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# USAID|PAKISTAN: FIRMS PROJECT

ANNUAL PROGRESS REPORT – II  
JULY 2010 – JUNE 2011



JULY 31, 2011

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(JULY 2010 - JUNE 2011)

Contract No. EEM-I-00-07-00008-00 FIRMS Project

**JULY 31, 2011**

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## ACRONYMS

ADB	Asian Development Bank
ADR	Alternate Dispute Resolution
AMP	Award Management Plan
AOTR	Agreement Officer's Technical Representative
BDS	Business Development Services
BEE	Business Enabling Environment
BRP	Business Recovery Plan
BRSA	Business Recovery Support Agreement
CIDA	Canadian International Development Agency
CIPE	Center for International Private Enterprise
COP	Chief of Party
CRISP	Community Rehabilitation and Infrastructure Project
CSF	Competitiveness Support Fund
DEDS	District Economic Development Strategy
EG	Economic Growth
FLB	Fruit Logistic Berlin
FSN	Foreign Service National
FY	Fiscal Year
GDP	Gross Domestic Product
GIS	Geographical Information System
GOP	Government of Pakistan
IDP	Internally Displaced Person
IMF	International Monetary Fund
IP	Implementing Partner
IPC	Investment Promotion Council
IR	Intermediate Result
IT	Information Technology
KPCCI	Khyber Pakhtunkhwa Chamber of Commerce and Industry
M&E	Monitoring and Evaluation
MGA	Mango Growers Association
N/A	Non-Applicable
NGO	Non-Governmental Organization
P&D	Planning and Development
PSD	Private Sector Development
RFP	Request for Proposal
ROZ	Reconstruction Opportunity Zone
SMEDA	Small and Medium Enterprises Development Authority
SO	Strategic Objective
SOW	Scope of Work
TAP	Technical Assistance Plan
TBD	To Be Determined
US	United States
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

# PROJECT OVERVIEW

## PROJECT BACKGROUND

The objective of the USAID Pakistan FIRMS Project is to improve government service delivery and develop dynamic, internationally competitive firms to accelerate sales, investment, and job growth to undercut the basis of extremism. Socioeconomic stabilization of vulnerable areas in Pakistan is in the strategic interest and an urgent priority of the U.S. government. The primary prerequisite for this stabilization is a robust and competitive private sector resulting from a market-driven economic environment and enabling policies. The FIRMS Project has three complementary components:

**Business Enabling Environment (BEE).** This component improves the capabilities of government, primarily but not exclusively at the district level, to accelerate and facilitate economic opportunity. The BEE component is working closely with private-sector and district governments to develop district economic development strategies that identify opportunities to improve government services. Strategies underway include Multan and Bahawalpur. Future strategies include Sukkar and Larkana from Sindh and three districts from Khyber Pakhtunkhwa (KPK). BEE will also assist government at relevant levels to implement discrete interventions related to economic growth in a manner consistent with international best practices. Policy and regulatory reforms underway include agriculture (fresh produce) market policy, livestock policy, and cotton and textile regulatory reform. The FIRMS Project is also supporting the formation of an Investment Promotion Council for KPK and FATA regions which will provide an institutional arrangement to promote investment and advocate reforms.

**Private Sector Development (PSD).** This component aims to accelerate the creation of economic opportunities for a robust private sector. The primary focus is development of sales opportunities for private businesses. The project will liaise closely with government, primarily through the BEE component, as well as work directly with industry and the private sector. Sectors which have been fully engaged are mangoes from Sindh and southern Punjab, including fresh mango exports as well as value-added products such as dried mango, mango oil, and pulp; dates in Sindh including value-added products of paste and syrup; and cotton ginning in Sindh and Punjab. Recognizing the important role women can play in stabilization, increasing competitiveness, and investing a higher percentage of their resources in the health and education of their children, the PSD component emphasizes expanded incorporation of women into the economic activities it undertakes.

**Khyber Pakhtunkhwa (KPK) Revitalization Programs.** Sectors which have been fully engaged are tourism and fisheries, including trout and carp farms. In addition to firm level and sector specific association support, the project is also assisting the KPK Chamber of Commerce and Industry (KPKCCI), which will impact multiple sectors. Many of these activities are related to flood relief, recovery, and reconstruction. The KPK Revitalization Programs support the economic growth strategies of the governments of Pakistan, the Khyber Pakhtunkhwa Province, through its Provisional Relief Rehabilitation and Settlement Authority (PaRRSA), and the United States. Under this program, the FIRMS Project developed a comprehensive activity plan to revitalize economic growth in Malakand. The FIRMS Project has also provided technical support in the form of a pilot communications campaign for Malakand to bring widespread, positive attention to the efforts of PaRRSA and USAID in conflict and flood-affected Malakand.

## PROJECT TASK CHANGES SUMMARY

Not Applicable (N/A): Subject to Work Plan Approval/Modification

## PROJECT FINANCIAL SUMMARY

Contract No.:	EME-I-00-07-00008-00
Date of Issuance of Task Order:	07 May 2009
Total Potential Task Order Amount:	US\$89,753,164.00
Amount Obligated Under Task Order:	US\$46,330,000.36
Total Project Funds Expended To Date:	US\$34,111,065.36
Project Funds Expended During Quarter Four:	US\$ 4,687,747.36
Project Funds Allocated for the Next Quarter:	US\$ 3,441,409.00
Project Funds Allocated for Next Year:	US\$12,218,935.00

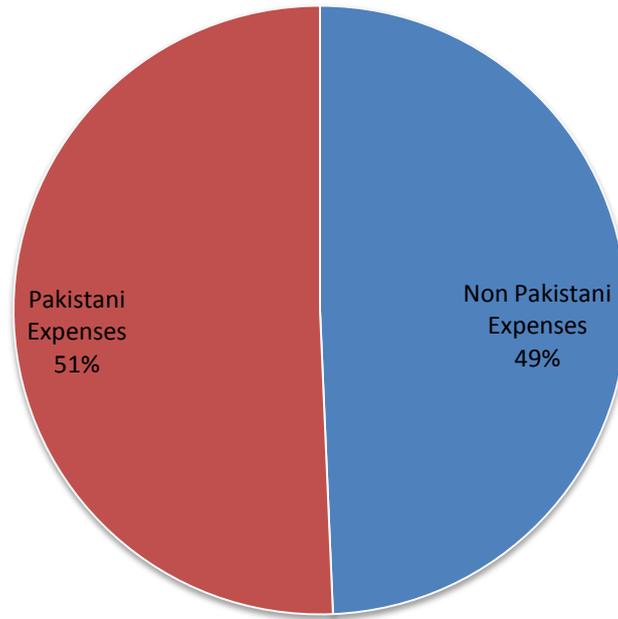
## PROJECT FUNDS EXPENDED DURING REPORTING YEAR (JULY 1, 2010 – JUNE 30, 2011) ON LOCAL INSTITUTIONS AND STAFF

Description	Funds Expended (in US\$)			% of Overall Total			Total
	Local Service Providers	Local Staff	Local ODC*	Local Service Providers	Local Staff	Local ODC	
During the reporting year, project funds expended in Pakistan on local institutions and local staff	\$4,874,818.72	1,406,643.52	3,517,570.09	25%	8%	18%	51%

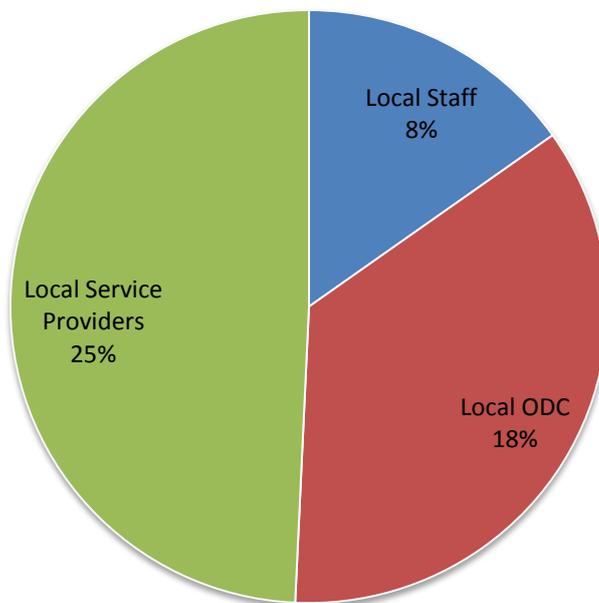
## PROJECT FUNDS EXPENDED DURING QUARTER IV (APRIL 1, 2011 – JUNE 30, 2011) ON LOCAL INSTITUTIONS AND STAFF

Description	Funds Expended (in US\$)			% of Overall Total			Total
	Local Service Providers	Local Staff	Local ODC*	Local Service Providers	Local Staff	Local ODC	
During the reporting quarter, project funds expended in Pakistan on local institutions and local staff	\$974,186.80	\$293,023.57	\$566,135.15	21%	6%	12%	39%

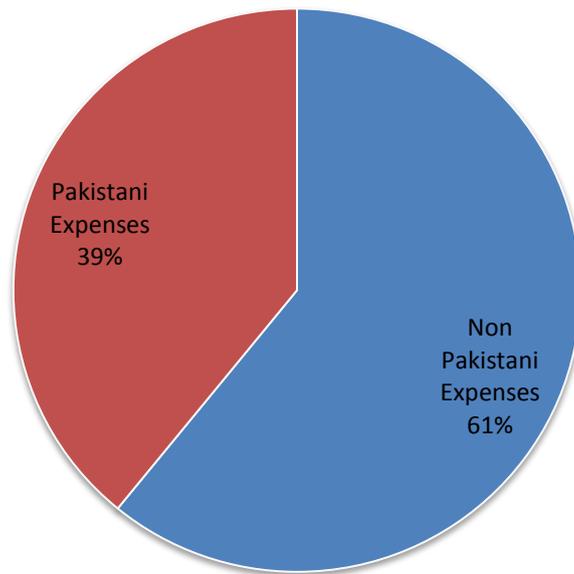
**Figure 1: Percentage of Pakistani and Non-Pakistani Expense by the Project for Reporting Year**



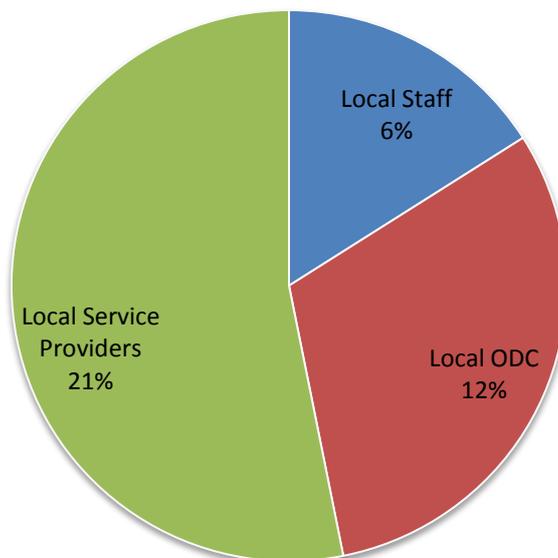
**Figure 2: Percentage of Project Funds Expended in Pakistan on Local Institutions and Staff for Reporting Year**



**Figure 3: Percentage of Pakistani and Non-Pakistani Expenses by the Project for Quarter IV**



**Figure 4: Percentage of Project Funds Expended in Pakistan on Local Institutions and Staff for Quarter IV**



# PROJECT HIGHLIGHTS

## NATIONAL HIGHLIGHTS

- Successfully executed trial shipment agreement with two major European importers:** Solfruit and Bakker Barendrecht are leading suppliers of exotic fruits to major supermarket retailers in the European markets. Both import partners are working with the FIRMS Project to perfect shipping protocols and bring mangoes to high-end European consumers. In addition, a number of European players are partnering with FIRMS Project-assisted mango farms to bring GlobalGAP certified mangoes to up-market European retailers by air shipments. In the past, air shipments have targeted low-value diaspora markets.
- First mango trial sea shipment for the 2011 season:** The FIRMS Project facilitated two trial sea shipments of seven tons each of Sindhri mangoes to Solfruit, a bulk importer of fruits and vegetables in Rotterdam, Netherlands. The shipments were processed at Hyder Shah Fruit Farm and Murtaza Agriculture Farm from Sindh on the USAID-supported mango processing apparatus and transported to the port via temperature-controlled reefer containers. Project experts provided technical assistance and shipment preparation support to the farmers to ensure that importer harvesting, de-sapping, weighing, packing, and other transit requirements were met and high-quality shipments were sent. The vessel left the Karachi port on June 18 with a total transit time of 19 days for arrival at the importer's destination port of Rotterdam, Netherlands. A total of 150 tons of mangoes were exported, worth US\$75,000.
- Mango air shipments to Europe 2010:** For the first time the FIRMS Project and their partner farms shipped 10 premium quality mango air shipments to three suppliers of fresh produce (Total Exotics, Univeg, and Wealmoor). These three U.K. importers were very pleased with the high quality and uniform appearance of Sindhri, S.B. Chaunsa, Fajri, and White Chaunsa mangoes.
- Mango sea shipments to Europe 2010:** First-ever trial sea shipments, processed by a first of its kind, locally manufactured mango processing line were shipped to the European mainstream market. A total of three shipments of SB Chaunsa, Fajri, and White Chaunsa were shipped via sea to the two European buyers (Univeg and Solfruit) in the U.K. and the Netherlands. The mangoes tolerated the nearly four-week voyage very well, according to international expert Dr. David Picha. The fruit arrived in good condition having excellent flavor and it was estimated that around 70 percent of the fruit was marketable. For the 2011 season, one shipment to Europe has been completed and another is underway.
- Mango processing lines delivered, installed, and operational up to dryer:** Eight pack house facilities, four in Sindh and four in Punjab, are now operationalized and ready to export mangoes either as part of trial shipments or commercial shipments using internationally recommended protocols. The lines that are now operational have proper mango feeding, sorting, washing, hot water treatment, and drying. The graders are in the process of being finalized, but have no significant impact on operations since grading is currently being done by hand. These eight pack house facilities, completed with all mango infrastructures, are processing mangoes for local markets and international markets through exporters.
- Blast chiller and cold storage installations at beneficiary mango farms:** All 13 FIRMS Project beneficiary mango farms have received blast chillers and cold storage units as part of the USAID assistance under the Infrastructure Upgradation Agreement (IUA). This equipment substantially increases mango shelf-life, thereby enabling mango farmers to export shipments by sea which was previously not possible.
- Participation in Fruit Logistica, Berlin 2011:** The FIRMS Project formed an 11-person delegation, including growers and exporters from Punjab and Sindh region, to attend the world's premier fresh produce trade show, Fruit Logistica, held in Berlin, Germany from February 9-11, 2011. The primary objectives were to introduce the Pakistan mango producers and exporters to leading U.K. and E.U. fresh produce importing companies and to establish liaisons with importers. Some of the potential buyers at the Fruit Logistica event were Nature's Pride and BAMA, Minor, Weir and Willis, Total Produce, Bakkar Netherlands from Univeg Group, Total Exotics, and Solfruit. The Green Cell Group from Westfalia also agreed to a trial shipment of dried mango products.
- International exposure for the Pakistani date sector at the Asia Fruit Logistica, Hong Kong 2010:** The FIRMS project successfully introduced the Pakistan date industry to the international market for the first time through setting up an Asia Fruit Logistica trade fair booth and sponsoring the attendance of three date exporters/processers that have the infrastructure to produce export-quality dates. The Asia Fruit Logistica is the Asian branch of the largest fruit and vegetable trade show in the world. It was held in Hong Kong in September 2010. Buyers and media from Europe, North America, the Middle East, and Africa came together on one platform.
- Mango conference – Growing Gold on Trees:** On January 4, 2011 the FIRMS Project helped the Ministry of

Food and Agriculture (MINFA) host the event *Growing Gold on Trees: A Conference on Pakistan's Mango Industry* in Islamabad. The event ensured that stakeholders in the government of Pakistan, the private sector, and industry associations are aware of the USG's successful assistance to Pakistan's mango sector in the past year. This assistance includes work under the FIRMS Project and work undertaken by the United States Department of Agriculture (USDA) to facilitate exports to the U.S. The participants reviewed the successes of 2010, the best year so far in the history of Pakistan's mango exports, and galvanized efforts for continued progress so that farmers can reap greater financial rewards for their crops.

- **Project-led initiative for GlobalGAP certification:** Selected farms were upgraded to develop the required infrastructure for produce handling and processing following international best practices. The Mango GlobalGAP Agreement (MGA) was signed by the FIRMS Project and 15 farmers of Sindh and Punjab provinces in the first phase. The FIRMS Project supported the farmers with technical assistance, record keeping, tools and equipment, trainings, and seminars. A full time Technical Field Officer (TFO) has been allocated to each farm to guide, monitor, and maintain the GlobalGAP protocols. Seven farms in Punjab and three farms in Sindh (who signed MGAs with the FIRMS Project) have completed an external audit by Bureau Veritas as of September 23, 2010. These ten farms then received their Global GAP certificates in a ceremony at the *Growing Gold on Trees* event on January 4, 2011 in Islamabad. The project is currently assisting 19 mango farms (seven in Punjab and 12 in Sindh) in acquiring the GlobalGAP certification.
- **Initiated a training program for agriculture extension staff of Punjab and Sindh:** In collaboration with the governments of Punjab and Sindh, the FIRMS Project worked to enhance capacity in mango production, harvesting, and post-harvest technologies so that agriculture extension workers can effectively advise farmers. The FIRMS Project conducted four-day training workshops, rooted in both theory and practice, in five districts of Punjab: Multan, Muzaffargarh, Khanewal, Bahawalpur, and Rahimyar Khan. The FIRMS Project followed with three training workshops in January of 2011 in three major mango producing districts of Sindh: Hyderabad, Mirpurkhas, and Nawabshah for 249 agriculture extension workers.
- **Samples of Pakistani dried mangoes reach the U.S. market:** The first sample shipment of 150 Kgs (100 grams each packet) of Pakistani White Chaunsa dried mangoes was sent to the U.S., the world's largest market for dried mangoes. The samples were provided to a U.S.-based marketing company for execution of the initial market survey for Pakistani dried mangos. These mangos were produced by a commercial processor, Eco Foods, of Lahore, Pakistan. The objective was to solicit feedback on the samples and to identify the channels of distribution to capture the export market for the product as well as to estimate Pakistan's potential for the export of this product. The dried mango samples were distributed to more than 150 importers, distributors, and retailers of dried mangos and more than 100 direct retail consumers including Trader Joes, Costco, Mariani, and Raja Foods.
- **Date shipment to South Africa and China:** As a result of USAID's participation in the Asia Fruit Logistica event, M/S Supreme Dates Factory and M/S Nadeem Dates Factory confirmed their (jointly serviced) first order of 54 tons (three 20-ft. containers) from South Africa. A shipment of 18 tons of fresh processed dates (Begum Jhangi variety from Baluchistan) was delivered to Durban, South Africa on October 25, 2010 and was part of a 54 ton shipment worth \$51,000 originated by a large buying house. This single order is more than 21 percent of Pakistan's total fresh dates exported to South Africa last year. A commercial shipment of 36 tons of fresh industrial dates has been processed and shipped to China by M/S Nadeem Dates Factory. The expected increase in sales by this order is five to eight percent. China is the fastest growing market for Pakistani date exporters.
- **Booklets and posters for the benefit of Pakistan's mango sector stakeholders:** The FIRMS Project developed training booklets that cover a range of topics such as post-flood orchard management, mango harvesting and post-harvest handling, irrigation practices, tree pruning and canopy management, nutrients application, pest and disease management, mango exports, and dried mango production methods for the guidance of mango farmers and extension workers. Six posters were developed for ready reference for extension workers and farmers.
- **Mango post-flood trainings:** Five training events were presented to 359 flood-affected mango farmers and extension workers to provide skills, concepts, and techniques for managing their mango orchards effectively, avoiding wilting of the plants, and ensuring mango tree health. A booklet, *Post Flood Mango Orchard Management*, was published and distributed in mango-affected clusters of Punjab.
- **Pakistani handmade producers at TexWorld USA, New York 2010:** The FIRMS Project promoted greater visibility of Pakistani handmade producers at TexWorld USA, a textile and apparel garment sourcing trade show held in New York in July of 2010. The Pakistani firms received a great deal of attention from buyers and designers visiting the show, including John Patrick Organic, a couture designer who is interested in a long-term partnership with TareenTex, Looptex, and KOEL. FIRMS reported new orders of \$1.9 million (in addition to \$4.5 million worth of orders by existing buyers) as a result of participation at the trade show. \$1.19 million of the new orders are confirmed and \$800,000 are in process
- **Agriculture produce marketing policy and regulatory reform across Pakistan:** The FIRMS Project's technical assistance to the governments of Punjab, Sindh, KPK, and Baluchistan aims to create an agriculture policy and regulatory framework that conforms to international best practices and eliminates market distortions.

Preparatory analysis revealed that \$500 million could be generated if existing market distortions are removed and policies, institutions, and business processes are optimized. The FIRMS Project provided government counterparts a comprehensive policy reform matrix, technical assistance in developing legislative instruments, and institutional capacity to introduce international best practices in management and operations. Technical assistance included a rapid market assessment, baseline survey of public markets, economic review of agricultural marketing policy against international benchmarks, and legal review and law reform proposals including drafting a fresh regulatory and institutional framework.

- ***Cotton ginning reform strategy:*** Cotton ginning was identified as a priority area for policy interventions during discussions between the Ministry of Textiles (MINTEX) and USAID. As a result, the project is conducting a detailed analysis to recommend a regulatory and institutional framework favorable for production of quality and graded ginning cotton. A report prepared by two local regulatory specialists has been shared with USAID's Economic Growth Office with proposed recommendations for amendments, business process reforms, and institutional reorganization. A baseline assessment of ginneries in Pakistan (located principally in Punjab with a small number in Sindh) will also be undertaken to help formulate recommendations for implementing optimal standard operating procedures and certification standards and improving the regulatory framework to reduce time and cost inefficiencies evident in current regulatory business processes. The culmination of these activities will help the MINTEX plan a roadmap for implementation of suggested recommendations.
- ***Livestock sector reforms across Punjab, Sindh, KPK, and Baluchistan:*** The FIRMS Project was requested to help reform the livestock sector by supporting provincial governments to increase private finance initiatives, reduce losses and wastage, regularize the informal sector, reduce costs associated with doing business, and provide alternate channels for value addition. The project has engaged local and international experts to provide technical assistance to the provincial governments of Punjab, Sindh, KPK, and Baluchistan to articulate and implement a comprehensive livestock sector policy framework. Support is being provided for sustainable institutional arrangements which can oversee the entire sector, backed by comprehensive legislative instruments to implement a reformed policy and regulatory framework. It is expected that once this framework has been prepared and approved, the FIRMS Project will initiate a pilot project that transforms selected livestock markets into sustainable entities that leverage private investment and operate according to international best practices.

***District Economic Development Strategies (DEDS):*** At the end of Year 2, District Economic Development Strategies (DEDS) were finalized for the districts of Multan and Bahawalpur. DEDS for Multan and Bahawalpur have already been approved by the USAID Economic Growth Office and have secured a buy-in from the Planning and Development Department of the Punjab government. These strategies identified development priorities unhindered by traditional public sector challenges of resource constraints and highlight opportunities for stakeholders to collaborate and undertake priority interventions without redundancy of efforts. As a second leg of the DEDS initiative, strategies will be initiated for Sukkur and Larkana in Sindh and Quetta in Baluchistan pending USAID Economic Growth Office approval.

## PROVINCIAL HIGHLIGHTS – KPK

- ***Investment Promotion Council (IPC):*** The IPC initiative seeks to engage a local organization with the capacity to facilitate the creation of an Investment Promotion Council (IPC) tasked with the design and implementation of reforms and economic growth initiatives to enable private sector delivery of infrastructure, facilities, and services in KPK and FATA. IPC is envisaged as a broad-based body comprising members of the public sector, trade associations, chambers of commerce, academia, and non-governmental organizations (NGOs) from the region. This initiative aims to encourage economic growth while providing a forum to channel investments in selected sectors, address stakeholder concerns, and resolve disputes. The rationale was drawn from a consensus reached by the FIRMS Project, USAID, the KPK government, and the FATA Secretariat and other stakeholders which identified the need for a conducive and enabling environment to leverage private finance initiatives in the planning, management, and delivery of infrastructure, facilities, and services.
- ***Technical assistance to PaRRSA:*** The FIRMS Project has provided technical assistance to PaRRSA in the form of an economic analyst and a monitoring and evaluation (M&E) expert. The experts, apart from extending support on routine office operations, have been embedded with PaRRSA to help build its institutional capacity to develop strategies, formulate policies, and plan and implement development projects that will stimulate economic growth. These experts have provided assistance to PaRRSA since May of 2010 and have also participated in a two-day workshop conducted jointly by the KPK Chamber of Commerce and Industries and the FIRMS Project to create a vision document for the tourism and industry sectors.
- ***MoU between USAID Pakistan and the KPCCI:*** In recent years the KPK economy has received major setbacks due to energy crises, ongoing conflict, an earthquake, and floods. In the wake of these challenges an

MoU was signed between USAID Pakistan and the KPCCI to improve KPK's competitiveness in industrial, trade, agricultural, transport, infrastructure, and energy markets. The KPCCI will develop a vision document and implementation plan for the industry and tourism sectors and subsequently expand to other sectors.

- **Implementation of MOU reforms in the KPK industry and tourism sectors:** The FIRMS Project held consultations with senior government officials, including the Chief Secretary, ministers, and secretaries, to discuss and prepare vision documents. The first round of industry and tourism working groups meetings on position papers encompassing strengths, weaknesses, opportunities, and threats (SWOT) and environmental analysis were held December 22-23, 2010 while a second round of consultations on draft vision documents were held February 3-4, 2011. The industry and tourism vision documents have been finalized as per stakeholder feedback. A final meeting on the dissemination of vision documents with the political leadership is scheduled for August 2011.
- **Donor meeting on draft vision documents:** On February 18, 2011 the industry and tourism vision documents were presented to the donor agencies that are active in private sector development in KPK province. Representatives from the World Bank (WB), the Asian Development Bank (ADB), the Department for International Development, U.K. (DfID), the United Nations Development Programme (UNDP), the International Labor Organization (ILO), the Canadian International Development Agency (CIDA), and other organizations attended the meeting and shared their feedback on the documents. Participants appreciated the presentations and acknowledged the active participation by the private sector and chamber as a positive sign. Feedback and recommendations have been incorporated into the final vision documents.
- **Meeting with Chief Secretary of KPK:** The FIRMS Project and the KPCCI attended a high level meeting with the KPK Chief Secretary, Secretary of Industries, and Chairman of Sarhad Development Authority on January 7, 2011. The objective was to brief them about the MOU signed between USAID and the KPCCI and to solicit their perspectives on KPK's tourism and industry vision documents. The Chief Secretary appreciated this important initiative of the KPCCI, as well as USAID support, and assured full support of the Government of KPK to make it a success. The Chief Secretary also suggested that the team should review the Post Crises Needs Assessment Report (September 2010) and the Comprehensive Development Strategy (2009-2015) developed by the Government of KPK and align the vision documents with the Government of KPK priorities identified in these two documents.
- **Meeting with Minister and Secretary of Industries of the Government of KPK:** The FIRMS Project and the KPCCI met on January 7, 2011 to discuss the KPK industry vision under the chairmanship of The Minister of Industries, Labor, and Technical Education Department. The meeting was attended by a large number of participants from the KPCCI, the Small and Medium Enterprise Development Authority (SMEDA), USAID Peshawar, and the FIRMS Project who discussed the situational, environmental, and SWOT analysis of the KPK industry sector and stakeholder feedback and recommendations on the paper received during the first working group session held on December 22, 2010 in Peshawar. The Minister and the Secretary of Industries gave their approval of the vision document development process. The Minister of Industries appreciated the efforts of the KPCCI and USAID and confirmed his department's full participation and support.
- **Meeting with Minister and Secretary of Tourism of GoKPK:** The FIRMS Project and the KPCCI met the KPK Minister and the Secretary of Tourism on January 6, 2011 and discussed the paper on the situational/SWOT analysis of the tourism sector and stakeholder feedback on the position paper received during the working group session. The Minister and the Secretary of Tourism gave their approval to the process. They shared an overview of projects implemented by the Tourism Department/STC and identified areas for mutual collaboration with the private sector. The Minister showed keen interest in USAID's work and emphasized that the province needs support due to the recent back-to-back catastrophes. The Minister suggested some important steps, such as declaring Swat as a tax free zone, allowing interest-free loans to hoteliers of Swat and waiving the bed tax (already done for Kaghan). The Secretary stressed the need for a more practical and realistic vision for the KPK tourism sector.
- **Malakand Small and Medium Enterprise (SME) Recovery Assistance Program:** USAID is providing direct assistance in the form of working capital and rehabilitation grants and in-kind procurement support of construction materials, hotel supplies, production inputs, operating equipment, and technical assistance to 239 businesses in tourism and 22 fish farms in Swat to help them recover and rehabilitate their businesses. The program is implemented by FIRMS Project in support of the economic growth strategies adopted by the government of Pakistan and the Khyber Pakhtunkhwa Province through PaRRSA. PaRRSA and USAID selected tourism and fisheries as priority sectors for FIRMS Project support in Swat because of their fundamental importance to the district's economy. Assistance in the form of working capital and rehabilitation grants has been provided by the FIRMS Project to businesses in these sectors to help them revitalize their businesses. The support will prepare businesses for the summer 2011 domestic tourism season.
- **Working capital and rehabilitation grants for Swat hotels and fisheries sectors:** In an effort to revive the tourism and aquaculture sectors, the Malakand SME grants program was launched to provide cash assistance to

Swat based hotels and fisheries. Censuses of 340 hotels and 22 trout fish farms were conducted by the FIRMS Project and 265 hotels and 22 fish farms were identified eligible for support upon completion of deliverables. Upon successful completion of deliverables and recovery milestones, grant funds equalling \$1,158,122 (83 percent) have been disbursed to 239 hotels (\$ 1,019,420) and 22 fish farms (\$138,702). A total of \$5.25 million has been earmarked for these two sectors, of which \$1.4 million is direct cash assistance in form of post-conflict and post-flood rehabilitation grants to be released up to 261 beneficiaries on satisfactory completion of deliverables.

- ***In-kind procurements to Swat hotels:*** As part of the SME Recovery Assistance Program, the FIRMS Project has completed deliveries of construction materials, furniture (single and double beds, chairs, sofas), electronics items (computers, televisions, fax, telephone exchanges, heaters, refrigerators, oven/cooking range, geysers, gas cylinders, air conditioners, kitchen utensils) and room supplies (mattresses, blankets, carpets) worth \$541,643 to 105 hotels from Mingora, Malamjabba, Madyan, Miandam, and Bahrain areas. The in-kind support to approximately 100 Kalam hotels will be provided shortly. The program is expected to provide in-kind procurements of approximately \$1,400,000 to partner hotels. Upon receiving USAID in-kind support, hoteliers started rehabilitation of hotels to receive tourists. Project technical experts have conducted field monitoring and reported that the partner hotels are investing time, money, and supplies to the rebuilding of their businesses. The commitment is apparent, and the program is showing great impact.
- ***Tourism sector technical assistance:*** The grants and procurements are supported by technical assistance at the firm and industry level. Firm-level support initiated to date includes development of individual business recovery plans and schedules for all beneficiaries. The FIRMS Project assisted 239 hotel owners in preparation of their business recovery plans and schedules that outlined the current status of their business operations, recovery goals, and targets. The FIRMS Project provided support to businesses for development of procurement request forms for construction materials, hotel supplies, machinery, and operational equipment. The tourism management trainees provided follow-up technical support to the hoteliers in rehabilitation and readiness of hotels and developing marketing linkages.
- ***Trainings workshops in hotel management:*** The FIRMS Project in collaboration with Pakistan Austrian Institute for Tourism and Hotel Management (PAITHOM) organized eight two-day training workshops for managers of hotels in Swat on improved hotel management techniques for better service delivery to tourists. The PAITHOM's training curriculum (Urdu) was adapted for the training program. A total of 223 participants were trained on techniques for better front office management, food and beverage handling, housekeeping, and room service. The training completion certificates were jointly issued by FIRMS Project and PAITHOM. The trainings were monitored by representatives of PaRRSA. The pre- and post-training assessments show over 50 percent of weighted average improvements in knowledge of the participants. This joint activity also helped in the revival of PAITHOM. Follow-up technical assistance and on-the-job technical support is being provided through six FIRMS Project hotel management trainers who are placed with the hotels for short-term work on a secondment basis.
- ***Rapid assessment of flood damages in Malakand's hotel and fish farm sectors:*** The infrastructure of the hotel industry was severely affected due to massive floods in July of 2010. The FIRMS Project carried out a rapid assessment exercise to analyze the flood damages incurred by the project's partner hotels and fish farms in Swat region. The study revealed that capital losses incurred by the entire hotel industry in Swat were estimated at approximately PKR 650 million while estimated total revenue loss to the industry over the past three years amounts to PKR 2.13 billion.
- ***Post-flood census for Swat hotels:*** The FIRMS Project carried out a post-flood hotel census to assess the damages caused to Swat tourism. Of 239 hotels, 24 were found to be fully damaged, 25 were partially damaged, while 174 hotels were moderately damaged due to flood. Another 12 were under the use of Pakistan army while four had been converted to other businesses due to severe losses. The assessment shows that capital losses incurred by the partner hotels in Swat are estimated at approximately PKR 510 million or \$6 million. 89 percent of the damage to the hotels building/structure, five percent to machinery and equipment and 6 percent to furniture and fixtures of hotels. The estimated total revenue losses to the hotel industry due to flood amounts to PKR 47.1 million or \$550,000.
- ***Tool for hotel readiness assessment:*** As part of the follow-on support to beneficiary hotels, the FIRMS Project experts have developed a detailed checklist for periodically assessing the conditions of the Swat hotels' rehabilitation, readiness, cleanliness, and hygiene for delivering services to tourists. Based on the status recorded during this first round of assessments, a tailored action plan was developed for each hotel by the FIRMS Project with the concerned hotelier to help them improve their readiness conditions prior to the tourist season kick-off. Two rounds of site visits were completed for partner hotels from April to June 2011. The hotels previously assessed to be in poor conditions have shown progress, and the trend is encouraging. Project experts will continue the visits to benchmark the progress against the targets set in the action plans.
- ***Tourism sector strategy and industry advisory group:*** The FIRMS Project developed a Swat tourism sector

recovery strategy and helped establish the Swat Tourism Advisory Group (STAG), consisting of stakeholders from public and private sectors to coordinate post flood tourism sector recovery and development. This activity will eventually be encouraged to dovetail with KPK tourism and industry sector vision documents developed by the KPCCI with technical and financial support from USAID. Two meetings of STAG were held and found to be an effective means to coordinate, guide and facilitate government and private efforts for development of Swat's tourism industry, and to provide a forum for collaboration. The participants discussed the challenges and strategies for reviving tourism in Swat, specifically road conditions between Madyan to Kalam, Tourism Promotion Campaign, web portal, Spirit of Swat festival, environmental safety, and facilitating tourism by issuing passes at entry points to Swat.

- **Meeting with Tourism Department and the KPCCI:** On June 29, the FIRMS Project's experts debriefed the Secretary of Tourism Muhammad Azam Khan and other representatives from Tourism Corporation of Khyber Pukhtunkhwa (TCKP) on proposed interventions that were identified during meetings with TCKP. The perspective of Secretary Tourism was obtained on proposed interventions. The Project's experts also met with the Core Committee of the KPCCI and discussed ways to share the vision documents and plans with the Minister of KPK and other high-level officials.
- **Swat tourism promotion campaign:** To increase the flow of tourists to Swat, the FIRMS Project developed a comprehensive media campaign for the promotion of Swat as a safe and viable tourist destination. The pre-campaign audience analysis survey has been completed, and the campaign will kick off during the first week of July with the first print ads appearing in newspapers nationwide. Other campaign products include television ads, radio spots and magazine shows, journalist and reporter exposure trips, a promotional song and video, and a photography competition and exhibition for Swat.
- **Swat tourism web portal:** As part of the Swat tourism promotion campaign, the FIRMS Project developed and launched [www.tourswat.com](http://www.tourswat.com). The portal provides information on Swat's scenic and historical places, weather forecast, transport, travel itinerary, distances, hotels, restaurants, cuisines and important landmarks, as well as tools and resources to help in planning trips. The downloadable Swat travel guides in English and Urdu are also available on the web portal. The website allows users to contribute mediated content and provide feedback on their travel experiences. The portal was presented to STAG and USAID. The web portal recorded 1,366 visits with 1,190 unique visitors from 32 countries in 48 hours.
- **Tourism recovery efforts:** 24 partner hotels (10 in lower/middle Swat and 14 in Kalam) in Swat were destroyed by the July 2010 floods. The district government had imposed a ban on new construction work so the hotel owners obtained "No Objection Certificates" to reconstruct their hotels. However, the FIRMS Project experts found that the land was unsuitable, so new sites must be selected. The project is supporting only four out of the 24 hotels that were found reasonably suitable for reconstruction, while the remaining hotels will be supported when alternate sites are located. The rehabilitation of Kalam-based hotels was delayed due to winter weather and poor road conditions caused by the 2010 floods.
- **In-kind procurements to trout fish farms:** The fish farms were provided construction materials, operating equipment (fish eggs incubators, water quality testing kits, knotless hand nets and oxygen cylinders), 43,600 pounds pre-formulated imported fish feed and 600,000 fish eyed eggs. The eggs and feed were provided to six newly established hatcheries for hatching and rearing of fingerlings to improve quantity and quality of fish and to shorten the lifecycle of marketable fish. Some fish feed was also provided to public and private sector fish farms outside Swat. The project has disbursed in-kind support of \$417,011 to the aquaculture sector. Farmers have reported unprecedented growth of fish stock after use of fish seed/feed and appear to be motivated to regularly use it.
- **Aquaculture sector rehabilitation:** Upon receiving USAID construction materials worth \$127,000 in June 2010, the 15 partner fish farmers had started rehabilitation of their farms with a September 2010 deadline. However, the fish farms suffered significant losses during the July 2010 floods. The rapid assessment carried out by the project experts reported that of the 22 fish farms that participated in the rapid assessments, 48 percent (15 firms) were completely damaged, 29 percent (nine firms) were partially damaged, while 22 percent (seven fish farms) did not suffer significant losses. According to the assessment the total monetary capital losses incurred by the fisheries sector at Swat is approximately PKR 26 million. The fish farmers lost construction materials and their assets. The project has subsequently supported the fish farmers in development of revised business recovery plan with short and medium term goals and targets.
- **Aquaculture sector post-flood reconstruction work:** Fish farmers received post-flood construction materials and equipment in installments from December 2010 to June 2011. Due to cold weather and road inaccessibility, four Kalam based farmers received the first tranche of construction materials in May of 2011. Construction materials worth PKR 9.2 million (66 percent) have been provided to 18 trout fish farms and delivery of the remaining 34 percent is scheduled for July-September 2011. Overall 62 percent progress on construction work has been achieved. Five trout fish farms (Green Hills, Himaliya, Trout Park, Madyan and Mandalbagh) have almost completed construction (95 percent), another six have completed 60 to 80 percent of

work, and another four have completed 30 to 40 percent while the remaining farms have achieved less than 30 percent progress.

- ***Aquaculture sector support:*** At the industry-level, the Swat aquaculture sector recovery strategy has been developed by the FIRMS Project and an industry advisory group has been formed to influence post-flood recovery and a longer-term aquaculture sector development plan. The government of KPK in collaboration with the FIRMS Project established the Malakand Aquaculture Advisory Group (MAAG), consisting of key stakeholders from KPK's public and private sector and donor agencies. MAAG will coordinate post-flood aquaculture sector recovery and development initiatives in the Malakand division, including Swat, Upper Dir, Lower Dir, Shangla, Chitral and Malakand districts. FIRMS Project is providing technical and secretarial support to MAAG for a period of six to nine months. The first meeting of MAAG will be held in Swat in July 2011 under the chairmanship of the Director of Fisheries KPK.
- ***Meeting with Director of Fisheries KPK:*** In April and June 2011, the FIRMS Project's technical experts met with the Director of Fisheries KPK and briefed him about ongoing support to Swat trout fish farms and the progress made by farmers in rebuilding their fish farms. Participants agreed that FIRMS Project should undertake a demand analysis of trout fish in high value domestic markets for marketing of fish stock that would reach marketable size early next year.
- ***Director of Fisheries of KPK distributes pre-formulated fish feed, incubators, and fish eggs:*** On January 10, the Director of Fisheries of KPK distributed six egg incubators worth \$7,997 and 6,446 pounds of pre-formulated fish feed worth \$8,824 through the FIRMS Malakand Recovery Assistance Program. The materials were distributed to Swat hatcheries Madyan, Green Hills, Spinsar, and Chamgari, in a small ceremony at Mingora Swat. The Director of Fisheries appreciated USAID's support for the revival of the Swat aquaculture sector. The beneficiaries also thanked USAID for continued support to private sector fish farms in Swat.
- ***Aquaculture trainings for fish farms:*** The FIRMS Project developed training materials and delivered six two-day training workshops for 19 partner fish farms from Swat on construction rehabilitation, hatchery and pond management, production inputs and fish feed formulation, use of operating equipment, record keeping, reporting & marketing, and fish harvesting and storage. The trainings were conducted at Madyan trout culture training center. These trainings will help farmers improve the quantity and quality of produce and recover their incomes and livelihoods. Follow-up technical assistance and on-the-job technical support has been provided through the four FIRMS Project fishery management trainers, who are placed on a secondment basis for short-term with the fish farmers. Our assessments indicate that the fish farmers were able to gain knowledge and learn new techniques for rehabilitation and management of their fish farms. They were satisfied with the quality of training material and delivery.
- ***Market linkages development – PepsiCo agreement with Swati potato farmers:*** The FIRMS Project facilitated a market linkage between PepsiCo and 95 potato farmers and trained the farmers on production technology. PepsiCo provided 40 tons of Lady Rosetta potato seeds to farmers in return for 300 tons of good quality yield. However, the crop was badly damaged by the floods, reducing yield to 50 tons that were nearly lost because transportation seemed impossible. FIRMS Project supplied potato farmers with high quality bags and transportation out of Kalam. Despite the reduced yield, the partnership was deemed a success; PepsiCo has signed further agreements with Swati potato farmers, quadrupling its investment this year. Following PepsiCo's model, another private SEC has also signed agreements with 56 farmers, giving this sector a major boost. FIRMS Project is considering further up scaling of this model.
- ***Investment Promotion Council (IPC):*** The FIRMS Project Senior Policy Advisor met with The Chief Secretary of Government of KPK and The Director of General Planning of FATA to invite feedback on the idea of setting up an independent investment council to promote economic growth and investment in the region. Both officials expressed their support and visualized this entity as a useful platform to articulate and carry forward reform proposals in agriculture, mining and mineral development, livestock, financial management, private-sector-led social sector's service delivery, and urban policy and management. A concept note introduces the proposed IPC and necessary preparatory work. FIRMS Project has recommended that the preparatory work should be carried out by a special cell, which shall ultimately serve as secretariat to the IPC. Meetings to obtain buy-in from stakeholders regarding the formation of the IPC have been held, and the concept has been very well received, giving FIRMS Project the signal to push ahead with this initiative.
- ***Technical assistance to the PaRSSA:*** The FIRMS Project has provided technical assistance to the Provincial Reconstruction, Rehabilitation, and Settlement Authority (PaRSSA) through placement of two economic growth experts and two communication experts. These experts have been embedded at PaRSSA to provide technical assistance to build its institutional capacity, develop strategies, formulate policies, and plan and implement development projects that will stimulate economic growth and promote PaRSSA/PDMA's work in the print and electronic media. The EG experts have assisted in development of concept papers for economic uplift of the Malakand division, agriculture supply and value chain development, and the revival of tourism in Swat, appraisal and monitoring of projects, among others. The communication experts have developed reports

for PaRRSA on flood reconstruction and flood response by PDMA. PaRRSA requested USAID Pakistan extend the contracts of the four experts and place additional support with PaRRSA.

- **Technical assistance to the SMEDA:** With the SMEDA gearing up to assume responsibility of the USAID Malakand SME Recovery Assistance Program, the FIRMS Project is providing direct technical assistance to SMEDA representatives. A training event was held on November 2, 2010 for representatives of PaRRSA and SMEDA that introduced the overall Malakand recovery assistance program and the grant solicitation, award, and implementation process. Grant manuals, templates, and other relevant information, such as the details on the grant database, were shared. As a follow-up, three participants (one from SMEDA and two from PaRRSA) attended business recovery planning and grant workshops to get a first-hand understanding of the process. PaRRSA colleagues attended the hotel management training workshops at Mingora. The training calendar for fisheries and tourism were shared with SMEDA by the FIRMS Project along with an invitation to nominate their representatives to participate in trainings. SMEDA is now working with the World Bank for the implementation of a similar SME sector initiative.
- **Malakand pilot communications campaign:** USAID mandated the FIRMS Project to conduct a communications campaign to promote the efforts of PaRRSA and USAID to assist the Malakand Division and to bring widespread positive attention to these two institutions assisting the conflict and flood-affected region. The co-branded campaign was designed to create awareness of the activities and accomplishments of the Agricultural Recovery Program among the rural beneficiaries of the program, opinion leaders in their communities, the media, civil society organizations, and urban audiences. The media campaign roll out was spread over a period of two months (January and February 2010) and featured a 19-minute documentary aired on national television, public service announcements, beneficiary testimonials, a magazine show and talk show for radio, newspaper ads and editorials, a banner campaign, a high profile press briefing event, and media outreach visits. The campaign was largely successful and reached more than 25 million across the country through print coverage alone.
- **Malakand monitoring and evaluation (M&E):** In line with the Malakand SME Recovery Assistance Program framework, an M&E Plan approved by USAID summarizes the approach taken within the Malakand Recovery Program. All beneficiary progress reports are checked through desk monitoring and field visits and each successive installment of a grant or procurement is released to the beneficiaries based on satisfactory progress.
- **Progress review of USAID economic growth projects:** FIRMS Project participated in four progress review meetings of USAID economic growth projects with USAID and PaRRSA during the last year. These meetings were chaired by the Director General of PaRRSA and attended by the USAID regional head for KPK/FATA, the project CoTR and other participants. The meetings shared progress on ongoing activities with the government and USAID and solicited their advice on upcoming activities. Both USAID and PaRRSA expressed their satisfaction on the FIRMS Project's progress and achievements. In the last meeting held on June 25, the FIRMS Project presented proposals for new interventions in fruits, nuts, aquaculture, bio-diesel, tourism sectors and policy reform in the province through BEE component. USAID and PaRRSA provided their inputs on the proposals presented in the meeting.
- **New jobs creation in Swat tourism and aquaculture sector:** One of the project objectives is to increase sales and create new job opportunities in sectors supported by the project. USAID provided cash and in-kind assistance to the businesses in Swat tourism and aquaculture sectors to rehabilitate their businesses. Based on the information received from the grantees, 509 full time jobs were created in tourism and 152 in fisheries in the past year. These jobs include both skilled and unskilled labor. In the fishery sector, construction activity created the majority of jobs. Of the 129 full time jobs in fisheries, 27 persons were hired by fish farmers and 125 temporary jobs were created as a result of rehabilitation work carried out by the fish farmers upon receiving USAID construction material. Similarly, in the tourism sector, of the 509 new jobs created, 453 were new staff members hired by Swat hotels while 56 jobs were construction-related temporary jobs.
- **Areas for future intervention:** The technical experts of FIRMS Project visited Peshawar and met with multiple stakeholders to identify possible areas for intervention in KPK. This included government officials such as the Director of Economic Growth, PaRRSA, the director of the Farm Service Center KPK, Scientific Officer Pakistan Oil Development Board, Chairman Horticulture Department Agriculture University KPK, Secretary of the Tourism Department and Managing Director of the Tourism Corporation of Khyber Pukhtunkhwa Pakistan, as well as associations of fresh and dry fruits and their dealers. The meetings were an effective means to collect data and obtain stakeholders' perspectives on proposed economic growth and private sector development interventions in the KPK province.

## PROVINCIAL HIGHLIGHTS – PUNJAB

- **USAID mango program's booth at the Multan Jang Agri Expo 2011:** On June 4-5, FIRMS Project represented its mango program at the two-day Agri-Expo organized by the Jang Media Group in Multan. The expo was attended by industry players from the horticulture sector including small and large mango farmers, farm workers and managers, and mango exporters. Punjab Agriculture Minister Malik Ahmed visited the booth. Project staff briefed booth visitors on USAID's provision of on-farm infrastructure, GlobalGAP certification, and the training program. The media coverage included a newspaper supplement in Jang Urdu Newspaper and a 30-second news report aired on Jang Group's Geo News Channel.
- **Under the mango MUAVAN program,** nine signatory mango farmers of Punjab are near completion of their pack-houses. The cold rooms of these pack-houses have all been completed, and the attached shed for machinery is also near completion with foundations, floors, roofs, walls, other civil and electrical work completed. The final touches to the pack houses are in process such as paint works, power cabling through transformer, windows and exhausts. All nine mango farms have fully installed and functional blast chillers and cold rooms, and four of these farms also have functional processing lines.
- **GlobalGAP certification for mango MUAVAN farmers in Punjab:** Seven farmers have received the GlobalGAP certificate for the year 2010-2011 for the produce handling, processing, hygiene, and traceability protocols of the international best practices. These farms are now qualified to send the produce in high end world markets.
- **Mango pack house facilities operational:** Four Punjab farmers (ATF, JDW, Lutfabad, and Mumtaz Agri Farm) are now owners of fully operational pack house facilities, through which they can export mangoes to international high value markets. All these farms are GlobalGAP certified, have an operational blast chilling and cold room facility, and can process mangoes through the mango line. The most critical element of these lines is the hot water wash-through which mangoes are passed to prevent post-harvest diseases such and enable the mango farmers to access high value markets.
- **Dried mango domestic market testing:** The project hired services of a market research company (AC Nielsen) to evaluate and determine acceptability of dried mango products in domestic markets by conducting consumer research. The primary objectives of the study were to determine responses to the taste of the product and to determine suitable prices. The market survey was conducted at retail outlets in Lahore named Hyper-Star, Metro Cash & Carry, Al-Fatah, and HKB. The feedback report shows that the majority of the respondents have responded "somewhat good" to overall taste of the product. The market research activity project is the first to estimate domestic market size and consumer preferences for dried mango in the local market.
- **Under the mango MUAVAN program:** Ali Tareen Farm has received the first locally manufactured mango processing line. Mango processing lines have been imported at high prices, but this is the first functional and cost-effective processing line manufactured in Pakistan. The processing line includes a receiving belt, sorter, washing system, hot water treatment, drying, and grading. The hot water system has been a huge success as it fulfills export requirements to be fully submerged in the hot water tank and maintain a temperature of 52 degrees Celsius with a tolerance of only +/- 0.5 degrees. The success of this line makes it possible for mango growers export mangoes by sea at competitive prices to high-end international markets. Three more similar processing lines are in progress and are expected to be installed.
- **Organized first Core Consultative Group (CCG) session:** A meeting of cotton growing, ginning, and spinning industry leaders was the culmination of weeks of effort to get these disparate stakeholders together in one room — a rare event. The CCG will act as a robust advisory body for the FIRMS Project for its interventions in the textile sector. Meetings are scheduled at periodic intervals through the year. The CCG includes two former chairmen of APTMA and other leading members with combined annual yarn sales in excess of \$500 million. From the ginning industry, members of the CCG are the Chairman of the PCGA, regional vice chairmen and other leading stakeholders. Among cotton growers is Fakhar Imam, a former Speaker of the National Assembly and a large, progressive cotton grower who has worked on these issues at the highest levels of government.
- **Punjab government requests FIRMS Project assistance in agricultural market policy:** Policy reforms and legislative proposals prepared by USAID FIRMS Project have been presented both to the Chief Minister and a Cabinet Committee set up under his direction. It is expected that the legislation will be introduced in the Provincial Assembly in the second half of 2011.

## PROVINCIAL HIGHLIGHTS – SINDH

- **Four signatory farmers built mango pack house:** Under mango MUAVAN program, four signatory growers have built their mango pack house and blast chilling and cold room facility. The processing line up to hot air dryer and blast chilling and cold room machines are installed and operational.
- **Date sector three-year strategy (development and finalization):** The FIRMS Project dates sector team developed a comprehensive three-year strategy for the national date's sector to create and develop significant economic reforms. The main objective of this strategy is to diagnose, plan, develop and implement the significant strategic interventions across the date's sector value chain and to uplift and upgrade the product, quality, price, and market share at the domestic and international levels.
- **Distributed 68,524 plastic crates:** Crates were distributed among 35 date palm farmers and five date processors from July 15, 2010 to September 20, 2010 to equip them with standard food safety tools. The plastic crates are in demand but due to lack of available funds these processors and farmers are reluctant to buy these specific food grade plastic crates. FIRMS contributed 50 percent of the cost and helped farmers upgrade their food safety standards and compliance. To date, 18,000 crates have been distributed to five processors and 35 growers. The total estimated increase in sales for beneficiaries is \$93,9011, while the cost of the distributed crates is U.S. \$25,695. Therefore, for every dollar spent, there was an estimated benefit of \$3.65 to the USAID assisted firms in the dates cluster. This will contribute to the Year Two targets for increase in sales of five percent, and the LoP target of 20 percent.
- **Disease cure test trials for affected date palm trees:** As a result of the recent flood damages in Khairpur, the date palm trees suffered significantly from bacterial and viral infestations and standing water. The sudden death syndrome for date palm is affecting the date farms at a considerable scale and so far, an estimated 4,000 to 5,000 trees are affected by this syndrome. FIRMS Project recently conducted three consecutive disease cure trials at three date farms in Khairpur. The project team provided the technical and operational assistance to the farmers about the disease identification (visual observations) time, method and number of whorls of fronds to be pruned, soil drenching, and recommended method and time of foliar spray to cure the affected trees.
- **Food safety standards trainings for the dates processing factory management and workforce:** Trainings on food safety standards, personal hygiene, floor practices, food safety standards implementation, impact on profitability, productivity enhancement, and overall cost efficient operations commenced October 21, 2010. These trainings are specifically designed for the supervisors of the processors and the workforce of the processing units which have a higher ratio of female workers (about 70 percent). These trainings are the first initiative taken in the region for productivity enhancement and will assist to streamline the dates processing, handling practices at factories, wastage, product quality and multiple contamination issues. The trainings were attended by 230 participants including factory owners, supervisors and employees.
- **Date palm farming practices trainings:** Trainings were conducted to impart knowledge of best farming practices, modernization of farming, pesticide controls, yield improvement, crop management, handling practices, pre- and post-harvest management practices, and disease management. The trainings were attended by 384 date farmers, farm workers and agriculture extension workers.
- **Exposure of the Pakistan dates sector to international market linkages:** Exposed the date sector to trends and latest technology for the first time through the Asia Fruit Logistica trade fair booth. The event included support to a delegation of participants of the date export sector with the financial backing and willingness to produce export quality dates.
- **Documentary on dates produced and shown at Asia Fruit Logistica:** The project produced the first documentary on the date's industry of Sindh, featuring farm lands, processing plants and the historical significance of the area.
- **Fisheries strategy developed:** Consultant Isabelle Attunes developed a fish farming strategy for Sukkur and Larkana, held a number of meetings with fish farmers, hatchery owners, traders, commission agents, poultry feed manufacturers, district and provincial inland fisheries departments, representatives of large super markets, scientists, and financial institutions. Meetings were held in Karachi, Lahore, Islamabad, Sukkur, Larkana, Thatta, Multan, and Muzaffargarh. The final report recommends a strategy that centers on boosting productivity and marketing aspects and shifting of capital currently locked in production back into the supply chain to ensure economic growth. The strategy aims to double the inland fish production annually and promises creation of 70 direct jobs in three years and many more jobs as a result of doubling sales. Per guidance from USAID, the project is not focusing on fisheries beyond the Malakand program at this point.

## PROVINCIAL HIGHLIGHTS – BALUCHISTAN

- ***Rapid market survey for agriculture produce markets:*** The Government of Baluchistan has also requested assistance from the FIRMS Project to revamp agricultural marketing and a rapid market survey. Policy analysis and legal review are being rolled out in June 2011.

# KEY PERSONNEL

SN	Key Personnel Name	Designation	Employee Type <sup>1</sup>			Employment Type		Contact Number	Email Address
			USN	TCN	CCN	Long-Term	Short-Term		
1	Mr. Donald Hart	Chief of Party	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	092 (322) 505 7073	dhart@epfirms.com
2	Mr. Chad Ford	Director of Operations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	092 (303) 591 3521	cford@epfirms.com

<sup>1</sup> USN-United States National; TCN-Third Country National; CCN-Client Country National

# PROJECT STAFFING

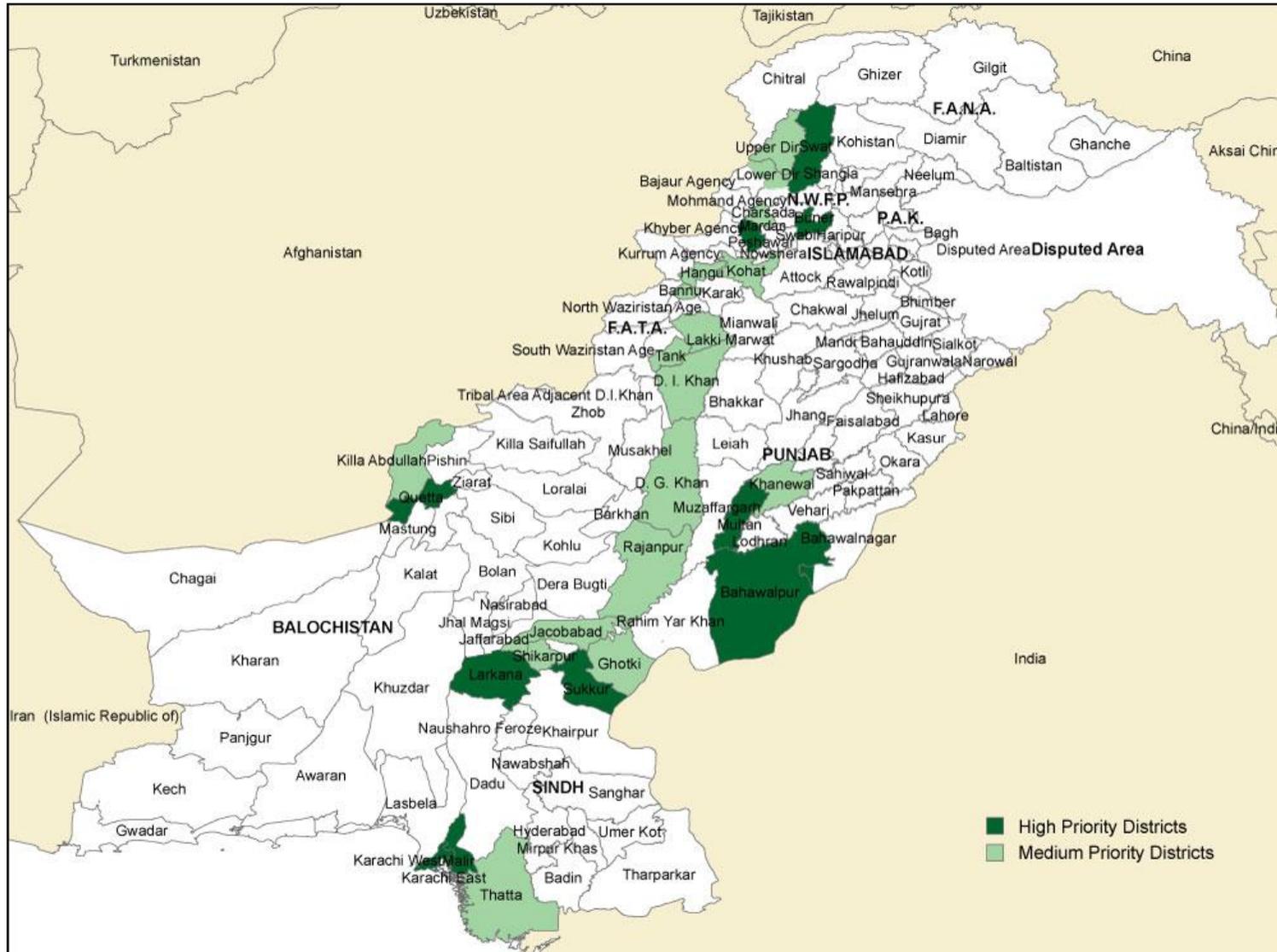
## 1. LONG-TERM STAFF

Region	Planned (Total)	Progress During This Quarter					Overall Progress				
		Filled Positions			Percentages		Filled Positions			Percentages	
		Male	Female	Total Filled	% of Planned Total Filled	% Female of Total Filled	Male	Female	Total	% of Planned Total Filled	% Female of Total Filled
<b>Management Positions</b>											
FEDERAL	2	0	0	0	0%	0%	1	1	2	100%	50%
KPK	0	0	0	0	0%	0%	0	0	0	0	0
PUNJAB	2	0	0	0	0%	0%	2	0	2	100%	0%
SINDH	1	0	0	0	0%	0%	1	0	1	100%	0%
<i>Sub Total</i>	<i>5</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0%</i>	<i>0%</i>	<i>4</i>	<i>1</i>	<i>5</i>	<i>100%</i>	<i>25%</i>
<b>Professional Positions</b>											
FEDERAL	16	0	0	0	0%	0%	3	0	3	18.75%	0%
KPK	4	-1	0	-1	-25%	0%	2	0	2	50%	0%
PUNJAB	57	-7	-6	-13	-23%	46%	19	9	28	49.12%	32.1%
SINDH	15	-2	-1	-3	-20%	33%	4	1	5	100%	20%
<i>Sub Total</i>	<i>92</i>	<i>-10</i>	<i>-7</i>	<i>-17</i>	<i>-18.4%</i>	<i>41%</i>	<i>28</i>	<i>10</i>	<i>38</i>	<i>41.3%</i>	<i>26.3%</i>
<b>Support Staff Positions</b>											
FEDERAL	10	0	0	0	0%	0%	5	2	7	70%	28.5%
KPK	7	-2	-	-2	-28.5%	0%	5	0	5	71.4%	0%
PUNJAB	24	-1	-1	-2	-8.3%	50%	11	10	21	87.5%	47.6%
SINDH	6	0	-1	-1	-16.6%	100%	1	2	3	50%	66.67%
<i>Sub Total</i>	<i>47</i>	<i>-3</i>	<i>-2</i>	<i>-5</i>	<i>-10.6%</i>	<i>40%</i>	<i>22</i>	<i>14</i>	<i>36</i>	<i>76.5%</i>	<i>38.8%</i>
<b>TOTAL</b>	<b>144</b>	<b>-13</b>	<b>-9</b>	<b>-22</b>	<b>-15.2%</b>	<b>40.9%</b>	<b>54</b>	<b>25</b>	<b>79</b>	<b>54.86%</b>	<b>31.6%</b>

## 2. SHORT-TERM TECHNICAL STAFF

Region	Planned (Total)	Progress During This Quarter					Overall Progress				
		Filled Positions			Percentages		Filled Positions			Percentages	
		Male	Female	Total	% of planned Total Filled	% Female of Total Filled	Male	Female	Total	% of Planned Total Filled	% Female of Total Filled
FEDERAL	196	11	5	16	8%	31%	57	16	73	37%	22%
KPK	391	26	3	29	7%	10%	164	13	177	45%	7%
PUNJAB	392	27	2	29	7%	7%	131	42	173	44%	24%
SINDH	260	20	2	22	8%	9%	79	9	88	34%	10%
BALUCHISTAN	65	2	0	2	3%	0%	17	0	17	26%	0%
<b>TOTAL</b>	<b>1304</b>	<b>86</b>	<b>12</b>	<b>98</b>	<b>8%</b>	<b>12%</b>	<b>448</b>	<b>80</b>	<b>528</b>	<b>40%</b>	<b>15%</b>

# GEOGRAPHIC COVERAGE OF THE FIRMS PROJECT





# PROGRESS AND ACCOMPLISHMENTS

## PROGRESS AND ACCOMPLISHMENTS – NATIONAL

Activity Ref.#	Activity	Description	Impact Achieved/To Be Achieved
3895	Mango MUAVAN Program: Trial Sea Shipments 2011 to EU - Sindhri	The objective of trial shipments is to introduce the Pakistani mangoes to a number of leading U.K. and E.U. fresh produce importing companies and to establish business relations with multiple mango importers.	The trial sea shipments will open European markets to Pakistani mangoes so growers and exporters can fetch the optimum price of their processed, high quality produce from GlobalGAP certified farms.
4987	Mango MUAVAN Program: Trial Shipments 2011 Preparation & Execution	The objective of this consultancy is to develop fruit export processing protocols and to facilitate and supervise the process of trial sea shipments preparations and to observe the condition of fruit at the destination.	The shipment processing protocols have been recorded and documented so that the preparation guidelines are disseminated among Pakistani mango sector stakeholders that serve as a standard guidelines for exporting mangoes. Shipment arrival quality results will be documented so that a proof of concept can be established through these trial shipments.
3805-3815, 3867, 3868, 3869, 4743	Mango MUAVAN Program: Mango GlobalGAP certification	The objective is to support mango farmers in Punjab and Sindh province in Global Good Practices standardization and adoption of practices for orchard cultivation and produce handling to enable them to improve the orchard health, yield, quality of produce and to reduce costs and increase profit.	11 farmers have achieved the GlobalGAP certificate in Punjab and Sindh province, while 4 others are in the process of an external audit for the year 2011.
4846	Pre-Fruit Logistica 2011 Readiness Conference	The objective of the conference was to discuss the logistics of attending the trade fair and to create a conducive environment for exporters to network with USAID facilitated farms (Global GAP and IUA signatories) and with the Trade Development Authority of Pakistan (TDAP) and Pakistan Horticulture Development, and Export Company (PHDEC) in order to bring them on the same page regarding commercial shipments and conveying a standardized message to the international buyers.	FIRMS Project provided facilitation to the growers and exporters regarding participation objectives, event logistics, and FIRMS Project export targets prior to participation in Fruit Logistica Berlin 2011.
2287	Fruit Logistica Berlin 2011 Participation: Deliverable Report	The report <i>Fruit Logistica 2011 participation and EU</i>	The report highlights the interests of E.U.

Activity Ref.#	Activity	Description	Impact Achieved/To Be Achieved
	Submitted	<i>market linkage program</i> includes details on the supermarket visits held to understand their operations and supply-side requirements. It provides detailed recommendations on establishing market linkages with potential buyers such as Nature's Pride, Minor, Weir and Willis, Total Produce, Bakkar Netherlands from Univeg Group, Total Exotics, Green Cell, and Solfruit and discusses certification requirements needed to establish business with European buyers.	importers agreeing to receive initial trial shipments of fruit from GlobalGAP and supermarket-approved suppliers in the upcoming harvest season for their supermarket clients. Recommendations on the FIRMS support program on trial shipments in 2011 are also proposed in the report. The projects' trial shipment plan for 2011 mango season was discussed and feedback from the participants was solicited on the subject.
5045	Fruit Logistica Berlin: Follow-up Seminar and Trial Shipments Plan 2011	A seminar on Fruit Logistica Berlin follow-up and FIRMS trial shipment plan for 2011 was conducted to update the stakeholders on the planning process for the upcoming mango season activities. The objective of the event was to share with mango sector stakeholders the findings of the Fruit Logistica 2011 event as well as to discuss and solicit stakeholder input on the FIRMS Project 2011 trial shipment plan.	International export requirements and trip findings, Fruit Logistica Berlin participation, and <i>Trial Shipments 2010 - Lessons Learned</i> were shared with mango sector stakeholders.
4641	Dried mango sector marketing expert visits Pakistan	Mr. Jim Krigbaum, an international consultant for the dried mango sector market linkages arrived in Pakistan to meet with mango sector value chain players, particularly stakeholders who are interested in value added products of mangoes. Mr. Krigbaum visited various mango clusters in Punjab and Sindh to prepare his strategy for dried mangoes.	A marketing strategy for dried mango sector development was outlined, including guidelines for dried mango product development process and a dried mango sample feedback report. The marketing strategy report also outlines the channel and methods of distribution in the U.S. market.
5057	Selection process for potential ginning partners for FIRMS cotton program through an RFA (Request for Assistance)	The objective of this Request For Assistance is to award grant agreements to eligible cotton ginning businesses that are willing to participate in a cost-share infrastructure upgrading program, receive extended technical assistance, and make contractual arrangements with the selected textile manufacturing companies in Pakistan.	Expectations are that ginners and farmers that are direct beneficiaries will both increase sales in excess of 10% and profits in excess of 20% over the previous year. A higher degree of training and knowledge is expected to increase average household income of farm and gin employees by 8%. Further, FIRMS Project estimates that investment in the industry due to project interventions is going to be nearly \$9 million in 18 months.
4526	Dr. David Picha submits a report on <i>Growing Gold on Trees – A Conference on Pakistan's Mango Industry</i>	International Mango Consultant, Dr. David Picha, submitted his report on <i>Growing Gold on Trees – A Conference on Pakistan's Mango Industry</i> . The report includes a summary of FIRMS Project mango sector activities and USDA-supported interventions. Project activities include grower training and technical assistance in	The report provides details on the FIRMS Project air and marine container trial shipment results for 2010. The lessons learned from this trial can be converted into plans for this year's shipments. The EU export situation for

Activity Ref.#	Activity	Description	Impact Achieved/To Be Achieved
		production, post-harvest care, on-farm cooling, cold storage, and packinghouse infrastructure improvements.	Pakistani mangoes is also summarized in Dr. Picha's report.
4707	Textiles expert begins work	FIRMS Project engaged Dr. Dean Ethridge, an international textiles expert to commence work on developing the way forward for delivering USAID's support for Pakistan's textiles sector.	The ginneries upgraded by USAID will be models for other industry players to replicate. Also, the upgraded ginneries will ensure supply of superior, highly value cotton to the spinning industry.
4597, 4632	First core consultative group (CCG) working session for textile weaving subsector, textile processing, dyeing and finishing sub-sector	FIRMS Project held the first working session of the CCG of 11 Textile Weaving Sector Stakeholders and 12 Textile processors at the Project's Lahore office. This group will act as an advisory body and provide feedback on USAID's strategy for the cluster.	The group discussions revealed that technology obsolescence, lack of skilled workforce, energy-inefficient production methods, and poor market linkages are the problem areas faced by the cluster stakeholders.
4651, 4652	First core consultative group (CCG) working session for textile made-ups and apparel sub-sectors	FIRMS Project held two separate working sessions of the CCG of 48 textile made-ups and apparel sub-sector stakeholders at the Project's Lahore office. This group will act as an advisory body and provide feedback on USAID's strategy for the cluster. The group discussions revealed that policy, services, and capacity building trainings are areas where USAID can deliver assistance.	Three important areas for policy review highlighted by stakeholders are review of existing prudential regulations administered by the State Bank of Pakistan, existing labor and environmental laws, and provision of technical assistance to organizations such as the "Compliance Initiative" that is already working to increase the textile industry's compliance with international best practices.
3898	International Market Research report completed on dried mango test marketing in the U.S. markets	FIRMS Project received a report from the marketing experts on the U.S. market's responsiveness to the samples of Pakistani dried mangoes; the sample shipment of the dried mangoes was processed and facilitated by the FIRMS Project.	The report includes a concise review of the U.S. market structure, distribution channels, and a comprehensive data on import and sale of dried mangoes in the U.S. market.
3896	Dried mango sector strategy sharing seminar	An awareness seminar on dried mango production was held for 13 mango growers, processors, and other sector value chain players from Sindh and Punjab. The objective of the seminar was to share the findings and recommendations of USAID's dried mango report with the potential stakeholders.	The seminar will kick-off the consultative process for setting up the industry for mango value-added products.
4570	TexWorld, 2010	12 out of 14 Karachi-based TexWorld 2010 exhibitors were interviewed. The findings reveal that the total value of all shipped and in-process orders for these 12 firms is \$6,094,240.	This will also contribute to the Year Two targets for increase in sales of five percent, and the LoP target of 20 percent.

Activity Ref.#	Activity	Description	Impact Achieved/To Be Achieved
3898	Domestic test marketing of dried mangoes	FIRMS Project has facilitated Eco Foods, a processor of dried mangoes, in preparing 50 kgs of dried mango slices for domestic market testing. A local marketing research company examined the consumer response for the newly introduced samples of dried mangoes in the local superstores like Metro, Al-Fatah, Jalal Sons and Hyper Star. The survey is conducted to help estimate the realistic demand of local markets for dried mango product.	The objective of test marketing exercise for dried mangoes is to promote the product to potential consumers and to evaluate consumer response to the product. Market research is necessary for developing a realistic estimate of the size of the domestic market for dried mangoes.
3659	Mango MUAVAN Program – trial sea shipments 2010	A sea shipment of White Chaunsa has been sent for the first time from Pakistan. It was processed by local manufacturer Mango Processing Line and reached Felixstowe, UK on September 20, 2010.	Dr. David Picha, a mango expert hired by FIRMS Project, went to Europe to assess the arrival quality of the mangoes. Dr. Picha gauged market reaction and identified various factors which affected the quality of Pakistani mangoes when they arrived in the UK. This analysis by Dr. Picha has provided a better understanding on the shipping of White Chaunsa mangoes and will help all such shipments in the future.
3797	Dates DOST Program - Asia Fruit Logistica 2010 - Hong Kong	ASIA FRUIT LOGISTICA was an ideal opportunity for USAID to launch Pakistani dates. The event included support for a delegation of participants from the date export sector and individuals that have the financial backing and willingness to produce export quality dates.	The objectives were to create market linkages for future sales, initiate the date sector's independent participation in future trade shows, create awareness of international market trends and competition, and examine future trends in the date's industry.
3884	Mango MUAVAN Program – trial air shipments 2010	As a result of the success of previous air shipments, FIRMS Project sent trial air shipments of White Chaunsa variety mangoes to three major European buyers (Weal moor, Univeg and Total Exotics).	As a result of this shipment, Weal moor, a major European buyer, was interested in purchasing White Chaunsa mangoes and requested 1000-1500 cartons per week for a minimum of four week period. However, since Pakistan was at the end of White Chaunsa harvesting season, the client's demand could not be met.
3833, 3832	Mango MUAVAN Program – trial sea shipments 2010	Due to the success of the trial air shipments, which were facilitated by FIRMS Project and sent from Pakistani mango farms to mainstream European markets, larger sea shipments were demanded by European buyers. FIRMS Project facilitated trial sea shipments to mainstream European markets.	As a result of previous trial air shipments and the on-farm infrastructure provided to farms by FIRMS Project, successful sea shipments of SB Chaunsa and Fajri to mainstream European markets in the UK and Netherlands were done for the first time in Pakistan's history. The fruit was rated as excellent by the

Activity Ref.#	Activity	Description	Impact Achieved/To Be Achieved
			buyers. Multiple European buyers are now ready to buy Pakistani mangoes from GlobalGAP certified farms.
2116	Mango MUAVAN Program – Dried Mango Feasibility Report	FIRMS Project sought technical assistance from an international expert on dried mangos to work on the strategy and feasibility report on dried mango production. If successfully implemented this strategy would introduce dried mango production as a profitable venture and will be the first step taken toward commercial production of mango value added products	The consultant wrote a detailed report on dried mango strategy and sector feasibility as a business venture. This report gave details of intervention by the project, and the potential to introduce and uplift the dried mango industry on a commercial scale in Pakistan.
3805-3815	Mango MUAVAN Program – GlobalGAP certification	FIRMS Project is helping mango farms in Punjab and Sindh to achieve GlobalGAP certification. In this regard, FIRM is signing MGAs (Mango GlobalGAP Agreements) with the farmers. The GlobalGAP certifications will open doors for Pakistani mangoes into various international markets, increasing the mango farmers’ sales by five percent as year two targets and 20 percent as LoP targets. This initiative also contributes to the year two target of 10 standards/or certification attainments for individual firms, and the LoP target of 25 firms.	A mango GlobalGAP agreement was signed in the first phase of a partnership between USAID FIRMS and 16 farmers of Sindh and Punjab province. Of these, seven farms are from Punjab and four are from Sindh. All seven farms in Pakistan have undergone external audit and will be GlobalGAP certified soon. Three farms in Sindh have also undergone external audit. This initiative also contributes to the year two target of 10 standards/or certification attainments for individual firms, and the LoP target of 25 farms.
3784, 3799	Mango MUAVAN Program – trial air shipments 2010	Mangoes of Chaunsa and Fajri variety were sent to three major European buyers (Univeg, Total Exotics &Wealmoor) to market Pakistani mangoes in the European mainstream markets.	The samples arrived in very good quality and the flavor and appearance were rated as excellent. It was discovered that Chaunsa was liked more than Fajri. This trial air shipment was so appreciated by the buyers that they demanded trial sea shipments of much greater volume.
4095, 4092, 4094	Concept note on cotton, cotton ginning, weaving & dyeing, dairy , gems and jewelry and spinning sector strategy – textile subsector	A concept note was submitted to USAID on September 20, 2010 describing how to mobilize cotton farmers and ginners to produce a higher quality, lower contamination product that will bring a higher premium from cotton spinning mills.	The goal of the strategy outlined in the concept note is to increase income for all stakeholders through the production of a higher quality product with essentially the same level of effort.
4086,	Presentation to USAID on the meat processing sector, dairy sector, gems and jewelry, leather sector 3 years strategy	A presentation was made to USAID in the first week of July that described the existing dynamics in each sector and	This activity lays the groundwork for selection of identified stakeholders for FIRMS Project

Activity Ref.#	Activity	Description	Impact Achieved/To Be Achieved
4087, 4089, 2660		challenges were highlighted and solutions were recommended.	assistances
4520	Conduct analysis for reform of legal framework: livestock sector Punjab & Sindh	In addition to the on-going reform support to the Punjab government, a formal request for assistance to review the livestock marketing act and the quality meat & slaughtering act has been received. A policy and legal expert will be engaged by FIRMS Project to review, conduct analysis and provide recommendations for the prevailing regulatory regime.	The analysis shows that archaic laws governing the livestock sector are seriously in need of reform. As the drafts prepared by the department are of a low quality and out of line with the general legal framework, the government has expressed its eagerness to revisit the draft legislation. The policy and legislative reform will seek to replace an outdated livestock marketing regime and will lead to the elimination of distortions, impediments and constraints in the existing legal instruments governing the livestock sector.
3682	Conduct analysis for reform of policy framework: livestock sector	An international expert drafted a policy framework with improved institutional arrangements for the governance of livestock markets that is consistent with international best practice and removes the prevailing market distortions	If the policy and regulatory environment are reformed and market distortions are removed, we expect considerable increases in the value contributed by livestock and livestock produce to Pakistan's GDP. It is estimated that the contributions to the GDP after reforms would surpass the US\$500 million value increase expected following the agriculture produce marketing reforms
5059	Conduct analysis for reform of policy framework: livestock sector (local)	The objective of this consultancy is to assist in the preparation of a draft policy framework and provide recommendations that would improve the livestock policy framework to promote efficiency and eliminate rent seeking behavior and market distortions.	This analysis will support the FIRMS Project in assessing the efficiencies of livestock sector institutions and grassroots practices, and determining the best course for removing the constraints and impediments in the legal and regulatory framework.
4905	Second focal group meeting at MINTEX	The second focal group meeting focused on presenting our proposed interventions to the new Federal Secretary at MINTEX, Mr. Shahid Rasheed, and providing progress updates.	An important outcome of the second focal group meeting was MINTEX's request that USAID sign an informal agreement to finalize details of proposed interventions. This agreement would specify expected

Activity Ref.#	Activity	Description	Impact Achieved/To Be Achieved
			deliverables and timelines.
4925	Consultative session on optimal approach for regulatory reform in cotton ginning Sector	FIRMS Project is interested in gathering input from cotton ginning industry experts and stakeholders to design an improved and modernized compliance and enforcement regime that introduces international best practices through a consultative session.	Urgent needs were identified, such as policy reform at federal and provincial levels, introduction of new technologies, improved practices, and comprehensive disclosure requirements.
4099	Baseline survey on <i>mandis</i> in Punjab and Sindh	The objective of this baseline survey was to generate primary data related to the <i>mandis</i> of Multan, Bahawalpur, Sukkur and Larkana.	The survey helped determine the impact of proposed reforms.
4695	Support for development of subsidiary legislation: agricultural marketing reform	The objective of this consultancy is to draft international best practice agricultural subsidiary legislation that makes the reform objectives of the parent acts achievable and strengthens the institutional framework of agricultural marketing.	Corporatization documents for public markets and rules for creation of private sector markets are under preparation and will be delivered as part of this assignment.
4490	First focal group meeting with Ministry of Textile(MINTEX)	The focus group meeting was aimed at identifying key policy and regulatory constraints of the textile sector and to attain a buy-in on the proposed reform assistance.	It was agreed that FIRMS Project will work closely with MINTEX to review the prevailing regulatory regime and also conduct a detailed census of the cotton ginning sector in Pakistan which in turn will be used to prepare a report specifying recommendations for business process reforms.
4105	Presentation to USAID agriculture office on agri-marketing	Support to the Punjab government was provided that included suggestions on how to reform the outdated Agriculture Marketing Act prevalent in the province.	Overview of the initiative was provided to the agriculture office at USAID Pakistan. Key reform triggers that are under discussion with the provincial governments were also presented.
4124	Concept paper: on-farm water course management and land preparation	As a consequence of the recent floods across parts of southern Punjab and Sindh, over 2.5 million acres of agriculture land and irrigation infrastructure need immediate rehabilitation before the next crop cycle. The concept paper provided a snapshot of the destruction and proposed a general approach and a tentative budget for the assistance.	The concept notes were drafted in consultation with the respective government departments and were submitted to USAID Pakistan as part of the flood response work.
4123	Concept paper: livestock market	Following consultation with the Punjab and Sindh governments, the livestock sector was identified as an important area for possible reform assistance. The concept note captured the reform and infrastructure needs across both provinces and provided a tentative cost for the support	The concept notes were drafted in consultation with the respective government departments and were submitted to USAID Pakistan as part of the flood response work.
4122	Concept paper: agriculture market	In addition to the ongoing support towards reforming the agriculture markets in both Punjab and Sindh, the	The concept notes were drafted in consultation with the respective government departments

Activity Ref.#	Activity	Description	Impact Achieved/To Be Achieved
		respective governments formally requested FIRMS Project to assist in developing state of the art market infrastructure in two districts of southern Punjab. The concept note is a precursor to a detailed work plan contingent upon USAID Pakistan approval	and were submitted to USAID Pakistan as part of the flood response work.
4046	Milestone: finalization of draft legislation for agri-marketing	A legal expert was engaged by the FIRMS Project to draft legislation for the proposed agriculture marketing law.	The drafting phase of the legislation was completed for further buy-in by the Government of Punjab agriculture department
4099	Baseline survey on 'Mandis' in Punjab and Sindh	A baseline survey of fruits and vegetable mandis was conducted across districts in Punjab and Sindh. This information will be helpful to the USAID FIRMS Project and the provincial governments in monitoring the reform process	The baseline survey report will provide critical data and analysis required for monetizing the impact of the reforms and their economic contribution

### NEXT STEPS

- Mango Value Added Sector (Dried Mango): Having completed the necessary research on the international and domestic market potential, as well as outlining dried mango industry development strategy, it is important to moving forward towards implementing the dried mango industry development strategy under the Year 3 work plan. The next steps include, among other things, product development process, trial shipments, domestic market development, international market penetration, and developing business models to encourage market players and entrepreneurs taking lead in establishing the mango value added industry.
- A Request for Proposal (RFP) has been issued to select a partner to conduct a baseline survey for cotton ginneries. This activity will begin within the next quarter.
- Following assistance in drafting subsidiary legislation to Punjab and Sindh, FIRMS Project will provide support for institutional development to the respective provincial government

## PROGRESS AND ACCOMPLISHMENT – KPK

### ACTIVITIES

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
3505	Institutional support: PaRRSA	FIRMS Project provided technical assistance (EG Specialist and Economic Analyst) to PaRRSA to build its institutional capacity for developing strategies, formulating policies, and planning and implementing development projects to stimulate economic growth.	FIRMS Project provided short-term technical expertise to improve PaRRSA’s ability to efficiently plan and implement developmental strategies for the Malakand region.
4506	Concept note on institutionalization of private sector-led education services sector reforms developed	This activity is a direct outcome of the ongoing consultation with the KPK Government and forms part of the overall KPK reform agenda.	The concept note was submitted to USAID Pakistan for further deliberation.
4505	Concept note on institutionalization of private sector led health services sector reforms developed	This activity is a direct outcome of the ongoing consultation with the KPK Government and forms part of the overall KPK reform agenda.	The concept note has been submitted to USAID Pakistan for further deliberation.
4505	Milestone: Concept note on institutionalization of	This activity is a direct outcome of the ongoing consultation with	Concept note was developed as a precursor to the

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
	private sector-led health services sector reforms developed	the KPK Government and forms part of the overall KPK reform agenda. The concept note was prepared and submitted to USAID/Pakistan during the previous quarter	proposed support to the KPK government on reforming the health services sector.
4506	Milestone: Concept note on institutionalization of private sector led education services sector reforms developed	This activity is a direct outcome of the ongoing consultation with the KPK Government and forms part of the overall KPK reform agenda. The concept note was prepared and submitted to USAID/Pakistan during the previous quarter	Concept note was developed as a precursor to the proposed support to the KPK government on reforming the education services sector.
4337	MoU Signing Between KPCCI and USAID	FIRMS Project will provide technical assistance to KPCCI to improve the regional competitiveness of KPK in agriculture, industry, trade, transport, infrastructure, and energy.	The technical assistance will lead to development of a consensus private sector-led economic vision documents and plans for KPK.
4640	KPCCI - technical assistance for implementation of MoUs	The technical assistance involves development of industry and tourism vision documents through an inclusive process with the stakeholders. The first round of working groups meetings were held on 22-23 December with senior KPK government officials (Chief Secretary, ministers, and secretaries) to get their buy-in and perspectives for the vision documents.	Consensus vision documents and implementation plans for industry and tourism have been developed. Implementation will help KPCCI improve regional competitiveness and accelerate economic growth in KPK.
4730	Second working group session - industry	The second session of the industry working group was held on February 3, 2011 to share a draft of the industry vision document with key stakeholders, gather their feedback, and incorporate it into the document.	The stakeholders provided input on the vision document, which helped develop a consensus industry vision document and implementation plan for KPK.
4901	Second working group session - tourism	The second session of the tourism working group was held on February 4, 2011 to share a draft of tourism vision document with key stakeholders, gather their feedback, and incorporate it into the document.	The stakeholders provided input on the vision document, which helped develop a consensus tourism vision document and implementation plan for KPK.
4900	Consultative session with on KPCCI activity	The meeting was held with six donors' agencies at Islamabad to share draft industry and tourism documents and get their buy-in and perspectives before finalizing the documents.	The donors appreciated the presentations and took the active participation by the private sector and chamber as a positive sign. Pertinent points were raised, which have been incorporated into the final vision documents with the responses given by the presenter.
4049	Swat Fish WADAAN Program - import of eggs, fish feed and incubators	The FIRMS Project initiated procurement and delivery of fish feed, eyed eggs, and incubators from the U.S. for trout fish farms in Swat. 38,100 pounds of fish feed arrived in Pakistan and were distributed to the six partner fish farmers of Swat and 20 trout fish farms from other areas.	The provision of good quality, pre-formulated fish feed improved quantity and quality of fish produce and shortened the lifecycle of the marketable fish, leading to increased stock, sales, and profit for the fish farmers.

**NEXT STEPS**

- Completion and closing of Malakand recovery assistance program for Swat hotels
- Completion and closing of Malakand recovery assistance program for Swat fishery sector.
- Design of new project interventions in horticulture and tourism sector.

## PROGRESS AND ACCOMPLISHMENT – PUNJAB

### ACTIVITIES

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
3460, 3623, 3625, 3626, 3627, 3823, 3462, 3459, 3461	Mango MUAVAN Program: On-farm Infrastructure : Ali Tareen, JDW, Lutfabad, Sarbulund, MumtazAgri, Muzzafarnagar, ZarPak Horticulture, Dhillon, Leghari Fruit Farm	IUAs with selected mango farmers for USAID assistance to set-up mango pack-house facilities under cost share agreement. The farmer is responsible for building pack house and USAID assistance includes plastic harvest baskets, de-sapping equipment, blast chiller, cold storage, mango processing line.	Four of the mango farms (Lutfabad,MumtazAgri,JDW, and ATF) are now fully operational with mango processing line functional up to dryer, blast chiller and cold storage in working condition and plastic crates and de-sapping equipment delivered. These facilities can now process mangoes for commercial consignments. The remaining five Punjab mango farms are in the final stages of their pack house completion.
4916	Training of Pack house Operations - Multan - Punjab	On June 11-13, a three-day workshop on effective and efficient ways of operating the USAID-supported mango pack house was held at Lutfabad Farms in Multan for 52 beneficiaries. The workshop helped develop the technical and operational understanding of the partner mango farmers, owners, and pack house managers on the operations, maintenance, and handling of the processing apparatus provided by USAID.	The workshop helped develop the technical and operational understanding of the partner mango farmers, owners, and pack house managers on the operations, maintenance, troubleshooting, and handling of the processing apparatus and other equipment/machines provided by FIRMS Project.
3933, 3931	Mango Harvesting and Post-Harvest Training - Khanewal& Multan- Punjab	FIRMS Project delivered a training workshop for mango farmers, farm managers and extension workers on mango harvesting and post-harvest handling in Multan &Khanewal, Punjab.	These workshops helped the farmers to acquire and in turn utilize proper harvesting techniques and post-harvest handling practices in line with International best practices, to reduce harvesting and post-harvest losses to get high quality fruit.
3907, 3904	Training of Exporters on Sanitary and Phyto-sanitary compliance - Lahore &Multan - Punjab	FIRMS Project rolled-out the trainings on Sanitary and Phyto-sanitary (SPS) compliance requirements for mango exporters. These requirements refer to the application of food safety and animal and plant health regulations to mangoes that are exported.	The training program enhanced the capacity of exporters to comply with the SPS requirements of the major mango importing countries. It would help increase mango export to current as well as new markets.
3624, 3824	Mango MUAVAN Program: On-Farm Infrastructure – TBD 1, TBD2	IUA with Mango Beneficiary TBD1, TBD2	Two new farmers are in the process of selection for the IUA as a replacement for two signatory farmers who have dropped out. The Expression of Interest has been floated and proposals have been evaluated. Out of the two positions, one short-listed candidate has been finalized. The selection for the second IUA beneficiary is in process.
3951, 4869,	Balanced nutrients application workshops	Three training workshops were conducted in Rahimyar Khan, Multan and (Kabirwala) Khanewal in March, 2011 to share concepts, knowledge, and good agriculture practices with	The trainings helped increase the per-acre yield of mangoes and quality of mangoes with

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
3954		mango farmers and extension staff for applying major and micro nutrients	comparatively less per-unit usage of fertilizer.
3943, 3945	Integrated crop protection management	Two training workshops were executed in March, 2011 in Multan and Kabirwala (Khanewal) for farmers and extension workers to enhance their capacity to protect their mango crops from diseases and pests.	The trainings would help control pests and diseases with fewer inputs, which would improve the quality and per acre yield of fruit.
3965, 3964, 3961	Training of extension workers of Agriculture departments in Khanewal, Bahawalpur, and Rahim Yar Khan	Three events of four-day training workshops were conducted in three districts of Punjab in December 2010 to enhance the knowledge and skills of extension staff about the mango production technology and International best practices. Agriculture department technical staff members were trained in these workshops.	The extension worker training has the highest multiplier effect, as one extension worker provides advisory services to dozens of mango farmers. By enhancing the capacity of one person, the good agriculture practices and international best practices can reach multiple farmers. The training would improve the quality and per-acre yield of mangoes along with less harvesting and post-harvest losses.
4164, 4168, 4171	Mango farmers to benefit from USAID-supported training program for saving their mango orchards from the fatal disease sudden death syndrome	Training sessions for mango farmers on sudden death syndrome in mango orchards, sharing necessary knowledge, cultural practices and techniques, were held for mango farmers and extension workers in Sindh and Punjab.	These trainings will develop farmers' capacity to quickly identify the disease symptoms, diagnose the disease, and undertake the required treatment, which will help ensure avoiding the declining and dying of mango plants.
2305, 2156, 2161	Workshops on Irrigation Practices in Mango Orchards – Sindh and Punjab	FIRMS Project arranged training workshops on the role of efficient irrigation practices in enhancing the mango yield and quality for mango farmers, farm managers, and extension workers. The majority of mango farmers does not sufficiently adhere to good irrigation practices and apply water to mango orchards without considering crop development and maturity stages.	USAID-supported trainings enhanced the capacity of mango farmers to adopt international best irrigation practices, which will help farmers maintain soil fertility, obtain best fruit quality and yield, and conserve water.
4582	Meeting of potato Farmers with PepsiCo to discuss post-flood scenario and logistics plan	The FIRMS Project organized a meeting of Potato Farmers of Kalam with PepsiCo officials to discuss the post-flood destruction and its impact on the quality and quantity of produce. Another objective of this meeting was to discuss a logistics support plan so that farmers can safely transport produce to PepsiCo's plant in Lahore. This meeting also aimed at obtaining consent from PepsiCo to subsidize the seed cost to farmers for the amount of produce acceptable to PepsiCo	PepsiCo affirmed its commitment to buy potatoes from Kalam farmers that comply with their quality standards. PepsiCo also provided a verbal commitment to subsidize the seed cost to the farmers on the amount of process acceptable produce supplied to them. This will be part of PepsiCo's Corporate Social Responsibility program.
4600	First core consultative group (CCG) working session for cotton growers, ginners, and spinners	On October 15, 2010, FIRMS Project held the first working session of the CCG of 14 cotton growers, ginners, and spinners at the project's Lahore office. This group will act as an advisory	The group discussions revealed that lack of pure seeds, curl leaf virus and mill bugs, contamination in cotton, and lack of policy work are the problem

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
		body and provide feedback on USAID's strategy for the cluster.	areas faced by the cluster stakeholders.
4579, 4675	Technical capabilities of cotton ginneries in South Punjab evaluated	The FIRMS Project's field team visited cotton ginneries and gin manufacturers in Bahawalpur, Multan, Rahim Yar Khan and Daharki in South Punjab to study the conditions, capacity, and quality of the technology installed.	The findings recorded during the visits are vital for the textiles strategy currently underway.
3639, 3640, 3641	Tree pruning and canopy management trainings - Punjab	FIRMS Project initiated a series of training workshops to impart the knowledge, skills and technology of tree pruning and canopy management to mango farmers and extensions workers.	These workshops will help farmers to keep their tree size in control to make them more productive and disease free. This would help increase per acre yield, and improve fruit quality with fewer inputs.
4440	Rapid market assessment: livestock sector in Punjab & Sindh	The aim of this assessment was to evaluate needs, constraints, and opportunities for economic growth in livestock markets.	The assessment provides empirical evidence on the state of infrastructure, facilities, and services in the livestock marketplace. It will contribute to the development hypothesis for intervention and is expected to guide STTAs enlisted by FIRMS Project for livestock sector reform.
4797	Meeting with extra additional director of agriculture, Agriculture Marketing Department, Lahore	The purpose of this meeting was to discuss the findings of the field visits to the districts indicated by the government of Punjab and to determine essential steps for infrastructure development.	The meeting helped to prioritize districts in Punjab for possible assistance in developing agriculture market infrastructure and facilities.
4812	Visit to a public abattoir (livestock reform): Lahore	The visit is a part of the livestock reform initiative and is essential to gaining insight on opportunities, constraints, and other issues prevalent in slaughter houses.	The visit confirmed the dismally poor condition of livestock markets and punctuated the need for private investment in the sector.
4928	Presentation to P&D Punjab: DEDS	The purpose of this meeting was to give a final presentation to the P&D Board on DEDS (Multan and Bahawalpur) and discuss the next steps.	The reports were appreciated for their broad and comprehensive review and recommendations for the respective districts. P&D made a few recommendations. After incorporating these, the P&D and the districts will utilize the reports in their planning.
3826	Video on southern Punjab: DEDS	FIRMS Project will make a video for potential investors in Southern Punjab. The investment video encompasses the stakeholder's views and impact of the reform package, socio-economic profile of southern Punjab, its economic potential and the challenges/ opportunities.	The video will contribute to the wider dissemination and outreach of DEDS to the investors and stakeholders from. It will serve as an informational tool for the advocacy for policy reform, promotion for USAID, and documentation for internal purposes.
2324	DEDS: Multan	DEDS for Multan is expected to provide a common foundation to various stakeholders including the district, provincial, and federal government and the multilateral and bilateral donors to	DEDS will achieve key targets for 5-7 years (Multan), including 5-7% average yearly economic growth, 1% reduction in unemployment

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
		identify developmental priorities of the district and devise solutions to achieve medium-to-long term economic growth.	rate (especially focusing on women and youth), and approximately 21,000 new jobs. It will mobilize around US\$200 million (\$150 million - Multan) of private investment for key public private partnership projects and a 15% increase in new enterprise creation in target sectors. 20-25% average increase in crop productivity of selected crops-Wheat & mango. 15-20% increase in value addition in selected sectors Meat, milk and dairy products, mango
2322	DEDS: Bahawalpur	DEDS for Multan is expected to provide a common foundation to various stakeholders including the district, provincial, and federal government and the multilateral and bilateral donors to identify developmental priorities of the district and devise solutions to achieve medium-to-long term economic growth.	Once DEDS are implemented it will achieve Key Targets for 5-7 Years (Bahawalpur), including 5-7% average yearly economic growth, 1% reduction in unemployment rate (especially focusing on women and youth) approximately 21,000 new jobs. Mobilize around US\$200 million (\$50 million - Bahawalpur) of private investment for key Public Private Partnership projects. 15% increase in new enterprise creation in target sectors. 20-25% average increase in crop productivity of selected crops—wheat & cotton. 15-20% increase in value addition in selected sectors—meat, milk and dairy products.
1741	Facilitate and prioritize reforms: Presentation to P&D Punjab: DEDS	DEDS for Multan and Bahawalpur districts have been developed after close consultation with the provincial Planning and Development Department. Close liaison was maintained with the provincial government to ensure buy-in	A presentation on the DEDS for districts Multan and Bahawalpur was made to provide an update on the activity and maintain a close liaison through the drafting phase
4136	Milestone: policy matrix for agri-marketing prepared and presented to Department of Agriculture	A policy matrix was developed by an international expert engaged by FIRMS Project.	The matrix provided a roadmap for reforming the agriculture markets and included reform triggers needed for the transition.
4534	Meeting with Special Secretary Agriculture Marketing: Ag Marketing	A meeting of FIRMS Project was scheduled with Mr. FarhanKhawaja, Special Secretary of Agriculture Marketing, for the identification of key districts and focal persons	In line with the proposed support for developing an agriculture market infrastructure, key districts and functionaries were identified for field visits and assessments
4618	Milestone: Punjab government buy-in for assistance on livestock sector reforms	Formal request received from the government of Punjab for assistance on reviewing the livestock sector regulatory environment	As a result of FIRMS Project’s dialogue with the government of Punjab, the livestock sector was identified as an area for reform assistance

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
3802	Stakeholders' consultation on DEDS: Multan	The purpose of this meeting is to share the findings of the DEDS with local public and private stakeholders.	A broader buy-in of the draft strategies was achieved at the district level
3803	Stakeholders' consultation on DEDS: Bahawalpur	The purpose of this meeting is to share the findings of the DEDS with local public and private stakeholders.	A broader buy-in of the draft strategies was achieved at the district level

**NEXT STEPS**

- Next year, similar training programs will be offered for new clusters of mangoes in order to impart the international best practices to the maximum number of mango farmers.

**PROGRESS AND ACCOMPLISHMENT – SINDH**

**ACTIVITIES**

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
3910, 3911, 3912, 4749	Mango MUAVAN Program: On-Farm Infrastructure in Sindh- Murtaza Farms, Mustafa Agri Farms,Hyder ShahFarms, Rangoonwala Farms	4 IUAs with selected mango farmers for USAID assistance to set-up mango pack-house facilities under cost share agreement. Mango Farmer is responsible for building pack house whereas USAID assistance includes plastic harvest baskets, de-sapping equipment, blast chiller, cold storage, mango processing line.	Under the IUA, Mango MUAVAN Program, four mango growers have completed their pack house civil works successfully. The processing lines (up to hot air dryer) and blast chiller machine and cold store machines have been installed and operational at the farms. On June 18, 2011 two mango trial shipments from Hyder Shah Farm and Murtaza Farm were sent to the EU market after processing them on the installed processing lines.
5034	Training of Pack house Operations - Hyderabad, Sindh (3 day training: Phase 1 on May 16 & Phase 2 on May 23 and 24)	On May 16, a workshop on operating the USAID-supported mango pack house was held at Haider Shah Fruit Farm in Tando Allah yar, Sindh for 21 beneficiaries. The workshop helped develop the technical and operational understanding of the partner mango farmers, owners, and pack house managers on the operations, maintenance, and handling of the processing apparatus provided by USAID. On May 23-24,the second phase was held at Haider Shah Fruit Farm in Tando Allah Yar, Sindh for 25 beneficiaries.	The workshop helped develop the technical and operational understanding of the partner mango farmers, owners, and pack house managers on the operations, maintenance, troubleshooting, and handling of the processing apparatus and other equipment/machines provided by FIRMS Project.
3908	Training of Exporters on Sanitary and Phyto-sanitary compliance- Karachi - Sindh	On May 11, FIRMS Project continued the trainings on Sanitary and Phyto-sanitary (SPS) requirements with its second session delivered in Karachi for 47 mango exporters. These requirements refer to the application of food safety and animal and plant health regulations to mangoes that are exported.	The training program enhanced the capacity of exporters to comply with the SPS requirements of the major mango importing countries. It would help increase mango export to current as well as new markets.

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
3923, 3921	Mango Harvesting and Post-Harvest Training - Hyder Shah Farm in Tando Allah yar and Mustafa Farm in Kotri, Thatta- Sindh	FIRMS Project delivered training workshop for mango farmers, farm managers and extension workers on mango harvesting and post-harvest handling in Tando Allah yar and Kotri, Thatta - Sindh.	These workshops helped the farmers to acquire and apply proper harvesting techniques and post-harvest handling practices in line with International best practices, to reduce harvesting and post-harvest losses and yield high quality fruit.
3948, 3949	Balanced nutrients application workshops Hyderabad & Nawabshah- Sindh	FIRMS Project delivered a training workshop for mango farmers and managers on Balanced Nutrient Application in Mango Orchards. The main objective of these workshops was to share concepts, knowledge, and good agriculture practices with mango farmers and extension staff for applying major and micro nutrients	The trainings helped increase the per-acre yield of mangoes and quality of mangoes with comparatively less per-unit usage of fertilizer.
3958, 3959, 3960	Training of Extension Workers of Agriculture Department (Hyderabad, Mirpurkhas & Nawabshah)	Three events of four-day training workshops were conducted in three districts of Sindh in January, 2011 to enhance the knowledge and skills of extension staff about the mango production technology and International best practices. 124 Agriculture Department technical staff members were trained in these workshops.	The extension worker training has the highest multiplier effect, as one extension worker provides advisory services to dozens of mango farmers. By enhancing the capacity of one person, the good agriculture practices and international best practices can reach multiple farmers. The training would improve the quality and per-acre yield of mangoes along with less harvesting and post-harvest losses.
3985, 3986, 4631	Mango farmers to benefit from USAID-supported training program for saving their mango orchards from the fatal disease sudden death syndrome	Training sessions for mango farmers on sudden death syndrome in mango orchards, sharing necessary knowledge, cultural practices and techniques, were held for mango farmers and extension workers	These trainings will develop farmers' capacity to quickly identify the disease symptoms, diagnose the disease, and undertake the required treatment, which will help ensure avoiding the declining and dying of mango plants.
2187, 2188	Workshops on Irrigation Practices in Mango Orchards – Sindh and Punjab	FIRMS Project arranged training workshops on the role of efficient irrigation practices in enhancing the mango yield and quality for mango farmers, farm managers, and extension workers. The majority of mango farmers does not sufficiently adhere to good irrigation practices and apply water to mango orchards without considering crop development and maturity stages.	USAID-supported trainings enhanced the capacity of mango farmers to adopt international best irrigation practices, which will help farmers maintain soil fertility, obtain best fruit quality and yield, and conserve water.
3881	Dates DOST Program export marketing strategy	To sustain the achievements from our participation in Asia Fruit Logistica, an export marketing strategy was developed to strategize all future export marketing interventions to achieve specific targets.	Create market readiness for international buyers and increase sales for target farms by 10% in the year 2011.
3762	Dates DOST Program short film for Asia Fruit Logistica 2010, Hong Kong	The first ever short film covering the Pakistan dates sector was produced to air at the Asia Fruit Logistica, Hong Kong's trade fair. The film covered snapshots of the whole value chain along with heritage sites of the Khairpur district.	The overall impact of this activity was satisfactory as it helps exhibitors promote Dates Pakistan in a more impressive way at Asia Fruit Logistica trade fair.
300	Fisheries sector 3-year strategy	Fish farming strategy was finalized and submitted in August 2010. Isabelle Attunes, the consultant on fish farming strategy for Sukkur and Larkana, held a number of meetings with fish farmers,	Farmers in Sukkur and Larkana, Commission Agents in Sukkur, a modern hatchery owner in

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
		hatchery owners, traders, commission agents, and poultry feed manufacturers, district and provincial inland fisheries departments, representatives of large super markets, scientists, and financial institutions. Meetings were held in Karachi, Lahore, Islamabad, Sukkur, Larkana, Thatta, Multan and Muzaffargarh.	Thatta, and a poultry feed manufacturer in Karachi have shown their willingness to work with the project. The fisheries department of Sindh government has also given assurances of its full support.
3637, 3638	Tree pruning and canopy management trainings - Sindh	FIRMS Project initiated series of training workshops to impart the knowledge, skills and technology of tree pruning and canopy management to mango farmers and extensions workers.	These workshops will help farmers to keep their tree size in control to make them more productive and disease free. This will help increase per acre yield, and improve fruit quality with fewer inputs.
4906	Visit to livestock exhibition: Karachi	The purpose of the visit was to attend the Sindh Livestock Poultry and Fisheries exhibition being organized by the Sindh Investment Board to bring consumers, investors, and government to the same platform.	The event enabled FIRMS Project to identify opportunities and constraints to sector growth and apprised project participants of ongoing development initiatives within the sector.
4794	Meeting with additional (Secretary Administration), Agriculture Department Sindh: Agri-Reforms	Meeting with the Agriculture Department to discuss subsidiary legislation for agri-marketing reforms.	The interaction was important for prioritizing the roll-out of the assistance.

**NEXT STEPS**

- Next year, similar training programs will be offered for new clusters of mangoes in order to impart the international best practices to the maximum number of mango farmers.

**PROGRESS AND ACCOMPLISHMENT – BALUCHISTAN**

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
4908	Planning and development: Baluchistan	The purpose of this meeting is to meet with the government of Baluchistan to achieve buy-in for proposed reform strategy in agriculture and livestock.	The meeting was essential to introduce the FIRMS Project and identify a focal person with whom to coordinate proposed initiatives in the province of Baluchistan.
4863	Rapid appraisal of agricultural markets in Baluchistan	A consultant performed a rapid market appraisal of the type of agricultural products that are traded in the public markets in Baluchistan and the value chain associated with these products.	FIRMS Project will use the data gathered for input in developing an agricultural marketing policy framework for Baluchistan that is in line with international best practices
4862	Rapid market assessment: livestock sector Baluchistan	The aim of this assessment is to evaluate needs, constraints, and opportunities for economic growth in livestock markets. The rapid market assessment provides empirical evidence on the state of	The Rapid Market Assessment is essential for preparing the development hypothesis for intervention and is expected to guide STTAs

Activity Ref.#	Activity	Description	Impact Achieved/To be Achieved
		infrastructure, facilities, and services in the livestock marketplace.	enlisted for livestock sector reform.
5054	Provincial agricultural marketing policy framework: Baluchistan	The objective of this activity is for the FIRMS Project to draft and recommend international best practice agricultural policy and a regulatory framework that eliminates rent seeking and the associated market distortions mentioned above.	The reform support is expected to enable FIRMS Project to gain the assent of the Provincial Government to adopt a policy matrix that provides for reform of public sector wholesale markets, accepts freedom of marketing to create space for the private sector and sets up a regulatory body to enforce standards and promote efficient and competitive markets.

**NEXT STEPS**

- During the next quarter FIRMS will conduct a rapid market appraisal of agriculture and livestock sectors in Baluchistan and engage an industry expert to conduct a detailed policy review

# ANNUAL PROJECT INDICATORS UPDATE

## M&E SCORECARD INDICATORS

<b>FIRMS Project Impact Indicators</b>	<b>Cumulative Total (2009- to Date)</b>
Change in sales of project-assisted firms	\$2.56 million <sup>i</sup>
Number of marketing events conducted with project assistance to address export opportunities in targeted sectors	22 <sup>ii</sup>
Number of SME jobs created for project-assisted sectors	819 <sup>iii</sup>
Number of beneficiaries trained through project-assisted workforce development training events	4020 <sup>iv</sup>
Value of private investment mobilized through project-supported initiatives	\$2.01 million <sup>v</sup>
Value of grants disbursed to project-assisted firms	\$1,158,122 <sup>vi</sup>
Number of project-assisted SMEs achieving international process /product /services certifications/standards	11 <sup>vii</sup>
Number of priority policy reforms identified as a result of project assistance	34 <sup>viii</sup>
Number of priority policy reforms implemented as a result of project assistance	1 <sup>ix</sup>
Monetized value of reforms implemented with project assistance	\$305,000 <sup>x</sup>
Number of additional hectares under improved technologies or management practices as a result of USG assistance	5826 <sup>xi</sup>

<sup>i</sup> Actual value: \$2,564,122 – this figure is based on: **Y1** (\$24,860): Based on sales made during the Pakistan Handmade exhibition. **Y2:** Total (\$2,539,262 ) TexWorld USA 2010 (\$1,905,240), revised mango figures (\$361,973), [breakup of which only now includes commercial sea shipment of fresh mangos from Hyder Shah Fruit Farm (\$75,000), five mango orchard flood relief trainings conducted in September 2010 (\$275,483), trial shipments for dried mango (\$11,490)], sales resulting from potato production in Swat for PepsiCo (\$14,519), and annual sales of partner hotels in Swat (\$257,530). The Year 2 sales figures for mango trainings impact assessments (\$885,891), mango IUA impact assessments (\$771,124), dates crates impact assessments (\$94,000), sales generated through mango IUA activities (\$158,998), mango value chain products (including payments for trial shipment containers and fresh mangos) (\$53,486), payments made to mango infrastructure and equipment vendors (\$588,077), payments made to dates crates vendors (\$51,390), have been retracted in line with data collected for project performance review and the findings of the OIG Report. The retractions for mangos and dates impact assessments have been reported in the January-March 2011 Quarterly Report (\$1,751,016), and the retractions for mangos and dates infrastructure and equipment vendors have been made in the Annual Report 2010-11 (\$1,235,721). The overall decrease in sales as a result of these changes is \$2,986,736.

- ii **Y1** (5): This total includes the Pakistan Handmade event, the signing of trial shipment agreements (TSAs) for mango, FIRMS Project's representation at the Dawn International Travel & Tourism Show 2010, Fruit Logistica 2010 trade show in Germany, and an additional marketing event conducted to promote the Swat tourism sector. **Y2** (17): This total includes the TexWorld USA 2010 tradeshow, Asia Fruit Logistica 2010 trade show in Hong Kong, 10 mango trial shipments via air, 3 mango sea shipments, 1 dried mango shipment, and the Berlin Fruit Logistica 2011 event.
- iii **Y1** (153): Includes 50 jobs created through the MRP (Pakistan Handmade), 18 full-time equivalent jobs created for Swat fisheries and 85 full-time equivalent jobs for Swat potato farmers. This figure was reported as 461 jobs in Y1 to include 287 jobs created through short term project assignments through local subcontractors. However, this figure was retracted in Y2. Also, figures for 21 full-time equivalent jobs created under the Mango MUAVAN Infrastructure Up-gradation Agreements (IUAs) for 3 farms in Y1 are being retracted in this report, in line with recommendations from the OIG report. **Y2** (666): Includes 5 full-time equivalent jobs created for Swat potato farmers, 152 jobs in the Swat fisheries sector rehabilitation (27 full time jobs were created by engaging of additional staff by fish farmers, and full-time equivalent of 125 jobs (temporary) were created as a result of construction work for the rehabilitation of 18 Swat fish farms), 509 jobs in the Swat Tourism sector rehabilitation (453 full time jobs were created by engaging of additional staff by Lower/ Middle Swat hotels, and full-time equivalent of 56 jobs (temporary) were created as a result of construction work for the rehabilitation of 37 Swat hotels). Year 2 job creation figures for full-time equivalent jobs created as a result of project activities by project-supported vendors have been retracted in this Annual Report, in line with recommendations emerging from the OIG's report. This includes the retraction of 16 full-time equivalent jobs created through Dates IUA activities, and 82 jobs created under the Mango MUAVAN program. The overall decrease in number of jobs reported as a result of these changes is 98 jobs. Jobs (full-time and full-time equivalent) created as a result of rehabilitation efforts for Swat potato, fisheries, and tourism sector will continue to be reported unless otherwise requested by USAID, as they engage labourers from the affected community. Year 2 job creation figures for mango trainings impact assessments and mango IUA impact assessments have been revised in line with data collected for project performance review in the January-March 2011 Quarterly Report. The overall decrease in number of jobs reported as a result of these changes was 343 jobs.
- iv **Y1** (567): The breakup for this is: Mango: 395 beneficiaries; MRP: 22 beneficiaries; Potato 92 beneficiaries, BEE gender: 58. **Y2** (3453): The breakup for this is: Potato: 62 beneficiaries; Mango: 2434 beneficiaries; Dates: 628 beneficiaries; Swat Fisheries: 92 beneficiaries; Swat Tourism: 229 beneficiaries; BEE gender: 8
- v Total (\$2,012,093) **Y1** (\$167,141): Under the mango MUAVAN program, Ali Tareen Farm invested \$136,798 in a blast chiller, cold storage room, pack house, and operations costs, all of which was installed at the farm. 3 farms in Sindh invested \$30,343 on infrastructure required for GlobalGAP certification on packing shed, fertilizer & pesticides stores, washroom, pesticides filling area, and signage. **Y2** (\$1,844,952 ): This covers \$466,472 in investments by farms made in Punjab and Sindh on infrastructure required to increase mango exports (under the IUAs) as well as other initiatives under the Mango MUAVAN program, \$25,958 in infrastructure required for 4 new farms in Sindh (Rangoonwala Farm, Mustafa Agri Farm, Nadeem Nizamani Farm, and MAS Farm) to achieve GlobalGAP certification, \$71,385 in infrastructure required for 11 existing farms (Muzaffarnagar Farm, Zarpak Horticulture Product, Leghari Fruit Farm, Tareen Mango Farms, Dhillon Agri Farm, Murtaza Agricultural Farm, Mumtaz AgriFarm, Imam Fruit Farms, Hyder Shah Fruit Farm, Bhuggio Farms, and Shah Agricultural Products ) to achieve GlobalGAP certification during 2010-11, \$943,130 mobilized in private investment as a result of 9 IUA signatory farms' cost share contribution towards the construction of pack houses for their facilities, \$10,111 as an outcome of two mango trial shipments conducted from Murtaza Agri Farm and Hyder Shah Farm, \$14,625 mobilized in private investment as a result of five mango growers and four exporters' contribution towards their participation at Berlin Fruit Logistica, \$99,029 in IUA cost-share for dates crates, \$150,387 in construction material for rehabilitation of Swat fisheries, \$85,543 in Swat Tourism rehabilitation, and \$4,270 in investment on high quality bags by Swat potato farmers. Year 2 investment figures for mango trainings impact assessments and mango IUA impact assessments have been revised in line with data collected for project performance review. The overall decrease in private investment as a result of these changes is \$1,563,831.
- vi Grants to 22 trout fish farms and 239 hotels amounting to \$1,158,122 have been disbursed so far.
- vii **Y1**: The FIRMS Project signed Mango GlobalGAP Agreements (MGAs) with 10 mango farmers (6 in Punjab; 4 in Sindh). **Y2** (11 farms): The breakup for this figure is 11 mango farms (7 in Punjab and 4 in Sindh) that have achieved GlobalGAP certification (up to March 31, 2011). GlobalGAP certified farms in Punjab: (7) MuzaffarNagar Farm, Zarpak Horticulture Product, Leghari Fruit Farm, Tareen Mango Farms, Dhillon Agri Farm, Mumtaz AgriFarm, Imam Fruit Farms. GlobalGAP certified farms in Sindh: (3) Murtaza Agricultural Farm, Hyder Shah Fruit Farm, Bhuggio Farms, Shah Agriculture Products.
- viii **Y1(18)**: 1) Provincial Agricultural Marketing Policy Framework; 2) Provincial Agricultural Marketing Legal Framework; 3) Inland Freight Equalization; 4) Automation of partnership registration at district level; 5) Alternate Dispute Resolution; 6) Capacity-building and policy advocacy of chambers; 7) Support for on-site Design and Research Center for Leather Units; 8) Up gradation of Technology across Sectors; 9) Support Development of Labor Related Compliance Regime for ROZs (Reconstruction Opportunity Zones) Initiative; 10) Support on modernization of public abattoirs, 11) International Best Practice Mining Policy (KPK); 12) Support on Social Sector Reform; 13) Reform of Agriculture Produce Act; 14) Livestock Sector Reform; 15) Institutional Support to PaRRSA; 16) Reform of Nation Building Departments in Malakand, 17) Support on Quality Meat and Slaughter Control Act; 18) Support on developing Livestock Market Rules, , **Y2 (16)**: 19) Setting up state of the art agriculture and livestock markets in Punjab, 20) Setting up state of the art agriculture and livestock markets in Sindh, 21) Land Rehabilitation 22) Recommendations for regulatory, policy and institutional frameworks that govern Pakistan's Textile sector, 23) Recommendations for applicable standards and certifications for the Textiles sector, 24) Recommendations for a more efficient compliance regime and business processes in the Textile sector, 25) KPK Industry vision document, 26) KPK

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Tourism vision document, 27) Urban Sector Policy Reform, 28) Develop best practice franchising model for Utility Stores Corporation, 29) Rationalize the pricing and subsidy policy: Utility Stores Corporation, 30) Institutional development for sustainable corporate practices: Utility Stores Corporation, 31) Reviewing and Redesigning SME Policy, 32) Reform Support to Ministry of Food and Agriculture on devolving research and extension services, 33) Reform Support to Ministry of Livestock and Dairy Development on devolving research and extension services, 34) Support for the development of financial management systems- post 18<sup>th</sup> Amendment.

<sup>ix</sup> **Y1**: FIRMS Project facilitated the revised notification of In-land freight equalization incentive by the Ministry of Commerce, which would include the marble industry located up-country as beneficiaries

<sup>x</sup> Additional sales realized due to the restructuring of the in-land freight incentive for the marble quarries and processors of the Malakand region.

<sup>xi</sup> **Y1** (5005): Mango (4984): 1309 hectares under the 13 participants of the Mango MUAVAN program; estimated 3675 hectares under a conservative estimate of 350 mango farms attending trainings arranged by FIRMS; Swat Potato farmers (20): 154 farmers in Swat receiving pre/post harvest training; Swat Fisheries (1): Combined area of 11 trout fish farms in Swat receiving assistance through rehabilitation. **Y2** (821): This includes 195 hectares under an additional 3 mango MUAVAN program participants, in addition to 626 hectares under dates IUAs.

## PROJECT INDICATOR UPDATE

Ind. Ref. #	Result Indicator	Actual results for Y2 Q4	Impact & Comments	Y2 Total	Cumulative Total (2009 – to date)
<b>PIR 1: Private sector development of targeted sectors supported</b>					
1.1	<b>Identify economic growth opportunities</b>				
1.1.1	Number of targeted sectors identified			3 <sup>2</sup>	19 <sup>3</sup>
1.2	<b>KRA: Develop economic growth strategies</b>				
1.2.1	Number of economic growth strategies developed for project-assisted sectors or firms			3 <sup>4</sup>	8 <sup>5</sup>
1.3	<b>KRA: Support economic growth strategy implementation</b>				
1.3.1	Change in sales revenues of project-assisted firms	\$202,412	<b>Mango: \$75,000</b>	\$2.54 million <sup>6</sup>	\$2.56 million <sup>7</sup>

<sup>2</sup> Identified sectors include cotton ginning, KPK tourism, and KPK industry. In addition, concept notes were developed for USAID on cotton, spinning, weaving & dyeing, finishing & processing (textile sub-sectors and value chains) fruits & vegetables, wheat & pulses, meat-processing & quality hides.

<sup>3</sup> **Y1** (16): 12 initial sectors identified through sector assessments: medical services, horticulture & agro-processing (mango), dairy & meat processing, textile & garments (sub-sectors textile garments & home textiles), inland fisheries, leather, light engineering, gems & jewelry, marble, IT services, education services, pharmaceuticals & botanicals. Additional 4 sectors identified include dates, Swat tourism, Swat fisheries, and Swat potatoes. **Y2** (3): Identified sectors include cotton ginning, KPK tourism, and KPK industry. In addition, concept notes were developed for USAID on cotton, spinning, weaving & dyeing, finishing & processing (textile sub-sectors and value chains) fruits & vegetables, wheat & pulses, meat-processing & quality hides.

<sup>4</sup> Includes strategies for dried mango, dates, and Swat fisheries.

<sup>5</sup> **Y1** (5): Sector development strategies have been developed for the mango, dairy, gems and jewelry, leather, and Swat tourism sectors. **Y2** (3): Includes strategies for dried mango, dates, and Swat fisheries. Cotton ginning/textile strategy is TBD for Year 2.

<sup>6</sup> Actual value: \$2,539,262 – this figure is based on: TexWorld USA 2010 (\$1,905,240), revised mango figures (\$361,973), (breakup of which only now includes commercial sea shipment of fresh mangos from Hyder Shah Fruit Farm (\$75,000), five mango orchard flood relief trainings conducted in September 2010 (\$275,483), trial shipments for dried mango (\$11,490)), sales resulting from potato production in Swat for PepsiCo (\$14,519), and annual sales of partner hotels in Swat (\$257,530).

<sup>7</sup> Actual value: \$2,564,122 – this figure is based on: **Y1** (\$24,860): Based on sales made during the Pakistan Handmade exhibition. **Y2**: Total (\$2,539,262 ) TexWorld USA 2010 (\$1,905,240), revised mango figures (\$361,973), [breakup of which only now includes commercial sea shipment of fresh mangos from Hyder Shah Fruit Farm (\$75,000), five mango orchard flood relief trainings conducted in September 2010 (\$275,483), trial shipments for dried mango (\$11,490)], sales resulting from potato production in Swat for PepsiCo (\$14,519), and annual sales of partner hotels in Swat (\$257,530).

The Year 2 sales figures for mango trainings impact assessments (\$885,891), mango IUA impact assessments (\$771,124), dates crates impact assessments (\$94,000), sales generated through mango IUA activities (\$158,998), mango value chain products (including payments for trial shipment containers and fresh mangos) (\$53,486), payments made to mango infrastructure and equipment vendors (\$588,077), payments made to dates crates vendors (\$51,390), have been retracted in line with data collected for project performance review and the findings of the OIG Report. The retractions for mangos and dates impact assessments have been

Ind. Ref. #	Result Indicator	Actual results for Y2 Q4	Impact & Comments	Y2 Total	Cumulative Total (2009 – to date)
			<ul style="list-style-type: none"> <li>▪ <b><u>Commercial sea shipment &amp; Berlin Fruit Logistica 2011 (\$75,000):</u></b> USAID FIRMS Project beneficiary mango farm, Hyder Shah Fruit Farm (Sindh province) has sent fresh mangos to the U.A.E. This order was received as a result of the beneficiary's participation at the project-supported Berlin Fruit Logistica 2011 (held in January 2011) A total of 150 tons of mangoes was exported worth \$75,000.</li> <li><b><u>Swat Tourism: \$127,412</u></b></li> <li>▪ <b><u>Lower/Middle Swat hotels:</u></b> The total annual sales for 102 partner hotels in Lower/Middle Swat were \$257,530. Out of this amount, hotel sales for quarter 4 in Year 2 were 127,412.</li> </ul>		
1.3.2	Number of marketing events conducted with project assistance to address export opportunities in targeted sectors		<ul style="list-style-type: none"> <li>▪ <b><u>Berlin Fruit Logistica 2011:</u></b> An order of 150 tons of fresh mangoes was received by a project beneficiary mango farm Hyder Shah Fruit Farm through participation at the project-supported Berlin Fruit Logistica 2011 (total value of exports reported above)</li> </ul>	17	22
1.3.3	Number of SME jobs created for project-assisted sectors	132	<b><u>Swat (132):</u></b>	666 <sup>8</sup>	819 <sup>9</sup>

reported in the January-March 2011 Quarterly Report (\$1,751,016), and the retractions for mangos and dates infrastructure and equipment vendors have been made in the Annual Report 2010-11 (\$1,235,721). The overall decrease in sales as a result of these changes is \$2,986,736.

<sup>8</sup> **Y2** (666): Includes 5 full-time equivalent jobs created for Swat potato farmers, 152 jobs in the Swat fisheries sector rehabilitation (27 full time jobs were created by engaging of additional staff by fish farmers, and full-time equivalent of 125 jobs (temporary) were created as a result of construction work for the rehabilitation of 18 Swat fish farms), 509 jobs in the Swat Tourism sector rehabilitation (453 full time jobs were created by engaging of additional staff by Lower/ Middle Swat hotels, and full-time equivalent of 56 jobs (temporary) were created as a result of construction work for the rehabilitation of 37 Swat hotels). Year 2 job creation figures for full-time equivalent jobs created as a result of project activities by project-supported vendors have been retracted in this Annual Report, in line with recommendations emerging from the OIG's report. This includes the retraction of 16 full-time equivalent jobs created through Dates IUA activities, and 82 jobs created under the Mango MUAVAN program. The overall decrease in number of jobs reported as a result of

Ind. Ref. #	Result Indicator	Actual results for Y2 Q4	Impact & Comments	Y2 Total	Cumulative Total (2009 – to date)
			<p><b><u>Swat Tourism Sector (100):</u></b></p> <ul style="list-style-type: none"> <li>▪ 66 full time jobs were created by Lower/ Middle Swat hotels engaging additional staff for their activities</li> <li>▪ Full-time equivalent of 34 jobs (temporary) were created (which engaged labor from the affected areas) as a result of construction work for the rehabilitation of 37 Swat hotels</li> </ul> <p><b><u>Swat Fisheries (32):</u></b></p> <ul style="list-style-type: none"> <li>▪ 5 full time jobs were created by engaging additional staff by fish farmers.</li> <li>▪ Full-time equivalent of 27 jobs (temporary) were created (which engaged labour from the affected areas) as a result of construction work for the</li> </ul>		

these changes is 98 jobs. Jobs (full-time and full-time equivalent) created as a result of rehabilitation efforts for Swat potato, fisheries, and tourism sector will continue to be reported unless otherwise requested by USAID, as they engage laborers from the affected community. Year 2 job creation figures for mango trainings impact assessments and mango IUA impact assessments have been revised in line with data collected for project performance review in the January-March 2011 Quarterly Report. The overall decrease in number of jobs reported as a result of these changes was 343 jobs.

<sup>9</sup> **Y1** (153): Includes 50 jobs created through the MRP (Pakistan Handmade), 18 full-time equivalent jobs created for Swat fisheries and 85 full-time equivalent jobs for Swat potato farmers. This figure was reported as 461 jobs in Y1 to include 287 jobs created through short term project assignments through local subcontractors. However, this figure was retracted in Y2. Also, figures for 21 full-time equivalent jobs created under the Mango MUAVAN Infrastructure Up-gradation Agreements (IUAs) for 3 farms in Y1 are being retracted in this report, in line with recommendations from the OIG report. **Y2** (666): Includes 5 full-time equivalent jobs created for Swat potato farmers, 152 jobs in the Swat fisheries sector rehabilitation (27 full time jobs were created by engaging of additional staff by fish farmers, and full-time equivalent of 125 jobs (temporary) were created as a result of construction work for the rehabilitation of 18 Swat fish farms), 509 jobs in the Swat Tourism sector rehabilitation (453 full time jobs were created by engaging of additional staff by Lower/ Middle Swat hotels, and full-time equivalent of 56 jobs (temporary) were created as a result of construction work for the rehabilitation of 37 Swat hotels). Year 2 job creation figures for full-time equivalent jobs created as a result of project activities by project-supported vendors have been retracted in this Annual Report, in line with recommendations emerging from the OIG's report. This includes the retraction of 16 full-time equivalent jobs created through Dates IUA activities, and 82 jobs created under the Mango MUAVAN program. The overall decrease in number of jobs reported as a result of these changes is 98 jobs. Jobs (full-time and full-time equivalent) created as a result of rehabilitation efforts for Swat potato, fisheries, and tourism sector will continue to be reported unless otherwise requested by USAID, as they engage labourers from the affected community. Year 2 job creation figures for mango trainings impact assessments and mango IUA impact assessments have been revised in line with data collected for project performance review in the January-March 2011 Quarterly Report. The overall decrease in number of jobs reported as a result of these changes was 343 jobs.

Ind. Ref. #	Result Indicator	Actual results for Y2 Q4	Impact & Comments	Y2 Total	Cumulative Total (2009 – to date)
			rehabilitation of 18 Swat fish farms.		
1.3.4	Number of project-assisted workforce development training events conducted	16	The FIRMS Project conducted a total of 16 workforce development training events during April-June 2011. 5 training events were conducted in Punjab, 4 in Sindh and 7 in KPK.	93 <sup>10</sup>	118 <sup>11</sup>
1.3.5	<b>Number of beneficiaries trained through project-assisted workforce development training events</b>	561	The FIRMS Project conducted 16 training event catering to 561 beneficiaries (559 males, 2 females)	3453 <sup>12</sup>	4020 <sup>13</sup>
1.3.6	Number of feasibility studies for project-assisted sectors or firms			7 <sup>14</sup>	16 <sup>15</sup>
1.3.7	Value of private investment mobilized through project-supported initiatives	\$171,865	<b>Mango: (\$81,496)</b> ▪ Existing Mango Global GAP Agreements (MGAs): \$71,385 Existing MGAs with 11 farms <sup>16</sup> during	\$1.84 million <sup>17</sup>	\$2.01 million <sup>18</sup>

<sup>10</sup> **Y2** (93): The breakup for this is: Mango: 59 events; Dates: 12 events; BEE gender mainstreaming: 1 event; MRP: 1 event; Potatoes: 2 events; Swat Fisheries: 10 events; Swat tourism: 8 events

<sup>11</sup> **Y1**(25): The breakup for this is Mango: 11 ; MRP: 7; Potato: 3; BEE gender: 4. **Y2** (93): The breakup for this is: Mango: 59 events; Dates: 12 events; BEE gender mainstreaming: 1 event; MRP: 1 event; Potatoes: 2 events; Swat Fisheries: 10 events; Swat tourism: 8 events

<sup>12</sup> **Y2** (3453): The breakup for this is: Potato: 62 beneficiaries; Mango: 2434 beneficiaries; Dates: 628 beneficiaries; Swat Fisheries: 92 beneficiaries; Swat Tourism: 229 beneficiaries; BEE gender: 8

<sup>13</sup> **Y1** (567): The breakup for this is: Mango: 395 beneficiaries; MRP: 22 beneficiaries; Potato 92 beneficiaries, BEE gender: 58. **Y2** (3453): The breakup for this is: Potato: 62 beneficiaries; Mango: 2434 beneficiaries; Dates: 628 beneficiaries; Swat Fisheries: 92 beneficiaries; Swat Tourism: 229 beneficiaries; BEE gender: 8

<sup>14</sup> **Y2** (7): This includes IUAs with 6 additional progressive farmers under the mango MUAVAN program, under which the farms would construct a packing house and building for blast chiller and cold storage (as part of their cost share) on their premises. This figure also includes one feasibility study for a cold store in agriculture markets.

<sup>15</sup> **Y1**(9): This includes IUAs with 9 progressive farmers under the mango MUAVAN program, under which these farms were to construct a packing house and building for blast chiller and cold storage (as part of their cost share) on their premises. **Y2** (7): This includes IUAs with 6 additional progressive farmers under the mango MUAVAN program, under which the farms would construct a packing house and building for blast chiller and cold storage (as part of their cost share) on their premises. This figure also includes one feasibility study for a cold store in agriculture markets.

<sup>16</sup> Existing MGA signatory farms for the period 2010-11 include the following: Muzaffarnagar Farm, Zarpak Horticulture Product, Leghari Fruit Farm, Tareen Mango Farms, Dhillon Agri Farm, Murtaza Agricultural Farm, Mumtaz AgriFarm, Imam Fruit Farms, Hyder Shah Fruit Farm, Bhuggio Farms, and Shah Agricultural Products.

<sup>17</sup> **Y2** (\$1,844,952) This includes \$171,865 in investments mobilized in April-June 2011 due to existing MGAs (\$71,385), 2 trial shipments (\$10,111), rehabilitation of Swat fisheries (\$39,754) and Swat tourism (\$50,615), and \$1,673,087 mobilized during the previous three quarters: \$1,409,602 in investments by farms made in Punjab and Sindh on infrastructure required to increase mango exports (under the IUAs) as well as other initiatives under the Mango MUAVAN program, infrastructure required for farms to achieve GlobalGAP certification, \$14,625 on participation at Berlin Fruit Logistica 2011, \$99,029 in IUA cost-share for dates crates, \$110,633 in construction material for rehabilitation of Swat fisheries, \$34,928 in construction material for rehabilitation of Swat tourism, and \$4,270 in investment on high quality bags by Swat potato farmers.

Ind. Ref. #	Result Indicator	Actual results for Y2 Q4	Impact & Comments	Y2 Total	Cumulative Total (2009 – to date)
			<p>2010-11 mobilized \$71,385 in private investment in order for these farms to meet Global GAP requirements.</p> <ul style="list-style-type: none"> <li>▪ <b>Trial Shipments: \$10,111</b> A total of \$10,111 was mobilized in private investment as an outcome of two mango trial shipments conducted from Murtaza Agri Farm and Hyder Shah Farm - Sindh.</li> </ul> <p><b>Swat (\$90,369):</b></p> <ul style="list-style-type: none"> <li>▪ <b>Swat Fisheries (\$39,754):</b> A total of \$39,754 was mobilized in private investment as an outcome of the FIRMS Project supporting rehabilitation of the Swat fisheries sector. 18 Swat fish farmers contributed to construction costs during the period of April-June 2011 and provided 100% of labor required for rehabilitation.</li> <li>▪ <b>Swat Tourism (Hotels) (\$50,615):</b> A total of \$50,615 was mobilized in private investment as an outcome of the</li> </ul>		

<sup>18</sup> Total (\$2,012,093) **Y1** (\$167,141): Under the mango MUAVAN program, Ali Tareen Farm invested \$136,798 in a blast chiller, cold storage room, pack house, and operations costs, all of which was installed at the farm. 3 farms in Sindh invested \$30,343 on infrastructure required for GlobalGAP certification on packing shed, fertilizer & pesticides stores, washroom, pesticides filling area, and signage. **Y2** \$1,844,952 ): This covers \$466,472 in investments by farms made in Punjab and Sindh on infrastructure required to increase mango exports (under the IUAs) as well as other initiatives under the Mango MUAVAN program, \$25,958 in infrastructure required for 4 new farms in Sindh (Rangoonwala Farm, Mustafa Agri Farm, Nadeem Nizamani Farm, and MAS Farm) to achieve GlobalGAP certification, \$71,385 in infrastructure required for 11 existing farms (Muzaffarnagar Farm, Zarpak Horticulture Product, Leghari Fruit Farm, Tareen Mango Farms, Dhillon Agri Farm, Murtaza Agricultural Farm, Mumtaz AgriFarm, Imam Fruit Farms, Hyder Shah Fruit Farm, Bhuggio Farms, and Shah Agricultural Products ) to achieve GlobalGAP certification during 2010-11, \$943,130 mobilized in private investment as a result of 9 IUA signatory farms' cost share contribution towards the construction of pack houses for their facilities, \$10,111 as an outcome of two mango trial shipments conducted from Murtaza Agri Farm and Hyder Shah Farm, \$14,625 mobilized in private investment as a result of five mango growers and four exporters' contribution towards their participation at Berlin Fruit Logistica, \$99,029 in IUA cost-share for dates crates, \$150,387 in construction material for rehabilitation of Swat fisheries, \$85,543 in Swat Tourism rehabilitation, and \$4,270 in investment on high quality bags by Swat potato farmers. Year 2 investment figures for mango trainings impact assessments and mango IUA impact assessments have been revised in line with data collected for project performance review. The overall decrease in private investment as a result of these changes is \$1,563,831.

Ind. Ref. #	Result Indicator	Actual results for Y2 Q4	Impact & Comments	Y2 Total	Cumulative Total (2009 – to date)
			FIRMS Project supporting rehabilitation of the Swat Hotel sector. 37 Swat hotels contributed to construction costs during the period of April-June 2011 and provided 100% of the labor required for rehabilitation.		
1.3.8	Number of in-kind rehabilitation procurement programs implemented for project-assisted firms	89	<b>Swat (89):</b> <b>Swat Tourism (89):</b> <ul style="list-style-type: none"> <li>FIRMS Project has completed deliveries of furniture (single and double beds, chairs, sofas), electronics items (computers, televisions, fax, telephone exchanges, heaters, refrigerators, oven/cooking range, geysers, gas cylinders, ACs, kitchen utensils) and room supplies (mattresses, blankets, carpets) worth \$541,643 to 89 hotels during this quarter (total 105 hotels) from Mingora, Malamjabba, Madyan, Miandam &amp; Bahrain areas.</li> </ul>	206	206 <sup>19</sup>
1.3.9	Value of grants disbursed to project-assisted firms	\$410,475	<b>Swat (\$410,475):</b> <b>Swat Tourism &amp; Fisheries</b> The provision of direct financial assistance to 239 hoteliers and 22 trout farms in Swat will help in rehabilitation & recapitalization of conflict & flood affected SMEs in tourism and aquaculture sector. During this quarter, \$410,475 was dispersed to the partner hotels & trout fish farms.	\$1,158,122	\$1,158,122 <sup>20</sup>
1.4.0	Number of firms receiving project-disbursed grants	261	<b>Swat (261):</b>	261	261 <sup>21</sup>

<sup>19</sup> Total 206 (all in Y2). Pre-flood: This includes 11 trout fish farms assisted for rehabilitation of conflict-hit areas between July-September 2010. Post-flood: This includes 15 trout fish farms assisted for rehabilitation, 6 fish farms for production input, 20 fish farms for fish feed, 16 fish farms for operating equipment, 33 hotels for construction material, and 105 hotels for supplies and equipment.

<sup>20</sup> Grants to 22 trout fish farms and 239 hotels amounting to \$1,158,122 have been disbursed so far.

<sup>21</sup> Grants to 22 trout fish farms and 239 hotels have been disbursed so far in installments against satisfactory completion of deliverables/milestones.

Ind. Ref. #	Result Indicator	Actual results for Y2 Q4	Impact & Comments	Y2 Total	Cumulative Total (2009 – to date)
			<b>Swat Tourism &amp; Fisheries (261):</b> During this quarter, \$410,475 was dispersed to the 239 partner hotels and 22 trout fish farms.		
1.4.1	Number of project-assisted SMEs achieving international process/product/services certification/standards		<b>Mango:</b> The following 4 new farms from Sindh are currently in the process of being GlobalGAP certified: <b>Rangoonwala Farm, Mustafa Agri Farm, Nadeem Nizamani Farm, MAS Farm</b>	11	11 <sup>22</sup>
EG 2.2	<b>Element: Trade and Investment Capacity</b>				
2.2.a	Number of firms receiving capacity building assistance to export			106	149 <sup>23</sup>
EG 5.2	<b>Element: Agricultural Sector Productivity</b>				
5.2.a	Number of new technologies or management practices under research as a result of USG assistance			8 <sup>24</sup>	20 <sup>25</sup>

<sup>22</sup> **Y1:** The FIRMS Project signed Mango GlobalGAP Agreements (MGAs) with 10 mango farmers (6 in Punjab; 4 in Sindh). **Y2** (11 farms): The breakup for this figure is 11 mango farms (7 in Punjab and 4 in Sindh) that have achieved GlobalGAP certification (up to March 31, 2011). GlobalGAP certified farms in Punjab: (7) MuzaffarNagar Farm, Zarpak Horticulture Product, Leghari Fruit Farm, Tareen Mango Farms, Dhillon Agri Farm, Mumtaz AgriFarm, Imam Fruit Farms. GlobalGAP certified farms in Sindh: (3) Murtaza Agricultural Farm, Hyder Shah Fruit Farm, Bhuggio Farms, Shah Agriculture Products.

<sup>23</sup> **Y1** (43): Mango (17): 14 progressive mango farmers under the Mango MUAVAN program, 3 additional mango exporters who participated in Fruit Logistica (Berlin, January 2010) Swat Tourism (2): The FIRMS Project supported the Sarhad Tourism Corporation and Aik Hunar Aik Nagar to participate at the DAWN International Travel & Tourism Show 2010 to promote tourism in the conflict-affected district of Swat on May 9-10, 2010 in Karachi (Sindh). Pakistan Handmade Exhibition (Market Readiness Program) (24): The FIRMS Project arranged a 'Pakistan Handmade Event- Exhibition & Fashion Show' held in Islamabad on June 25-27, 2010; featuring women-owned small-to-medium sized enterprises (SMEs). **Y2** (106): Includes 10 additional mango farmers under the Mango MUAVAN program, 32 mango exporters supported through training (32 mango exporters and members of the All Pakistan Fruits and Vegetables Exporters Association), 35 date palm farmers and 6 processors supported through IUAs and safety gears, 18 apparel and textile manufacturing firms supported to participate in the TexWorld USA 2010 textiles tradeshow in New York, in addition to supporting the participation of 5 mango exporters at Berlin Fruit Logistica 2011.

<sup>24</sup> **Y2** (8): Dates (3): Plastic crates, dates food safety gear, tyvek bags. Swat (3): Fish feed and egg incubators, Swat eyed fish eggs, and Swat tourism web portal. Mango (2): Balanced nutrients application training for mango orchards, integrated crop protection management training.

<sup>25</sup> **Y1** (12): Mango(12): De-sapping; processing line; HWT; blast chillers; cold storage; ethylene generator; harvesting tools; pruning and GAP tools; mist sprayers; GAP awareness; fertilizer awareness; IPM training. **Y2** (8): Dates (3): Plastic crates, dates food safety gear, tyvek bags. Swat (3): Fish feed and egg incubators, Swat eyed fish eggs, and Swat tourism web portal. Mango (2): Balanced nutrients application training for mango orchards, integrated crop protection management training.

Ind. Ref. #	Result Indicator	Actual results for Y2 Q4	Impact & Comments	Y2 Total	Cumulative Total (2009 – to date)
5.2.b	Number of new technologies or management practices made available for transfer as a result of USG assistance			8 <sup>26</sup>	20 <sup>27</sup>
5.2.c	Number of additional hectares under improved technologies or management practices as a result of USG assistance			821 <sup>28</sup>	5826 <sup>29</sup>
EG 6.2	<b>Element: Private Sector Productivity</b>				
6.2.a	Number of firms receiving USG supported assistance to improve their management practices			327 <sup>30</sup>	869 <sup>31</sup>
EG 6.3	<b>Element: Workforce Development</b>				
6.3.a	Number of persons participating in USG-funded workforce development programs	561	The FIRMS Project conducted 16 training event catering to 561 beneficiaries (559 males, 2 females)	3453 <sup>32</sup>	4020 <sup>33</sup>
<b>PIR 2: Business Enabling Environment for Private Sector Growth Improved</b>					

<sup>26</sup> **Y2** (8): Dates (3): Plastic crates, dates food safety gear, tyvek bags. Swat (3): Fish feed and egg incubators, Swat eyed fish eggs, and Swat tourism web portal. Mango (2): Balanced nutrients application training for mango orchards, integrated crop protection management training.

<sup>27</sup> **Y1** (12): Mango(12): De-sapping; processing line; HWT; blast chillers; cold storage; ethylene generator; harvesting tools; pruning and GAP tools; mist sprayers; GAP awareness; fertilizer awareness; IPM training. **Y2** (8): Dates (3): Plastic crates, dates food safety gear, tyvek bags. Swat (3): Fish feed and egg incubators, Swat eyed fish eggs, and Swat tourism web portal. Mango (2): Balanced nutrients application training for mango orchards, integrated crop protection management training.

<sup>28</sup> **Y2** (821): This includes 195 hectares under an additional 3 mango MUAVAN program participants, in addition to 626 hectares under dates IUAs.

<sup>29</sup> **Y1** (5005): Mango (4984): 1309 hectares under the 14 participants of the Mango MUAVAN program; estimated 3675 hectares under a conservative estimate of 350 mango farms attending trainings arranged by FIRMS; Swat Potato farmers (20): 154 farmers in Swat receiving pre/post harvest training; Swat Fisheries (1): Combined area of 11 trout fish farms in Swat receiving assistance through rehabilitation. **Y2** (821): This includes 195 hectares under an additional 3 mango MUAVAN program participants, in addition to 626 hectares under dates IUAs.

<sup>30</sup> **Y2** (327): Includes an additional 4 farms under mango, 32 mango exporters supported through training (32 mango exporters and members of the All Pakistan Fruits and Vegetables Exporters Association), 35 date palm farmers in addition to 6 date processors, and 250 firms under Swat fisheries & tourism (239 hotels and 11 fish farms) supported by FIRMS.

<sup>31</sup> **Y1** (542): Mango (353): 3 mango exporters (apart from mango MUAVAN member farms) who participated in Fruit Logistica (Berlin, January 2010); 350 mango farms receiving training and other assistance (including Mango MUAVAN program); Swat Fisheries (11): The FIRMS Project supported 11 trout fish farms (TFFs) in Madyan in Y1; Swat Potato farms (154): 154 potato farmers in Swat were assisted in Y1 through pre/post harvest training; Market Readiness Program (24): 24 female-owned SMEs received training in export-readiness and participating in the mock international trade fair Pakistan Handmade Exhibition and Fashion Show. **Y2** (327): Includes an additional 4 farms under mango, 32 mango exporters supported through training (32 mango exporters and members of the All Pakistan Fruits and Vegetables Exporters Association), 35 date palm farmers in addition to 6 date processors, and 250 firms under Swat fisheries & tourism (239 hotels and 11 fish farms) supported by FIRMS.

<sup>32</sup> **Y2** (3453): The breakup for this is: Potato: 62 beneficiaries; Mango: 2434 beneficiaries; Dates: 628 beneficiaries; Swat Fisheries: 92 beneficiaries; Swat Tourism: 229 beneficiaries; BEE gender: 8

<sup>33</sup> **Y1** (567): The breakup for this is: Mango: 395 beneficiaries; MRP: 22 beneficiaries; Potato 92 beneficiaries, BEE gender: 58. **Y2** (3453): The breakup for this is: Potato: 62 beneficiaries; Mango: 2434 beneficiaries; Dates: 628 beneficiaries; Swat Fisheries: 92 beneficiaries; Swat Tourism: 229 beneficiaries; BEE gender: 8

Ind. Ref. #	Result Indicator	Actual results for Y2 Q4	Impact & Comments	Y2 Total	Cumulative Total (2009 – to date)
2.1	<b>KRA: Develop district economic and investment strategies</b>				
2.1.1	Number of district economic development strategies prepared with project assistance	N/A	Further strategies are on hold per USAID's request.	N/A	2 <sup>34</sup>
2.2	<b>KRA: Support the implementation of reforms</b>				
2.2.1	Number of priority policy and/or regulatory reforms identified as a result of project assistance	8	The following reform interventions were identified during this quarter (April-June 2011): 1. Urban Sector Policy Reform 2. Develop best practice franchising model for Utility Stores Corporation 3. Rationalize the pricing and subsidy policy: Utility Stores Corporation 4. Institutional development for sustainable corporate practices: Utility Stores	16 <sup>35</sup>	34 <sup>36</sup>

<sup>34</sup> DEES prepared for Multan and Bahawalpur districts in Punjab.

<sup>35</sup> **Y2:** 1) Setting up state of the art agriculture and livestock markets in Punjab, 2) Setting up state of the art agriculture and livestock markets in Sindh, 3) Land Rehabilitation, 4) Recommendations for regulatory, policy and institutional frameworks that govern Pakistan's Textile sector, 5) Recommendations for applicable standards and certifications for the Textiles sector, 6) Recommendations for a more efficient compliance regime and business processes in the Textile sector, 7) KPK Industry vision document, 8) KPK Tourism vision document, 9) Urban Sector Policy Reform, 10) Develop best practice franchising model for Utility Stores Corporation, 11) Rationalize the pricing and subsidy policy: Utility Stores Corporation, 12) Institutional development for sustainable corporate practices: Utility Stores Corporation, 13) Reviewing and Redesigning SME Policy, 14) Reform Support to Ministry of Food and Agriculture on devolving research and extension services, 15) Reform Support to Ministry of Livestock and Dairy Development on devolving research and extension services, 16) Support for the development of financial management systems- post 18<sup>th</sup> Amendment

<sup>36</sup> **Y1(18):** 1) Provincial Agricultural Marketing Policy Framework; 2) Provincial Agricultural Marketing Legal Framework; 3) Inland Freight Equalization; 4) Automation of partnership registration at district level; 5) Alternate Dispute Resolution; 6) Capacity-building and policy advocacy of chambers; 7) Support for on-site Design and Research Center for Leather Units; 8) Up gradation of Technology across Sectors; 9) Support Development of Labor Related Compliance Regime for ROZs (Reconstruction Opportunity Zones) Initiative; 10) Support on modernization of public abattoirs, 11) International Best Practice Mining Policy (KPK); 12) Support on Social Sector Reform; 13) Reform of Agriculture Produce Act; 14) Livestock Sector Reform; 15) Institutional Support to PaRRSA; 16) Reform of Nation Building Departments in Malakand, 17) Support on Quality Meat and Slaughter Control Act; 18) Support on developing Livestock Market Rules, , **Y2 (16):** 19) Setting up state of the art agriculture and livestock markets in Punjab, 20) Setting up state of the art agriculture and livestock markets in Sindh, 21) Land Rehabilitation 22) Recommendations for regulatory, policy and institutional frameworks that govern Pakistan's Textile sector, 23) Recommendations for applicable standards and certifications for the Textiles sector, 24) Recommendations for a more efficient compliance regime and business processes in the Textile sector, 25) KPK Industry vision document, 26) KPK Tourism vision document. 27) Urban Sector Policy Reform, 28) Develop best practice franchising model for Utility Stores Corporation, 29) Rationalize the pricing and subsidy policy: Utility Stores Corporation, 30) Institutional development for sustainable corporate practices: Utility Stores Corporation, 31) Reviewing and Redesigning SME Policy, 32) Reform Support to Ministry of Food and Agriculture on devolving research and extension services, 33) Reform Support to Ministry of Livestock and Dairy Development on devolving research and extension services, 34) Support for the development of financial management systems- post 18<sup>th</sup> Amendment.

Ind. Ref. #	Result Indicator	Actual results for Y2 Q4	Impact & Comments	Y2 Total	Cumulative Total (2009 – to date)
			Corporation 5. Reviewing and Redesigning SME Policy 6. Reform Support to Ministry of Food and Agriculture on devolving research and extension services 7. Reform Support to Ministry of Livestock and Dairy Development on devolving research and extension services 8. Support for the development of financial management systems- post 18 <sup>th</sup> Amendment		
2.2.2	Number of priority policy and/or regulatory reforms <i>implemented</i> as a result of project assistance				1 <sup>37</sup>
2.2.3	Monetized value of reforms implemented with project assistance				\$305,000 <sup>38</sup>
2.2.4	Number of training events on gender constraints and solutions conducted for government functionaries with project assistance		On hold per USAID's request	N/A	4 <sup>39</sup>
EG 6.1	<b>Element: Business Enabling Environment</b>				
6.1.a	Number of municipalities (or equivalent bodies) receiving USG assistance with regulatory/ administrative simplification	N/A			13 <sup>40</sup>
6.1.b	Number of institutions established or re-structured based on USG supported assessment	2	Malakand Aquaculture Advisory Group (MAAG) to coordinate post flood sector recovery and development initiatives in Swat District/ Malakand Division	2	4 <sup>41</sup>

<sup>37</sup> **Y1** (1): Reforms implemented in Y1: FIRMS Project facilitated the revised notification of In-land freight equalization incentive by the Ministry of Commerce, which would include the marble industry located up-country as beneficiaries

<sup>38</sup> **Y1** (\$305,000): Additional sales realized due to the restructuring of the in-land freight incentive for the marble quarries and processors of the Malakand region.

<sup>39</sup> **Y1** (4): 4 gender mainstreaming training events conducted for district functionaries in Multan & Bahawalpur districts.

<sup>40</sup> **Y1** (13): District Economic Development Strategies (DEDS)(12): 12 tehsil/municipal authorities in 2 districts (Multan and Bahawalpur) (The breakup of these municipalities is as follows: 1. Multan (Tehsil/municipal authorities: Shah Rukn-e-Alam Town, Shershah Town, Bosan Town, Musa Pak Shaheed Town, Shujabad Town, Jalalpur Pirwala Town); 2. Bahawalpur (Tehsil/municipal authorities: Ahmedpur Sharqia, Bahawalpur City, Bahawalpur Saddar, Hasilpur, Khairpur Tamewali, Yazman). PaRRSA (1): FIRMS Project intensively engaged with PaRRSA and USAID for the rehabilitation of the Malakand Division.

<sup>41</sup> **Y1** (2): This covers 1) institutional support to PaRRSA, 2) an action plan for TUSDEC, 3) Swat Tourism Advisory Group (STAG), and 4) Malakand Aquaculture Advisory Group (MAAG) to coordinate post flood sector recovery and development initiatives in Swat District/ Malakand Division.

# KEY EVENTS AND MEETINGS

## TRAININGS AND MENTORING (JULY 1, 2010 – JUNE 30, 2011)

### TRAININGS AND MENTORING –ANNUAL CUMULATIVE (JULY 1, 2010 – JUNE 30, 2011)

Total Events (Training and Non Training)	Participants			Outcome/Result
	Male	Female	Total	
145	5549	382	5931	FIRMS held 142 events serving 5931 participants (5549 male and 382 female) from July 1, 2010 to June 30, 2011.

## TRAININGS AND MENTORING (April 2010-June 2010)<sup>42</sup>

### TRAININGS AND MENTORING –QUARTERLY CUMULATIVE (APRIL 1 2011 –JUNE 30 2011)

Total Events (Training and Non Training) Held to this Quarter	Participants			Outcome/Result
	Male	Female	Total	
22	870	12	882	FIRMS held 22 events serving 882 participants (870 male and 12 female) from April 1, 2011 to June 30, 2011.

### TRAININGS AND MENTORING – PUNJAB

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Meeting with Mango Sector Stakeholders on Trial Shipments 2011-Lahore	April 18, 2011	21	3	24	Stakeholders partaking in the project's infrastructure up gradation program were brought together to discuss and finalize the schedule of trial shipments for the 2011 mango season. The participants were briefed on the processes surrounding the trial shipments for this year and were requested to provide their detailed input and feedback to make the shipments a success.
Training of Exporters on Sanitary and Phytosanitary Compliance Requirements of Mango Importing Countries-Lahore	May 9, 2011	53	1	54	Mango exporters, growers and government officers from the agriculture department were provided with the necessary education and technical skills pertaining to sanitary and phytosanitary compliance requirements of major mango importing countries. The workshop helped to develop the participants' expertise in line with international best practices and advanced horticulture practices.
Training of Exporters on Sanitary and Phytosanitary Compliance	May 26, 2011	31	0	31	Mango exporters, growers and government officers from the agriculture

<sup>42</sup> To see detailed listings of trainings in previous quarters, please refer to previous Quarterly Reports

Requirements of Mango Importing Countries-Multan					department were provided with the necessary education and technical skills pertaining to sanitary and phytosanitary compliance requirements of major mango importing countries. The workshop helped to develop the participants' expertise in line with international best practices and advanced horticulture practices.
Meeting with Mango Sector Stakeholders- Lahore	June 1, 2011	19	3	22	The meeting allowed exporters and beneficiaries of the Mango MUAVAN Program to discuss trial shipment plans for the up-coming 2011 mango season.
Training on Mango Harvesting and Post Harvest Handling- Multan	June 6, 2011	64	0	64	This training helped enhance the capacity of farm owners, workers, extension staff, exporters and farm managers to harvest mangoes safely and clean and process them as per international best practices in order to improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.
Training on Mango Harvesting and Post Harvest Handling- Khanewal	June 7, 2011	78	0	78	This training helped enhance the capacity of farm owners, workers, extension staff, exporters and farm managers to harvest mangoes safely and clean and process them as per international best practices in order to improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.
Training on Pack House Operations- Multan	June 11– 13, 2011	69	0	69	The purpose of this training was to develop the technical and operational understanding and expertise of farm owners and pack house managers on the standards and procedures required to successfully operate pack house machinery at an optimal level of production. Participants were educated on the operations and maintenance of the mango processing line, cold storage and blast chillers as well as imparted with the necessary skills regarding export quality packaging of fruit.
Trail Shipments 2011-Debriefing with Dr. David Picha-Lahore	June 17, 2011	18	3	21	Dr. David Picha, the project's consultant for the Mango MUAVAN Program, gave a de brief on the procedures involved in successfully sending the first mango trial shipment of 2011 to Europe. All aspects of the shipment process including harvesting, processing and packaging of mangoes as well as export documentation and freight were thoroughly discussed with farm owners and exporters in the meeting.

**TRAININGS AND MENTORING – SINDH**

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Training on Mango Harvesting and Post Harvest Handling- Kotri, Thatta	April 27, 2011	37	0	37	This training helped enhance the capacity of farm owners, workers, extension staff, exporters and farm managers to harvest mangoes safely and clean and process them as per international best practices in order to improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.
Training on Mango Harvesting and Post Harvest Handling- Tando Allahyar	April 28, 2011	35	0	35	This training helped enhance the capacity of farm owners, workers, extension staff, exporters and farm managers to harvest mangoes safely and clean and process them as per international best practices in order to improve mango shelf life and reduce post harvest losses. The participants were imparted with the necessary knowledge and skills related to harvest maturity indices, harvesting techniques, washing, de-sapping, and sorting of mangoes.
Training of Exporters on Sanitary and Phytosanitary Compliance Requirements of Mango Importing Countries-Karachi	May 11, 2011	47	1	48	Mango exporters, growers and government officers from the agriculture department were provided with the necessary education and technical skills pertaining to sanitary and phytosanitary compliance requirements of major mango importing countries. The workshop helped to develop the participants' expertise in line with international best practices and advanced horticulture practices.
Training on Pack House Operations- Hyderabad	May 16, 23 & 24, 2011	49	0	49	The purpose of this training was to develop the technical and operational understanding and expertise of farm owners and pack house managers on the standards and procedures required to successfully operate pack house machinery at an optimal level of production. Participants were educated on the operations and maintenance of the mango processing line, cold storage and blast chillers as well as imparted with the necessary skills regarding export quality packaging of fruit.

**TRAININGS AND MENTORING – KPK**

TITLE	DATE	Participants			Outcome/Result
		Male	Female	Total	
Swat Fish WADAAN Program- Training on Construction Rehabilitation (Kalam based farms)-	April 24 – 25, 2010	7	0	7	Farm owners were familiarized with farm layout and the systematic reconstruction of their farms to meet

## KEY EVENTS AND MEETINGS

Swat					strategic objectives.
Swat Fish WADAAN Program- Training on Production Input and Feed Formulation (Kalam based farms)-Swat	April 26, 2011	7	0	7	Fish farm owners were educated on fish feeding processes according to temperature regimes in line with the feed charts provided by the feed supplier.
Swat Fish WADAAN Program- Training on Use of Operation Equipment (Kalam based farms)-Swat	April 27, 2011	5	0	5	Fish farm owners were familiarized with the basic use of operating equipment that is required on farm.
Swat Fish WADAAN Program- Training on Record Keeping and Marketing (Kalam based farms)-Swat	April 28, 2011	4	0	4	The objective of this training was to educate farm owners on the importance of record keeping in fish husbandry. They were taught how to monitor growth of fish (weight and length relationship), maintain records of temperature regime, mortality rate in stock, inflow and outflow of oxygen, carbon dioxide and ammonia, fee utilization, and the use of chemicals and other medicines for HACCP.
Swat SAILUNA Program – Hotel Management Workshop 6-Swat	April 25 – 26, 2011	39	0	39	Hotel staff from Swat clusters 1, 2 and 3, were trained on various aspects of hotel operations such as front office management, housekeeping, banquet services and food and beverages.
Swat SAILUNA Program – Hotel Management Workshop 7-Swat	April 27– 28, 2011	35	0	35	Hotel staff from Swat clusters 1, 2 and 3, were trained on various aspects of hotel operations such as front office management, housekeeping, banquet services and food and beverages.
Swat SAILUNA Program – Hotel Management Workshop 8-Swat	April 29 – 30, 2011	26	0	26	Hotel staff from Swat clusters 1, 2 and 3, were trained on various aspects of hotel operations such as front office management, housekeeping, banquet services and food and beverages.
Swat Sailuna Program- Grants Workshop for Orientation and Revision of PRF for Swat Hotel Grantees-Swat	April 30 – May 1, 2011	103	0	103	The purpose of this workshop was to provide an orientation to and revise the PRF for Swat hotel grantees (from Bahrain, Madyan, Miandam & Mingora) of category A, B, C and tourist class hotels.
Swat Sailuna Program- Grants Workshop for Orientation and Signing of PRF and Tranche payment for Kalam Hotel Grantees-Swat	May 2 – 6, 2011	100	0	100	The purpose of this workshop was to provide an orientation to and sign the PRF and 3rd tranche payment for Kalam hotel grantees of category A, B, C and tourist class hotels.
Second Meeting of Swat Tourism Advisory Group- Peshawar	June 9, 2011	23	1	24	The Swat Tourism Advisory Group (STAG), composed of members from both the private and public sector came together in order to coordinate, guide, and facilitate flood recovery and tourism sector planning and development initiatives in Swat.

**MEETINGS<sup>43</sup>****MEETINGS – NATIONAL**

<b>Meeting with</b>	<b>DATE</b>	<b>Purpose</b>	<b>Outcome/Result</b>
Trail Shipments 2011: De-briefing with Dr. Picha, Lahore & Karachi FIRMS Office	June 17, 2011	On June 17, 2011, a de-brief by Dr. Picha was conducted at FIRMS Lahore & Karachi offices to solicit feedback from David Picha about the shipment preparation and protocols followed at Hyder Shah Farm and Murtaza Agri Farm for June 16, 2011 shipments and the plan for assessment of shipments in Netherlands and other European destinations.	The participants discussed the feedback from 2011's trial sea shipment send-off, mango processing per importers' requirements, and the possibilities of sea shipments to Netherlands and other European destinations. The focus of USAID FIRMS project is to create market linkages with leading European buyers.
USAID's Mango Program Represented at Local Radio, Islamabad	June 2, 2011	Kanwal Bokharey from USAID's Economic Growth Office, FIRMS Project's Mango Team Leader, and a Mango Program beneficiary appeared for USAID's 30-minute live talk show on FM 101 radio channel – Aap Hum Aur Behtar Zindagi (Together for a better future: from the American people). The show highlighted the objectives of USAID's Mango Program and brought forward the benefits of the USG assistance for improved competitiveness of Pakistan's mango sector.	The talk show was the 10th of the series and witnessed the most live calls and SMS ever received since its roll-out. The second part of the same talk show on USAID's Mango Program will be aired on June 9.
Consultation with the Project's Partner Mango Farmers	June 1, 2011	On June 1, the FIRMS Project's representatives met with its Mango Program beneficiaries at the FIRMS Lahore and Karachi offices, to review the action plan for the upcoming 2011 trial shipments.	Trial Shipment plan 2011 was discussed in great detail and the participants shared updates on the mango infrastructure deliveries and installations, which are currently underway.
Second Episode of the Radio Show on the Project's Mango Program, Islamabad	June 9, 2011	On June 9, Kanwal Bokharey from USAID's Economic Growth Office, FIRMS Project's Mango Team Leader, and Mango Program Horticulture Specialist appeared for USAID's 30-minute live talk show on FM 101 radio channel – Aap Hum Aur Behtar Zindagi (Together for a better future: from the American people). This show was aired in continuation of the precious week's episode on the project's Mango Program.	The two episodes of the show aired during the last and this week highlighted the objectives of USAID's Mango Program and brought forward the benefits of the USG assistance for improved competitiveness of Pakistan's mango sector.
Trial Shipment Way Forward Meeting with the Mango Farmers	April 18, 2011	On April 18, USAID's FIRMS Project met with its partner mango farmers from Punjab and Sindh to engage them and build consensus on the upcoming trial shipments for the 2011 season.	The participants reviewed the shipment plan, budgets and break down for their financial contributions, processing protocols for shipments preparations and developed a consensus on the 2011 season shipment protocols and budgets.

43 Include only high level meetings involving people in important or powerful positions from government or donor agencies at a more extreme or advanced level than usual.

Workshop on Building Safe, Competitive Horticultural Chains in the Asia-Pacific Region: Fruit and Vegetable Chains	March 7 - 12, 2011	The objective of the gathering was to learn from international experts, share experiences with cross cultural organizations, network to build worthwhile professional relationships, develop innovative strategies and benefit from latest research and developments.	Certification and standardization for export of fruits & vegetables from Pakistan: current status, challenges and opportunities”, was presented in the workshop, which was much appreciated. While discussing the export of mangoes to high end super market for 2011, the experiences of last year trail shipments by FIRMS project were also shared, and the audience was willing to work out possibilities of import of Pakistani mangoes to their respective country(s).
CEO of SMEDA, Mr. Yousaf Naseem Khokhar and Mr. Imran Chaudhry (Manager Donor Coordination & Intl. Linkages). Also present in the meeting was Mr.Sajjad Moghal from USAID Punjab.	February 28, 2011	USAID FIRMS Project presented its activities within the Cotton and Mango sectors. Much potential synergy exists within our two organizations and it was agreed to collaborate closely in future activities under the new leadership of both FIRMS and SMEDA. Specifically discussed were previous initiatives within the cotton ginning sector by SMEDA.	FIRMS expects to prescribe a detailed set of technical solutions for the ginning industry, and promote trial shipments and capacity building of farmers and agriculture extension workers. Given the technical solution, a full scale “bankable” feasibility will be drawn up. SMEDA can facilitate FIRMS through existing contacts with the ginning industry and crucial data that will be required to achieve success.
Grantee Conference in response to Request for Assistance (Ginning Up-gradation)	January 12, 2011	This RFA is called for the Award of Grant Agreement to Cotton Gineries to produce ginned cotton that meets international standards for contamination and other metrics of ginning quality. Twenty one ginners attended from Karachi office while eight ginners were present in Lahore. The procurement department along with PSD explained RFA process and answered the ginners’ questions and concerns.	Expectations are that ginners and farmers that are direct beneficiaries will both increase sales in excess of 10% and profits in excess of 20% over the previous year. A higher degree of training and knowledge is expected to increase average household income of farm and gin employees by 8%. Further, FIRMS estimates that investment in the industry due to Project interventions is going to be nearly \$9 million in 18 months.
World Wide Fund (WWF) for Nature	January 11, 2011	FIRMS Project has signed a terms of collaboration with World Wide Fund (WWF) for Nature whose the implementing partner of Better Cotton Initiative (BCI) program in Pakistan. Both the parties recognize the clear areas of synergy to work together for cotton growing and ginning in Pakistan.	Through this terms of collaboration, USAID FIRMS Project will work with WWF-BCI on better cotton harvesting and picking techniques in order to lower cotton contamination, whereby increasing quality and sales value.
Star farm initiative - Supplier conference 2011	January 10, 2011	To participate in the initiative of the cluster approach of GlobalGAP by the Govt. of Punjab in collaboration with Star Farm MCC- Metro Cash & Carry.	A professional interaction was developed as a result of the meeting with Govt. of Punjab for the GlobalGAP cumulative approach for the already mango certified farms for the marketing of the produce at local level and export to high end market.
Meeting with Federal Secretary (Mintex)	November 29, 2010	The objective was to introduce FIRMS Project cotton program	Ministry of Textile will be working with FIRMS Project in work force development. A focal group was formed.
FIRMS Project, USAID Lahore, and the project’s partner mango farmers	November 12, 2010	Representatives of FIRMS Project and USAID Lahore met with the FIRMS Project’s partner mango farmers from	The working session ended with an open discussion, which helped record stakeholders’ outlook on USAID’s MUAVAN Mango Program.

		Punjab to jointly review USAID's Year One support for the mango sector. The FIRMS Project's team briefed the USAID officials on the project's current interventions and its impact for the beneficiaries.	
Modifications to the mango processing line discussed	September 25, 2010	USAID's partner mango farmers, representatives of FIRMS Project, and the manufacturer of the mango processing line met to discuss the modifications to be made to the processing line.	The vendor agreed to make the necessary modifications and will supply the remaining 13 processing lines by March 2011.
Anis-ul-Haq, Secretary, All Pakistan (4579), Tariq Mehmood, Chief Executive Officer and Adeel Mehmood, Chief Operating Officer, Pak Kuwait Textile Mills (4579), Sheikh Rehman Anwer, Chief Executive, AcroTextile Mills Limited (4579)	Sept 22 - 24, 2010	To understand the issues cotton yarn producers face and to get an idea of the direction the industry is moving in and how value can be added.	The team learned that one of the biggest hurdles Pakistani cotton yarn spinners face is the contamination in the form of polypropylene and human and animal hair. Past attempts to discourage this practice in the past were discussed.
Members of USAID FIRMS Project meet USDA (United States Department of Agriculture) officials.	July 8, 2010	To acquire specific information on US regulations and requirements regarding import of dehydrated products.	USDA representatives informed USAID FIRMS Project representatives that US market is a potential export market for Pakistan. However, to get access to the US market; irradiation of dried fruit products is a requirement
Donors on draft industry and tourism vision documents for KPK government	February 18, 2011	The purpose of the meeting was to share the draft vision industry and tourism document with the representatives of six donor agencies namely; WB, ADB, DfID, UNDP, CIDA & ILO and to record their perspective.	The participants appreciated the presentations and termed the active participation by the private sector and chamber as a positive sign. The subsequent discussion was restricted to Industries sector presentation and document. Pertinent points were raised, which along with responses given by the presenter, have been included into final vision documents.
Core Consultative Group for Textile Processing & Weaving sectors	October 26- 27, 2010	To present FIRMS Project objectives of a more efficient regulatory framework through policy reform that would help lower costs of doing business for both sectors.	FIRMS Project gathered information from participating stakeholders about regulatory constraints they faced at federal and provincial levels.
Federal Secretary, Ministry of Textiles	October 22, 2010	To achieve government's commitment in working with FIRMS Project to introduce business process reforms in the textile sector	MINTEX requested that FIRMS Project conduct detailed review of policy and legislative framework and propose business reforms that will overcome regulatory constraints and implement an efficient compliance regime.
Core consultative group meeting with the textile sector	October 15, 2010	To discuss various policy constraints and the possibility of reforming legislative or regulatory impediments in the textile sector	The BEE Component will continue to provide policy advice to the PSD teams to improve the concept and design of the textile sector interventions by FIRMS Project.
Federal Secretary, Ministry of Textiles.	September 15, 2010	To present a project work plan for policy and private sector related interventions in the textiles	It was agreed that the focal group with FIRMS Project staff and Ministry representatives will continue to share periodic updates about planned interventions and future consultative sessions with industry stakeholders.
Presentation to Agriculture Office USAID: Agri-Marketing	July 28, 2010	To brief the USAID about the developments in Agri-marketing legal and policy framework	Overview of the initiative was provided to the Agriculture Office at USAID Pakistan was provided and key reform triggers under discussion with the provincial governments were

			presented
<b>MEETINGS – KPK</b>			
<b>Meeting with</b>	<b>DATE</b>	<b>Purpose</b>	<b>Outcome/Result</b>
Consultative Session with Donors on KPCCI activity	February 18, 2011	The purpose of the session was to share the draft industry and tourism vision documents with donors, get their feedback and incorporate it into the document.	Buy in of the donors agencies were obtained on industry and tourism vision documents and plans.
Second Working Group Session on Industry vision document for KPK	February 04, 2011	The purpose is of this working group session was to share draft industry vision document with key stakeholders, get their feedback and incorporate it into the document.	This activity lead to development of a consensus industry economic vision document and its implementation will help KPCCI improve the regional competitiveness and accelerate economic growth in KPK.
Second Working Group Session on Tourism vision document for KPK	February 03,2011	The purpose is of this working group session was to share draft tourism vision document with key stakeholders, get their feedback and incorporate it into the document.	This activity lead to development of a consensus tourism economic vision document and its implementation will help KPCCI improve the regional competitiveness and accelerate economic growth in KPK.
Director Economic Growth PaRRSA	February 3, 2011	The purpose of the meeting was to discuss the composition and mandate of the Industry Advisory Groups for Swat.	Briefed Director EG PaRRSA and obtained his buy in on the draft notification including composition and mandate of Industry Advisory Groups for Tourism and Aquaculture sector in Swat.
PaRRSA, USAID Peshawar and EG Projects	January 27,2010	The purpose of the meeting was to review the progress of USAID economic growth projects in the KPK province.	Briefed PaRRSA and USAID regarding the progress of FIRMS Project. Important decisions were made regarding FIRMS Project's future scope of work including creation of Industry Advisory Groups for Tourism and Aquaculture.
Meeting with Minister for Industries KPK	January 7, 2011	The purpose of the meeting was to brief the Minister and Secretary Industry about the MOU signed between USAID & KPCCI regarding development of industry vision document and to solicit their perspective for industry vision document.	Buy in of the government officials on industry reforms process obtained. Their perspective was that the vision document should reflect the public and private sector partnership. It was viewed that initiative should be aimed to balance the demand and supply of workforce development while suggesting recommendation in future.
Meeting with Chief Secretary KPK	January 7, 2011	The purpose of the meeting was to brief the Chief Secretary KPK about the KPCCI activity and to get his perspective for KPK vision documents.	Buy in of the Chief Secretary on reforms process obtained. It was suggested to review PCNA and CDS reports developed by the GoKPa and to align the vision documents with the government priorities identified in these documents.
Meeting with Minister for Tourism & Sports KPK, and Secretary Tourism KPK	January 6, 2011	The purpose of the meeting was to brief the Minister and Secretary tourism about the MOU signed between USAID & KPCCI regarding development of vision document and to solicit their perspective for KPK tourism vision document.	Buy in of senior KPK government officials on tourism reforms process obtained. Their perspective to promote KPK tourism and the areas that needed to be facilitated noted.
Members of Tourism Working Group KPK	December 23, 2010	The purpose of the meeting was to share position paper on	Presented position paper on KPK domestic and foreign tourism.

		KPK tourism sector consisting of situational, environmental and SWOT analysis.	Obtained stakeholders' feedback on position paper, cross cutting issues faced by KPK tourism sector and suggestions to improve tourism in KPK.
USAID Economic Growth Office	December 22, 2010	To discuss essential steps for rolling out the Khyber Pakhtunkhwa reform initiative.	It was decided that the geographical coverage of the intervention needed to be expanded to integrate the Federally Administered Tribal Areas (FATA) for maximum impact of the proposed reforms. It was also agreed that USAID and FIRMS Project would engage the public sector in strategic dialogue to get their support for a workshop to showcase salient features of the reforms alongside sectoral initiatives proposed in the agriculture, livestock and minerals sector.
Members of Industry Working Group KPK	December 22, 2010	The purpose of the meeting was to share position paper on KPK industry sector situational, environmental and SWOT analysis.	Presented position paper on KPK industry sector. Obtained stakeholders' feedback on position paper, cross cutting issues faced by KPK industry sector and suggestions to improve KPK's competitiveness in regional markets.
Secretaries/heads of public sector institutions in KPK 1. Mr. Fazal Karim Khattak, Secretary, Industries KP 2. Mr. Hammad Awais, Chairman, SDA 3. Dr. Akhtar Hussain Shah, MD, SIDB Mr. Javed Khatak, Prov. Chief SMEDA	November 24, 2010	The purpose of the meeting was to share the activity plan for development of industry vision document and to gain stakeholders' insights relating to KPK industry sector reforms.	Presented an overview of the process of development of the industry sector vision document. Obtained buy-in of KPK public sector stakeholders for participation in industry working group meeting.
Secretaries/heads of public sector institutions in KPK 1. Mr. Azam Khan, Secretary, Tourism Culture & Sports 2. Mr. Javed Khatak, Prov. Chief SMEDA 3. Mr. Syed Hassan, DM, Pak. Railway 4. Mr. Saleh Muhammad Khan, Director, Archeology Museum Mr. Mushtaq Shabab, Secretary, Abaseen Arts Council	November 23-24, 2010	The purpose of the meeting was to share the activity plan for development of tourism document and to gain stakeholders' insights relating to tourism sector reforms.	Presented an overview of the process of development of industry sector vision document. Obtained buy-in of KPK public sector stakeholders for participation in the tourism working group meeting.
CEOs of KPK Industry Sector (Peshawar) 1. Mr. Nauman Wazir, CEO, Frontier Foundry 2. Mr. RiazArshad, CEO, Libra Pvt. Ltd 3. Mr. GhulamDastgir, CEO, Al-Hafiz Cytoplast 4. Mr. Naeem, CEO, Poly Fine Pharmaceutical Mr. Umar Zakoori, Head, Zakoori Industries	November 23, 2010	The purpose of the meeting was to share the activity plan for development of industry vision document and to gain stakeholders' insights relating to KPK industry sector reforms.	Presented an overview of the process of development of industry sector vision document. Obtained buy-in of KPK private sector stakeholders for participation in industry working group meeting.
President and Office bearers of KPCCI Peshawar	November 10, 2010	The purpose of the meeting was to introduce the industry and tourism consulting team to KPCCI.	Introduced consulting team engaged on the assignment. Obtained perspective of KPCCI office bearers regarding development of vision documents for industry and tourism sector.
PaRRSA, USAID Peshawar and EG Projects	October 28, 2010	The purpose of the meeting was to review the progress of USAID economic growth	Briefed PaRRSA and USAID regarding the progress of FIRMS Project. Important decisions were made

		projects in the KPK province.	regarding FIRMS Project's future scope of work including development of tourism and aquaculture strategies and value chain systems.
President and Office bearers of KPCCI Peshawar	October 14, 2010	The purpose of the meeting was to discuss the activity plan for implementation of MOU signed between USAID and KPCCI.	Obtained buy-in of KPCCI on activity plan for implementation of MOU consisting of overall scope, governance model, terms of participation, sectors, working groups' compositions and schedule of meetings. KPCCI initially selected development of vision documents for KPK industry and tourism sector.
PaRRSA, USAID Peshawar and EG Projects	Jul 26, 2010	To review the progress of USAID economic growth projects in the KPK province	Briefed PaRRSA and USAID regarding the progress of FIRMS Project and solicited their concurrence on the framework for Malakand recovery assistance activity.
SMEDA, PaRRSA and USAID Peshawar	Jul 14, 2010	To discuss the option of engaging SMEDA as an implementing partner/prime grantee for SME grants program.	A better understanding of SMEDA's approach for implementation of SME grants program was developed. Buy-in of PaRRSA and USAID Peshawar regarding SMEDA's involvement.
PaRRSA, USAID and SMEDA	July 2, 2010	To introduce Malakand SME Grants program to SMEDA with the objective of exploring options for engagement of financial institutions as a prime grantees for grants program	SMEDA was briefed about the Grants Program and its perspective was solicited regarding its role as prime grantees of the program
Representatives of Khyber Bank, Kashf Bank, United Bank Limited, Habib Bank Limited, Bank Alfalah, and First Woman Bank Limited	Jul y 2, 2010	To introduce Malakand SME grants program to financial Institutions with the objective of exploring options for their engagement as prime grantees for the program	The participants were briefed about the grants program and their feedback was solicited regarding their engagement as the prime grantees for the grants program.
Secretary Tourism Department, KPK at Peshawar	June 29, 2011	The purpose of meeting was to share proposed interventions for KPK tourism sectors that were identified during meetings with TCKP colleagues and obtain perspective of Secretary Tourism.	The Secretary Tourism endorsed findings of FIRMS Project meetings with TCKP on proposed interventions in tourism sector and also suggested some new areas in KPK tourism sector for proposed interventions of FIRMS Project.
Core Committee of Khyber Pukhtunkhwa Chamber of Commerce and Industry at Peshawar.	June 29, 2011	The purpose of meeting was to discuss way forward on sharing of vision documents for industry and tourism sectors with KPK Government in a high level meeting and initiating advocacy with for implementation of vision documents and plans.	The Project's experts discussed the way forward on sharing of vision documents and plans with KPK Government in a high level meeting with Chief Minister in chair which was proposed to be held in August 2011. The KPCCI will also meet senior officials (Ministers and Secretaries) to initiate advocacy for implementation of reforms.
PaRRSA and USAID Pakistan at Islamabad	June 25, 2011	The purpose of the meeting was to review the progress and proposed interventions of USAID FIRMS Project in the KPK province.	Briefed PaRRSA and USAID regarding the progress and proposed interventions of FIRMS Project. Important decisions were made regarding FIRMS Project's future scope of work.
Director Economic Growth PaRRSA	June 22, 2011	The purpose of meeting was to collect data and obtain PaRRSA's perspectives on FIRMS Project proposed economic growth and private sector development	Obtained PaRRSA's view on FIRMS Project proposed development interventions in horticulture sector and tourism sector in KPK province.

		interventions in the KPK province.	
Exporters/Associations of Fresh and Dry fruits and their dealers at Peshawar.	June 22, 2011	The purpose of meeting was to collect data and obtain private sector perspectives on marketing of fresh and dried fruits (pine nuts and walnuts) in the KPK province.	Data collected and stakeholder's perspectives on marketing of fresh and dried fruits (pine nuts and walnuts) in the KPK province.
Director Farm Service Center KPK Agriculture Extension Department at Peshawar.	June 21, 2011	The purpose of meeting was to collect data and obtain stakeholder's perspectives on feasibility of development interventions in horticulture sector in the KPK province.	Data collected and obtained KPK Agriculture Extension Department perspectives on proposed development interventions in horticulture sector in the KPK province.
Chairman Horticulture Department Agriculture University KPK	June 21, 2011	The purpose of meeting was to collect data and obtain stakeholder's perspectives on feasibility of development intervention in horticulture sector in the KPK province.	Obtained academia inputs on feasibility of development intervention in horticulture sector in the KPK province.
Managing Director and Managers of Tourism Corporation of Khyber Pukhtunkhwa	June 21, 2011	The purpose of meeting was to collect data and obtain TCKP's perspectives on strengthening of tourism sector in the KPK province.	Data collected and obtained inputs of TCKP's Managers regarding gaps in KPK's tourism sector and the challenges in the post 18th amendment in constitution of Pakistan in the KPK province.
Scientific Officer Pakistan Oil Development Board	June 20, 2011	The purpose of meeting was to collect data and obtain PO DB perspectives on feasibility of development interventions in Oil of Olive sector in the KPK province.	Data collected and obtained PO DB's Scientific Officer perspectives on feasibility of development interventions in Oil of Olive sector in the KPK province.
Second Meeting of Swat Tourism Advisory Group at Peshawar.	June 9, 2011	The purpose of meeting was to discuss the Swat Tourism Promotion Campaign including Spirit of Swat events and Swat tourism web portal for the season of spring/summer 2011 for this region.	STAG discussed follow-up of decision of first STAG meeting, road conditions between Madyan to Kalam, progress on Swat Tourism promotion campaign 2011, Spirit of Swat, Swat tourism web portal and environmental safety.
Head of PepsiCo Agro Division with a group of five Swati Potato Growers at Swat	April 11, 2011	The purpose of meeting was to discuss and resolve outstanding issues of farmers with PepsiCo and to discuss replication/upscaling of the initiative for the 2011 potato season.	PepsiCo and famers agreed to up-scale this partnership, which will not only provide good quality potato yield to PepsiCo but will also likely to change the financial conditions of the growers as the profit margin on this variety is considerably higher than other varieties. This variety in comparison to other strains will provide a better yield as agro-climatic conditions prevailing in Swat is conducive for its growth.
Pakistan Armed Forces Officials responsible for Swat Tourism Promotion at Swat.	March 28, 2011	The purpose of the meeting was to exchange views with the key stakeholder on tourism promotion strategies and plans including security arrangements and creating hassle free welcoming environment for tourist in Swat.	Buy in of the key stakeholder (Pak Army) on FIRMS activities in Swat and mutual collaboration for promotion of tourism in Swat was obtained.
Meeting with Swat based members of Swat Tourism Advisory Group (STAG) at Swat.	March 28, 2011	The purpose of the meeting was to discuss tourism related strategies and plans with Swat based members of STAG.	The STAG members provided update on ongoing hotel rehabilitation activities and their perspective on promotional activities for upcoming tourist season in Swat.
First Meeting of Swat Tourism Advisory Group at Peshawar.	March 14, 2011	The purpose of the meeting was to present tourism sector	Swat tourism sector recovery and development strategy was endorsed.

		recovery and development strategy and the importance of a well coordinated communications and tourism promotion campaign for the season of spring/summer 2011 for this region.	STAG members agreed that launching of a well coordinated Swat tourism promotion campaign 2011 is very important to attract tourists from domestic market in forthcoming tourist season to generate economic activity in the Swat District.
Upper Swat Hotel Association and Hotel Owners, Swat SAILUNA Program at Swat.	February 28, 2011	The purpose of the meeting was to discuss the post flood Kalam hotel census, hotel rehabilitation and accessibility of road between Madyan to Kalam.	Upper Swat hotel associations assured their full support to FIRMS Project in implementation of the SME grants program in Kalam.
Donors on draft industry and tourism vision documents for KPK government at Islamabad.	February 18, 2011	The purpose of the meeting was to share the draft vision industry and tourism document with the representatives of six donor agencies namely; WB, ADB, DfID, UNDP, CIDA & ILO and to record their perspective.	The participants appreciated the presentations and termed the active participation by the private sector and chamber as a positive sign. The subsequent discussion was restricted to Industries sector presentation and document. Pertinent points were raised, which along with responses given by the presenter, have been included into final vision documents.
Consultative Session with Donors on KPCCI activity at Peshawar.	February 18, 2011	The purpose of the session was to share the draft industry and tourism vision documents with donors, get their feedback and incorporate it into the document.	Buy in of the donors agencies were obtained on industry and tourism vision documents and plans.
Swat Fish Farmers (Swat Fish WADAAN Program) at Swat.	February 17, 2011	The objective of this event was to distribute fish feed to non-partner public and private sector fish farms in KPK as per distribution plan developed in consultation with PaRRSA& Fisheries Department KPK and approved by USAID.	Imported Fish feed distributed to 6 government hatcheries and 14 private fish farms in KPK including Swat, Chitral, Dir, Kohistan, Battagram and Mansehra districts for quick growth of their fish stock.
Ministry of Tourism on engagement of Pakistan Institute of Tourism and Hotel Management (PIATHOM) Abbottabad in the hotel management training program at Islamabad.	February 14, 2011	The purpose of the meeting was to discuss the modalities for involvement of Pakistan Institute of Tourism and Hotel Management (PIATHOM) in the development of training materials and delivery/co-facilitation of a series of 2 day hotel management training workshops at Swat by PAITHOM faculty.	Ministry of Tourism agreed to allow PAITHOM to work with USAID in the development of training materials, delivery/co-facilitation of 2 day hotel management training workshops at Swat by PAITHOM faculty and issuance of certification jointly USAID and PAITHOM.
Second Working Group Session on Industry vision document for KPK at Peshawar.	February 4, 2011	The purpose is of this working group session was to share draft industry vision document with key stakeholders, get their feedback and incorporate it into the document.	This activity lead to development of a consensus industry economic vision document and its implementation will help KPCCI improve the regional competitiveness and accelerate economic growth in KPK.
Director Economic Growth PaRRSA at Peshawar.	February 3, 2011	The purpose of the meeting was to discuss the composition and mandate of the Industry Advisory Groups for Swat.	Briefed Director EG PaRRSA and obtained his buy in on the draft notification including composition and mandate of Industry Advisory Groups for Tourism and Aquaculture sector in Swat.
Second Working Group Session on Tourism vision document for KPK at Peshawar.	February 3, 2011	The purpose is of this working group session was to share draft tourism vision document with key stakeholders, get their feedback and incorporate it into the document.	This activity lead to development of a consensus tourism economic vision document and its implementation will help KPCCI improve the regional competitiveness and accelerate economic growth in KPK.
PaRRSA, USAID Peshawar and EG	January 27,	The purpose of the meeting was	Briefed PaRRSA and USAID regarding

Projects at Peshawar.	2011	to review the progress of USAID economic growth projects in the KPK province.	the progress of FIRMS Project. Important decisions were made regarding FIRMS Project's future scope of work including creation of Industry Advisory Groups for Tourism and Aquaculture.
Swat Hotel Owners, Cluster 3 (Khwazakhela to Bahrain), Swat SAILUNA Program at Swat.	January 21, 2011	The purpose of the meeting was to sign Business Recovery Support Agreements with Cluster 3 hotels in Swat detailing assistance required in light of damage caused by the flood.	The agreements were signed by the cluster 3 hotel owners. Nominations for USAID supported two day training in hotel management were received. Progress report template (grant deliverable 4 and onwards) was explained to the hoteliers.
District Administration Swat at Swat.	January 21, 2011	The purpose of the meeting was to share FIRMS activities with DCO and follow-up on issuance of No objection certificate (NOC) to fish farmers for reconstruction of fish farms.	Buy in of the District Administration Swat was obtained on the FIRMS Project activities in Swat. DCO agreed to expedite the issuance of NOC to fish farmers.
Swat Hotel Owners, Cluster 2 (Mingora to MalamJabba), Swat SAILUNA Program at Swat.	January 20, 2011	The purpose of the meeting was to sign Business Recovery Support Agreements with Cluster 2 hotels in Swat detailing assistance required in light of damage caused by the flood.	The agreements were signed by the cluster 2 hotel owners. Nominations for USAID supported two day training in hotel management were received. Progress report template (grant deliverable 4 and onwards) was explained to the hoteliers.
Swat Hotel Owners, Cluster 1 (Mingora & Surroundings), Swat SAILUNA Program at Swat.	January 19, 2011	The purpose of the meeting was to sign Business Recovery Support Agreements (BRSA) with Cluster 1 hotels in Swat detailing assistance required in light of damage caused by the flood.	The agreements were signed by the cluster 1 hotel owners. Nominations for USAID supported two day training in hotel management were received. Progress report template (grant deliverable 4 and onwards) was explained to the hoteliers.
Swat Trout Fish Farmers at Swat.	January 18, 2011	The purpose of the meeting was to sign the post flood revised business recovery support agreement (BRSA) with fish farmers, and explain template of progress report.	Revised BRSA signed with 19 fish farmers. Discussed the technical assistance and training plans including template of progress report with the fish farmers.
Meeting with Islamabad based Press Building Back Our Agriculture (Press Briefing Event) at Peshawar.	January 11, 2011	The objective of this high profile event was to bring positive attention to the work of the government of KPK and PaRRSA for flood assistance with a special focus on addressing the immediate needs of the people and to communicate the assistance provided by the American people through USAID's Agricultural Recovery Program	The event received considerable media attention. a large number of Peshawar based press attended the event. The event got a very sound regional media coverage, and the stories made rounds of both local and national level. The coverage emphasized support of USG and government of KPK to revive the agriculture sector of KPK province.
Swat Fish Farmers (Swat Fish WADAAN Program) at Swat.	January 10, 2011	The objective of this event was to distribute imported fish feed and incubators to 04 partner fish hatcheries and grow out farms in Swat.	The fish eggs incubators and fish feed was distributed to 4 partner fish hatcheries and grow out farms in Swat.
Meeting with Chief Secretary KPK at Peshawar.	January 7, 2011	The purpose of the meeting was to brief the Chief Secretary KPK about the KPCCI activity and to get his perspective for KPK vision documents.	Buy in of the Chief Secretary on reforms process obtained. It was suggested to review PCNA and CDS reports developed by the GoKPa and to align the vision documents with the government priorities identified in these documents.
Meeting with Minister for Industries KPK at Peshawar.	January 7, 2011	The purpose of the meeting was to brief the Minister and Secretary Industry about the	Buy in of the government officials on industry reforms process obtained. Their perspective was that the vision

		MOU signed between USAID & KPCCI regarding development of industry vision document and to solicit their perspective for industry vision document.	document should reflect the public and private sector partnership. It was viewed that initiative should be aimed to balance the demand and supply of workforce development while suggesting recommendation in future.
Meeting with Minister for Tourism & Sports KPK, and Secretary Tourism KPK at Peshawar.	January 6, 2011	The purpose of the meeting was to brief the Minister and Secretary tourism about the MOU signed between USAID & KPCCI regarding development of vision document and to solicit their perspective for KPK tourism vision document.	Buy in of senior KPK government officials on tourism reforms process obtained. Their perspective to promote KPK tourism and the areas that needed to be facilitated noted.
Swat hotel's owners (12 hotel's owners at Madyan) at Swat.	December 28, 2010	The purpose of the meeting was to assess target group of participants of hotels and assess their training needs.	Identified target group of participants for hotel management training scheduled in February. Conducted training needs assessment of target group. This assessment will help in development of training materials for hotel management trainings in Swat.
Swat hotel's owners/representatives (11 fully damaged hotels) at Swat.	December 27-28, 2010	The purpose of the meeting was to discuss post flood business recovery planning process in one to one meetings with 11 fully damaged hotel owners or their representatives.	Discussed business recovery planning process including availability/ suitability of land for hotel reconstruction. Conducted field visits to fully damaged hotels. Eight fully damaged hotels, which were located on river side, cannot undergo reconstruction because of poor land quality. Construction on three hotels would be delayed due to local disputes, lack of resources, design issues etc.
Swat hotel's owners/representatives (18 hotels of Mingora) at Swat.	December 25, 2010	The purpose of the meeting was to assess target group of participants of hotels and assess their training needs.	Identified target group of participants for hotel management training scheduled in February. Conducted training needs assessment of target group. This assessment will help in development of training materials for hotel management trainings in Swat.
Swat hotel's owners/representatives (12 moderately damaged hotels and 04 partially damaged hotels) at Swat.	December 23-24, 2010	The purpose of the meeting was to discuss post flood business recovery planning process in one to one meetings with hotel owners or their representatives.	Developed revised business rehabilitation plans; business rehabilitation schedules and procurement request forms for in-kind assistance for 12 moderately damaged hotels and 4 partially damaged hotels in Swat.
Members of Tourism Working Group KPK at Peshawar.	December 23, 2010	The purpose of the meeting was to share position paper on KPK tourism sector consisting of situational, environmental and SWOT analysis.	Presented position paper on KPK domestic and foreign tourism. Obtained stakeholders' feedback on position paper, cross cutting issues faced by KPK tourism sector and suggestions to improve tourism in KPK.
USAID Economic Growth Office at Islamabad.	December 22, 2010	To discuss essential steps for rolling out the Khyber Pakhtunkhwa reform initiative.	It was decided that the geographical coverage of the intervention needed to be expanded to integrate the Federally Administered Tribal Areas (FATA) for maximum impact of the proposed reforms. It was also agreed that USAID and FIRMS Project would engage the public sector in strategic dialogue to get their support for a workshop to showcase salient features of the reforms alongside sectoral initiatives proposed in the agriculture, livestock and minerals sector.

Members of Industry Working Group KPK at Peshawar.	December 22, 2010	The purpose of the meeting was to share position paper on KPK industry sector situational, environmental and SWOT analysis.	Presented position paper on KPK industry sector. Obtained stakeholders' feedback on position paper, cross cutting issues faced by KPK industry sector and suggestions to improve KPK's competitiveness in regional markets.
President, Secretary of All Swat Trout Farmer Association along with 8 members at Swat.	December 5, 2010	The purpose of the meeting was to provide an orientation on the role of business associations in sector development.	President and members ASTFA appreciated USAID support and orientation session. ASTFA agreed to develop their Memorandum and Article of Association in consultation with members and will subsequently apply for registration of ASFTA.
President, Secretary of All Swat Hotels Association at Swat.	December 2, 2010	The purpose of the meeting was to provide an orientation on the role of business associations in sector development.	ASHA appreciated USAID support and orientation session. ASHA suggested formation of a committee consisting of their office bearers and hotel owners for a follow-up meeting and presentation.
President, Secretary of All Swat Hotels Association (ASHA) at Swat.	November 13, 2010	The purpose of the meeting was to discuss concerns of ASHA about inclusion of new hotels, ranking criteria used in tourism census and technical assistance to Swat hotels.	Clarified that hotels that were left out of first census due to any reason may be covered in post-flood revision of tourism census. The ranking of hotels is based on criteria laid down in Govt. of Pakistan hotels Act 1976. President ASHA briefed on implementation of tourism technical assistance plan and assured its implementation. .
Swat –Kalam hotel's owners/ representatives (96 hotels) at Swat.	December 2-11, 2010	The purpose of the meeting was to discuss post flood business recovery planning process in one to one meetings with Swat-Kalam hotel owners or their representatives.	Developed business rehabilitation plans and business rehabilitation schedules for 96 hotels in Kalam-Swat.
Swat hotel's owners/representatives (109 moderately damaged hotels) at Swat.	December 2-11, 2010	The purpose of the meeting was to discuss post flood business recovery planning process in one to one meetings with Swat hotel owners or their representatives.	Developed revised business rehabilitation plans; business rehabilitation schedules and procurement request forms for in-kind assistance for 109 moderately damaged hotels in Swat.
Secretaries/heads of public sector institutions in KPK at Peshawar. 1. Mr. FazalKarimKhataak, Secretary, Industries KP 2. Mr. HammadAwais, Chairman, SDA 3. Dr. AkhtarHussain Shah, MD, SIDB Mr. JavedKhataak, Prov. Chief SMEDA	November 24, 2010	The purpose of the meeting was to share the activity plan for development of industry vision document and to gain stakeholders' insights relating to KPK industry sector reforms.	Presented an overview of the process of development of the industry sector vision document. Obtained buy-in of KPK public sector stakeholders for participation in industry working group meeting.
Secretaries/heads of public sector institutions in KPK at Peshawar. 1. Mr. Azam Khan, Secretary, Tourism Culture & Sports 2. Mr. JavedKhataak, Prov. Chief SMEDA 3. Mr. Syed Hassan, DM, Pak. Railway 4. Mr. Saleh Muhammad Khan, Director, Archeology Museum Mr. MushtaqShabab, Secretary, Abaseen Arts Council	November 23-24, 2010	The purpose of the meeting was to share the activity plan for development of tourism document and to gain stakeholders' insights relating to tourism sector reforms.	Presented an overview of the process of development of industry sector vision document. Obtained buy-in of KPK public sector stakeholders for participation in the tourism working group meeting.
Haji Muhammad Afzak, Tourism Task Team Leader KPCCI and Mr. ZahoorDurrani, Managing Director, Sehrai Travel & Tours at Peshawar.	November 23, 2010	The purpose of the meeting was to share the activity plan for development of tourism vision document and to gain stakeholders' insights relating to tourism sector reforms.	Discussed an overview of the process of development of tourism vision document. Obtained buy-in for participation in tourism working group meeting.
CEOs of KPK Industry Sector (Peshawar) 1. Mr. NaumanWazir, CEO, Frontier	November 23, 2010	The purpose of the meeting was to share the activity plan for	Presented an overview of the process of development of industry sector vision

<p>Foundry</p> <p>2. Mr. RiazArshad, CEO, Libra Pvt. Ltd</p> <p>3. Mr. GhulamDastgir, CEO, Al-Hafiz Cytoplast</p> <p>4. Mr. Naeem, CEO, Poly Fine Pharmaceutical</p> <p>Mr. Umar Zakoori, Head, Zakoori Industries</p>		development of industry vision document and to gain stakeholders' insights relating to KPK industry sector reforms.	document. Obtained buy-in of KPK private sector stakeholders for participation in industry working group meeting.
19 Swat Trout Farms at Swat.	November 9-11, 2010	The purpose of the meeting was to discuss post flood business recovery planning process in one-on-one meetings with fish farmers.	Developed revised business rehabilitation plans; business rehabilitation schedules, production plan and fish feed requirements, procurement request forms for in-kind assistance for 19 trout fish farms. Carried out training needs assessment of TFFs staff.
President All Swat Trout Farms Associations (ASTFA) and eight trout fish farms at Swat.	October 24, 2010	The purpose of the meeting was to discuss FIRMS Project's aquaculture technical assistance plan with ASTFA.	President ASFTA appreciated USAID support to Swat trout fish farms. Assured full support and cooperation in successful implementation of TA plan.
President and Office bearers of KPCCI Peshawar	November 10, 2010	The purpose of the meeting was to introduce the industry and tourism consulting team to KPCCI.	Introduced consulting team engaged on the assignment. Obtained perspective of KPCCI office bearers regarding development of vision documents for industry and tourism sector.
PaRRSA, USAID Peshawar and EG Projects at Peshawar.	October 28, 2010	The purpose of the meeting was to review the progress of USAID economic growth projects in the KPK province.	Briefed PaRRSA and USAID regarding the progress of FIRMS Project. Important decisions were made regarding FIRMS Project's future scope of work including development of tourism and aquaculture strategies and value chain systems.
President and Office bearers of KPCCI Peshawar at Peshawar.	October 14, 2010	The purpose of the meeting was to discuss the activity plan for implementation of MOU signed between USAID and KPCCI.	Obtained buy-in of KPCCI on activity plan for implementation of MOU consisting of overall scope, governance model, terms of participation, sectors, working groups' compositions and schedule of meetings. KPCCI initially selected development of vision documents for KPK industry and tourism sector.
PepsiCo and potato farmers at Swat.	September 24, 2010	To discuss and agree on the new modalities of PepsiCo's previous commitment to purchase potatoes from the farmers.	The meeting turned out to be fruitful as PepsiCo agreed to procure all the chips quality potatoes in addition to facilitating the sale of remaining produce in local markets, as part of their corporate social responsibility program.
Swat Fish Farmers at Islamabad.	August 30, 2010	To discuss the damages caused by flood to the fish farms along with plans for the recovery of their businesses.	Obtained commitment from the fish farmers to stay in business and make efforts for early recovery, while USAID FIRMS Project assured its continued support to the fish farmers.
Fisheries Development Board (FDB) and FINCON at Islamabad.	August 26, 2010	To exchange information about the programs and plans of FDB and USAID  Pakistan FIRMS Project in the Aquaculture sector.	The meeting resulted in better understanding of FDB programs and helped in developing linkages and synergies with it. FDB also agreed to provide support to fish farms in Swat.
USAID Pakistan at Islamabad.	August 25, 2010	To give a presentation for the approval of revised framework and plans for Malakand Recovery Assistance Program.	The framework was approved by the COTR and concurrence was obtained on technical assistance and grant plans for Swat aquaculture & tourism sector.
Representatives of UBL at Islamabad.	August 24, 2010	To identify partner bank(s) to serve as transaction agents for disbursement of grant funds to SMEs in Swat	Information about the branch network in Swat was acquired along with buy-in of their senior management to act as transaction agents for swift disbursement of grant funds.

Representatives of HBL at Islamabad.	August 24, 2010	To identify partner bank(s) to serve as transaction agents for disbursement of grant funds to SMEs in Swat	Information about the branch network in Swat was acquired along with buy-in of their senior management to act as transaction agents for swift disbursement of grant funds.
Representatives of ABL at Islamabad.	August 23, 2010	To identify partner bank(s) to serve as transaction agents for disbursement of grant funds to SMEs in Swat	Information about the branch network in Swat was acquired along with buy-in of their senior management to act as transaction agents for swift disbursement of grant funds.
Representatives of MCB at Islamabad.	August 23, 2010	To identify partner bank(s) to serve as transaction agents for disbursement of grant funds to SMEs in Swat	Information about the branch network in Swat was acquired along with buy-in of their senior management to act as transaction agents for swift disbursement of grant funds.
Swat Fish Farmers at Swat.	August 20, 2010	To discuss the damages caused by flood to the fish farms along with plans for the recovery of their businesses.	Obtained commitment from the Fish Farmers that they will stay in the business and make efforts for early recovery. Similarly, USAID FIRMS Project also assured its continued support to the fish farmers.
PaRRSA, USAID Peshawar and EG Projects at Peshawar.	July 26, 2010	To review the progress of USAID economic growth projects in the KPK province	Briefed PaRRSA and USAID regarding the progress of FIRMS Project and solicited their concurrence on the framework for Malakand recovery assistance activity.
SMEDA, PaRRSA and USAID Peshawar at Peshawar.	July 14, 2010	To discuss the option of engaging SMEDA as an implementing partner/prime grantee for SME grants program	A better understanding of SMEDA's approach for implementation of SME grants program was developed. Buy-in of PaRRSA and USAID Peshawar regarding SMEDA's involvement.
PaRRSA, USAID and SMEDA at Peshawar.	July 2, 2010	To introduce Malakand SME Grants program to SMEDA with the objective of exploring options for engagement of financial institutions as a prime grantees for grants program	SMEDA was briefed about the Grants Program and its perspective was solicited regarding its role as prime grantees of the program
Representatives of Khyber Bank, Kashf Bank, United Bank Limited, Habib Bank Limited, BankAlfalah, and First Woman Bank Limited at Peshawar.	July 2, 2010	To introduce Malakand SME grants program to financial Institutions with the objective of exploring options for their engagement as prime grantees for the program	The participants were briefed about the grants program and their feedback was solicited regarding their engagement as the prime grantees for the grants program.

### MEETINGS – PUNJAB

Meeting with	DATE	Purpose	Outcome/Result
Al-Habib mango pulping unit-Multan	June 28, 2011	On account for the initiative for the mango pulping sector development in the upcoming months, the owner of Al-Habib pulping unit was called upon to discuss the issues and sector development requirements for small units and industrial units respectively.	The big issues highlighted were the power/electricity shortage, lack of aseptic bags, cold storage facilities and international marketing.
Progress-check Visit to the Project's Vendor in Faisalabad, for the Mango Processing Line	April 27, 2011	On April 27, FIRMS project's mango team visited Technology International's work shop in Faisalabad – to assess progress on the agreed delivery schedule of the equipment. The project representatives and the vendor held discussions to	The vendor dispatched a processing line to a partner mango farm in Sindh, which was installed within a week.

		finalize the way forward for quick installation of the facility at the project's partner farms in Sindh and Punjab.	
Visit to the Project's Vendor, Technology International in Faisalabad, for the Mango Processing Line	April 23, 2011	USAID FIRMS project's mango team visited the warehouse of Technology International in Faisalabad. The project requested the vendor to provide a labor deployment plan for quick installation of the facility at the project's partner farms in Sindh and Punjab.	Continuous follow up and strict vigilance is required, in order for the vendor to deliver as per the agreed schedule. A list of permanent employees/ labor at the factory with their designation and duties was requested which the vendor was to provide through email. The vendor was also asked for proper distribution of labor for field as well as factory work.
Meeting with M/S Technology International	April 18, 2011	A meeting with Technology International was held at USAID FIRMS Project office in Lahore on April 18th, 2011, to discuss matters of operational concern and contractual obligations of M/S Technology International, a subcontractor hired for the purpose of supplying 15 Mango Processing Lines at various locations in the Mango Clusters of Sindh and Punjab.	The subject subcontractor was informed that they had not supplied the goods/services according to the contact deliverable dates and thereby stood in breach thereof and that USAID FIRMS Project reserves the right to forfeit payments accordingly. A cure notice was issued later on to the vendor.
Progress-check Visits to Partner Mango Farms in Punjab	April 14 - 15, 2011	On April 14-15, USAID's FIRMS Project visited Mumtaz Agri Farm, Lutfabad Farm, and Ali Tareen Farm to record the pack house work progress and monitor the delivery and installation of the USAID-supported mango processing line.	Discussions were held with the farmers and the equipment vendor for the quality control enhancements to be made to the apparatus prior to its trial run.
Meeting with short listed mango farmers for IUA	April 1, 2011	A meeting was held at the FIRMS office Lahore, with short-listed candidates after evaluation of proposals received by interested mango farmers for selection of Infrastructure Up-gradation Agreement under the USAID FIRMS Mango MUAVAN Program. The objective of this meeting was to briefly enlighten the candidates about the Mango MUAVAN Program.	One of the short-listed candidates has agreed to be a part of the USAID FIRMSIUA program, and an agreement was also signed with him.
Meeting with Asif M.A. Shah, Managing Director Perfect Food Industries (PFI)	March 24, 2011	To discuss possible areas of collaboration for this season in the dried mango sector. PFI was established in 1996 and their units are located in Lahore and Hyderabad. The company is ISO 9001:2000 certified and is also in the process of HACCP certification.	The company has adopted osmotic dehydration method for drying fruits and the facility output ranges from 3-5 tons a day. This mango season, PFI plans to produce and export dried mango slices to China and has showed keen interest helping FIRMS in product development process for dried mango slices.
Meeting with Mr. Shauzab Gardezi, owner Fruitilicious Inc,	March 3, 2011	The objective of the meeting was to discuss the dried mango production potential for Pakistan mango sector with the stakeholder.	Mr. Gardazi shared a detailed presentation on dried mango sector that included product development process, production process details, and target markets for the product as well as the challenges faced by this infant industry particularly the energy cost of the

Meeting with mango growers from Punjab: Muzaffar Hayat Khan Khakwani, Farid Khan Khakwani, Waseem Khan, Tariq Khan, and Wajahat Gardezi,	March 3, 2011	To discuss the possibility of installing on-farm mango drying facilities and to solicit their feedback particularly related to mango varieties, supply of raw material, wastage of the produce, and to come up with the realistic model to reduce post harvest losses through consuming the produce into value added	business. The possibility of producing a range of dried mango products was discussed and various suitable varieties to produce suitable product were identified for these products.. It was emphasized that to enter into the US market Philippines dried mango should be a benchmark for exportable quality product.
Dr. Fayyaz, dried mango processor from Ecofoods, Lahore	March 2, 2011	To discuss the dried mango samples feedback with the processor of dried mango who worked with FIRMS project to send first ever dried mango sample shipment to the US market.	There is a great opportunity to develop the product as per standards and feedback received from the importing companies including Trader Joes, Whole Foods, Costco and Raja Foods. It was suggested that Pakistan should broaden the range of dried mango products for this year sample shipments since the demand for “organic products” and “no preservatives added” products has been increasing substantially in the US market.
Meeting with representatives Technology International, Ltd	March 2, 2011	To solicit their feedback on the machinery and infrastructure required for setting up drying unit of the dried mango product.	Three models for dryers were shared by the company representatives that include larger scale dryers for the independent processing facilitates medium size tunnel dryers for the on-farm placement and mobile drying units to approach rural and remote areas of Sindh and Punjab.
25th meeting of Punjab Agriculture Research Board (PARB) at Lahore	February 21, 2011	Researchers, academicians, farmers, FIRMS/USAID, ASLP/ACIAR and other mango sector representatives participated in the meeting. The meeting was called to address the status of MSDS (Mango Sudden Death Syndrome) in Pakistan and the project development, future strategies and funding by the PARB was discussed.	Assistance to nursery growers for certified nursery production and introduction of new resistant rootstocks are the key areas to be addressed by the donor agencies or by the government for quality mango saplings productions.
Signature Consulting, KoldKRAFT and Technology Internationals	February 15, 2011	Discuss status of pack house construction at various mango farms and synchronize their completion dates with expected delivery dates of equipment provided by selected vendors of cold store and mango processing line.	A comprehensive visit was planned and conducted of all pack house sites, Punjab and Sindh, with KoldKRAFT and FIRMS staff in order to ensure timely completion of the pack houses, and suggest to farmers any modifications/changes prior to start of deliveries in order to ensure smooth delivery and installation of pack house equipment provided by USAID.
Mr. Edward Gonzalez, Democracy and Governance Officer USAID, and Miss. Carrie Abendroth, Private Sector Development Officer USAID and Mango Beneficiary, Mr. Tariq Khan of Lutfabad Mango Farm	January 20, 2011	The purpose of the visit in Punjab was to see the progress of the packing house construction at Lutfabad Fruit Farm and discuss with the mango farmer the potential benefits and impact of these interventions	USAID representatives were given a tour of the pack house facility and were satisfied with the pace of work and the importance of on-farm infrastructure for exporting quality mangoes by sea. Views on employment generation, role of women workers, and improvements in quality of mango and export potential were discussed in detail. Mr. Tariq Khan, owner of Lutfabad Mango Farm, expressed his satisfaction with the

			interventions of USAID and was confident that after the packing house is fully operational, then new and lucrative export markets will open up for the mango farmers
Meeting with AC Nielsen representatives, Lahore	January 20, 2011	A meeting was conducted on dried mango domestic test marketing activity status in which several important issues, related to the activity execution were discussed.	Test marketing activity aims to promote the product to potential consumers in the local market as well as to evaluate consumer response for the product.
STTA visit to Anwar & CO, Rahim Yar Khan. STTA meeting with Mr. Mahmood CEO Mahmood Cotton, Khanpur, STTA meeting with Mr. Haji Ibrahim CEO Bismillah Cotton, STTA meeting with ginners at RYK Chambers of commerce	December 29, 2010	To conduct an in-depth analysis of ginning industry, its mechanism, practices and identification of problems	A strategy to address the needs of the sector
Meeting with mango sector stakeholders for pack house construction updates	December 14, 2010	Meeting with mango sector stakeholders for pack house construction updates	All participating farmers agreed to complete their foundation up to plinth level by December 31, 2010. They were advised to strictly follow the packing house design and specifications to which they have agreed.
Meeting with Mr. IkramulHaq CEO Haq Cotton, Bagh o Bahar, Khanpur, Mian Mahmood CEO Mahmood Cotton, Khanpur, Rahim Yar Khan District, Haji Ibrahim CEO Bismillah Traders, Rahim Yar Khan, Mr. Shafique cotton gin manufacturer, Multan, AhsanUllah CEO Chaudry Brothers, Vehari Rd, Multan, Mr. Younas CEO Younas Rafique and Sons, Multan and Secretary Rahim Yar Khan Chambers of commerce	December 11-15, 2010	To conduct an in-depth analysis of ginning industry, its mechanism, practices and identification of problems	Ginners understand the need and showed willingness to participate in FIRMS program
Meeting with Director General Agriculture Extension Punjab and Project Director Fruit & Vegetable Development Project	November 15, 2011	To decide the modalities of FIRMS's training programs in mango sector for Extension Staff of Punjab Agriculture Department.	The detailed modalities of the training program were chalked out in meeting, and resultantly five training events were taken place in November and December.
Meeting of USAID representatives with Mango Sector Stakeholders - Multan	October 25, 2010	A meeting of USAID representative (Beth Page) with a group of farmers in the Mango MUAVAN Program was held in Multan on October 25, 2010. The meeting was held to discuss the Mango MUAVAN Program and gauge the feedback and experiences of mango sector stakeholders with USAID Pakistan officials.	Sector stakeholders expressed appreciation for the Mango MUAVAN Program and the significance of having the first ever on-farm infrastructure. They were satisfied with the trainings and capacity building provided by FIRMS Project and showed their gratitude to USAID for helping to promote Pakistani mangos, to build market linkages, and facilitate international marketing events such as Fruit Logistica. The trial shipments especially of leading mango variety SB Chaunsa were discussed and the 80% success rate was acknowledged by both sector stakeholders and USAID.
Meeting with Director General Agriculture Extension Punjab and Project Director Fruit & Vegetable Development Project	October 12, 2011	To brief the high-ups of Agriculture Department about the proposed training programs for enhancing the capacity of extension staff of Punjab Agriculture Department in mango production technology.	The Director General gave consent for initiating the training program and assured his full support to make it a success story.

Members of USAID FIRMS Project met with mango sector stakeholders engaged by FIRMS Project at FIRMS Project's Lahore Office	September 17, 2010	This meeting with USAID FIRMS Project's mango sector stakeholders was done to discuss the progress of FIRMS Project's interventions in the mango sector in the light of inputs from the stakeholders	The first of its kind, locally manufactured complete Mango Processing Line, cold storage and blast chiller provided by USAID FIRMS Project was discussed in great detail with the project's partners. Minor modifications were required in order to meet equipment's performance expectations. The suggested modifications by the growers were provided to the vendors making the equipment and a successful trial run was held in front of the mango sector
Punjab Livestock Department	May 9, 2011	To present the status of analytical work being carried out by the FIRMS livestock sector experts	The Livestock Department expressed its desire to optimize the legal and regulatory framework by working closely with FIRMS Project legal experts to articulate and implement policy and regulatory reforms. It was decided that once policy principles have been clearly enunciated by the Provincial Government, the FIRMS team would finalize the draft legislative instruments to reflect the reformed policy principles.
Cabinet Committee on Agricultural Marketing Reforms set up by the Chief Minister, Punjab	May 3, 2011	To give a detailed briefing on the core policy principles and design of the reform law titled the Punjab Agricultural Produce Marketing (Development and Modernization), Act 2011.	The Cabinet Committee approved the substantive provisions of the new law. It was decided that the Department of Agriculture and Law Department would now carry-out a clause by clause examination of the proposed law in order to fine tune it before its presentation to the Cabinet. Technical experts of the USAID FIRMS Project were requested to assist in this process.
Secretary Industries and senior management of Punjab Small Industries Corporation	April 25, 2011	to identify any opportunities for collaboration since Punjab Small Industries Corporation is focused on cluster development in Textiles and Dates sectors	PSIC offered any assistance that FIRMS Project Staff may require when visiting cluster development areas in more remote areas of Punjab through their district field office personnel.
Livestock Department officials	April 22, 2011	To introduce International and local consultants and to apprise the department officials on progress of the analytical work.	The Livestock department informed the FIRMS team that the Secretary would be able to attend a review meeting at FIRMS office in the first week of May.
Presentation to the Chief Minister Punjab by Secretary, Agriculture, Punjab prepared by USAID FIRMS Project	April 10, 2011	To give a presentation relating to reform of Agricultural Marketing Policy and Law. Starting with the working of the current system, the Chief Minister was led through the entire operation of Mandis and the economic losses attendant to a single market mechanism. The Secretary then dwelt on the design of the new policy and legal framework, which will ensure space for private sector, up-gradation of public markets and realignment of the role of Government. To conclude the presentation, the Secretary requested the Chief Minister for a change management cell	The Chief Minister constituted a committee, comprising of members of ministerial rank along with provincial secretaries to give final recommendations to the new policy and legal framework so that it may be presented to the full cabinet before introduction in the provincial assembly.

		within the Department of Agriculture, which will ensure a smooth transition and plan for the retraining or orderly retirement of redundant market committee staff.	
Secretary, Agriculture Punjab	April 1, 2011	To discuss the salient aspects of the reform and the presentation to be given to the Chief Minister, Punjab for formal approval of the Departmental summary leading on to law reform.	The Secretary gave his detailed input on the slide show and based on the ensuing discussion, a revised and revamped presentation shall be shared with the Department of Agriculture this week for use in the meeting with the Chief Minister.
Presentation to Planning & Development Punjab	March 21, 2011	To present the District Economics Development Strategies for Multan and Bahawalpur	The reports were appreciated for their broad and comprehensive review and recommendations for the respective Districts and from the discussion that ensued, constructive suggestions were given to the FIRMS team which would be incorporated in the final report. The reports will be utilized by the P&D and the District Governments in preparing their plans.
USAID Economic Growth Office for DEDS	December 22, 2010	To present the District Economic Development Strategies that had been prepared for Multan and Bahawalpur.	It was agreed that the DEDS reports would be shared with other programs of USAID as well as stakeholders within the government who stand to benefit from the analysis and recommendations contained therein.
Presentation to USAID on District Economic Development Strategies	December 9, 2010	To make an initial presentation to USAID on the salient features of DEDS which will lead to a presentation to the EG Office, USAID.	Further meetings will be held to discuss the future course of action on DEDS in KPK & Sindh and rolling out of three plans: i) investment plan, ii) mid-term development plan, and iii) asset management /reform program in Multan and Bahawalpur.
Deputy Secretary (technical) Livestock Department, Punjab	December 2, 2010	To discuss the FIRMS Project assistance for the proposed reforms in the area of livestock marketing and quality meat & slaughtering	It was decided that the reform effort required a strategic approach to introducing international best practices in the livestock sector that replicate success stories from around the world.
Deputy Secretary Punjab Livestock Department	November 5, 2010	To discuss the parameters of the proposed assistance and get a briefing on the existing regulatory regime by the Department	It was agreed that after initial review of the prevailing livestock marketing rules and regulation the FIRMS Project legal expert would provide feedback for further discussion.
Meeting with Special Secretary Agriculture Marketing: Ag Marketing	September 20, 2010	Meeting to confirm reform parameters, beneficiary districts and next steps for developing mandi infrastructure, facilities and services.	Tentative targets districts were communicated by the Department to FIRMS on the basis of damage done by the floods and their strategic importance to the local and surrounding economies.
Stakeholders' Consultation on DEDS: Bahawalpur	July 28, 2010	To share the findings of the District Economic Development Strategy with the local public and private stakeholders.	The preliminary findings of the DEDS strategy were shared and feedback taken from all the stakeholders to be incorporated into the final strategy.
Stakeholders' Consultation on DEDS: Multan	July 27, 2010	To share the findings of the District Economic Development Strategy with the local public and private stakeholders.	The preliminary findings of the DEDS strategy were shared and feedback taken from all the stakeholders to be incorporated into the final strategy
Facilitate/Prioritize reforms: Presentation to P&D Punjab: DEDS	July 12, 2010	To brief the P&D regarding the findings of DEDS Multan and Bahawalpur and the Agri-Marketing Reforms.	A presentation on the District Economic Development Strategies for districts Multan and Bahawalpur was made to provide an update on the activity and maintain close liaison on through the

drafting phase.

**MEETINGS – SINDH**

<b>Meeting with</b>	<b>DATE</b>	<b>Purpose</b>	<b>Outcome/Result</b>
Meeting with Mr. AslamPakhali (Exporter) FA Intl, Mr. Mateen (Exporter) RishadMateen& Co, Mr. MazharAbro (Grower) Mustafa Farm, Mr. CM Khalid (Grower) Nawazabad Farm, Mr. NaeemUllah (Food Processing) Popular Food Ltd.	March 3, 2011	Meetings arranged with Mr. Jim Krigbaum, consultant dried mangoes.	The stakeholder shared their experiences with respect to mango industry with the consultant. The stakeholder showed their positive attitude for the development of dried mango industry in Pakistan.
Mr. Abdul WaheedShaikh, DG Sindh Agriculture Extension Wing	January 2, 2011	To discuss Extension Workers training program arranged in Jan 2011 in three different areas of Sindh	DG assured his best cooperation in the training program. All our three training programs completed successfully.
Ginners at SSD Cotton Daharki, Sukhur District through Mr. Mahesh Kumar	December 30, 2010	To conduct an in-depth analysis of ginning industry, its mechanism, practices and identification of problems	A strategy to address the needs of the sector
Mr. ShahidLatif , Director General – Trade Development Authority (TDAP)	December 9, 2010	The FIRMS Project team met DG, TDAP to explore thepossibility of working with TDAP and discussed various opportunities taken on Mango MUAVAN Program and Dates Dost Program. One initiative is participation in Fruit Logistica Berlin to be held in February. FIRMS Project requested the support of their commercial sections abroad to facilitate our mango and dates growers and processors in creating market linkages with Berlin's major super and hyper markets.	The interventions and opportunities highlighted by FIRMS project team were highly appreciated. DG, TDAP affirmed the possible cooperation from his organization in regard the economic and export development of mango and dates sectors.
Meeting with Mr. Mujeebullah - Nadeem Dates Factory, Mr. Munir Umar - Quality Foods and Nuts Company, Mr. Muhammad Anis - Sardar Foods Pvt. Ltd, Mr. Najeebullah Abbasi -Khairpur Foods	November15-16,2010	The purpose of the meeting was to discuss the HACCP and BRC certifications initiative by FIRMS Project, with special focus on the date processors to upgrade their existing production facilities and to develop integrated quality systems according to international food safety compliances.	The stakeholder showed keen interest in acquiring HACCP and BRC certification in assistance with FIRMS project and assured his commitment for execution of this activity.
Meeting with Mr. Tariq Saud Chairman APTMA (South Zone) Karachi	October 11, 2010	To evaluate how APTMA can support and become partners in our program.	APTMA will assist in order to facilitate ginning community by promoting premium principal for better ginned cotton.
Meeting with growers at Mahesh Kumar ginnery including Mr. Abdul Rasheed, Mr. M Hafeez, Mr. Arz Muhamad, Mr. Abdul Haleem, Mr. Abdul Karim, Mr. Anayat Hussain, Meeting with Mahesh Kumar, CEO SSD Cotton, Daharki Ghotki District, Meeting with Seth Thela& Nirmal Das, owners of SSD Cotton, Rohri District	October 8-10, 2010	To get by in from growers and understand ginning sector and cultural barriers.	Ginners and farmers agreed to partner to provide better picked cotton and reduce contamination and waste.

USAID FIRMS Project met Mr. Abbas Baloch – District Coordination officer, Khairpur and dates sector stakeholders	July 14, 2010	The purpose was to meet everyone involved in the sector, get an overview of the problems faced by the sector value chain cumulatively and what is currently being done to solve these problems. The idea was to synergize efforts with the stakeholders and study the sector value chain as thoroughly as possible in order to plan focused and implementable intervention strategies.	After thorough discussions on the modalities and impact of the proposed interventions, Dates sector stakeholders affirmed their support and cooperation for upcoming planned and agreed interventions for the Dates sector value chain development.
Stakeholder consultations for livestock policy and regulatory reform, Sindh	May4–6, 2011	To meet with representatives from the public and private sector in order to determine existing initiatives and the willingness of stakeholders to reform the sector	The meetings helped to guide the technical expert in the critical issues being faced by the livestock sector in Sindh and provided the opportunity to discuss possible options for policy reforms in the future. A detailed trip report is expected to be circulated shortly under separate cover.
Office of the Secretary, Sindh Livestock Department	February 9, 2011	To review the status of livestock sector and to apprise the department on the policy and regulatory reform initiatives of FIRMS Project.	FIRMS Project was requested to meet with the JICA team in Hyderabad to determine the scope of assistance being provided by them and to identify any gaps in their approach where FIRMS could bring additional value. FIRMS Project was also requested to assist the provincial government in developing livestock infrastructure, services and facilities
Office of the Secretary, Sindh Agriculture Department	February 9, 2011	To review the status of implementation of subsidiary legislation prepared by the FIRMS Project	It was decided that the Sindh Agriculture Department would furnish written comments and queries on the legislative drafts so that the same could be improved by the FIRMS Project expert prior to promulgation by the Department
Additional (Secretary, ADMN.) Department of Agriculture, Sindh	December 14, 2010	To discuss the scope of subsidiary legislation required under the Sindh Wholesale Agricultural Produce Markets (Development and Regulation) Act, 2010.	It was agreed that the legal expert engaged by FIRMS Project will draft the essential rules dealing with transfer of notified public markets to independent companies and their subsequent management, establishment of private sector markets, registration of market functionaries and modes of trading.
Director, Agriculture Marketing, Sindh	December 9, 2010	To be briefed on the overall status of the agricultural marketing network in the province and its potential for improvement with regards to the recently promulgated Agriculture Marketing Produce Act.	The government expressed its keenness to initiate work on developing and implementing subsidiary legislation with the assistance of the FIRMS project.
Director General Livestock Extension, Livestock Department, Sindh	December 8, 2010	To understand the outreach and effectiveness of livestock extension services in the province	The FIRMS project determined the extent to which the government provides services and also had the opportunity to review the post-flood activities of the extension wing and identify key areas for intervention.
Deputy secretary development, Sindh Livestock Department	December 6, 2010	To get an overview of the department's primary functions and the overall regulatory regime in place.	Key constraints were identified and department functionaries for further interaction and working level consultation were also identified.

**MEETINGS – BALUCHISTAN**

<b>Meeting with</b>	<b>DATE</b>	<b>Purpose</b>	<b>Outcome/Result</b>
Government of Baluchistan	February 8, 2011	To discuss policy, institutional and regulatory reforms in the Agriculture and Livestock sectors.	The Chief Secretary Baluchistan briefed the FIRMS team on prevalent issues in selected sectors and expressed considerable interest in drawing upon the technical expertise of the FIRMS project. It was decided that Secretary Planning and Development Board would be the focal person with whom FIRMS would engage with to determine the future course of action.
Meeting with ABBA Project	February 8, 2011	To identify means to achieve synergies between the work of the ABBA Project and FIRMS Project in the Agricultural Marketing sector	It was decided that ABBA Project would support FIRMS Project in Identifying technical resource persons for policy and regulatory reform oriented work and Facilitating stakeholder dialogue between the public and private sector.



# USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

## SUCCESS STORY

# Building Back Swat

**USAID helps restore industries damaged by flood and conflict in Swat, the “Jewel of Pakistan”**



Photo Credit: USAID FIRMS PROJECT

*“With the help of USAID I have started my business once again after the conflict and terrible floods” said Khursheed Alam, owner of Spinsar Trout Fish Farm and one of the beneficiaries of USAID’s grants program. “I am very grateful to USAID for its support because I was able to pay all my loans and get back on my feet after many months of suffering.”*

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

The picturesque valley of Swat has been the heart of Pakistan’s tourism industry for decades. Travelers from all over Pakistan and the world have flocked to Swat for its impressive mountain ranges, cool air, and delicious peaches and strawberries.

The residents of Swat depend heavily upon tourism and related sectors such as handicrafts and fisheries to sustain the local economy. In recent years, however, the region has borne more than its fair share of calamities. The Taliban invaded Swat and attacked residents, and the resulting military conflict in 2009 wreaked havoc on commercial activity, decimating both sales and jobs. Businesses had barely started operations again when monsoon floods struck the area in the summer of 2010, causing widespread devastation.

For the hotel industry alone, flood damage in Swat is estimated at PKR 650 million (\$7.6 million), and countless individuals have lost their jobs and homes due to the disaster. In quick response, USAID provided construction materials, operating equipment, and a structured grants program to help damaged businesses recover and thrive. The grants program has three components: a rehabilitation grant to assist in post-flood clean-up and reconstruction and two working capital grants to help get businesses going again.

The total amount of the grant is tailored to the industry and business size. The grants program is benefiting 320 hotels and 31 USAID partner fish farms, generating employment and income for hundreds of families with limited resources and stimulating the economy of Swat. USAID plans to expand its financial assistance to other flood-affected sectors such as horticulture as well in the near future.

Grantees like trout fish farmer Khursheed Alam are thankful for USAID’s timely support, the opportunity to rebuild their businesses, and for the healing of their entire region to begin.



# USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

## SUCCESS STORY

# Small Farmers Find Big Markets

**USAID helps small potato farmers in Malakand develop linkages with high-value markets**



Photo by USAID FIRMS Project

*USAID is enabling small-scale potato farmers in Malakand to access high-value markets like PepsiCo. The intervention includes trainings to ensure that yield is up to par with stringent quality standards. Most importantly, the program builds the private sector's confidence that areas like Malakand can be a consistent source for quality produce. Better margins for farmers provide hope for Malakand, as locals see new jobs and increased revenue to help in their recovery from the effects of terrorism and natural disaster.*

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Khalid Khan, a local potato farmer in northern Pakistan, remembers tales of the region's lost glory. Beautiful terraced fields and deep valleys still stand to remind the residents of the land's fertility and historical past. Today, however, the citizens of Malakand are still recovering from the conflict with the Taliban that cost lives, damaged industry, and destroyed livelihoods.

For decades, potatoes have been one of the key crops of the region, covering more than 900 hectares and employing over 1,300 people. However, production can improve. "Average yield in this region is a mere six to eight tons per acre," explains Khan. "The yield fetches between 5-20 rupees per kilogram in local markets, leaving very meager profits for the farmers."

In an effort to connect these small-scale farmers to a bigger, dependable supply chain that can help revitalize Malakand, USAID approached PepsiCo, one of the world's largest consumer products companies, to source potatoes from Malakand for its many potato-based brands. As a pilot, PepsiCo provided 40 tons of potato seed to farmers, with a buy-back guarantee at a fair price. To help the farmers reap a better crop, USAID also organized a series of potato crop management trainings to ensure that PepsiCo's high quality standards would be met.

199 other farmers like Khalid Khan were brought into the network to welcome a new and exciting opportunity for potato production. Sadly, tragedy struck in the summer of 2010 when potato crops were still in the ground. Flash floods affected an astounding 20 million people, destroyed 20 percent of cropland in Pakistan, and inundated access routes. Urgently collaborating with the army, USAID facilitated airlifting of the salvageable crop for delivery to PepsiCo, in order to preserve the vital market linkage and continue the program for future seasons.

Next year, PepsiCo is planning to procure more than 350 tons of potatoes from the Malakand area. In the coming year alone, this will translate into 85 full-time jobs for the farmers, and their collective sales are expected to increase by 7.7 million rupees. New ideas for increasing productivity are already being discussed, and the farmers are excited. "Every time someone eats chips made from the potatoes we grew, I see hope and progress for Malakand," says Khan.



**USAID** | **PAKISTAN**  
FROM THE AMERICAN PEOPLE

## SUCCESS STORY

# Tourism After Turmoil

### USAID Helps Hotel Owners in Battered Swat Valley Restore their Livelihoods



Photo Credit: BAKHT ZAMIN

*In 2011, Swat tourists will be welcomed back with a fresh coat of paint and newly outfitted rooms at Kargal Hotel*

*USAID is providing \$5.25 million of direct assistance for the recovery of the Swat tourism industry. Technical assistance, construction materials, operating equipment, and working capital are being provided to revive hotels throughout Swat, a beautiful region known as the “Switzerland of the East.”*

U.S. Agency for International Development  
[www.usaid.gov](http://www.usaid.gov)

In preparation for tourists in 2011, a fresh coat of paint is being applied, new tiles and carpets laid, and rooms fitted with beds, blankets, and television sets at the Kargal Hotel in Swat. After many years of conflict, followed by intense monsoon floods, things are finally looking better for Bakht Zamin’s business. Like Zamin, many businessmen and skilled laborers fled the beautiful valley of Swat during the conflict. “Unfortunately, terrorism and lawlessness devastated the tourism industry and affected the livelihoods of thousands of local people,” says Jamshaid, owner of Hotel Meezan, recollecting years of damage and neglect.

This is the first year in a long time that hotel owners are confident about the revival of the tourism industry in the Swat Valley. With help from USAID, Jamshaid has been investing in the rehabilitation of his hotel since October 2010. Just weeks after the flood waters receded, USAID launched a tourism recovery program that provides technical assistance, construction and operation supplies, and working capital to dormant or underperforming hotels affected by the slump in Swat.

Through the program, USAID has provided over one million dollars to rebuild more than 200 hotels and help them reopen their doors for the 2011 tourist season. “You can feel the activity here. Many hoteliers are beginning to build their businesses back. Economic growth and employment opportunities are the only way to beat terrorism in this area.” says Zamin. With USAID’s assistance, the hotel industry is poised to collect more than \$15 million dollars in revenue this year. This is expected to create more than 1,000 new jobs and directly benefit over 8,000 people. A multi-pronged media campaign will help attract tourists to the region, and USAID is also working with industry leaders and organizations such as the All Swat Hotel Association to chart a plan for the long-term recovery of the industry.

With the rehabilitation initiative in full swing, the Swat Valley is ready to welcome the world this summer, ensuring revenue growth and crucial employment opportunities for the residents of Swat.



# USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

## SUCCESS STORY

# Reaping Sweet Rewards

**USAID's multi-tiered mango program and assistance to Pakistan's mango sector have finally borne fruit**



Photo by USAID FIRMS Project

*USAID helped mango farmers across Sindh and Punjab access high-value international markets to increase income and employment. The intervention included infrastructure development, GlobalG.A.P certifications, and a variety of trainings to ensure that yield is up to par. Most importantly, USAID built international market linkages through facilitating trial shipments and participation in trade shows, and boosted the private sector's confidence that Pakistan can be a consistent source of quality produce. USAID's mango program beneficiaries and Pakistan's mango sector are reaping the rewards of this fruitful partnership with USAID.*

Pakistan's mango sector holds tremendous economic potential. The sector faces many challenges including mitigating post-harvest losses and finding ways to maintain consistent supplies of superior quality fruit. Without modern equipment and infrastructure at the farm level, Pakistani mangos lose international market competitiveness.

Recognizing these gaps, USAID provided technical and financial assistance to 13 mango farms in Punjab and Sindh to establish on-farm fresh mango processing facilities, including blast chillers, hot water treatment units, cold storage, and processing lines. "The USAID-supported mango processing facilities are increasing the fruit's quality and shelf life for better survival during sea transfers", says Junaid Hyder Shah, owner of Hyder Shah Farm in Sindh. "Sea transfers are by far the most commercially viable means of transporting mangos to foreign markets." The results of this partnership are very encouraging: Domestic price per ton of mangos has increased by 26 percent and export price per ton has increased by 61 percent. Overall export volume has increased by 236 percent.

USAID also started a parallel initiative to build the skills and knowledge of the people who grow and process the mangos. Through interactive theoretical and practical training sessions in Sindh and Punjab, farmers, workers, and line managers improved their technical skills, quality of work, and service delivery. They learned about food and personnel safety, hygiene, and sanitation standards as well as equipment operations, maintenance, and troubleshooting. As a result, there has been a 20 percent increase in per acre yield of beneficiary farms and total production has increased by 13 percent.

Moreover, Lutfabad Fruit Farm in Punjab processed 127.5 tons of mangos and sent four sea shipments to the Gulf countries via Dubai and 21 air shipments to the European Union, which includes Sweden, Denmark, Norway, France, Germany, Belgium, and the UK. Similarly, Hyder Shah Fruit Farm in Sindh processed and delivered 150,000 kg of processed mangos to the Middle East and earned more than four million rupees in profit. This means 50,000 rupees incremental profit on each container. "I hope my success will encourage other farmers to follow suit," said Major Tariq, owner of Lutfabad Fruit Farm. "I could not have achieved this without USAID support."

Employment generation as a direct result of USAID support has also occurred. Full-time female employment has increased by 200 percent and male employment has increased by 46 percent. "Now that I am also earning, I feel good," said Mrs. Mansab, a newly hired female farm worker at Lutfabad Fruit Farm. "I will spend this extra money on my children's education."

# PROBLEMS AND OBSTACLES

## TECHNICAL ISSUES

<b>Problems/Obstacles/Issues</b>	<b>Steps Taken to Remedy Them</b>
Destruction of Malakand/Swat fisheries work	Flooding in late July 2010 due to monsoon rains resulted in the destruction of roads/infrastructure in Malakand and Swat. While aquaculture and tourism regeneration were already project activities, post-flood project response increased efforts to assist damaged hotels and fisheries. Existing grant agreements were revised to address the increased need for assistance.
Limited access, increased cost of services, and quality of goods received in Swat	Damaged roads and infrastructure prevented rapid response and access to the region. The quality of goods was difficult to control and a more involved verification process was established to ensure minimum standards for in-kind goods and materials. A compliance team was deployed to oversee the improved process.
Beneficiary participation and expectations	Beneficiaries were dissatisfied with the lack of clarity around roles and goods and services to be provided. The project sought more beneficiary involvement and feedback and is increasing engagement with suppliers. The project modified infrastructure upgradation agreements (IUA) to clearly state roles and responsibilities for the implementer and beneficiaries.
In-depth knowledge of end markets for mangoes	The initial focus was primarily on production and the front-end of the supply chain. The project has identified the need for better end market understanding and management. The project is seeking to engage more local and expatriate technical experts in future trial shipments to monitor and assess the shipment to market process.

## ADMINISTRATIVE ISSUES

<b>Problems/Obstacles/Issues</b>	<b>Steps Taken to Remedy Them</b>
Limited donor funding for program implementation	Staff reductions and revision to project scope/project technical focus resulted in halting activities, lowered staff morale, and loss of momentum in sector work such as textiles, dates, cotton/ginneries, livestock, leather, gems and jewelry. The project team is working to set expectations and goals for the upcoming year with staff and the client through a more participatory work planning process.
Third country national (TCN) waivers for allowances	Due to security concerns regarding traveling to Pakistan, we are often not able to recruit American consultants. Appropriate TCNs are available, but scheduling them is difficult because of the uncertainty of Mission approval for the TCN Waiver for payment in USD and applicable allowances, per Chemonics policy. We received TCN Waiver approval for our livestock consultant on April 1, 2011, yet his assignment and scope of work had been approved in February 2011. This delay resulted in a scheduling conflict for the consultant and we have had to divide his scope of work into two parts, requiring travel back and forth twice for the same assignment. This has added an additional strain to the budget and spending conservatively.
Performance audit	On February 14, 2011, the Office of the Inspector General confirmed that they would engage in a performance audit of the project. The audit has focused on all elements of the project, including speaking to key personnel, requesting M&E data, technical component information, as well as procurement information. The audit is still in process and has caused an extra strain on the project's management team in order to gather and organize all the information being requested. The auditors officially concluded their review of the FIRMS project in May of 2011.

PROBLEMS AND OBSTACLES

Chief of Party (key personnel) replacement	After an extensive recruit to replace the original Chief of Party that resigned effective October 2, 2010, we were able to field a new COP in December 2010 for permanent posting. The new leadership has made strides in focusing the project direction and deliverables, as well as working closely with USAID to ameliorate and ensure project responsiveness.
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# SECURITY RISKS

Pakistan has been engulfed in a complex warfare with militants who continue to carry out coordinated and strategic retaliatory attacks on government, public and military installations. The security forces have been on the hit list of Tehrik-e-Taliban Pakistan (TTP) and Al Qaeda linked groups. These terrorist organizations have picked up their attacks in high security zones such as the one on the Navy Base PNS-Mehran in Karachi and in the tribal areas of Pakistan, proving that the terrorist infrastructure is intact and skilled enough to execute complex attacks. The TTP has become the leading terrorist group in Pakistan, controlling all the anti-US splinter groups with the help of Al Qaeda. US Drone attacks have increased since 2<sup>nd</sup> May 2011, resulting in increased anti-US sentiment, especially in the FATA region.

Karachi continues to experience politically motivated killings, sectarian violence and criminal and mafia induced violence, which has resulted in thousands of deaths over the last 12 months. Punjab also experienced sectarian violence as militants targeted places of worship. Security forces have arrested potential suicide bombers in Punjab which highlights the growing problem of militancy in this province. KPK & Baluchistan remained the most volatile regions in the country. Crime rate across the country are on the rise with increases in incidents of carjacking, armed robberies, burglaries and other violent crimes, both in rural and urban areas. Kidnapping for ransom has become a major financing tool for terrorists to fund their operations and kidnapping cases are being reported throughout the country.

## FEDERAL LEVEL

### Security Risks

Terrorists are known to carry out indiscriminate attacks on public places which includes hotels, public markets, places of worship, public gatherings and places frequently used or visited by foreigners.

### Steps Taken to Overcome Them

Mobile Security Unit support for local staff in high risk areas  
Structured journey management levels  
Risk managing tier levels  
Solid threat assessment procedures

## PROVINCIAL LEVEL

### Security Risks

Serious violent crime is on the rise across all the provinces which include armed carjacking, robbery, kidnap, rape and murder. Parts of Inner Punjab and Sindh are at very high risk of banditry and kidnapping for ransom.

Close protection operatives  
Response team capabilities  
Armed guards at all office & residential locations  
Enhanced security upgrade to all project locations

Medical emergency response network  
Police & military support structure

## DISTRICT LEVEL

### Security Risks

Lahore	High Risk
Islamabad	High Risk
Karachi	High Risk
Multan	Medium Risk
Bahawalpur	High Risk
Rahim Yar Khan	High Risk
Khanewal	High Risk
Rajanpur	High Risk
Tandoallah Yar	Medium Risk
Hyderabad	Medium Risk
Sukkur	Medium Risk
Larkana	Medium Risk
Thatha	Low Risk
Peshawar	Extreme Risk
Swat	Extreme Risk
Quetta	Serious Risk

Pre-arrival briefing and trainings  
In country security briefing

Solid information network  
Active identification of potential threats  
Instant SMS threat alerts

Hostile environment training  
Security awareness training  
Cultural and social issue training  
Man made threats training  
First aid training  
Continuation training of all project personal  
Emergency response drill  
Fire response drill  
Up to date project targeted district assessments reports  
Up to date project event security assessments reports  
Incident management for project events

## ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type <sup>44</sup>	Media Name	Release Date	Language	Media Tone <sup>45</sup>
First mango sample shipment from Pakistan reaches UK	Public Awareness (PA)	Bulletin	FIRMS Project Weekly Bulletin	July 02, 2010	English	Positive
USAID Helps Bring Tourism Back to Swat	PA	Bulletin	FIRMS Project Weekly Bulletin	July 16, 2010	English	Positive
USAID rolls out infrastructure to revolutionize Pakistan's mango industry	PA	Bulletin	FIRMS Project Weekly Bulletin	July 23, 2010	English	Positive
USAID Helps Dates Farmers in Sindh	PA	Bulletin	FIRMS Project Weekly Bulletin	August 06, 2010	English	Positive
Agricultural Market Reform – Ensuring a Level Playing Field	PA	Bulletin	FIRMS Project Weekly Bulletin	August 13, 2010	English	Positive
USAID helps introduce dry mango products	PA	Bulletin	FIRMS Project Weekly Bulletin	August 20, 2010	English	Positive
Rebuilding the trout farms of Swat	PA	Bulletin	FIRMS Project Weekly Bulletin	August 26, 2010	English	Positive
USAID Encouraging Mango Farmers to Acquire International Global GAP	PA	Bulletin	FIRMS Project Weekly Bulletin	September 02, 2010	English	Positive
USAID Supports Post-flood Reconstruction in Swat	PA	Bulletin	FIRMS Project Weekly Bulletin	September 17, 2010	English	Positive
Pakistani Dates Attract International Attention	PA	Field Report	FIRMS Project Field Report	September 17, 2010	English	Positive
USAID Trains Mango Farmers to Save Flood-affected Orchards	PA	Field Report	FIRMS Project Field Report	September 28, 2010	English	Positive
Shortening Shadows-Documentary profiling women in mango sector	Private Sector Development/PA	Video	Visual	September 17, 2010	English	Positive
Date Sector Infomercial	Private Sector Development/PA	Video	Visual	September 17, 2010	English	Positive
“The Fruit of Hope”:Revitalizing the Economy of Swat video	Private Sector Development/PA	Video	Visual	September 17, 2010	English	Positive

44 Media Types includes Press Clippings, Press Releases, Radio/TV Interviews, Advertisement and Publications etc

45 Media Tone: Positive, Negative or Neutral

ANNEX – A : COMMUNICATION PRODUCTS DEVELOPED

DAWN International Travel and Tourism Show Documentary	Private Sector Development/PA	Video	Visual	September 17, 2010	English	Positive
Canopy Management and Tree Pruning training video	Private Sector Development/PA	Training Video	Visual	September 17, 2010	English	Positive
Flood Affected Mango Orchard Management Training Booklet	Private Sector Development/PA	Training Booklet	Training Booklet	September 08, 2010	Urdu	Positive
Supporting Pakistan's Mango Farmers	Private Sector Development/Gender/PA	One-Pager	N/A	September 02, 2010	English	Positive
USAID explores Pakistan's cotton growing, ginning, and spinning sector	PA	Field Report	FIRMS Project Field Report	October 12, 2010	English	Positive
Mango Harvesting	Private Sector Development/PA	Training Video	Visual	November 15, 2010	English	Positive
Mango Production and Cultural Practices	Private Sector Development/PA	Training Video	Visual	November 15, 2010	English	Positive
USAID Reforms Agriculture Markets in Sindh and Punjab	PA	Field Report	FIRMS Project Field Report	December 03, 2010	English	Positive
Brochure on USAID's MUAVAN Mango Program	Private Sector Development/PA	Brochure	Brochure	December 06, 2010	English	Positive
Curtain Raiser Documentary Film for "A Conference on Pakistan's Mango Industry – Growing Gold on Trees."	Private Sector Development/PA	Video	Visual	December 06, 2010	English	Positive
Artwork for the "Growing Gold on Trees Mango Conference."	Private Sector Development/PA	Artwork	Graphics	December 06, 2010	English	Positive
Dried Mango Production – Adding Value to Pakistani Mango Sector	Private Sector Development/PA	Training Booklet	Training Booklet	December 08, 2010	English	Positive
Mango Tree Pruning and Canopy Management	Private Sector Development/PA	Training Booklet	Training Booklet	December 08, 2010	Urdu	Positive
Irrigation of Mango Orchards	Private Sector Development/PA	Training Booklet	Training Booklet	December 08, 2010	Urdu	Positive
Mango harvesting and Post-harvest Handling	Private Sector Development/PA	Training Booklet	Training Booklet	December 08, 2010	Urdu	Positive
Integrated Pest and Disease Management of Mango Orchard	Private Sector Development/PA	Training Booklet	Training Booklet	December 08, 2010	Urdu	Positive
Pakistani Mango Going Global	Private Sector Development/PA	Training Booklet	Training Booklet	December 08, 2010	English	Positive
Effective and Efficient Fertilizer Application in	Private Sector Development/PA	Training Booklet	Training Booklet	December 08,	Urdu	Positive

ANNEX – A : COMMUNICATION PRODUCTS DEVELOPED

Mango Orchard				2010		
Event Brief for the “Growing Gold on Trees Mango Conference.”	Private Sector Development/PA	Event Brief/Press release	Event Brief	December 25, 2010	English	Positive
Filming of “Seeds of Change”	PA	Video Editorial	Video Editorial	November 30, 2010	Urdu	Positive
Event Brief for TV Talk Show on USAID’s Agricultural Recovery Program	PA	Event Brief	Event Brief	December 03, 2010	English	Positive
Video and Photography of Houses and Bridges in Malakand	PA	Photography/Video	Visual	December 06, 2010	N/A	Positive
Recording of Radio Public Service Announcements for USAID’s Agricultural Recovery Program	PA	Radio Public Service Announcements	Public Service Announcements	December 15, 2010	Pushto	Positive
Newspaper Advertisement for USAID’s Agricultural Recovery Program	PA	Newspaper Advertisement	Advertisement	December 15, 2010	Urdu	Positive
Banners for USAID’s Agricultural Recovery Program	PA	Banners	Banners	December 15, 2010	Urdu	Positive
Recording of Radio Talk Show for USAID’s Agricultural Recovery Program	PA	Radio Talk Show	Talk Show	December 15, 2010	Pushto	Positive
Newspaper Advertisement for USAID’s Agricultural Recovery Program	PA	Newspaper Advertisement	Advertisement	December 15 and 19, 2010	Pushto	Positive
Thematic Campaign for Malakand Communications Strategy (USAID Agricultural Recovery Program)	PA	Artwork	Graphics	December 22, 2010	Urdu	Positive
Recording of Radio Magazine Show for USAID’s Agricultural Recovery Program	PA	Radio Magazine Show	Magazine Show	December 23, 2010	Pushto	Positive
Recording of Radio Testimonials for USAID’s Agricultural Recovery Program	PA	Radio Testimonials	Testimonials	December 23, 2010	Pushto	Positive
Recording and Airing of Radio Public Service Announcements for USAID’s Housing Compensation Program	PA	Radio Public Service Announcements	Public Service Announcements	December 24, 2010	Pushto	Positive
USAID Brings Unprecedented Progress to Pakistan’s Mango Industry	PA	Field Report	FIRMS Project Field Report	January 12, 2011	English	Positive
Generic CD Cover	PA	Artwork	Graphics	January 24, 2011	English	Positive
Plaque for the Mango On-farm VIP Event	PA	Artwork	Graphics	February 04, 2011	English/Urdu	Positive
Artwork Package for the Mango On-farm VIP Event	PA	Artwork	Graphics	February 04, 2011	English	Positive

ANNEX – A : COMMUNICATION PRODUCTS DEVELOPED

Berlin Fruit Logistica 2011 Artwork Package	PA	Artwork	Graphics	February 05, 2011	English	Positive
Directory of Mango Stakeholders for Berlin Fruit Logistica 2011	Private Sector Development/PA	Artwork	Graphics	February 05, 2011	English	Positive
Mango Post Harvest Handling and Care	PA	Training Video	Visual	February 15, 2011	Urdu	Positive
Rebranding of the mango training booklet with the U.S. flag titled, “Effective and Efficient Fertilizer Application in Mango Orchard.”	Private Sector Development/PA	Training Booklet	Training Booklet	February 16, 2011	Urdu	Positive
Rebranding of the mango training booklet with the U.S. flag titled, “Integrated Pest and Disease Management of Mango Orchard.”	Private Sector Development/PA	Training Booklet	Training Booklet	February 16, 2011	Urdu	Positive
USAID’s Technical Assistance for Better Agriculture Markets	PA	Field Report	FIRMS Project Field Report	February 24, 2011	English	Positive
“Where Security is a Major Concern”	PA	Editorial	Newspaper (Business Recorder)	December 23, 2010	English	Positive
“USAID providing over \$142m for FATA rehab”	PA	Editorial	Newspaper (Pakistan Today)	December 23, 2010	English	Positive
Building Back Our Agriculture	PA	Event Brief/Press Release	Event Brief	January 4, 2011	English	Positive
“US Hopes Tribal Highway will be Path to Stability”	PA	Editorial	Newspaper (Financial Times)	February 11, 2011	English	Positive
Malakand Pilot Communications Campaign Analysis Booklet	PA	Campaign Analysis	Booklet	March 11, 2011	English	Positive
Events Management Manual for USAID Projects	PA	Events Manual	Booklet	March 31, 2011	English	Positive
Strengthening Pakistan’s Cotton Sector	PA	Field Report	FIRMS Project Field Report	April 05, 2011	English	Positive
USAID Supports Pakistan at Fruit Logistica Berlin 2011	PA	Field Report	FIRMS Project Field Report	April 11, 2011	English	Positive
Invitation cards for the Mango SPS Trainings	PA/Trainings	Artwork	Graphics	May 05, 2011	English	Positive
Destination Unlimited	Business Enabling Environment/PA	Documentary Film	Visual	May 23, 2011	English	Positive
Reaping Sweet Rewards	Private Sector Development/PA	Documentary Film	Visual	May 23, 2011	English	Positive
Map of the project’s partner mango farms in Punjab	Private Sector Development/PA	Map	Graphics	May 25, 2011	English	Neutral

ANNEX – A : COMMUNICATION PRODUCTS DEVELOPED

and Sindh						
USAID’s Mango Program stall at Multan Jang Agri Expo, 2011	PA	Full page Newspaper Supplement	Daily Jang	June 04, 2011	Urdu	Positive
USAID’s Mango Program stall at Multan Jang Agri Expo, 2011	PA	Video News Release	Geo News	June 04, 2011	Urdu	Positive
Backdrop, standees, and banners for the Mango Program stall at Multan Jang Agri Expo, 2011	PA	Artwork	Graphics	June 04, 2011	English	Positive
DOCs approval for Tour Swat web portal – <a href="http://www.tourswat.com">www.tourswat.com</a>	Malakand Grants Program/PA	Web portal	Web portal	June 21, 2011	English	Positive
Swat Travel Guide for the Tour Swat web portal	Malakand Grants Program/PA	Travel Guide	Travel Guide	June 29, 2011	English/Urdu	Positive
Backdrop, standees, and banners for the project’s stall at the U.S. Lahore Consulate independence celebrations	Trainings/PA	Artwork	Graphics	June 30, 2011	English	Positive

## ANNEX – B: LIST OF SUCCESS STORIES

Success Story Title	Component	Project Year	Release Date	Comments
Building Bridges	Private Sector Development	1	September 30, 2009	N/A
Changing Tides	Business Development Services/Gender/PA	1	January 20, 2010	N/A
Growing Gold on Trees	Private Sector Development/PA	1	April 24, 2010	N/A
Taking Pakistani Fashion International	Private Sector Development/Gender	2	August 16, 2010	N/A
Building Back Swat	Malakand Grants Program	2	October 18, 2010	N/A
Small Farmers Find Big Markets	Private Sector Development	2	December 14, 2010	N/A
Setting Precedents	Private Sector Development	2	January 26, 2011	N/A
Tourism After Turmoil	Malakand Grants Program	2	April 22, 2011	N/A

## ANNEX – C: LIST OF COMPLETED DELIVERABLES

Title	Completion Date
<b>FIRMS Overall</b>	
Pakistan Handmade	September 06, 2010
Supporting Instauration Initiative Pakistan	September 30, 2010
Gender Mainstreaming Workshops	December 15, 2010
Increasing women's economic participation through supporting institutes Phase I and II	December 15, 2010
Pakistan IT Sector Increasing Women's Participation	December 15, 2010
<b>Private Sector Development</b>	
Dried Mango Report	September 21, 2010
Fisheries Damage Assessment	September 25, 2010
Hotel Census and Rapid Damage Assessment from Flood	September 25, 2010
Swat Tourism Sector Census	September 30, 2010
Fisheries Censes	September 30, 2010
Swat Tourism 5 Month Strategy	September 30, 2010
Marketing Strategy for PARAS Food	September 30, 2010
Rapid Assessment-Cotton Growing, Ginning and Spinning	October 18, 2010
KPCCI MoU Implementation Plan 20101020	October 21, 2010
Gems and Jewelry 3-Year Strategy	October 22, 2010
Date Updated International Trade Market Linkages Report	October 22, 2010
Five Month Swat Tourism_2010	December 15, 2010
Fisheries Sector Census Swat	December 15, 2010
Pakistan Gems and Jewelry Industry, Positioning and Growth	December 15, 2010
Swat Carp Fisheries Census	December 15, 2010
Fisheries Sector Census District Swat, Business Rehabilitation Plan	December 15, 2010
Swat Tourism Sector Census District Swat	December 15, 2010
Pakistan Dried Mango Analysis and FIRMS	December 27, 2011
Fisheries 3-Year Strategy	January 06, 2011
Dates Fruit Logistica Asia	January 06, 2011
Dates Sector Strategy	January 06, 2011
<b>Business Enabling Environment</b>	
Provincial Agriculture Marketing Policy Framework Rapid Market Appraisal	September 1, 2010
Agricultural Marketing Policy Framework	September 1, 2010
Agricultural Marketing Legal Framework	September 1, 2010
Baseline Survey of Mandis of Punjab and Sindh	October 10, 2010
District Economic Development Strategy- Multan	October13, 2010
District Economic Development Strategy- Bahawalpur	October13, 2010
Livestock Reforms in Punjab and Sindh Field Trip Report	January 07, 2011
Reform of Regulatory Framework: Cotton Ginning Sector	June 27, 2011
<b>Monitoring &amp; Evaluation</b>	
Annual Report	July 30, 2010
Year 2- Annual Implementation Plan (Revised)	September 08, 2010
Dates Sector Baseline Survey	September 30, 2010

## ANNEX – C : LIST OF COMPLETED DELIVERABLES

Award Monitoring Plan (Revised)	September 30, 2010
Mango Sector Baseline	October 18, 2010
Quarterly Report V	November 04, 2010
Quarterly Report VI	January 31, 2011
Quarterly Report VII	April 30, 2011

ANNEX – D: WORK PLAN CHANGES<sup>46</sup>

Change Request Title	Request Type <sup>47</sup>	Component	Request Date	Change Description	Work Plan Item Affected	Proposed Action	Proposed New Work Plan Item	Comments
Date sector activities in Sindh province	Technical Assistance	PSD	November 2010	Suspended by USAID	3797, 3881, 3762	n/a	n/a	Requirement under Modification 4
Project Reporting System (PRS)	Procurement	M&E	December 2010	Suspended by USAID	n/a	n/a	n/a	Requirement under Modification 4
Knowledge Portal (KP)	Procurement	M&E, PA	December 2010	Not currently being implemented/used/maintained	n/a	n/a	n/a	Requirement under Modification 4
Malakand Communications Campaign	Technical Assistance	PA, KPK	January 2011	USAID request withdrawn	n/a	n/a	n/a	Never associated with a modification
Textiles: cotton weaving and processing activities	Technical Assistance	BEE, PSD	November 2010	LOE not approved, activity suspended by USAID	5057, 4095, 4092, 4094, 4925, 4600, 4579, 4675	n/a	n/a	Requirement under Modification 4
District Economic Development Strategies (DEDS)	Technical Assistance	BEE	November 2010	Suspended by USAID	4928, 3826, 2324, 2322, 1741, 3802, 3803	n/a	n/a	Requirement under Modification 4
Gems and jewelry activities	Technical Assistance	BEE, PSD	November 2010	LOE not approved, activity suspended by USAID	4095, 4092, 4094, 4086	n/a	n/a	Requirement under Modification 4

<sup>46</sup>The FIRMS Project Work Plan is an organic document which changes frequently during the course of each quarter in response to changes in the operating environment in Pakistan, in USAID and Department of State priorities, and in the implementation capacities of counterpart organizations.

<sup>47</sup>Request Type includes Technical Assistance (LOE), Training, Event, Procurement, etc.

## ANNEX – E: PROJECT EMPLOYEE LIST

	Name	LHP/LHS	Component	Position
1	Aamnah Mansoor	LHS	OPS	Associate PSD
2	Abdul Baqi Babar	LHP	PSD	Technical Field Officer, Sindh
3	Adil Sultan	LHS	PA	Associate PA
4	Adnan Shahzad	LHP	IT	IT Specialist
5	Adnan Sher	LHP	OPS	Office Director Islamabad
6	Adnanzeb	LHS	Grants/Proc	Grants and Procurement Associate
7	Ahmed Nadeem Gill	LHS	FIN	Associate Finance
8	Ahtsham Yousuf	LHS	OPS	Operations Associate
9	Amarah Saeed	LHS	OPS	Receptionist
10	Amjad Ali	LHS	FIN	Associate Finance
11	Amna Yameen Khan	LHS	FIN	Associate Finance
12	Anwer Ali	LHS	OPS	Office Assistant
13	Arouj Khaliq	LHS	OPS	Office Assistant
14	Asif Shakil	LHP	Grants	Grants Analyst
15	Asmara Nomani Mashood	LHP	T/E	Training/Events Management Team Leader
16	Azeem Niazi	LHP	BEE	BEE Specialist
17	Azim Azfar	LHP	BEE	BEE Specialist
18	Fahad Kamal	LHP	PSD	SD Specialist
19	Farooq Aslam	LHP	IT	IT Manager
20	Farrukh Mahboob Khan	LHP	PSD	Component Leader - PSD
21	Farwa Hasnain	LHS	HR	Associate HR
22	Fawad Ahmed Khan Durrani	LHS	OPS	Associate Grants
23	Fawad Khan	LHP	Grants	Office Director Karachi
24	Hamid Javaid	LHP	FIN	Finance Director
25	Haroon Shuaib	LHP	PA	Public Awareness Team Leader Lahore
26	Hassaan Ghazali	LHP	BEE	BEE Specialist
27	Hassan Aftab	LHS	Proc	Associate Procurement
28	Hassan Ali Khan	LHS	Grants	Associate Grants
29	Ifrah Gohir	LHS	T/E	Associate T&E
30	Imran Loius Samuel	LHS	OPS	Associate Operations
31	Imtiaz Ahmed	LHS	Grants	Associate Grants
32	Izzah Shaheen Khan	LHS	OPS	Associate Procurement
33	Jahanzeb Khan	LHS	OPS	Associate Operations
34	Jamroz Khan	LHP	PSD	SD Specialist
35	Kanita Ahmed	LHP	M&E	M & E Specialist
36	Khalid Saeed Wattoo	LHP	PSD	Workforce Specialist
37	Madeeha Ali	LHS	OPS	Receptionist
38	Maleeha Azeem	LHP	M&E	M&E Specialist
39	Mehak Baloch	LHP	PSD	SD Specialist
40	Mehr Bajwa	LHP	M&E	M&E Specialist
41	Mirza Ali Baig	LHS	Proc/ Subcontracts	Procurement Associate
42	Mohammed Saleem Ahmed	LHP	M&E	Sr. Project Advisor

## ANNEX – E: PROJECT EMPLOYEE LIST

43	Mubarika Aijazuddin	LHP	BEE	BEE Specialist
44	Muhammad Amer Raza	LHP	PSD	Technical Field Officer
45	Muhammad Amir	LHS	Grants	Grants Associate
46	Muhammad Ammar Abdullah	LHP	FIN	Accountant
47	Muhammad Asif Iqbal	LHP	PSD	Technical Field Officer, Punjab
48	Muhammad Irfan	LHS	OPS	Office Assistant
49	Muhammad Khawar Nadeem	LHP	PSD	Technical Field Officer, Punjab
50	Muhammad Usman	LHP	IT	IT Specialist
51	Muhibullah	LHP	Grants	Field Engineer, Swat
52	Nadeem Baz	LHS	OPS	Office Assistant
53	Naeem Masood Sadiq	LHP	IT	Training/Events Management Specialist
54	Naeemullah Khan	LHS	OPS	Office Assistant
55	Najam Younas	LHS	OPS	Office Assistant
56	Rida Nasir	LHS	M&E	Associate M&E
57	Rudaba Nasir	LHS	PA	Associate PA
58	Sadia Khawar	LHP	PSD	SD Specialist
59	Sajjad Rasheed	LHP	PSD	Technical Field Officer, Punjab
60	Salim Rajani	LHP	PSD	SD Specialist
61	Sana Ahmad	LHP	Grants	Grants Analyst
62	Sara Omar Chughtai	LHP	PA	PA Specialist
63	Sarah Ather Mahmood	LHS	OPS	Associate Operations
64	Schanzah Khalid	LHS	T/E	Associate Training and Events Management
65	Shagufta Karim	LHP	Subcontracts	Procurement & Subcontracts Analyst
66	Shahid Saleem	LHS	FIN	Associate Finance
67	Shahzadullah	LHS	OPS	Associate Operations
68	Suleman Ghani	LHP	BEE	Senior Policy Advisor
69	Syed Farhan Ahmed Shah	LHS	BEE	Associate BEE
70	Syed Noman Ali	LHP	PSD	SD Specialist
71	Taimur Khan	LHP	BEE	BEE Specialist
72	Tariq Aziz	LHS	Grants	Grants Associate
73	Umair Piracha	LHP	PSD	Std & Cert Specialist
74	Uzma Sharif	LHS	OPS	Associate Finance
75	Waqar Ahmed	LHP	PSD	SD Specialist
76	Zahid Mehmood	LHP	T/E	Training/Events Management Specialist for Gender
77	Zainab Kakar	LHS	HR	Associate HR
78	Zia un Noor	LHP	PSD	Technical Field Officer, Sindh

## ANNEX – F: PROJECT INVENTORY

## FIXED ASSETS AS OF JUNE 30, 2010

ANNUAL REPORT OF GOVERNMENT PROPERTY IN CONTRACT'S CUSTODY Chemonics International Inc; As of year end 30 June 2011				
	Motor Vehicles	Furniture & Fittings		Other non- expendable property
		Office	Living Quarters	
A. Value of property as of last report	-	\$106,338	\$26,485	\$1,725,853
B. Transactions during this reporting period				
1. Acquisition (add):				
a. Purchase by contractor <u>1/</u>	-	\$1,827	\$3,236	\$4,207,668
b. Transferred from USAID <u>2/</u>				
c. Transferred from others Without reimbursement <u>3/</u>	-	-	\$5,225	\$18,076
2. Disposals (deducted):				
a. Returned to USAID				
b. Transferred to Contractor Purchased				
c. Transferred to others Government agencies <u>3/</u>				
d. Other Disposals <u>3/</u>				
C. Value of property as of reporting date	-	\$108,164	\$34,945	\$5,951,598
D. Estimated average age of Contractor held property	Years	Years	Years	Years