
- STRIVE began planning two webinars on STRIVE learning, one on SLGs and one on value chains, in order to be able to share STRIVE lessons and recommendations with a broad audience. STRIVE discussed hosting with the SEEP Network and MPEP. SEEP expressed interest, but MPEP said that the themes did not seem to be a good fit with their seminar series.
- STRIVE responded to a request from the SEEP Network for brief case studies of push-pull value chain projects, as part of the MPEP-funded LEO project. ACE engaged in a value-chain development strategy that utilized both push (smallholder farmer support) and pull (strengthening lead firms and market systems) approaches, so STRIVE provided a description of ACE's activities, experiences, and results to the SEEP Network. This topic is also a track within the upcoming SEEP Annual Conference.
- FHI 360 furnished both Save the Children and DCOF with a report containing recommendations for social capital analysis in Mozambique.
- Save the Children submitted their final report to FHI 360 for the Mozambique activity. On review, FHI 360 requested a number of clarifications and some additions to the report, which are expected next quarter.

- FHI 360 provided feedback to ACDI/VOCA on the ACE final report and the draft value chain network analysis report that ACDI/VOCA is currently producing.
- STRIVE continued work on the “capstone” report that will capture experiences and lessons learned from and across the STRIVE implementation projects. As of the end of the quarter, the report was largely drafted, but is awaiting final results from Liberia and Mozambique.
- STRIVE presented a workshop proposal on the value of mixed methods evaluation in challenging contexts with multi-level analyses (including children) to the American Evaluation Association annual conference.
- STRIVE submitted a post to the Youth Economic Opportunities blog on the case for measuring the child-level effects of economic strengthening projects and the documents that STRIVE and the CPC Network Task Force on Livelihoods and Economic Strengthening have developed in support of it: <http://www.youtheconomicopportunities.org/blog/2022/why-measuring-child-level-impacts-can-achieve-lasting-economic-change>.
- STRIVE updated the project’s general one-pager, and began work on a web-based one-page brief, targeted to the CYES Network site and centered on “Why Measuring Child-Level Impacts Can Help Achieve Lasting Economic Change,” with the aim of expanding the audience that the document’s message reaches.

CYES Network Succession: SEEP has identified a dedicated facilitator for the CYES Network. The facilitator’s job is to promote greater dialogue and exchange among network members. SEEP has begun seeking to leverage resources external to STRIVE for CYES Network support. SEEP has also initiated a partnership with the CPC Network Task Force for Economic Strengthening and Livelihoods, under which the CPC Network will provide content for the CYES site.

There had been plans for a webinar to take place in the quarter, however, SEEP struggled to first identify a topic and then identify presenters who would be available in February. At the time, FHI 360 was operating on the assumption that STRIVE would end on March 31, as the extension request was under consideration by USAID, which limited options for event timing. After discussion, SEEP and FHI 360 agreed on an appropriate reduction in the amount of the grant in lieu of the final event. With the conclusion of the SEEP fixed obligation grant for CYES management, the learning platform and network are fully transferred to SEEP.

STRIVE Overall M&E/IE: As reported in the last quarter, a quality control check on the in-depth interview transcripts submitted by UL-PIRE, the research firm engaged by FHI 360 in **Liberia**, found significant discrepancies between some audio files and transcripts. A complete review was initiated in the first week of January. The process was slow, because reviewers required either an understanding of Liberian English or fluency in the local dialects. By mid-February, FHI 360 determined that the bulk of the original transcripts were acceptable, and focused further review efforts on the follow-up interview transcripts appended to original interviews. Liberian consultants were engaged to review those in dialect, which were nearly half of the follow-up interviews. Review was completed in March, which allowed transcript coding to be revised where necessary. Coding was completed and analysis was able to begin before the end of the quarter. In the quarter, FHI 360 drafted of the bulk of the STRIVE Liberia evaluation report, and incorporation of the qualitative findings into the evaluation report will proceed next quarter.

For **Mozambique**, an article based on the STRIVE Mozambique qualitative research, titled "Savings and Loan Groups: Who Doesn't Participate and Why" was drafted and reviewed internally by STRIVE team. The article will be submitted for additional review after revision. It is targeted to the Economic Development and Microfinance Journal, which has confirmed its interest in the topic. The income paper was drafted this quarter. It is based on STRIVE Mozambique quantitative and qualitative findings and titled " A Step Out of Poverty: Impact of Saving and Loan Groups on the Economic Conditions of the

Rural Poor in Mozambique." It is awaiting submission of Save the Children's final report, as FHI 360 needs to conduct validation of their findings.

The nutrition paper (formally titled "Can Village Savings and Loan groups be a potential tool in the malnutrition fight?") was submitted in September 2013 to the journal *Children and Youth Services Review*. In this quarter, STRIVE received notice that the article is under review.

Overarching Learning: STRIVE is working with FHI 360's Dr. Rick Homan to conduct cost-per-outreach analysis across all projects, with an additional cost-per-outcome or impact analysis for STRIVE Mozambique and ACE. STRIVE Mozambique costs have been established to the best of Save the Children's and FHI 360's ability. Analysis of other projects was underway this quarter. As of the end of the quarter, there were some outstanding questions about STRIVE Philippines costs to be addressed, and ACE cost analysis is waiting for the completion of the evaluation report.

The success of "Children and Economic Strengthening Programs: Maximizing Benefits and Minimizing Harm" prompted Josh Chaffin, the moderator of the CPC Network Taskforce on Livelihoods and Economic Strengthening to approach STRIVE about the possibility of translating the guide into French and Arabic. STRIVE is considering this as part of the final year workplan.

FHI 360 presented on the ACE impact evaluation at the African Evaluation Association Conference in Cameroon. The evaluation was presented as a case illustrating 1) the need for evaluating economic strengthening programs at multiple levels, including the child level, and 2) the value of using mixed methods in evaluation research. Diana Rutherford attended and presented for STRIVE.

FHI 360 is also in the process of writing up overarching lessons learned about monitoring, evaluation, and impact assessments. For example, a robust monitoring system that will substantively contribute to improved program implementation, understanding of causal pathways, and protection against negative observed consequences must 1) apply grassroots knowledge; 2) engage the local population in defining indicators; 3) make strategic decisions about which indicators to measure, rather than trying to measure indicators for all potential pathways to change; and 4) use public and private data where accessible that may capture some desirable indicators and make use of them. With regards to impact evaluations, for example, STRIVE has found that it is important to discuss the importance of short-term, intermediary and long-term outcomes before determining which are most likely to be achieved in the impact evaluation timeline. Use of mixed-methods can better capture how much change occurs as well as how change occurs and using qualitative methods prior to the baseline, as well as after the endline, and accompanying baseline and endline can provide a fuller picture of impact.

In the final write-up, these lessons will be addressed in more detail and accompanied by recommendations for the design process for M&E systems and impact assessment, as well as reflections on capacity needs at the implementer level and ways to build trust between researchers and implementers, which are necessary components of effective monitoring and evaluation and impact assessment.

3.10 USAID-Foras Iraq Opportunities Project (Iraq)

Period of Performance: February 2013 – September 6, 2015

Background

USAID-Foras is an economic growth project with the goal of improving economic opportunities for Iraqis with special emphasis on youth, women and vulnerable populations. USAID-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, USAID-Foras works with local service providers to provide accelerated skills training.

The objective of the project is to work on both the supply side of workforce development—strengthening vocational and skills training service providers, as well as job-seekers’ skills; and the demand-side—ensuring that employers at the national and local level are part of the solution for sustainable results.

Quarterly Highlights

- During the quarter, 86 soft skills trainings were held and attended by 4,671 participants, of whom 2,470 (53%) were women. The training included job-searching services techniques, private sector orientations, and assistance in resume/CV development. To date, 264 training events have been conducted by Foras, reaching 13,568 participants, 6,079 (45%) of whom were women.
- In the quarter, intermediaries at the various catchment areas placed 2,473 job seekers (759 women and 1,714 men) in full-time positions through their job matching services at partner businesses. To date, Intermediaries placed 6,248 job seekers (1,757 women and 4,491 men) in full-time positions through their job matching services at 637 partner businesses.

USAID-Foras Employability Portal:

Overview:

- **Reach:** To date, 31,074 job seekers have registered on the portal
- **Gender Breakdown:** 26% (8,061 of 31,074) are women and 74% (23,013 of 31,074) are men, 88% (27,334 of 31,074) are all between the ages of 18 – 35.
- **Foras Partner Businesses:** The Foras Portal currently has 637 registered partner businesses (employers); of these 333 active partners have 2,635 positions posted representing 4,561 job vacancies.

The Portal development team is currently focusing on the following activities:

- In January, Foras met with the Regional Business Development Manager from Microsoft to discuss partnership opportunities. During the meeting the representative from Microsoft expressed an interest in supporting activities and events sponsored by Foras such as job fairs, business plan completions, and training programs. Microsoft acknowledges the importance of maintaining a positive public image in Iraq and views Foras as an effective means to do that as part of their Corporate Social Responsibility initiatives.
- Completed technical improvements to the jobs matching web Portal, which will improve job seeker and job placement organizations user experience on the Portal. This upgrade will greatly benefit the current and future users of the Foras Employability Portal.
- On February 9, the USAID-Foras leaders met with USAID Deputy Mission Director, RLA and Foras COR and a program director of Silatech to discuss next steps in developing e-learning modules for the job portal and employment curriculum translation.
- Training partner businesses and intermediaries to effectively use the Foras Employability Portal. This includes posting jobs, charting trainings and matching opportunities with job seeker qualification.
- Coordinating meetings and activities with the monitoring and evaluation (M&E) and catchment area teams (CATs) to strengthen M&E systems and capacities.
- Providing technical assistance to the M&E team regarding the design of data collection tools based on Foras’s output indicators.

A. Baghdad Catchment Area Highlights:

- On January 9, USAID-Foras hosted a private sector roundtable to discuss the use of public-private-partnerships for employment growth in Iraq. Representatives attended this event from USAID/Iraq, Women for Women International, Coca Cola, NIVA Ford, Microsoft (Legend Lands) and many other private sector companies. USAID-Foras presented the effectiveness of the jobs portal and the dashboard for finding qualified job seekers for vacant positions at their companies. Also, USAID-

Foras discussed training opportunities, partnerships and employment trends in Iraq with these companies.

- On January 9, Foras held a meeting with representatives from the Iraqi Association of Securities Dealers (IASD) and the Model Iraqi Women Organization (MIW), a local NGO, to discuss partnership opportunities with Foras. Foras aims to engage SBDCs and NGOs through FOG grants to support the unemployed with training and matching them with job opportunities in local and international companies.
- On February 9, USAID-Foras COP Brad Baxter met with representatives from the Private Sector Development Centre (PSDC) to review a possible partnership between USAID-Foras and the PSDC via a Fixed Obligation Grant (FOG) or advertising for the launch of “Nina” (the Spirit of Enterprise, the Heart of Iraq), an Iraqi women’s economic empowerment magazine, scheduled to be released in May 2014. It will be the first Arabic-English publication produced for Iraqi women entrepreneurs, and will be distributed in Baghdad, Basrah, and Erbil with an electronic version for download via the Internet.
- February 15 - March 6, Foras conducted “Microsoft Office Basics Training” in Baghdad for 3 participants from the Iraqi Alliance of Disability Organization, two (67%) of whom are women.
- March 8 – April 22, Foras is conducting the second course of “Microsoft Office Basics Training” at the Microsoft Learning Center in Baghdad with 12 participants (8 men and 4 women) chosen from staff and faculty of five local universities and colleges.
- Foras submitted 10 candidates from Baghdad to USAID for the IVLP Program.
- Foras received approval letter from the Ministry of Higher Education giving Foras consent to work with Iraqi colleges and universities.
- March 10-12, Foras sponsored a booth at the Project Iraq Construction & Housing Trade Show in Baghdad. The trade show brought together a number of stakeholders, including the Iraq Ministers of Housing & Construction and Electricity, more than 80 companies. Foras met with 20 of those companies (see Snapshot on page 6). On March 17, Foras DCOP were participated in the US DOS Economic Event hosting Franchisors and 40 Iraqi investors at the US Embassy in Baghdad.
- On March 24, USAID Mission Director and the Foras DCOP were interviewed by Al-Sumariya TV, one of Baghdad’s premier stations, for their program “52 Minutes”, a weekly program that focuses on social and employment issues in Iraq. Questions focused on how job seekers can use the Foras Job Portal and workforce development programs to find career opportunities.
- Training partner businesses and intermediaries to effectively use the Foras Employability Portal. This includes posting jobs, charting trainings and matching opportunities with job seeker qualification.
- Providing technical support on how to use the Portal to access online training resources and employment support services to help with post-training job placement and on-the-job training.

- To date, Foras has registered on the Foras Portal 169 partner businesses (employers) allowing them to post jobs and matching opportunities with job seeker qualifications.
- Foras completed 24 training events, reaching 1,412 participants (667 men and 745 women). To date, 63 training events have been conducted by Foras, reaching 3,648 participants, 1,687 (46%) of whom were women.

B. Basrah Catchment Area Highlights:

- An agreement was reached with the Basrah Provisional Council to accept referrals from Foras to assist illiterate women enroll in literacy classes that are conducted by the GOI.
- Foras participated in the PC Oil & Gas Committee. The Committee approved that all IOC subcontractors must post all positions through the PC Oil & Gas Committee. Similar to the PC PSD Committee, they will be advertised on the Foras Portal. Over the next months, Foras will work with the Committee to provide the IOCs with a format to use and a written process for submission for their subcontractors.

- Foras Industry Broker provided a brief overview of the Foras Project to Nadwa Qaragholi, founder of Living Light International, INGO executing medical and social projects in Iraq. Mrs. Qaragholi is the recipient of the TAKREEM Humanitarian and Civic Services Award for 2013 and is very involved with women and vulnerable groups in Dhi Qar Province. Mrs. Qaragholi will provide contacts of those NGOs interested in working with Foras. Foras seeks to extend its outreach to more women, youth and vulnerable groups by providing NGOs access to free online job skills training and job search networks with business partner job placement agencies.
- The Human Freedom office agreed to work with Foras in its outreach effort to the Black Iraqi population. Foras will provide the Human Freedom office access to free online job skills training and job search networks with business partner job placement agencies. Foras will also coordinate with the association to meet with the Black Iraqi youth for PSO training.
- From January 30 – February 1, Startup Weekend event, with support of Foras was hosted at the Mnawi Basha Hotel in Basrah. A total of 74 participants (7 women and 67 men) attended this event, which provides local entrepreneurs with a platform to showcase their business ideas.
- On February 13, US Consul General Matthias Mitman addressed the gathering at the Basrah Governorate’s First Economic Forum and provided a brief overview of Foras program activities in Basrah. In his address, CG Mitman highlighted Foras’ accomplishments in assisting over 1,100 residents in obtaining employment.
- Foras received an official letter from the Basra Education Directorate approving PSOs to be conducted in their schools, vocational schools and literacy centers.
- On February 24, Foras signed an agreement with UNHCR to start offering PSOs in UNHCR vocational training courses for the IDPs, returnees, refugees, and vulnerable women participating in UNHCR programs.
- Foras formed a working group to establish an English phrase book and eventually develop a course that intermediaries can use to assess the level of a job seeker’s knowledge of English grammar and usage. The working group includes representation from Al-Omran and 10 PSDs in Basrah.
- Foras submitted six candidates for the IVLP Program.
- During the week of International Women’s Day (8th of March), Foras in partnership with Al-Kawther Organization for Women in Abo Al-Khasib District held registration for vocational training courses to benefit participants who are internally displaced women. All participants were registered in the Foras Portal to assist in job placements.
- Foras participated in Save the Children’s “Labor Market and Youth Entrepreneurship Assessment”. The assessment focused on young people with no skills and those that left school before completing their leaving certification. Foras Senior Industry Advisor, Dan Butler, provided a brief overview of Foras program activities in the area that target the youth.
- Training partner businesses and intermediaries to effectively use the Foras Employability Portal. This includes posting jobs, charting trainings and matching opportunities with job seeker qualification.
- Providing technical support on how to use the Portal to access online training resources and employment support services to help with post-training job placement and on-the-job training.

- To date, Foras has registered on the Foras Portal 112 partner businesses (employers) allowing them to post jobs and matching opportunities with job seeker qualification.
- Foras completed 24 training events, reaching 997 participants (402 men and 595 women). To date, 61 training events have been conducted by Foras, reaching 2,364 participants, 1,322 (56%) of whom were women.
- During March, Foras conducted PSO’s which linked 42 women to livelihoods training programs in sewing and hair-styling conducted by the UNDP and Red Crescent. (See Snapshot on page 11)..

C. Erbil/IKR Catchment Area Highlights

- On January 28, Foras participated in the opening ceremony of "DASPEC" Center for Female Entrepreneurs, which specializes in the economic empowerment and support of women entrepreneurs

in the Kurdistan Region. Foras seeks to extend its outreach to more women, youth and vulnerable groups by providing NGOs access to free online job skills training and job search networks with business partner job placement agencies.

- On February 9-10, the USAID-Foras Entrepreneurship Advisor met with Silatech Director of Microfinance to discuss possible financing mechanisms for entrepreneurs in Iraq. Silatech is developing a program in the MENA region based on crowd-funding resources, similar to the Kiva model, where individual donors are able to lend money through microfinance institutions to entrepreneurs in Iraq. These funds could be directed to assist women entrepreneurs who will receive training and mentorship under a Relief International program sponsored by Foras. Entrepreneurs from an upcoming Foras business plan competition could also be directed to the MFIs, which have received these resources from Silatech. In support of Foras' upcoming business plan competition, three of Foras' staff attended Silatech sponsored entrepreneurship training-of-trainer (ToT) program in Amman, Jordan (March 24-26, 2014).
- On February 17, Foras introduced various initiatives that are currently underway including the Business Plan Competition, Job Portal, and Centers of Opportunities at the American University of Sulaimani – AUIS. The purpose of this meeting was to review a possible partnership between Foras and the AUIS via a FOG to support their students with training and matching them with job opportunities in local and international companies.
- Foras Women, Youth and Vulnerable Advisor Muna M. Darman and the Ankawa Youth Social Club are jointly developing a new concept for an outreach program to improve youth career education and job placements in the vulnerable group communities.
- On March 17, Foras completed preparations for an RFP to host the award events for the Business Plan Competition. In addition to hosting the event, the RFP will include requirements for marketing and outreach in support of large high profile events that will include an award ceremony and attendance by several hundred entrepreneurs, business leaders, and government officials. The award events will take place in September in Basrah, Baghdad, and Erbil.
- On March 19, Foras participated in the American Franchises in Kurdistan conference. The event was organized by the U.S State Department and aims to promote American franchises in the IKR region.
- Training partner businesses and intermediaries to effectively use the Foras Employability Portal. This includes posting jobs, charting trainings and matching opportunities with job seeker qualification.
- Providing technical support on how to use the Portal to access online training resources and employment support services to help with post-training job placement and on-the-job training.

- To date, Foras has registered on the Foras Portal 175 partner businesses (employers) allowing them to post jobs and matching opportunities with job seeker qualification.
- Foras completed 15 training events, reaching 856 participants (401 men and 455 women). To date, 62 training events have been conducted by Foras, reaching 2,534 participants, 1,060 (42%) of whom were women

D. Karbala Catchment Area:

- Foras submitted 1 candidate from Karbala to USAID for the IVLP Program.
- Training partner businesses and intermediaries to effectively use the Foras Employability Portal. This includes posting jobs, charting trainings and matching opportunities with job seeker qualification.
- Providing technical support on how to use the Portal to access online training resources and employment support services to help with post-training job placement and on-the-job training.

- To date, Foras has registered on the Foras Portal 66 partner businesses (employers) allowing them to post jobs and matching opportunities with job seeker qualification.
- Foras completed 14 training events, reaching 618 participants (305 men and 313 women). To date, 39 training events have been conducted by Foras, reaching 2,374 participants, 1,026 (43%) of whom were women.

E. Najaf Catchment Area

- Foras submitted 4 candidates from Najaf to USAID for the IVLP Program.
- Coordination meetings with staff of the Najaf Investment Commission to obtain introductions to companies with new projects in Najaf ready to hire employees.
- Training partner businesses and intermediaries to effectively use the Foras Employability Portal. This includes posting jobs, charting trainings and matching opportunities with job seeker qualification.
- Providing technical support on how to use the Portal to access online training resources and employment support services to help with post-training job placement and on-the-job training..

- To date, Foras has registered on the Foras Portal 57 partner businesses (employers) allowing them to post jobs and matching opportunities with job seeker qualification.
- Foras completed 9 training events, reaching 788 participants (426 men and 362 women). To date, 39 training events have been conducted by Foras, reaching 2,648 participants, 984 (37%) of whom were women.

3.11 *Workforce Connections Award (Global)*

Period of Performance: September 2013 – September 2016

Since 2008, USAID has invested approximately US\$925 million in youth workforce programming. Given the global nature of the current youth employment crisis, the outlook suggests continued or even increased funding to the workforce development (WFD) area. To date however, the WFD portfolio has been relatively fragmented across sectors (Education and Economic Growth, in particular), with a lack of consensus on critical topics such as which interventions and approaches are most effective for particular contexts and target groups, as well as which outcomes are most important and how to measure them. Few USAID staff responsible for program design count WFD among their primary technical areas of expertise. Moreover, opportunities for professional development within the Agency have been limited, knowledge and lessons learned from past projects are scattered or largely inaccessible, and no dedicated WFD community of practice exists to encourage peer-to-peer learning and knowledge exchange.

In response, the Workforce Connections Associate Award will:

- create a space for WFD stakeholders (including USAID staff, partners, and outside actors) that provides opportunities and incentives for interaction, sharing, dialogue and debate, with a longer-term goal of consensus building;
- develop and curate a technically sound and accessible body of knowledge on WFD programming; and
- build the capacity of WFD practitioners (USAID and partners) through new professional development opportunities, including training and technical assistance.

Workforce Connections will be successful if, after two and a half years, evidence and best practices have been brought together from three technical areas to form a cohesive and widely accessed body of knowledge that is consistently applied in USAID programming and beyond. The three technical areas to be “connected” are: education systems alignment with labor market demand, positive youth development, and economic growth approaches to job creation and demand-driven skills development. Specifically, Workforce Connections will support USAID’s E3 Office of Education in its learning, outreach, and technical leadership activities to advance the achievement of Goal 2 of the Education Strategy: “improved ability of tertiary and WFD programs to produce a workforce with relevant skills to support country development goals by 2015.”

Quarterly Highlights

A highlight of the last quarter that that Workforce Connections developed and facilitated the **Workforce Development for Youth Employment: Program, Design, Concepts, and Tools training course** for 18 participants in Bangkok, Thailand. The course supported participants—primarily field-based USAID

Education and Economic Growth Officers—to access current thinking inside and outside USAID on workforce development, and equip them to lead and participate in successful WFD program design and implementation. The course received strong reviews for technical quality and relevance to both Education and Economic Growth specialists. The course also featured in-person technical contributions from the CARANA Corporation and the Research Triangle Institute (RTI International) on areas of particular expertise, and incorporated discussion of WFD program models from a range of other USAID and non-USAID projects.

Last quarter, Workforce Connections also conducted a technical assistance visit to the **African Union** (AU) in Addis Ababa, Ethiopia. The two key deliverables were: 1) technical assistance to the AU on a survey of education partner activities supporting the seven priorities of the AU's 2nd Decade of Education (2006-15) Plan of Action; and 2) a Briefing Paper on AU partner support for AU education priorities in the context of the youth employment challenge in Africa. Following a successful trip, both deliverables will be finalized early in the next quarter.

Workforce Connections finalized sub-awards to Child Trends, Making Cents International and RTI International, all of whom began their work as summarized below:

- Child Trends began reviewing domestic and international literature on **soft and non-cognitive skills** and their importance for employment outcomes, and laid the groundwork for a series of consensus-seeking stakeholder consultation meetings to be held next quarter.
- Making Cents International began planning and developing the **Workforce Connections Web portal**, which will provide a virtual meeting space for the Community of Practice and home for WFD resources, tools for implementation, and project information. The portal, which will be hosted on the Making Cents Youth Economic Opportunities site, will be launched next quarter.
- RTI International joined FHI 360 in Bangkok, presenting two modules (on **global value chains and youth** in workforce development). Moving forward, their primary focus will be on the online youth in development training.

After the Bangkok training, Virginia Tech's USAID-funded innovATE project (Innovation for Agriculture Training and Education) reached out to the Workforce Connections team about developing an **agriculture-focused Workforce Development training** for the fall, customized for USAID field staff. Planning has begun for this new deliverable.

Workforce Connections Technical Specialist John Lindsay joined the team in January, during this quarter focusing primarily on developing and facilitating the Workforce Development for Youth Employment course in Bangkok. Senior Technical Advisor Monika Aring joined the project on a part-time basis in February and participated in the TA to the AU activity. In addition, two Workforce Connections interns gained permanent employment during the quarter, Meredith Cann and Vittoria Franchini. Cann was promoted to Program Assistant and continues to support Workforce Connections, while Franchini joined another organization.

4 Upcoming Associate Awards:

4.1 *Household Economic Strengthening and OVC Support Program (Ethiopia)*

The FIELD-Support LWA has been anticipating and preparing for an upcoming RFA for OVC Support and Household Economic Strengthening in Ethiopia. The RFA was released on April 4, 2014, after the close of the quarter being discussed in this report.

The overarching goal of the activity is to improve the effectiveness of economic strengthening approaches to prevent and mitigate the impact of HIV and AIDS on economically vulnerable households in Ethiopia.

Expected outcomes include:

- Increased technical capacity of implementing partners in economic strengthening;
- Improved guidance and supervision by the Government of Ethiopia (GOE);
- Standardized economic strengthening approaches;
- More supportive supervision practices used by USAID with prime partners and by prime partners with their sub-partners regarding economic strengthening activities;
- Improved coordination, referral, and joint activity design/planning/implementation among implementing partners and other service providers (especially from GOE);
- Stronger capacity, ownership, and leadership for economic strengthening among relevant GOE agencies;
- Expanded evidence-base for economic strengthening

5 Staffing

The staffing structure for the FIELD-Support LWA FHI 360 US-based staff (as of **March 31, 2014**) is presented below by the projects they support. Please note that not all positions are 100% on the projects, as some staff work on non-FIELD-Support projects.

Person	Title	Project(s)
Paul Bundick	FIELD-Support Project Director	Leader, All
Elton Talka	Finance Manager	Various
Nussi Abdullah	Deputy Director	Leader, All
Lori Reid	KM Specialist	Leader, All
Sara Seavey	Program Officer	Leader, All
Greg Guest	Principle Investigator	WLSME (Leader)
Jennifer Headley	Research Associate	WLSME (Leader)
Diana Rutherford	Technical Specialist	STRIVE
Clinton Sears	M&E Specialist	LIFT 2
Jacqueline Bass	LIFT 2 Project Director	LIFT 2
Dominick Shattuck	Technical Director	LIFT 2
Meaghan Murphy	Technical Specialist	LIFT 2
Sarah Mattingly	Project Director/ Technical Spec	HIFIVE/LIFT 2
Mandy Swann	Technical Specialist	LIFT 2
Laura Muzart	Project Manager	LIFT 2
Cheryl Tam	Program Assistant	LIFT 2
Mary Choong	Finance Manager	Various
Lara Goldmark	Multiplier Project Director	Multiplier
Roberto Matus	Technical Advisor	La Idea, P3DP
Kiera Derman	Program Officer	Connections, MMAP, HIFIVE
Bryanna Millis	Technical Advisor	LENS
Margaret Hendrickson	Project Manager	LENS
Liz Layfield	Program Officer	P3DP, LENS
TJ Noble	Finance Manager	Various
John Lindsay	Technical Specialist	Workforce Connections

Person	Title	Project(s)
Monika Aring	Technical Advisor	Workforce Connections
Meredith Cann	Program Officer	Workforce Connections, La idea
Michael Ferguson	Project Director	ASPIRES
David Myhre	Technical Director	ASPIRES
Jennine Carmichael	Project Manager	STRIVE, ASPIRES
Whitney Moret	Program Officer	STRIVE, ASPIRES
Jessica Bachay	Program Officer	STRIVE
Shailee Adinolfi	mSTAR Program Director	mSTAR
Kelly Cheung	Project Manager/Technical Spec	mSTAR/STRIVE
Sarah Torrence	Project Manager	mSTAR
Dena Gudaitis	KM Specialist	mSTAR
Erica Buckingham	Program Officer	mSTAR
Michael Dawson	Program Officer	mSTAR
Lindsay Parr	Program Officer	mSTAR
Carrie Hasselbeck	MMAP Program Director	MMAP/mSTAR
Don Henry	Foras Project Director	USAID/Foras
Rob Kunzig	Communications Officer	USAID/Foras
Yewoub Geadion	Program Officer	USAID/Foras
Kellye Stindel	Program Officer	USAID/Foras
Wahab Mahdi	Finance Manager	USAID/Foras

6 Priorities for Next Quarter

6.1 Leader Sub-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.

Partner	Activity	Remaining Actions/Deliverables
1. AFE	Working with Lead Firms Handbook	Final formatting completed and online dissemination launched via Microlinks. See Section 2.2B for updates. Next quarter will include printing and expanded dissemination.
2. AFE	Adding to the Evidence Base: Facilitating Commercial Models for Selling Agricultural Inputs to the Rural Poor	Next quarter will focus on finalization of business plan toolkit to complement final report, and dissemination
3. iDE	Firm to Farm Finance (F2F2): A Human-Centered Model for Inclusive Rural Finance	Complete packaging and dissemination of learning products.
4. FHI 360	Women's Leadership in SMEs	Continue monitoring data collection,

Partner	Activity	Remaining Actions/Deliverables
	(WLSME)	cleansing and analysis in Peru, India and Kyrgyzstan, reinitiate learning network/community of practice, and prepare for transition of evaluation activities to MSI.
5. SEEP Network	Learning Network for Housing IGP Recipients	Finalize learning products and dissemination event in Q3FY14.
6. ACDI/VOCA	Malawi Agriculture Supply Chain Mapping	SOW being finalized in Q3
7. IPA	Ethiopia Graduation RCT	While the activity is complete, the final publications are pending IPA submission to <i>Science Journal</i> .
8. Assessment: Timor-Leste	Assessment of Financial Services for Agribusiness and Rural Farmers	Team identified in Q2, will mobilize and complete first draft of report in Q3 for USAID review.
9. Assessment: Kenya	Labor Market/Youth Employment Assessment	SOW anticipated in Q3, team will mobilize and complete assignment in Q3 and 4.
10. Assessment: Lebanon	Labor Market Assessment	SOW anticipated in Q3, team will mobilize and complete assignment in Q3 and 4.

6.2 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	Status
1. FIELD Report	Resilience in Complex Systems	FHI 360 consultant Sally Goerner	Draft being revised in May with additional input; will share with USAID in June
2. Practitioner Tool	Toolkit for Delivering F2FF into Development Programs	iDE	Delayed due to political situation in Bangladesh. Finalizing in Q3
3. FIELD Report	Firm to Farm Finance Accelerated Trial Report	iDE	Drafts completed in Q2, finalizing and disseminating in Q3
4. Practitioner Tool	Revised Field Guide for Integrating Very Poor Producers into Value Chains	World Vision	More easily accessible format being developed for Microlinks. Complete in Q3
5. FIELD Brief	Policy Recommendations for Increasing Women's Leadership in Credit Unions	World Council	Draft completed in Q2, finalize and disseminate in April. See Section 2.2.C for more.
6. FIELD Brief	Impact of the Ultra Poor	IPA	Finalization pending IPA

Type	Topic	Author	Status
	Graduation Model: Preliminary results from randomized evaluations of four pilots		submission to <i>Science Journal</i>
7. FIELD Brief	Graduation and Social Protection Programs	IPA	Finalization pending IPA submission to <i>Science Journal</i>
8. FIELD Report	Graduation Approach – Ethiopia Study Final Report	IPA	Finalization pending IPA submission to <i>Science Journal</i>
9. TBD	Learning products about Commercial Model for Selling Ag Inputs to the Base of the Pyramid	AFE	Delayed. Finalizing, publish and disseminate in Q3FY14
10. TBD	Thematic Papers on FIELD-Support LWA Knowledge	FHI 360/ SEEP Network	Being integrated in single report for distribution at final event
11. TBD	Learning Products from Housing IGP (collated by SEEP Network and IGP partners)	SEEP Network	Delayed. Finalizing in Q3FY14
12. TBD	HIFIVE Value Chain Financing	FHI 360/WOCCU	Drafted in Q2/Q3, finalize and publish in Q3/Q4
13. TBD	P3DP PPP financing models	FHI 360/WDI	Draft in Q3, finalize and publish in Q3/Q4
14. Blog post for WLSME.org	WLSME Evaluation – Review of study design and Initial findings from baseline study in India	FHI 360	Draft and publish in Q3
15. FIELD Brief	Iraq-Foras methods for improving economic opportunities and employment for Iraqis	FHI 360	Draft and publish in Q3
16. Brief	Learning product from WLSME Community of Practice	FHI 360, CARE, ACDI/VOCA, and Sector 3/GRADE	Draft in Q3, publish in Q4

In addition to the events and trainings hosted during the last quarter, the LWA projects continue to work with partners and experts on the development of additional events and trainings, summarized below.

Type	Topic	Author	Location	Date
Event	Workforce Development – soft skills	FHI 360 and Making Cents (Workforce Connections)	DC	May 2014

Workshop	mSTAR mDATA Course	FHI 360 mSTAR	Interactive online	May 2014
Learning Workshop	WLSME Community of Practice In –person Meeting	FHI 360	DC	June 3-4, 2014
Learning Workshop	Housing IGP	SEEP Network	DC	June 4, 2014
Webinar	Mobile Solutions	FHI 360 (mSTAR)	DC	June 2014
Webinar	Mobile Solutions	FHI 360 (mSTAR)	DC	July 2014
FIELD-Support Final Conference	Reflections and Emerging Trends from Across FIELD-Support	FHI 360	DC	September 11-12, 2014

6.3 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 under implementation during the next quarter.

Acronym	Title	Country	Notes
1. Ethiopia HES	Household Economic Strengthening for OVCs and PLWHA	Ethiopia	RFA issued in Q3.
2. HIFIVE	Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE),	Haiti	Extension granted until May 2015.
3. ASPIRES	Accelerating Strategies for Practical Innovation & Research in Economic Strengthening (formerly HES-AA)	Global	No issues
4. Jordan LENS	Jordan Local Enterprise Support Activity (LENS)	Jordan	No issues
5. La Idea	Latin American Idea Partnership (La Idea)	Latin America /US	No issues
6. LIFT-2	Livelihoods and Food Security Technical Assistance 2 (LIFT-2) Project	Global	No issues
7. MMAP	Mobile Money Accelerator Program (MMAP)	Malawi	No issues
8. Workforce Connections	Workforce Connections Associate Award to advance Goal 2 of USAID’s Education Strategy and align program for maximized impact	Global	No issues
9. mSTAR	Mobile Solutions Technical Assistance and Research (mSTAR)	Global	No issues
10. P3DP	Public Private Partnership Development Program (P3DP)	Ukraine	No issues
11. STRIVE	Supporting Transformation by Reducing	Afghanistan,	Extension granted

Acronym	Title	Country	Notes
	Insecurity and Vulnerability with Economic Strengthening (STRIVE)	Liberia, Philippines, Mozambique	until March 2015.
12. USAID 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	No issues

Annex A: FIELD-Support LWA Associate Awards

As of: 3/31/2014

	USAID Agreement No.	Project Acronym	Implementing Partners	Awarding Unit	Start Date	End Date	Award Budget	Current Obligation	Percent Obligated
CURRENT AWARDS									
	EEM-A-00-06-00001-00	FIELD-Support Leader	(25; See website)	EGAT/PR/MD	9/30/2005	9/30/2014	\$ 19,700,000	\$ 19,699,279	100%
1	AID-DFD-A-00-07-00251-00	STRIVE	AFE. ACDI/VOCA, Save the Children,	USAID/DCHA/DG (DCOF)	9/28/2007	3/31/2015	\$ 15,935,785	\$ 15,935,785	100%
2	521-A-00-09-00025-00	HIFIVE	WOCCU	USAID/EG (Haiti)	6/1/2009	5/30/2015	\$ 37,169,702	\$ 32,788,000	88.2%
3	AID-121-A-00-10-00708	P3DP	WDI	USAID/Ukraine	9/30/2010	9/29/2015	\$ 12,500,000	\$ 9,709,662	77.7%
4	AID-OAA-A-12-00073	mSTAR	(25; See website)	USAID/IDEA	9/30/2012	9/30/2017	\$ 29,790,313	\$ 4,503,812	15.1%
5	AID-612-LA-12-00001	Malawi MMAP	Open Revolution	USAID/Malawi	10/2/2012	5/31/2015	\$ 4,485,710	\$ 4,485,710	100.0%
6	AID-OAA-A-12-00088	La IDEA	ACCION US Network	USAID/IDEA	10/1/2012	9/29/2015	\$ 999,120	\$ 999,120	100.0%
7	AID-267-LA-13-00001	USAID Foras Iraq	ACDI/VOCA, IMC, Relief International, other TBD	USAID/Iraq	2/7/2013	9/6/2015	\$ 46,000,000	\$ 29,341,734	63.8%
8	AID-OAA-LA-13-00006-00	LIFT II	CARE, World Vision	USAID/GH/OHA	8/1/2013	7/31/2018	\$ 23,000,000	\$ 4,223,138	18.4%
9	AID-OAA-LA-13-00001-00	ASPIRES		USAID/GH/OHA	7/1/2013	6/30/2018	\$ 19,999,555	\$ 2,300,000	11.5%
10	AID-OAA-LA-13-00008	Workforce Connections		USAID/ED	9/30/2013	9/29/2016	\$ 2,150,000	\$ 1,976,331	91.9%
11	AID-278-LA-14-00001	USAID LENS	MEDA, ICMA	USAID/Jordan	12/18/2013	12/17/2018	\$ 49,499,843	\$ 8,511,758	17.2%
	Sub-total						\$ 261,230,028	\$ 134,474,329	

	USAID Agreement No.	Project Acronym	Project name	Awarding Unit	Anticipated Award Date	Anticipated End Date	Anticipated Award Budget
PENDING AWARDS							
14		Ethiopia OVC	Ethiopia OVC	USAID/Ethiopia	7/1/2014	6/30/2019	\$ 5,000,000
Sub-total							\$ 5,000,000
CLOSED AWARDS							
1	294 A 00 06 00205 00	Microfinance Eval	West Bank/Gaza Microfinance Assessment	USAID/West Bank Gaza	4/6/2006	7/10/2006	\$ 102,330
2	294-A-00-06-00210-00	SMART	Small and Microfinance Assistance for Recovery and Transition	USAID/West Bank Gaza	9/30/2006	9/29/2008	\$ 7,700,000
3	AEG-A-00-06-00005-00	DevCom	Development Communication Program	USAID/NRM	9/30/2006	9/30/2007	\$ 290,000
4	623-A-00-08-00036-00	GDA-DRC	Project Assessment of the GDA cost share n post-conflict setting of DRC	USAID/OPA	7/9/2008	7/30/2008	\$ 24,964
5	306-A-00-06-00520-00	ARIES	Agriculture, Rural Investment, and Enterprise Strengthening Program	USAID/Afghanistan	10/1/2007	12/31/2010	\$ 99,999,912
6	AID-121-A-00-10-00705	APTS	Agrcultural Policy Transition Support	USAID/Ukraine	9/1/2010	5/31/2011	\$ 383,193
9	268-A-00-08-00041-00	LBLI	Lebanon Business Linkages Initiative	USAID/Lebanon	8/20/2008	12/31/2011	\$ 7,528,332
7	AID 650-A-00-08-00018-00	GEMSS	Generating Economic Development through Microfinance in South Sudan	USAID/Sudan	12/1/2008	9/30/2011	\$ 11,999,162
8	AID-GHH-A-00-09-00007	LIFT	Livelihood & Food Security Technical Assistance Project	USAID/GH/OHA	10/1/2009	7/31/2013	\$ 4,136,862
9	AID-538-LA-10-00001	ECYMP	Eastern Caribbean Youth Microenterprise Program	USAID/Caribbean Region (DR)	5/6/2010	3/1/2012	\$ 1,848,000
10	518-A-00-08-00002-00	PRODEL	Ecuador Local Business Development (LBD) Program/PRODEL II	USAID/Ecuador	11/30/2007	11/30/2012	\$ 16,093,000
11	294-A-00-08-00222-00	ESAF	Expanded and Sustained Access to Financial Services	USAID/West Bank Gaza	9/30/2008	12/31/2012	\$ 36,299,966
12	EEP-A-00-09-00007-00	FACET	Fostering Agriculture Competitiveness Employing Information Communication Technologies	USAID/AFR/SD	10/1/2009	12/31/2012	\$ 1,300,000
Sub-total							\$ 187,705,721
GRAND TOTAL OF THE LWA							\$ 453,935,749

Annex B: FIELD-Support LWA Knowledge Series (All, to date)

A. Knowledge Series Learning Products

FIELD Briefs

(Short papers on methods and approaches)

- **FIELD Brief 1:** Introduction to the FIELD Knowledge Series
- **FIELD Brief 2:** Managing Up, Down and Around in Crisis Environments
- **FIELD Brief 3:** Economic Strengthening for Vulnerable Children
- **FIELD Brief 4:** Mobilization of Savings in the West Bank & Gaza
- **FIELD Brief 5:** Integrating Remittance Recipients into the Financial Sector
- **FIELD Brief 6:** Mobile Money in the West Bank & Gaza
- **FIELD Brief 7:** Non-profit MFIs Consider Commercialization
- **FIELD Brief 8:** Partnering to Improve Access to Irrigation in Rural Peru
- **FIELD Brief 9:** Microfinance and Energy Clients Win with partnership Model in Uganda
- **FIELD Brief 10:** Spurring Entrepreneurship Through Business Plan Competitions: TechnoServe's Business Plan Competition Model
- **FIELD Brief 11:** Exploring the Linkages between Food Security and Microfinance
- **FIELD Brief 13:** An Anchor Firm Approach to Strengthening Value Chain Competitiveness: A Look at the PRODEL Program in Ecuador
- **FIELD Brief 14:** Leveraging New Media: Lessons from WOCCU's MatchSavings.org in Mexico
- **FIELD Brief 15:** Adaptation Options for Smallholders to Enhance Food Security in a Changing
- **FIELD Brief 18:** Savings-linked Conditional Cash Transfers in Latin America
- **FIELD Brief 19:** Making the Case for Mobile Money: A Look at Social Cash Transfers for Development
- **FIELD Brief 20:** Applying Mobile Technology to Improve Business Models in Tanzania and Zambia
- **FIELD Brief 21:** Non-Discrimination: Making Microfinance Institutions Disability Inclusive and Smart Campaign Certifiable

FIELD Reports:

(In-depth analysis on topics and evidence base.)

- **FIELD Report 1:** Assessment of the Commercial Private Sector for Healthcare Products in Bangladesh
- **FIELD Report 2:** Economic Strengthening for Vulnerable Children: Principles of Program Design and Technical Recommendations for Effective Field Interventions
- **FIELD Report 3:** Delivering Microfinance and Social Services in Conditions of Fragility in Nepal
- **FIELD Report 4:** Options, Management and Enforcement of Collateral for Microfinance Loans in West Bank & Gaza
- **FIELD Report 5:** Mobilization of Savings in the West Bank & Gaza
- **FIELD Report 6:** Mobile Money in the West Bank & Gaza
- **FIELD Report 7:** Sustainable Markets for Subsistence Farmers in Bolivia
- **FIELD Report 8:** Migrant-Backed Loans Mobilizing Remittances for Enterprise Finance
- **FIELD Report 9:** Microfinance and Energy Poverty
- **FIELD Report 10:** Bringing the Unbanked Poor into the Financial Sector with Matched Savings Accounts
- **FIELD Report 11:** Behavior Change Perspectives on Gender and Value Chain Development: Tools for Research and Assessment

- **FIELD Report 12:** Behavior Change Perspectives on Gender and Value Chain Development: A Framework for Analysis and Implementation
- **FIELD Report 13:** Value Chain Finance Guide: Tools For Designing Project Interventions that Facilitate Investment in Key Value Chain Upgrades
- **FIELD Report 14:** Sustainability in the Honduran Informal Market System
- **FIELD Report 15:** Creating Jobs and Economic Opportunities in Iraq
- **FIELD Report 16:** Guidance and Best Practices for REDD+ Transactions
- **FIELD Report 17:** Skills For Jobs For Growth
- **FIELD Report 18:** Smallholders and Inclusive Growth in Agricultural Value Chains

From the Associate Award and Activity Reports

- **ARIES Program Brief No. 1:** WOCCU-IIFC
- **ARIES Program Brief No. 2:** MIFSA-SME
- **ARIES Program Brief No. 3:** MIFSA-MFI
- **ESAF Brief:** E-banking Challenges and Opportunities in the West Bank & Gaza
- **ESAF Brief:** Ryada Microfinance's Experience Introducing Financial Services for Youth
- **ESAF Report:** Assessing Opportunities For Increasing Acceptance Of Electronic Money In Palestine
- **ESAF Report:** Savings Demand Market Research Study West Bank and Gaza
- **ESAF Report:** The Future of Financial Inclusion through E-banking Models in Palestine
- **ESAF Report:** Review of the Current State of Practice of Consumer Protection and Financial Literacy for Financial Services in the West Bank
- **FIELD Facilitation Brief 1** Defining Lead Firms & Principles
- **FIELD Facilitation Brief 2** Lead Firm Selection
- **FIELD Facilitation Brief 3** Structuring and Managing Collaboration w Lead Firms
- **FIELD Facilitation Brief 4** Interventions with Lead Firms
- **FIELD Facilitation Brief 5** Addressing Absence of Lead Firms in Value Chains
- **STRIVE Activity Brief #1:** The Afghan Secure Futures (ASF) Project
- **STRIVE Activity Brief #2:** Agriculture for Children's Empowerment (Liberia)
- **STRIVE Activity Brief #3:** STRIVE Philippines
- **STRIVE Activity Brief #4:** STRIVE Mozambique
- **ASPIRES:** Vulnerability Assessment Methodologies: A Review of the Literature

B. Practitioner Tools

- An Overview of **Islamic Microfinance** Products & Case Example from Afghanistan
- **Behavior Change Perspectives** on Gender and Value Chain Development: A Framework for Analysis and Implementation (FIELD Reports 11 & 12)
- Cost-effective Household Surveys: Key Lessons for **Implementing a Household Livelihood Survey** on a Budget
- Developing a **Cost-Benefit Analysis Tool:** Experiences and Lessons from Malawi and Mozambique
- **Economic Strengthening for Vulnerable Children:** Principles of Program Design and Recommendations for Effective Field Interventions (FIELD Report 2)
- Facilitating the Development of **Outgrower Operations:** A Practitioners Manual
- Guidelines and Experiences for Including Youth in Market Assessments for Stronger Youth **Workforce Development** Programs
- Guidelines to **Evaluating Social Performance**
- Integrating **Very Poor Producers into Value Chains:** A Field Guide
- Linking **Youth** with Knowledge and Opportunities in Microfinance
- Minimum Standards for **Economic Recovery after Crisis**
- Overcoming Back-end Barriers: Opportunity International and **Bank Switching Solutions**

- Partnering to Achieve **Economic Impact in HIV and AIDS Impacted Communities**: A Partnership Toolkit for Microenterprise Development
- **Poverty Assessment Tools** (24 country-specific)
- **Rural Agriculture Finance** and Food Security Practitioner Learning Program (PLP)
- **SMART Client Protection** Principles: Putting Principles into Practice
- **Social Performance Map**
- The GROOVE **Market Facilitation** Mentoring Program Toolkit (includes Topical Guides on 10 key market facilitation competencies)
- The SEEP Network **Savings-led Financial Services** Working Group Ratios
- Tools for Designing Project Interventions that Facilitate Investment in Key **Value Chain Upgrades** (FIELD Report 13)
- USAID **Financial Services** Implementation Grant Program Learning Network Tools
- **Value Chain Finance** Guide (FIELD Report 13)
- **Value Chain Finance Implementation Manual**: Increasing Profitability of Small Producers
- **Working with Lead Firms**: A Practitioner’s Handbook (in development)
- **Time Use PRA Guide** and Toolkit for Child and Youth Development Practitioners
- Tools & Methodologies for **Collaborating with Lead Firms**: A Practitioner’s Manual

C. List of Assessments, Case Studies, or Evaluations

- **Afghanistan**: ARIES Program Brief No. 4: FINCA
- **Afghanistan**: ARIES Program Brief No. 5: ACDI/VOCA – ARFC
- **Bangladesh**: Integrating a Market Development Approach to the Health Sector in Bangladesh: Assessment and Intervention Design
- **Colombia**: Guidance and Best Practices for REDD+ Transactions (FIELD Report 16)
- **Comoros**: Microfinance Sector Assessment
- **Ethiopia**: LIFT Project Assessment of USAID/PEPFARs Economic Strengthening Programs in Ethiopia
- **Ethiopia**: RCT on effectiveness of graduation model (in progress)
- **Global**: Is ICT Working in Agricultural Marketing: Evidence From the Field
- **Honduras**: Sustainability in the Honduran **Informal Market System** (FIELD Report 14)
- **India**: A Case Study: PepsiCo Frito-Lay Engages Potato Outgrowers in India
- **India**: A Case Study: The Outgrower Program of ITC, one of India’s Largest Corporations
- **India**: New ICT Solutions to Age-Old Problems: Case of the IGP India Project
- **Iraq**: Creating Jobs and Economic Opportunities in Iraq (FIELD Report 15)
- **Kenya**: A Case Study: The East Africa Growers Group (EAGA) in Kenya and its Outgrowing Activities
- **Macedonia**: Creating Jobs through Business Initiative and Enterprise Development: Rapid Assessment and Recommendations for a Proposed Macedonian Entrepreneurship Project
- **Macedonia**: Initiative and Enterprise Development: Rapid Assessment and Recommendations for a Proposed Macedonian Entrepreneurship Project
- **Malawi**: Expanding Outreach in Malawi: OIBM’s Efforts to Launch a Mobile Phone Banking Program
- **Mexico**: Bank-Microfinance Alliances: FINCA’s Pilot Program for Prepaid Cards in Mexico
- **Mexico**: Web-based Case Study: FINCA's Prepaid Card Training for Clients
- **Morocco**: Blazing a Trail, Addressing Obstacles: Lessons from Save the Children and Fondation Zakoura’s Youth Microfinance and Training Program
- **Namibia**: LIFT Assessment of Livelihood Strategies to Promote Food Security among People Living with HIV/AIDS in Namibia
- **Pakistan**: Learning from Pilots: The Case of ShoreBank International/AMPER in Pakistan
- **Pakistan**: The “Human Aspect” of Commercial Transformation: The Case of NRSP-Pakistan

- **Panama:** Challenges and Opportunities in Micro and Small Enterprise Rural Finance: An Assessment for USAID/Panama
- **Philippines:** Getting to ‘Good Enough’ in Product Upgrading: SDCAsia and the Cardava Banana Value Chain
- **Tanzania:** A Case Study: Outgrower Improve Flower Seed Operations in Tanzania
- **Ukraine:** Implementing a Household Livelihood Survey in a Post-Disaster Environment
- **Ukraine:** Opportunities for USAID Assistance to Agriculture in Ukraine
- **Timor-Leste:** Assessment of Financial Services for Agribusiness and Rural Farmers (assessment underway)

D. Presentations, Trainings, or Other Forums for Exchange

(With estimated number of attendees in parentheses)

- 2007 National Conference on Microfinance in Angola (100)
- After-Hours Seminar: Migrant-backed Loans: Mobilizing Remittances in Guatemala
- BASICS PLP online conference and presentation (60)
- Breakfast Seminar: Pathways Out of Poverty: Using Value Chains to Move Vulnerable Households Up the Economic Ladder
- Building the Assets of the Poorest: Savings Led Financial Services Seminars (50)
- Commercialization Amid Conflict: Microfinance Sector Development in the West Bank and Gaza (Screencast)
- Developing Outgrowing Operations Workshops (110)
- Economic Strengthening for Children Seminars (25)
- Energy and Microfinance workshop in Tanzania (15) and Seminar in Washington DC (20)
- Enterprise Development IGP workshop at 2009 SEEP Workshop (50)
- Evaluation of Effectiveness of Graduating the Ultra Poor Approaches Workshop (35)
- FACET Webinar: Using low-cost video for agricultural development
- FIELD Day at SEEP Conference in 2007 (150) and 2009 (150)
- Food Security and Microfinance Discussion (7)
- Gender Considerations in Value Chain Development seminars (50)
- Getting Lost in the Numbers: Poverty Indicators and their Implications for Development Practitioners
- Integrating Very Producers into Value Chains Trainings and Workshops (180)
- Islamic Finance Seminar (70)
- Joining ICT4D to learn about using technology for agricultural development
- Linking Finance to Food Security: Approaches, Products, and Tools
- Market Facilitation through Mentoring at SEEP 2012 Conference (25)
- Microfinance and Energy Poverty Roundtable
- Minimum Standards for Economic Recovery (525)
- Monitoring Nutritional and Health Outcomes of Food Security, Economic Strengthening, and Livelihood Programs
- Opportunity/FINCA Technology workshop at 2009 SEEP Workshop (35)
- Podcast: Designing an Effective Rural Finance Product to Improve Food Security for Livestock Traders in Kenya
- Poverty Assessment Tools TOT (370)
- Rebuilding Haiti: The Critical Role of MFIs and Credit Unions
- Rural and Agricultural Finance Presentation (25)
- Screencast: Improving Food Security through Customized Loan Products in India
- ShoreBank/NRSP Transformation workshop at 2009 SEEP Workshop (30)
- SMART Client Protection Principles Trainings Assessors trainings (400)

- Smart Notes: Putting client protection principles in practice
- Social Marketing for Economic Development (microinsurance) Roundtable Discussion (15)
- Speakers Corner #11: Building the Assets of the Poorest: Savings-Led Financial Services
- The GROOVE Market Facilitation Mentoring Program Presentations (40)
- Value Chain Financing Training (70)
- Working with Lead Firms Trainings (70)
- Youth and Workforce Development workshop and presentation (75)
- Smallholders in Value Chains: Evidence on Scale, Productivity, and Benefits by Elizabeth Dunn (218)
-

E. Other Factsheets, Success Stories, and Event Summaries

- ADM: A Ugandan SME navigates new waters on Lake Victoria
- ADM: Cooking up new ideas in Uganda with solar stoves
- ADM: Note From the African Diaspora Marketplace: Supporting Entrepreneurship for Diaspora-Driven Development
- ARIES: Note From Afghanistan: Credit Unions Bring Hope Amid Conflict
- ARIES: Note From Afghanistan: Developing Innovative Financial Products
- ARIES: Note From Afghanistan: Expanding Access to Formal Financial Services
- ARIES: Note From Afghanistan: Reaching the Unbanked with Sharía-Compliant Financial Products
- Building the capacity of capacity builders
- ESAF & the Banking Sector
- ESAF & the Microfinance Sector
- ESAF & the Palestinian Investment Partnership (PIP)
- ESAF & University Strengthening
- ESAF and the Insurance Sector
- ESAF and the Mortgage Market
- ESAF Voice from the Field: A Palestinian MFI Achieves Top 5% Rating
- ESAF Voice from the Field: Building Hope for Marginalized Workers in Palestine
- ESAF Voice from the Field: From Tennessee to Jerusalem: Investing in the Future
- ESAF Voices from the Field: Cementing the Path to Sustained Economic Growth
- ESAF Voices from the Field: Cultivating Young Entrepreneurs in Gaza
- ESAF Voices from the Field: Delivering with Precision in a Changing Market
- ESAF Voices from the Field: Developing Tomorrow's Banking Professionals Today
- ESAF Voices from the Field: Enhancing Finance Education through Faculty Exchange
- ESAF: New frontiers for USAID's ESAF program in the Palestinian finance sector
- ESAF: Note From the West Bank and Gaza: Decreasing Microfinance's Donor Dependency
- ESAF: Note From the West Bank/Gaza: Expanding Opportunities for SMEs
- ESAF's Palestinian Investment Partners Program: Investing in Growth
- FACET: ICT and AG Profile: Awaaz.De
- FACET: ICT and Ag Profile: Community Knowledge Worker
- FACET: ICT and AG Profile: DataDyne
- FACET: ICT and Ag Profile: Digital Green
- FACET: ICT and AG Profile: Esoko
- FACET: ICT and AG Profile: IKSL's Green Sim Card
- FACET: ICT and AG Profile: Kilimo Salama
- FACET: ICT and AG Profile: Literacy Bridge
- FACET: ICT and AG Profile: Mace Foods' M-Pesa
- FACET: ICT and Ag Profile: Mali Shambani
- FACET: ICT and Ag Profile: Manobi

- FACET: ICT and AG Profile: MarketMaker
- FACET: ICT and AG Profile: MFarm
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- FACET: ICT and AG Profile: Nokia Life Tools - Agriculture
- FACET: ICT and AG Profile: Nutrient Manager for Rice
- FACET: ICT and Ag Profile: Reuters Market Light
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- FACET: ICT Application for Distribution and Supply Chain Management in African Agriculture
- FACET: ICT Enhances Warehouse Receipt Systems and Commodity Exchanges in Africa
- FACET: ICT to Enhance Farm Extension Services in Africa
- FACET: Software Platforms for Mobile Applications for Agriculture Development
- FACET: Using ICT to Provide Agriculture Market Price Information in Africa
- LBLI: “Picking” up Partners for Success: Businesses Linkages in Lebanon Support Local Jobs and SME Competitiveness
- LBLI: Note From Lebanon: Increasing Competitiveness through Cooperation in the Value Chain
- New Partners in Value Chain Development get a hands-on look at maize in Rwanda
- Note From Bangladesh: Assessing the Commercial Market for Health Care
- Note From Bolivia: Expanding Market Opportunities for a Rural Microenterprise
- Note From Nepal: Ensuring Financial Services During Political Conflict
- Note From the Field: Supporting Social Performance in Microfinance
- PRODEL: Breaking into the US specialty food market
- PRODEL: Ecuadorian Coffee Companies Make a Splash in the US Market
- PRODEL: Investing in Business Linkages: An SME in Lebanon Grows its Business through a Strengthened Supply Chain
- Strengthening Insurance Sector Capacity in a Growing Market
- Mobile Money Infosheet: bKash
- Mobile Money Infosheet: DBBL Mobile Banking
- mSTAR Digest | January 2014
- mSTAR: Mobile Solutions Technical Assistance and Research Activity Profile - Bangladesh
- HIFIVE Success Story: Investing in Haitian Entrepreneurs Equals Good Business
- Mobile Money Snapshot: HelpAge International
- USAID-Foras Snapshot: Helping US Investment Take Root in Northern Iraq
- LIFT II Success Story: Tackling Extreme Poverty through Linking Health and Economic Strengthening Services in Lesotho
- USAID-Foras Snapshot: Using Advanced Features on the Portal to Find the Best and the Brightest Candidates
- USAID-Foras Snapshot: Smashing a Social Media Milestone
- USAID-Foras Snapshot: Using Insights from Social Media to Work Smarter

F. Other Online Articles

- Applying Social Marketing Principles for Economic Development
- Electronic Learning Products from SEEP’s Rural Agricultural Finance and Food Security Practitioner Learning Program
- Implementing a Country-wide Consumer Protection and Financial Literacy Initiative in Palestine
Managing Risk in the West Bank: A Review of Supply and Demand for Microinsurance
- Project Snapshot: Testing the Graduation Model in Ethiopia
- Public-Private Partnerships: Learning by Example
- Selecting Mobile ICT Devices for Agriculture Services and Applications in Sub-Saharan Africa
- The Warehouse Receipts System: Improving Food Security in the Post-Harvest Value Chain

- Village Savings and Loan Associations and Food Security: Exploring Linkages in Sierra Leone and Tanzania
- Finding the Links in Value Chain Development: A Handbook on Working with Lead Firms
- Social and Economic Strengthening Advances Through Conditional Cash Transfers in Lesotho
- Disabilities Inclusion Framework for MFIs: Making Microfinance Institutions Disability Inclusive and Smart Campaign Certifiable

	Other
mSTAR: Mobile Solutions Technical Assistance and Research Activity Profile - Bangladesh	Info Sheet
HIFIVE Success Story: Investing in Haitian Entrepreneurs Equals Good Business	Success Story
Mobile Money Snapshot: HelpAge International	Snapshot
USAID-Foras Snapshot: Helping US Investment Take Root in Northern Iraq	Snapshot
LIFT II Success Story: Tackling Extreme Poverty through Linking Health and Economic Strengthening Services in Lesotho	Success Story
USAID-Foras Snapshot: Using Advanced Features on the Portal to Find the Best and the Brightest Candidates	Snapshot
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USAID-Foras Snapshot: Using Insights from Social Media to Work Smarter	Snapshot