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USAID Firms Project

ANNUAL PROGRESS REPORT – IV
OCTOBER 2012 – SEPTEMBER 2013



OCTOBER 31, 2013

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Annual Progress Report – IV
October 2012 – September 2013

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

OCTOBER 31, 2013

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ACRONYMS

ACS	Additional Chief Secretary
ADB	Asian Development Bank
AIP	Annual Implementation Plan
AMP	Award Management Plan
AOTR	Agreement Officer's Technical Representative
BDS	Business Development Services
BEE	Business Enabling Environment
BOI	Board of Investment
COP	Chief of Party
COR	Contracting Officer's Representative
CIPE	Center for International Private Enterprise
CPPG	Center for Public Policy and Governance
CRISP	Community Rehabilitation and Infrastructure Project
CSF	Competitiveness Support Fund
CTPAT	Customs-Trade Partnership Against Terrorism
CWG	Core Working Group
DEDS	District Economic Development Strategies
DG	Director General
EG	Economic Growth
EGA	Economic Growth and Agriculture
EPA	Environmental Protection Agency
ERACP	Early Recovery of Agriculture and Livelihoods Program
EU	European Union
FATA	Federally Administered Tribal Areas
FGD	Focus Group Discussion
FLB	Fruit Logistica Berlin

FSN	Foreign Service National
FY	Fiscal Year
GDP	Gross Domestic Product
GIS	Geographical Information System
GOP	Government of Pakistan
GOKP	Government of Khyber Pakhtunkhwa
HACCP	Hazard Analysis and Critical Control Points
IMF	International Monetary Fund
INRMP	Integrated Natural Resource Rehabilitation Management Project
IP	Implementing Partner
IPC	Investment Promotion Council
IR	Intermediate Result
IT	Information Technology
IUA	Infrastructure Upgradation Agreement
IVR	Interactive Voice Response
KPCCI	Khyber Pakhtunkhwa Chamber of Commerce and Industry
KP	Khyber Pakhtunkhwa
LoP	Life of Project
M&E	Monitoring and Evaluation
MAAG	Malakand Aquaculture Advisory Group
MGA	Mango GlobalGAP Agreement
MINTEX	Ministry of Textiles
MoU	Memorandum of Understanding
N/A	Non-Applicable
NGO	Non-Governmental Organization

NOC	No Objection Certificate
P&D	Planning and Development
PaRRSA	Provincial Reconstruction, Rehabilitation and Settlement Authority
PDMA	Provincial Disaster Management Authority
PEPA	Pakistan Environmental Protection Act
PHDEC	Pakistan Horticulture Development and Export Board
PPP	Public Private Partnership
PRS	Progressive Review System
PSD	Private Sector Development
PSO	Pakistan State Oil
RFP	Request for Proposal
ROZ	Reconstruction Opportunity Zone
SME	Small and Medium Enterprises
SMEDA	Small and Medium Enterprises Development Authority
SO	Strategic Objective
S&OOP	Structural and Organizational Options Paper
SOW	Scope of Work
TAP	Technical Assistance Plan
TBD	To Be Determined
TDAP	Trade Development Authority of Pakistan
TFFs	Trout Fish Farms
US	United States
USAID	United States Agency for International Development
USG	United States Government
VCD	Value Chain Development
WB	World Bank
WRAP	Worldwide Responsible Accredited Production

OVERVIEW

BACKGROUND

The objective of the USAID Firms Project is to develop dynamic, internationally competitive private sector small and medium enterprises (SMEs) by working directly at the firm level and by improving the overall policy and regulatory environment 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 of and has been an urgent priority for the U.S. government. The primary prerequisite for such stabilization is a robust and competitive private sector resulting from a market-driven economic environment and enabling policies. The USAID Firms Project has two complementary components:

Value Chain Development: This component develops market-driven strategies and implementation plans that focus on private sector ownership and sustainability. It offers a comprehensive set of interventions in technical assistance, training, certifications and standards, local and export marketing and technology upgrade to strengthen SMEs and create a robust private sector. The primary focus of value chain development activities is on improving SMEs' sales revenue and creating employment opportunities. Current project interventions in selected value chains include:

- Working with fresh and dried mango SMEs in North Sindh and South Punjab on export standards and compliance certifications that will enable them to fulfill export requirements for selling their produce abroad. The marketing assistance component helps develop international market linkages;
- Increasing the value of Pakistani dates through process improvement and processing at 45 date SMEs 3 date processing SMEs in Sindh. This intervention includes infrastructure and equipment like ladders, drying tables, and solar tunnel dryers as well as training on good agricultural practices and creating new market linkages;
- Capacity building training for peach farming SMEs on agricultural best practices, improved packaging, and waste reduction that targets local markets;
- Infrastructure upgrades at peach pulping SMEs. The intervention includes infrastructure development and creating linkages between farmers and processing facilities and then further linking them with local partners where the pulping can be utilized;
- Developing a sustainable business model by linking potato farming SMEs to large processors of potato, providing for big multinationals like Frito Lay (Pepsi Co.), enabling the farmer to improve their sales revenues;
- Providing technical training and support for agricultural implements SMEs. The assistance will increase manufacturer's cost competitiveness by reducing manufacturing inefficiencies, minimizing wastage, and conserving energy;
- Upgrading fruit and vegetable pulping SMEs in Sindh and Punjab. Converting processing lines from single line to multiline will increase their capacity to produce pulp in accordance with international food safety, which will prepare the SME to sell their goods on international markets;
- Providing business development and capacity building assistance to knitted garments SMEs in Sindh. This will help the SMEs meet the demands of mid-tier international buyers and increase export revenues. Interventions include support to achieve international safety and security standards, infrastructure development for efficient process lines, and capacity building for workplace improvement and discipline;

- Increasing market linkages and awareness for Islampur weaving SMEs through exposure to marketing opportunities within Pakistan via trade expos and exhibitions;
- Improving product quality and competitiveness of local marble and granite processing and manufacturing SMEs. The intervention includes infrastructure development and training for the miners on best practices in quarrying and product development;
- Capacity strengthening for the Small and Medium Enterprise Development Authority (SMEDA) to help it deliver business development services to SMEs in Pakistan, by developing protocols for service provision and support;
- A pilot program to introduce mobile information and financial services for existing project beneficiaries in Swat through access to market and weather related information;
- Work-force development studies in Karachi and South Punjab to help USAID identify future program interventions;
- Rehabilitation grants for flood affected tourism and fisheries SMEs in Malakand, KP, rebuilding of hotels and establishment of trout fish farms, increasing local tourism, through awareness campaigns and internet marketing.

Business Enabling Environment: This component improves the capabilities of the government at the district, provincial, and national levels to accelerate and facilitate economic opportunities and to implement policy-level interventions in a manner consistent with international best practices.

Under this component, the project supports the institutional strengthening of SMEDA with the goal of revitalizing the organization as the SME development arm of the Government of Pakistan. The project also provides technical assistance to the Board of Investment to help develop a restructuring plan that will enhance its capabilities, streamline its business processes, and review previously formulated investment policies.

Ongoing policy and regulatory reform initiatives include:

- Agriculture, with a specific focus on horticulture, market policies, and livestock policy for the Sindh, Punjab, and Balochistan provinces. These initiatives will be extended to KP in the coming year;
- Policy and reform initiatives for fisheries in Sindh that will build a competitive and economically strong SMEs;
- Mining reforms in KP and Balochistan, working with the provincial governments to reform existing policy and draft legislation that will enable robust private sector development;
- Research to identify and strategize priority activities for USAID interventions in South Waziristan Agency that will help create an economically strong environment and employment opportunities.
- Technical support to the Provincial Reconstruction Rehabilitation and Settlement Authority (PaRRSA) in KP that facilitates a sustainable institutional arrangement for the promotion of investment and policy reforms for the Investment Promotion Council for KP and Federally Administered Tribal Areas (FATA).
- In partnership with the KP Chamber of Commerce and Industry, the project has developed vision documents for KP's tourism industry. Assistance also includes drafting a revised tourism policy and formulation of a public-private partnership framework for tourism.
- The project continues to provide technical assistance to the Tourism Corporation of KP in its efforts to augment the province's tourism potential, through various infrastructure and capacity building support.

OVERVIEW

- The project supports Forman Christian College in the development of “Vision 2035 Lahore”, a research-based governance framework for Lahore, enabling a progressive and economically viable governance initiative.
- Assistance to Securities and Exchange Commission of Pakistan and State Bank of Pakistan will be provided to improve SMEs’ access to financial markets, with respect to both debt and equity. Currently, SMEs cannot access viable financial solutions due to pedagogical and stringent rules and regulations that are not viable for a sound economic structure and non-conducive for growth of the private sector.

PROJECT FINANCIAL SUMMARY

Contract No.:	EEM-I-00-07-00008-00
Date of Issuance of Task Order:	07 May 2009
Total Task Order Amount:	USD 92,255,031.00
Amount Obligated Under Task Order:	USD 77,457,147.45
Total Project Funds Expended To Date:	USD 68,305,794
Project Funds Expended During Quarter XIII (Jul-Sep 2013):	USD 4,595,879
Project Funds Allocated for Next Quarter (Oct-Dec 2013):	USD 4,190,185
Project Funds Allocated for Next Year (Oct 2013 - Sep 2014):	USD 20,380,697

PROJECT FUNDS EXPENDED DURING REPORTING QUARTER (JULY 1, 2013 - SEPTEMBER 30, 2013) ON LOCAL INSTITUTIONS AND STAFF

Description	Local 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	\$990,305	\$886,505	\$943,040	22%	19%	21%	61%

PROJECT FUNDS EXPENDED DURING REPORTING YEAR (OCTOBER 1, 2012 – JULY 30, 2013) 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	\$3,589,492	\$3,901,710	\$3,705,726	22%	24%	23%	68%

HIGHLIGHTS AND ACCOMPLISHMENTS

VALUE CHAIN DEVELOPMENT (VCD)

- *Participation in the Trade Development Authority of Pakistan (TDAP) Expo:* In late September, project staff and beneficiaries joined USAID at the Trade Development Authority of Pakistan's Exposition in Karachi to liaise with exporters. Producers from the mango, dates, garments, and fruit and vegetable pulping sectors met buyers and exporters and discussed possible business opportunities. During the expo, several visitors showed their interest in placing orders for the beneficiaries' products and made numerous trade inquiries by local as well as international buyers. One of the garments SMEs, Amna Apparels, negotiated a trial order of 800 pieces of fleece garments worth US\$8,400 from one of the buyers from the Netherlands.

FRESH MANGO SECTOR – PUNJAB AND SINDH

- *Commercial Sea and Air Shipments:* Mango SMEs exported approximately 5,834 tons of mangoes to destinations in the European Union (EU), Middle East, and East Asia this season, worth approximately USD 8.2 Million. The SMEs identified these markets through the project's business linkage activities. The export destinations include: the Netherlands, Belgium, the United Kingdom, Saudi Arabia, the United Arab Emirates, and Malaysia, where premium quality mango buyers such as TESCO, Wal-Mart, and Special Fruit received mango shipments. SMEs processed and packed these shipments using project-funded pack house facilities.
- *Global GAP Certifications:* With the project's assistance, eleven new mango orchards received their Global GAP certificates this year, and the 15 farms that were previously certified with USAID's assistance were successfully audited to renew their certifications. The 26 Global GAP certified farms can now export mangoes to high-end EU markets and obtain a higher price for their premium quality, certified produce.
- *Hazardous Analysis and Critical Control Point (HACCP) certification:* Nine mango SMEs received their HACCP certification for 2013. These certified facilities have been re-audited to renew their 2014 certificate. Auditors completed their initial inspection of the five remaining processing facilities during this mango season and the project expects that all 14 facilities will receive certification before 2014. This certification is a requirement by many high-end EU and US buyers and certified SMEs are better positioned to sell in lucrative international markets.
- *Third Annual Mango Conference - 'Reaping Sweet Success' - Islamabad:* The project organized its third annual mango conference in July. The conference was an opportunity for the mango sector stakeholders to gather and demonstrate their achievements. US Government officials, Government of Pakistan representatives, and mango SME stakeholders attended the event. The event also allowed the project to exhibit premium quality mangoes, including dried mango and pulp, and showcased the SME's success in increasing mango exports, which resulted in a 75% increase in farm revenues and new employment opportunities.

- *Fruit Logistica, Hong Kong, Fruit Logistica, Berlin, and Netherlands Study Tour:* In September, the project sponsored a mango delegation to travel to Hong Kong and participate in the Asia Fruit Logistica Conference. The producers offered samples of their premium, high-quality, fresh and dried mangoes at the project's booth. Buyers expressed interest in the produce and discussed the opportunities and challenges for importing Pakistani mangoes. In February, the project sponsored a delegation of mango SMEs to attend the Fruit Logistica Fair in Berlin and travel to the Netherlands for a study tour. During the conference, the SMEs met buyers from the EU and built the foundation for EU sales.
- *Mango Muavan Training Program:* The project trained 777 people on Mango Irrigation and Dormancy Management, Mango Sudden Death Syndrome, Mango Tree Pruning and Canopy Management, and Mango Harvest and Post-Harvest Handling for its Mango Muavan clusters. After completing the training sessions, the farmers have the skills to produce better manage their orchards which results in reduced pre- and post-harvest, losses, increases per-acre yield, and higher quality fruit.
- *Gender-focused Technical Assistance:* In May 2013, the project facilitated four one-day workshops for more than 100 women in Muzaffargarh district. In these workshops, women learned to pickle mangos as well as how to prepare amchur, a spice powder made from green unripe mangoes, using internationally accepted best practices. Women who attended these workshops learned skills to help increase their income by preparing and selling these value added products.
- *Dawn Agri Expo and Mango Festival in Paris:* In April, the project promoted its efforts in the agricultural sector and exhibited beneficiary's product samples at the Dawn Agri Expo. In addition, it also sent sample shipments of fresh mangoes to a mango festival held at the Pakistani embassy in Paris. Through this assistance, Pakistani mangoes were distributed to high-end French buyers generating potential orders from leading super markets and buyers such as Carrefour and Ashaun. Carrefour and Ashaun are two major buyers who have shown interest and the project is following up with additional samples and trial shipments.

DRIED MANGO SECTOR – PUNJAB AND SINDH

- *SME Infrastructure Upgrade:* The project installed modern mango dryers and provided processing tools and equipment for four partner SMEs between December and March. This assistance will ensure quality processing and food safety at commercial production levels. These four facilities are now processing dried mangoes for sample and trial shipments and building inventory to prepare for increased commercial sales. These are the first four SMEs in Pakistan to utilize this type of modern mango dryer. Traditional drying is done using tunnel dryers, the quality of which does not meet international standards. The infrastructure upgrades to these facilities will help increase the mango sector's value-added capacity and help individual SMEs reduce post-harvest losses.
- *Philippines Study Tour:* In May, the project sponsored a four-member delegation to travel to the Philippines to learn about dried mango production on a commercial scale. The study tour allowed the dried mango processors to observe and return with best practices in fruit processing and drying and to increase product quality and process efficiency in their own facilities.
- *Dried Mango Marketing:* The project continues to ship product samples to buyers in high-value markets. In August, the project sent six kilograms of dried mango samples to PDM International, a wholesale buyer in California.

The project also sent samples to the Netherlands and Turkey and received positive feedback. Additionally, the project has been distributing dried mango samples to local companies with international relationships. In August, beneficiary SMEs distributed dried mango samples to local companies including Francos Food Company in Karachi and Abdul Rahim Khan and Sons, and John & Joel Corporation in Lahore. These companies cater to international markets including China, Hong Kong, US, and EU markets. Based on these linkages and feedback, the project anticipates that commercial sales will start during the next season.

- *Meeting with Dutch Delegation:* In October, project representatives and mango SMEs met with a group of Dutch importers. The delegation was led by Mr. Mohammad Ashraf, Commercial Counselor at the Pakistan Embassy in the Netherlands, who briefed the attendees on the potential for selling Pakistani mangoes in the EU.

AGRICULTURAL IMPLEMENTS MANUFACTURING SECTOR – PUNJAB

- *Final ISO 9000 Audit:* The ISO 9000 certification body 'Bureau Veritas' verified that ten SMEs met ISO 9000 audit standards for systems, documentation, and implementation records. Bureau Veritas will issue the ISO certification in late 2013 or early 2014. ISO certification ensures high production quality and waste minimization which will ultimately better position the SMEs in international markets.
- *Welding Plants:* The project distributed 50 DC and inverter type welding plants to 10 beneficiary units during the year. These machines are more energy efficient than traditional AC welding plants and the new welding equipment will decrease the SMEs' energy costs. This cost savings will allow the SMEs to allocate resources more productively and increase their competitiveness.
- *Welding Technical Assistance:* The project provided onsite technical assistance for proper and effective welding procedures through four welding trainings. Weld cracks and misalignment in welding operations are common manufacturing flaws. This training provided the technical expertise to eliminate the issue and enable the SMEs to manufacture better quality rotavators, free of manufacturing flaws.
- *Process Improvement Training:* The project provided training for 10 beneficiary units to help them improve their technical and manufacturing capacity and enhance the skills of workers to produce standardized products with better labor productivity. Nearly 150 participants attended the trainings which focused on Japanese manufacturing concepts and key principles including "5S and Visual Control System", "Lean Manufacturing Basic", "5S and Kaizan" and "Standardized Work". As a result of these trainings, the SMEs are better positioned to improve their process and labor productivity with smaller product cycle time.
- *Website and Inventory Management Application Development:* The project provided technical assistance to 10 SMEs to help them develop websites based on advanced web 2.0 technology. These websites will help them enhance their marketing reach and increase their local sales and exports. The website's content management system is designed so that non-technical computer operators can update the content. The project complemented the websites with a web-based application that allows for better inventory management and monitoring of manufacturing operations.
- *Best Practices Booklets:* The project developed two technical manuals for agricultural implements manufacturers: *Properties of Metals and Selection for Agricultural Implements* and *Best Practices of Welding Operations*. This

information will enhance the knowledge of manufacturers in materials selection with respect to nature, type, specifications, and grade and familiarize welders with basic and advanced welding practices to reduce their electricity consumption, improve the quality of their welding joints, and increase labor productivity. The final versions of both booklets are ready for printing and will be distributed in the coming months.

- *Exposure Visits:* In September, SME staff visited Infinity Engineering and Excel Engineering (Pvt) Ltd. Both enterprises are local market leaders in manufacturing of parts for tractors and automobile and metal casting. During the tour, attendees observed good manufacturing practices and the application of industrial engineering principles that are directly applicable to their own enterprises and can be easily incorporated into their own processes.

FRUIT AND VEGETABLE PULPING SECTOR – PUNJAB AND SINDH

- *Testing Labs and Good Laboratory Practices Training:* The project assisted SMEs by providing laboratory equipment to maintain quality through in-house tests. In November 2012, the project completed a gap analysis to identify equipment requirements and delivered and installed the equipment in summer 2013. The assistance included on-site operational trainings for 42 beneficiaries from Punjab and Karachi. Trainings included modules for good laboratory practices which encompass personal behavior in the laboratory, hygiene, and handling and upkeep of chemicals and equipment. The trainings will help beneficiaries to adopt good laboratory practices in line with international norms.
- *Multi-Product Lines:* In November, the project completed a gap analysis for nine pulping units, which summarized the machinery and parts required for the multi-product processing lines and completed a successful trial for carrots the following month. The trial demonstrated that the pulping units produce a higher recovery rate, excellent color, texture and viscosity compared to the pulp produced through traditional cooking. The SMEs can now process carrot, guava, and apple from the same processing line, which will help generate more revenue and improve financial viability.
- *Technical Training:* The project trained 47 beneficiaries on pulp processing, machinery synchronization, fruit selection, storage, ripening, grading, and cleaning between January and March. The project also conducted training events on HACCP compliance requirements for food safety and processing in February and March in Multan, Karachi and Kabirwala. In April and May, two additional on-site HACCP trainings were conducted for 60 participants.
- *HACCP/ISO 22000 Certifications:* The project assisted beneficiaries to develop and implement the systems and infrastructure required for HACCP/ISO 22000 certifications. The project's technical team identified gaps at the SMEs and provided recommendations on upgrading their infrastructure and developing documents and signage required for the certifications. In June and July, the project conducted internal audits of beneficiary units and third party external audits were conducted by the subcontractor Bureau Veritas. Certificates will be awarded to five beneficiaries in October. One SME requested to postpone their audit to complete the infrastructure improvement and will seek certification in March 2014.

DATE SECTOR – SINDH

- *Training Programs:* The project conducted 23 training events for date SMEs in Khairpur and Sukkur. Training topics included: 10 training events on “Date Palm Farm Management Skills”, 10 training events on “Date Palm Disease Cure Management Skills,” and three training events on “Date Palm Nursery Development Skills.” More than 800 participants attended the trainings between February and May. In these training programs, the farmers learned how to manage their orchards more effectively for better yield, effective disease control, and reduced pre and post harvest losses.
- *Solar Tunnel Dryers:* The project installed 45 solar tunnel dryers at 45 date farms throughout Khairpur and Sukkur districts. The solar tunnel dryers are equipped with exhaust fans, UV sheets, racks, and date drying trays with the capacity to dry five tons of fresh dates in a single batch. Solar energy systems on all of the tunnel dryers are the primary power source to run the exhaust fans and CF Lights, reducing energy costs. This intervention will allow farmers to dry their dates in a controlled environment, improving quality and minimizing post harvest losses.
- *Plastic Table Distribution:* The project distributed 20,300 plastic tables among its 45 date SMEs between January and September. The deliveries are scheduled to be complete in October during the harvest season. Using these drying tables, farmers can keep the dates off the ground which reduces contamination and produces higher quality products.
- *Food Safety Management Training:* The project conducted four training events on “Food Safety Management for Workforce” at Sardar Foods, Supreme International, and Nadeem Dates Factory. The events included a specialized training event to build the capacity of management and supervisory staff for each SME. A total of 76 participants attended these training programs.
- *Export Marketing Training:* The project conducted an export marketing training program for three date processing beneficiaries. A total of 10 participants from three units attended this training. Attendees learned concepts and skills required for export marketing which will help them explore both traditional and new export destinations. The project’s trainer helped the SMEs develop their corporate profiles, logos, and package designs to increase their marketing collateral.
- *Generator Installation:* The project delivered and installed a 60KvA Generator at all three date processing SMEs. These SMEs will use the generators as a back-up power source for the cold storage units which will be installed at each of these SMEs in the project’s Year 5. With an alternative power supply, the cold storage units can maintain a constant temperature during power outages, which will decrease fruit loss and help maintain date quality.

KNITTED GARMENT SECTOR – SINDH

- *Technical Trainings:* Between January and April, the project facilitated 50 trainings on five different manufacturing improvement modules that included “Productivity Enhancement through the 5s”, “Efficient Marker Making”, “Production Planning and Management”, “Material Resource Planning and Export Marketing”. Nearly 200 employees attended the trainings. Once the SMEs incorporate the training methods, they can expect increased productivity, reduced cost, improved quality and increased sales.
- *Fire Fighting and First Aid Trainings:* Between October and December the project trained more than 440 employees from knitted garment SMEs on fire fighting and first aid. This training is required for Worldwide Responsible

Accredited Production (WRAP) certification and will mitigate risks of fire and unforeseen accidents. This training is also a prerequisite to pass the buyer's Code of Conduct audit that is required for retail chains like Kmart, Wal-Mart, and Sears.

- *WRAP Certification:* Eleven knitted garment SMEs received WRAP certification with the assistance of the project between December and June. This certification will help SMEs gain access to 700 international member companies of the American Apparel and Footwear Association (AAFA), including: Sara Lee Corporation, Jockey International, and VF Corporation. Members of AAFA support WRAP certification. The SMEs that have been WRAP certified report increase in sales that are directly attributable to project interventions. Bill's Inc reported increase in sales by US\$ 3.2 million within six months, Continental Apparels reported US\$40,000 and ASAS Apparel reported US\$122,400 in additional sales. Zahid Abid & Co. also received a new order worth US\$8,220 from a customer they met at Magic Market Week in 2013.
- *Customs Trade Partnership Against Terrorism (C-TPAT) Certification:* Fifteen knitted garment SMEs received C-TPAT certification with the project's assistance between May and July. This certification will allow beneficiaries' goods to clear customs in less time, which will significantly improve the SME's on-time delivery rate.
- *Environmental Protection Agency (EPA) No Objection Certificate:* Fourteen knitted garment SMEs have been issued Environmental Compliance No Objection Certificates (NOCs) by the EPA during the year. This NOC is a mandatory requirement by WRAP as well as many other buyers around the world like Wal-Mart, JC Penny and FLA. By obtaining this NOC, the SMEs will not only be compliant with Pakistani environmental laws, but will be ensuring a safer, better, and cleaner work environment for their workers.
- *Magic Market Week:* In August, representatives from 14 knitted garment SMEs travelled to Las Vegas to participate in Magic Market Week – Sourcing at Magic – the largest and most comprehensive garments trade show in North America. While at the event, the members of the delegation created direct linkages with US and international buyers. Selling directly to these buyers, eliminates middle men and buying agents who charge high commissions on international orders. During the event, approximately 40 buyers visited the 14 stalls and exchanged contact information with the SMEs. Currently, the SMEs are in the process of developing garments samples for the buyers.

PEACH SECTOR – KP

- *Farming tools distribution activity – KP:* In September, the project distributed farming tools to 200 new SMEs in Swat. The tools include a curved pruning saw, pruning kit, harvesting kit, and specially designed harvesting bags. The assistance is designed for better orchard management that ultimately will reduce wastage and decrease post harvest losses.
- *Peach Billboards:* In December, the project completed the installation of 40 peach billboards at 20 key locations in Swat. These instructional billboards encourage farmers to adopt best practices in peach farming through illustrations with supporting text for a largely uneducated target audience. They have received an overwhelmingly positive response from various stakeholders of the peach sector.
- *Peach Pulping Unit Upgrade:* The project is upgrading an existing pulping unit in Swat to meet the demand for peach pulp from the region. The activity covers provision of pulping equipment and machinery, technical assistance,

and training. The partner SME is required to make improvements to the facility and address environmental concerns. At present, the pulping unit machinery is being manufactured at the vendor's facility and the project expects the work to start by the end of November, 2013.

- *Pre- and Post-Harvest Training:* The project started working with 11 new clusters and 440 new peach farming SMEs in Swat for the 2013 peach season. The project organized and conducted pre-harvest trainings in these clusters in April 2013 for 410 participants on good agricultural practices to increase the life of peach trees and to ensure a higher yield from healthy plants. In June 2013, 303 SMEs participated in post harvest trainings designed to help farmers improve post-harvest management practices and increase revenues in 2013.

POTATO SECTOR – KP

- *Quality Produce Trainings:* In September and October, the project led post-harvest trainings for 138 SMEs. The trainings included modules on understanding crop maturity and readiness for harvest and best practices for harvesting, collecting, sorting, grading, and transporting potatoes. In August, two trainers from PepsiCo visited Swat to deliver trainings to 52 SMEs in the Ushu and Utror clusters that trained growers on increasing the quality of produce and ensuring minimum damage to crop during harvest. The trainings were funded by the project while the trainers were provided by PepsiCo.
- *PepsiCo Potato Shipments:* In September, SMEs sent approximately 87 tons of graded and approved chips stock potatoes to a PepsiCo plant in Lahore where they were processed into chips. This model of introducing a functional intermediary between the large buyer and the small farmer has been replicated by two for-profit companies, operating in Swabi, Chakdara, Abbotabad, Khairpur and Naran. PepsiCo and SE Trading have signed a contract with farmers for supply of off-season chips stock potato for the next three years.
- *Crop Management Tools Distribution:* In November, the project distributed 218 knapsack sprayers and protective kits to potato farmers. The equipment will help farmers increase yield and reduce losses. In September, the project distributed additional farming tools to 56 farmers including plastic bins, hoes, shovels, rope, and measuring tape.
- *Field Officer Training:* In April, three field officers from the project visited the Frito Lay chip production plant in Lahore, to participate in a training of trainers conducted by PepsiCo. Three participants from SE Trading, a project implementing partner, were also present at the training which covered practices on how to improve product quality according to PepsiCo's standards.

MARBLE AND GRANITE SECTOR – KP

- *Core Consulting Group Meeting:* In October, the first meeting of the newly constituted core consultative group for marble was held in Karachi. The group includes representatives from quarrying and processing sectors, value added products manufacturers, academia, trade organizations, and sector associations. Participants shared and discussed the marble and granite sector program design proposed by the project and solicited feedback from the stakeholders before finalization of the sector development work plan.
- *Consultative Session:* In November the project met with local builders, developers, and architects to gain knowledge of end users' requirements

and understand demand side dynamics for the marble and granite SMEs. It was agreed that linkages with buyers and suppliers for marble and granite products will be improved through project interventions.

- *Beneficiary Selection:* In March, the project solicited expressions of interest to identify marble processors that have functional processing units that are aligned with the project's technical assistance criteria. After a comprehensive evaluation process, the project selected 10 marble processing SMEs to receive assistance. The assistance aims to improve product quality and productivity through infrastructure upgrades and standardization. The project will support beneficiary SMEs to help them improve their market linkages through buyer and seller conferences, website development, registration with trade portal and distribution of promotional materials, and participation in national and international exhibitions.
- *Marble Mosaic Beneficiaries:* In July, the project solicited expressions of interest to identify marble mosaic to partner with the project. The project will provide assistance to two manufacturers to help them improve product quality, labor and process productivity, and standardization, as well as provide infrastructure upgrades, and necessary tools and equipment.
- *Marble Gap Analysis:* The project completed a gap analysis in July, August, and September to assess the demand of marble products both in local and export markets. The study also analyzed the supply gap to identify quality, consistency, availability, and other issues that the buyers and suppliers face when purchasing local marble and granite. The report highlighted the needs of the marble processing units for technology and infrastructure upgrades and provided recommendations for bridging the technology and capacity gaps.
- *Quarry Management and Mining Best Practices:* The project started a capacity assessment of local mines in September. In October 2013, the project will prepare a comprehensive recommendation plan along with a training manual for local miners on best practices. The manual on best quarrying practices will include: guidelines for prospecting, topographical relief, core samples etc, excavation planning, machinery requirements for a more productive quarry operation, and operational best practices/regimes.

ISLAMPUR WEAVING VALUE CHAIN DEVELOPMENT - KP

- *Stall at Dawn – All About Lifestyles Expo:* Six weaving SMEs from Islampur exhibited their shawls and other woolen products at the Dawn – All About Lifestyles Expo in Karachi this June. It was the first time that weavers from Islampur displayed their wares in one stall, as well as their first time at the Dawn Expo. The stall made direct sales of approximately USD \$3,200. Furthermore, Habitt, a well-known chain of home and style stores from Karachi, reached an agreement with two weavers to prepare samples that could lead to an order worth an estimated USD \$18,000 for woolen products. Three SMEs also exhibited at Swat Summer Festival in June and four SMEs participated in KP Women Entrepreneur Trade Exhibition in Peshawar making total direct sales of over USD \$3,000.
- *Karachi Retail Outlet Visits:* In August, a designer and commercial manager from the large Karachi-based retail chain Habitt visited Islampur to meet with weaving SMEs. The link was established as a result of the exhibition participation at the Dawn Exhibition. The representatives provided samples of woolen products to three SMEs for replication, possibly resulting in an order.

PILOT FOR INFORMATION AND FINANCIAL MOBILE SOLUTIONS - KP

- *Meeting with Planning and Development Department, Government of KP:* In February, the project and representatives from Telenor and USAID presented the “Pilot for Information and Financial Mobile Solutions” to the Planning and Development Department, Government of KP, in Peshawar. The presentation provided an overview of USAID’s development initiatives in KP, including the USAID Firms Project and more specifically the pilot activity and its initiatives.
- *“Pilot for Information and Financial Mobile Solutions” MoU:* In April, the project, the Government of KP, and Telenor Pakistan signed a Memorandum of Understanding (MoU) to officially launch a pilot through which peach, potato, and fish farmers in Swat will have access to important day to day farming information available on their mobile handsets. The USAID Mission Director, Jonathan Conly attended the event along with other dignitaries including Afsar Khan, Secretary of Agriculture for KP and Irfan Wahab Khan, Telenor’s Chief Marketing Officer.
- *Presentation to the Chief Secretary:* In August, the project teamed together with USAID and Telenor and presented its vision for the Telenor pilot activity to the Chief Secretary of KP, Mr. Muhammad Shehzad Arbab and Secretary of Agriculture, Livestock, and Cooperatives Department, Hussain Zada Khan. Ms. Kanwal Bokharey, USAID’s Economic Growth Advisor, introduced the project and the pilot while Telenor provided a briefing on the technical aspects and potential of the pilot. A follow up meeting was also held with the Minister of Agriculture, Shahram Khan, on the same day. The Minister indicated his support for the project’s work in KP.
- *Focus Group Discussions:* The project hosted focus group discussions in Mingora, Swat in September 2013, to gather feedback from the project’s beneficiaries on their information and financial transaction needs. Representatives from Telenor Pakistan and the Government of KP participated to provide their perspective and gather feedback. The project will follow up and develop material for SMS and Interactive Voice Response (IVR) by December 2013 and then draft a business plan for the information and trading centers by April 2014.
- *Meeting with the Agriculture Secretary Sindh:* In September, the project and representatives from Telenor and USAID shared experiences from the “Pilot for Information and Financial Mobile Solutions” in KP Province with Mr. Iqbal Hussain Durrani, Secretary Agriculture, Sindh. The meeting explored possible areas of replication and collaboration of the initiative in Sindh Province. Mr. Durrani conducted a follow-up visit to date farms and processors in Khairpur to consult with the dates farmers and processors and obtain their feedback regarding this initiative.

BUSINESS ENABLING ENVIRONMENT (BEE)

AGRICULTURAL MARKETING – PUNJAB AND SINDH

- *Horticulture Markets Reform in KP:* The project prepared a new policy and regulatory framework for horticulture markets in the province and completed a rapid market appraisal in the last quarter to gather data from across the value chain including growers, wholesalers, commission agents, and government functionaries. Reforming the agriculture marketing system to improve profitability, productivity and value for producers and consumers is

now included as one of the pillars of the agriculture program in the provincial Annual Development Program 2013-14.

- *A New Policy and Draft Law for Balochistan:* The project prepared a revised policy and draft horticulture markets law for Balochistan Province to liberalize agriculture marketing. The draft law went through an extensive consultative process with stakeholders from both the private and public sectors. The new policy and draft law have both been approved in principle by the Department of Agriculture.
- *Continuing Reforms:* The project assisted the Department of Agriculture in preparing a financial plan for keeping horticulture market reforms on track including addressing legacy employees and sources of revenue. Separately, the 2010 reform law is being strengthened, with the project proposing amendments that seek to incorporate electronic trading, expand permissible modes of trading, and enable creation of an independent Sindh Agriculture Marketing Produce Board.
- *Passage of Horticultural Markets Reform Law:* The project provided a detailed briefing for the incoming Minister for Agriculture about the status of the draft reform law for the province. Once adopted, the law will modernize horticulture marketing in line with international best practices. The Department of Agriculture supported the effort to get the draft law approved by the Cabinet Committee, where was delayed under the previous administration.

LIVESTOCK SECTOR – PUNJAB AND SINDH

- *Technical Assistance to the Government of Punjab:* The project continues to provide technical assistance to the Government of Punjab to reform its livestock sector. The government requested the project's assistance in reviewing the law governing animal welfare. The Government requested that the project prepare a comprehensive draft law that would replace the existing Prevention of Cruelty to Animals Act, 1890. The project collaborated with the Punjab Livestock Department and received input from public and private sector stakeholders to draft a new Animal Welfare Act.
- *Technical Assistance to the Government of Sindh:* The project met with private sector stakeholders in Karachi in February. The event was organized to present policy reforms recommended to Sindh's Livestock Department and to receive feedback from stakeholders. Participants appreciated and endorsed the comprehensive nature of the policy reforms that the project recommended. The department accepted the proposed reforms and has requested additional technical assistance to help revise the existing regulatory framework governing the livestock sector, in particular cattle markets, quarantine, and slaughterhouses.
- *Livestock Sector Policy Reforms in KP:* At the request of the KP Agriculture Department, the project is providing technical assistance to reform the policy and regulatory framework governing the livestock sector. The technical assistance includes a policy review, legal review and rapid appraisal of livestock markets and slaughterhouses. The principles of the policy reforms that were recommended by the project have been adopted in the livestock component of the Provincial Annual Development Program 2013-14.
- *Technical Assistance to the Government of Balochistan:* The project prepared a livestock policy for Balochistan to ensure private sector participation in the provision of livestock-related infrastructure, services, and facilities, as well as capacity building of public sector entities to regulate the sector. The Livestock Department approved the policy and submitted it to

the Planning and Development Department for consideration and further submission to the government for adoption. The BEE team, in collaboration with Livestock Department, carried out a rapid market appraisal and the report has been shared with Livestock and Planning Department to incorporate comments before finalization.

FISHERIES SECTOR

- *Fisheries Policy Reforms:* The Sindh Livestock and Fisheries Department submitted their comments on a concept paper prepared by the project on the fisheries sector policy reforms and also requested the project's assistance in drafting the provincial fisheries policy. The policy addresses the vision and objectives of the department, review of the legal framework governing fisheries, and regulatory matters relating to the administration of fishing rights in the province.

MINES AND MINERALS SECTOR

- *Meeting with Interim Minister, Agriculture, Livestock and Mines & Minerals, KP:* In April, project representatives met with Mr. Jahangir Tareen, the Interim Minister, to brief him on the upcoming reform program for the mines and minerals sector and to ensure its process and transition in the interim period. Along with the Minister, other participants of the meeting included Secretary Mines and Minerals Mr. Ashfaq Hussain and officials of the Mining Department. The Minister and the Mining Department appreciated the efforts of the project and agreed that the reform program is critical to growth of the sector.
- *Meeting with Planning and Development Department, KP:* Project staff met with the Additional Chief Secretary (Development) Planning and Development Department (P&D) Mr. Khalid Pervaiz and Secretary P&D KP, Mr. Asad Ali Khan, in September, in Peshawar. The purpose of the meeting was to present information regarding the ongoing reform effort to the ACS P&D, Secretary P&D and the Mineral Development Department. The Additional Chief Secretary (ACS) and the department officials lauded the project's efforts and expressed keen interest in current and upcoming reforms.
- *Policy Framework for KP and Balochistan:* In June, the project met with public and private sector mines and minerals stakeholders to gain a better understanding of the current institutional arrangement for the policy framework for KP and Balochistan. A similar policy assignment will be carried out in Gilgit Baltistan while KP and Balochistan will be provided support for development of subsidiary legislation.

URBAN SECTOR

- *Forman Christian College (FCC):* The project signed an MoU with Forman Christian College's Center for Public Policy and Governance (CPPG) in November. Under the terms of the MoU, the project has collaborated with the college to design and support a program to develop Vision 2035 for City of Lahore, a research-based governance framework for Lahore. The project will complete a round of stakeholder consultations and a formal forum for consultations through the core working group. The core working group is composed of urban development experts from public and private sectors, academia and NGOs and will inform Vision 2035.
- *Working Group Meetings:* Following the finalization of a grant agreement with the Centre for Public Policy and Governance (CPPG) at FCC University, stakeholder consultations were initiated to gather views for the preparatory work required to develop position papers that address key

concerns for the urban sector in Punjab. The project created a working group that met in March and April. The project and CPPG have reached out to potential members to join the working group as experts and advisers. Key members of the working group include: Mr. Kamran Lashari, Director General Walled City of Lahore Authority; Mr. Javed Iqbal, Managing Director WASA; Mr. Sohail Anwar, Manager Planning, Lahore Waste Management Company; and Mr. Parvez Latif, Director, UNICON Services. Mr. Nayyar Ali Dada, renowned architect, and Dr. Nasir Javed, CEO Punjab Urban Unit, have also been approached to attend the following CWG meetings.

- *Literature Review and Stakeholder Consultations:* The objective of the grant to FCC's Centre for Public Policy and Governance is to codify a body of research and undertake dialogue for the development of 'Vision 2035' for Lahore City, which is a research based governance framework for Lahore. In line with this objective, CPPG completed research in five thematic areas; Governance and Management of Lahore, Transport Planning in Lahore, Water Supply, Sewerage and Waste Management, Real Estate Markets in Lahore (including Land Use, Building Control and Zoning), and Trade Friendliness. Furthermore, CPPG is in the process of drafting 10 discussion papers based on the literature review and stakeholder consultations that will be presented at the third CWG meeting in November 2013. The working group will incorporate feedback from the focus groups into the final draft.

SMALL AND MEDIUM ENTERPRISE DEVELOPMENT AUTHORITY (SMEDA) – PUNJAB

- *Technical Assistance to SMEDA:* The project completed a framework for technical assistance to SMEDA in consultation with key stakeholders. The project also formed an advisory committee that includes private and government sector industry leaders to steer the technical assistance. The first meeting of the advisory committee was held in June. The focus of the framework of technical assistance for SMEDA is on building capacity to address SME issues by using a demand-driven approach.
- *Review of SME Policy, Legal and Regulatory Framework:* The project completed its review of the SME Policy 2007 including the legal and regulatory framework and presented at the second advisory committee meeting in November. The third and fourth advisory committee meetings focused on providing feedback on the policy, legal and regulatory review. Following the meetings draft reports and presentations were shared with the committee for its approval.
- *SME Bill and SMEDA Ordinance:* Building on the review of the SME policy, supportive legal framework, and SMEDA's Organizational Development Strategy, the project drafted a cohesive strategy document. A draft SME bill and draft SMEDA ordinance has also been prepared by the project's legal expert. The drafts provide two separate legislative paths towards addressing policy and legislative issues hindering the growth of the SME sector in Pakistan.

BOARD OF INVESTMENT (BOI) – FEDERAL

- *Scope of Technical Assistance to BOI:* The project extended technical assistance to BOI to achieve its mandate and identify areas where it needs support in order to produce desired results. This technical assistance outlined how the BOI can expect to achieve the objectives set out in its business plan, identified key challenges that hinder achievement of desired results, identified what roles and responsibilities and timelines to overcome

these challenges, and made recommendations for how it can periodically measure performance against specific measurement indicators.

- *Analysis of Existing State of BOI (Phase I)*: The project completed a diagnostic analysis of the BOI and submitted its final report to USAID in February. The report encompassed analysis of BOI's Investment Policy Framework, Legal and Regulatory Framework, Business Processes, Management and Organizational Structure, Legal, and Information Communication Technology, and Management Information System infrastructure and provided financing and consolidated recommendations. These recommendations were formally approved by Federal Minister of Finance and Chairman of the BOI, Mr. Saleem Mandviwalla and USAID in March.
- *Institutional Strengthening of BOI (Phase II)*: Following phase I recommendations, a second round of technical assistance to BOI is planned to be undertaken. However, the project decided to place on hold further technical assistance until the BOI Report and technical road map are reviewed by the new federal minister Mr. Ishaq Dar. The primary focus of this assignment is to provide technical assistance for restructuring and institutional reforms to enhance the capabilities of BOI, and further streamline business processes including, legal and regulatory framework, management and organizational structure, information communication technology, management information system, as well as infrastructure systems development wherever needed, in order to improve the BOI's ability to deliver on its mandate and meet the challenges identified during the Phase I.

INVESTMENT PROMOTION COUNCIL (IPC) – KP

- *Establishment of an Investment Promotion Council (IPC) for KP*: The project outlined its vision for KP's investment promotion council in the "Structural and Organizational Options Papers" that it submitted to USAID in January. This proposal was drafted in consultation with key stakeholders from private and public sectors. The proposal envisages an IPC as a private sector-led entity which should be registered as a Section 42 company under the Company's Ordinance 1984. It also recommends that the IPC's governance structure mandate specific strategic actions that need to be undertaken for a viable investment promotion body for KP and FATA to fall within the mandate.

PROVINCIAL RECONSTRUCTION, REHABILITATION AND SETTLEMENT AUTHORITY (PARRSA) – KP

- *Institutional Strengthening*: The project continued providing technical and institutional support to PaRRSA by extending the technical assistance staff to the Economic Growth and Communications departments of PaRRSA. The former Director General of PaRRSA, Mr. Zaheer-ul-Islam visited the project's fishery interventions in Swat. He was briefed about the progress on the project's interventions in KP in a meeting with the project and USAID. The new DG for PaRRSA, Mr. Atif ur Rehman, will also visit the project beneficiary SMEs.
- *Technical Assistance for Development of a Progress Review System (PRS)*: The project also provided technical assistance to PaRRSA for developing the PRS. The project created the PRS, which has been approved by PaRRSA, and will be institutionalized at PaRRSA. This will be followed with data entry by PaRRSA and the final training and hand over from the project.

ASSISTANCE TO KP GOVERNMENT

- *Technical Assistance:* The newly formed KP Government has set an aggressive reform and development agenda. This agenda is restricted by limited institutional capacity, archaic regulatory frameworks, and compliance regimes that impede the execution of provincial plans. The project is working with the government to address these concerns and in September met with the Planning and Development (PD) team including the Secretary Planning, the Chief Economist, Secretary Health, Secretary Education and others to finalize the work plan for additional assistance in following areas; PD restructuring, establishment of Change Management Unit (CMU) within PD, private sector engagement in social sector (PPP), financial system reform and procurement system reform

TOURISM SECTOR – KP

- *Technical Assistance for Tourism Policy Reforms:* At the government's request, the project provided technical assistance to the Tourism Department to help it formulate a provincial tourism policy, a public private partnership framework, and revision of outdated tourism laws. The project hosted four regional focus group discussions in Peshawar, Swat, Hazara, and Chitral where large number of stakeholders from public and private sector participated and provided feedback. The project incorporated this feedback into its draft tourism policy and PPP framework and shared it with the officials from KP Tourism Department at a final consultative workshop in October.
- *Swat Tourism Web Portal Handover:* In March the project participated in an event in Islamabad to celebrate the success and revival of tourism of Swat valley. In order to ensure the sustainability of the Swat Tourism Web Portal, it was handed over to the management of Tourism Corporation of KP. Engineer Shaukatullah, Governor of KP Province, and Mr. Richard Olson, US Ambassador to Pakistan, jointly handed over the Web Portal to Mr. Muhammad Ali Syed, General Manager of TCKP. The Swat Tourism Web Portal was launched as part of Swat Tourism Campaign in July 2011 and is highly appreciated by the stakeholders from the tourism industry.

MONITORING AND EVALUATION (M&E)

The M&E team continued to independently monitor the program activities as stipulated in the revised PMP. This included continued monitoring of the trainings, supporting program teams in periodic data collection, monitoring the distributions, analysis and reporting, establishing baselines for targeted value chains, and reviewing the PMP, AIP, and the project logical framework as required, in addition to conducting environmental compliance activities.

M&E STUDIES:

The M&E Team:

- Conducted the Mango Value Chain Impact Assessment study. The objective of this study was to determine the value of indirect sales and jobs created as a result of interventions through project beneficiaries. This was accomplished by collecting and analyzing data from selected beneficiary mango farms and calculating the impact of the project's interventions on sales and employment for the 2009-2013 mango seasons. The study concluded that the project's interventions generated additional sales revenue of \$20.5 million across the mango value chain. This included an

increase of more than \$5 million at the farm-gate and \$15.5 million in the off-farm sales in comparison to the baseline.

- Undertook the Cost of Production Study for the agricultural implements sector. The objective of this study was to determine baseline levels of the cost of production, performance and productivity of the partner manufacturing units.
- Submitted the final report on the Impact Assessment of Malakand SME Recovery Assistance Program to the Contracting Officer's Representative/Economic Growth Advisor in USAID/Pakistan. The report documented that hotel and fishery SMEs in the region that were previously damaged by conflict and flooding have increased their sales revenues from \$454,000 in 2010 to \$4.2 million in 2012, and generated more than 2,000 new jobs.
- Began recruitment for consultants for the Sales and Labor Multiplier Studies for peach and date value chains.

BASELINES:

- The M&E team conducted baselines for dried mango, fruit and vegetable pulping, peach, peach pulping, agricultural implements, knitted garments and new fresh mango beneficiaries.

USAIDINFO:

- The M&E team updated USAIDInfo (formerly known as PakInfo) with disaggregated indicator data for all four quarters, project site locations, district spending estimates for the first three quarters and revised annual targets for Year 4, Year 5 and Life of Project (LoP).

REGULAR MONITORING EXERCISES:

The M&E Team:

- Developed seasonal and quarterly reporting tools for the fresh mango, dried mango, fruit and vegetable pulping, agricultural implements, knitted garments, peach and potato sectors. The beneficiaries for these sectors were also trained to self-report data through capacity building workshops.
- Developed training monitoring tools and reports for the dates, fresh mango, fruit and vegetable pulping, knitted garments, agricultural implements, peach and potato sectors during this reporting period.
- Conducted environmental compliance activities for the fresh mango, dates processors, knitted garments and peach pulping sectors.
- Monitored distribution for the agricultural implements, dates, fruit and vegetable pulping, potato and peach sectors.
- Conducted an orientation session on project monitoring and evaluation for VCD associates and interns based in the Lahore, Karachi, and Islamabad project offices. In addition, the team also conducted an in-house training on 'Scope of Work Development' for Firms Project staff.

PLAN FOR THE NEXT QUARTER:

The M&E Team will:

- Continue to independently monitor the program activities as stipulated in the revised PMP. This includes continued monitoring of the trainings, supporting program teams in periodic data collection, monitoring the distributions, analysis and reporting, and reviewing PMP, AIP, and the project logical framework as required, in addition to conducting additional environmental compliance activities.
- Continue to conduct studies for sales and labor multipliers for peach and date value chains that were started during this year.
- Provide technical assistance to partner SMEs for the fresh and dried mango, fruit and vegetable pulping sectors to obtain necessary environmental compliance No

Objection Certificates (NOC) from the Environmental Protection Agency (EPA) in accordance with the Pakistan Environmental Protection Act 1997 (PEPA).

- Collect baseline information for the marble and granite sectors.
- Carry out an economic benefit analysis to determine the monetized savings attributable from the distribution of equipment to the agricultural implements beneficiaries.
- Conduct labor multiplier studies will for the apple, wool and dairy sectors for the USAID Economic Growth & Agriculture Office.
- Undertake a value chain study on the meat sector for the USAID Economic Growth & Agriculture Office.

STAFFING

LOCAL NATIONAL LONG-TERM STAFF

Region	Positions hired during this year			Total filled positions to date		
	Male	Female	Total Filled	Male	Female	Total
Professional Staff Positions						
Lahore	4	1	5	24	11	35
Islamabad	0	2	2	5	4	9
Karachi	0	0	0	4	2	6
Swat	0	0	0	1	0	1
Subtotal	4	3	7	34	17	51
Support Staff Positions						
Lahore	7	1	8	17	7	24
Islamabad	1	0	1	7	1	8
Karachi	0	0	0	5	1	6
Swat	3	0	3	4	0	4
Subtotal	11	1	12	33	9	42
TOTAL	15	4	19	67	26	93

STRATEGIC AND KEY PERSONNEL

Key Personnel Name	Designation	Employment Type		Contact Number	Email Address
		Long-Term	Short-Term		
Sonnya Valencia	Chief of Party	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0092 (0300) 849 2498	svalencia@epfirms.com
Robert Harris	Director of Operations and Program Support	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0092 (344) 448 2785	rharris@epfirms.com
Farrukh Khan	Value Chain Development Component Lead	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0092 (344) 448 5023	fkhan@epfirms.com
Suleman Ghani	Business Enabling Environment Component Lead	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0092 (300) 402 7776	sghani@epfirms.com
Fawad Khan	Office Director Karachi	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0092 (344) 448 5011	fhkan@epfirms.com
Qazi Ihsan Ul Haq	Office Director Islamabad	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0092 (344) 448 7965	iqazi@epfirms.com



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Garment Exports Break Records

USAID assistance towards Pakistan's Knitted Garments Sector results in record sales worth USD 3.3 million in the U.S markets.



Photo Credit: USAID Firms Project

"I must thank USAID for giving me the opportunity to participate in Magic Market Week 2013 in Las Vegas, U.S. This was a great learning experience for me, and I am looking forward to working with some of the international buyers that I met at the trade show. In addition, through USAID's support on acquiring certifications such as C-TPAT and WRAP, ASAS Apparel is now fully equipped to compete in the international markets." - USAID Firms Project partner, Sajid Iqbal Shaikh, owner of ASAS Apparel.

Pakistan's textile and garment sector has been unable to realize its full potential, despite its status as an integral component of the economy with an 8.5 percent contribution to the GDP. Due to several sector-specific constraints including lack of capacity, market linkages and compliance-related issues, Pakistan's garment sector remains at the low-end of international markets. However, USAID through its Firms Project has assisted three SMEs to make exports worth an astounding USD 3.3 million to world-famous U.S. retail outlets.

The USAID Firms Project is supporting twenty selected SMEs to build their capacity and production facilities in the knitted garment sector, enabling them to meet the demands of mid-tier international buyers and compete in the global apparel trade. USAID's support includes facilitating the SMEs in receiving accredited certifications, such as Worldwide Responsible Accredited Production (WRAP) and Customs Trade Partnership against Terrorism (C-TPAT).

"We were completely unaware of international certifications such as WRAP and C-TPAT, but thankfully the USAID Firms Project helped us acquire these, enabling us to make a deal with Jockey, a world-renowned brand for women and men's apparel. Moreover, the certifications have resulted in an employee-centric culture within the organizational structure at my factory," explains one of the SMEs.

In addition, the project supports the selected SMEs by providing training and workforce development activities, machinery upgrades, enterprise resource planning systems and creation of market linkages with international buyers.

Recently, the Firms Project enabled 14 SMEs to participate in Magic Market Week in Las Vegas, Nevada, U.S, where participants networked with several international buyers. Sajid Iqbal Sheikh, owner of ASAS Apparel, feels that his company's partnership with the USAID Firms Project has benefitted him in more ways than one. "Participation in the Magic Market Week 2013, was a fulfilling experience as I was able to strengthen business outreach, and give my products enhanced visibility in the international market; I intend to participate again," he confirms. "Moreover, sales target of over USD 100,000 has already been achieved and we are confirming more international orders, only because USAID assisted us in acquiring the WRAP certification."

Another SME partner says that the certifications have breathed a new life into their business. "The certifications have provided us with direct and easy access to 700 member companies of the American Apparel and Footwear Association (AAFA) with a safe and secure supply chain," he elaborated. Additionally, the SMEs are now directly exporting their garments to international buyers.



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Farming for the Future

Under USAID's USD 500,000 revitalization program that aims to provide SMEs access to greater revenues, 449 newly trained peach farming SMEs in Swat have started reporting gains.



Photo Credit: USAID Firms Project

With better pre-harvest practices; such as timely and proper pruning (above); peach farmers are excited by their new gains; *"The pre and post harvest training given by USAID Firms Project has been instrumental in training the farmers in Swat on best practices related to pruning, cutting and grading the peach crop. This has helped us double our sales from Rs. 400 to Rs. 800 per carton."*

Tahir Khan, Aboha, Swat

U.S. Agency for International Development
www.usaid.gov

The Swat district is responsible for 67 percent of the total peach production in Pakistan. However, calamities in recent years have wreaked havoc on the region's agriculture, impeding sales and jobs. According to the District Agriculture Department, a total of 31,000 acres of agricultural land was affected by the floods in 2010, destroying almost 20 percent of the orchards. The loss to the agricultural sector in Swat was estimated at PKR 14 billion¹. Furthermore, a study revealed that the lack of infrastructure and poor crop management practices encumbered the quality and yield of the produce. An estimated 23 percent of the crop was lost at harvest.

Committed to the economic revitalization of Malakand, USAID launched its assistance to Swat's peach sector in 2011, aiming to increase yield and sales, reduce wastage and enhance farm management skills through better pre and post harvest practices. 449 peach farming SMEs were organized into clusters represented by a leader responsible for interacting with buyers and financial institutions.

Mehmood Ali Shah, a peach farmer from Tehsil Babuzai of Swat, talking about the project model says "USAID successfully gathered the farmers around a single table which was almost impossible before. This will continue to benefit the peach sector of Swat even after the project ends". 40 billboards with colorful illustrations on best practices were also installed in 20 high frequented locations as a way to inculcate better harvesting practices within the community. Other tools, like high quality pruning and harvesting kits and corrugated cartons have been distributed to encourage adoption of these practices.

In Swat, these interventions are already making a difference. Through an investment of USD 500,000, the peach farming community generated sales revenue of over USD 5 million for 449 peach orchards; over USD 2 million increase over 2011.

In 2013 and 2014, USAID Firms Project, aims to improve the skills of another 400 farmers to enhance their crop quality and yield.

¹ The Express Tribune, "In Swat, agricultural sector slowly recovers from militancy and floods", August 7, 2011.



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Success through Access

USAID Firms Project is assisting 11 knitted garment SMEs from Karachi to achieve the Worldwide Responsible Accredited Production (WRAP) certification



Owing to the successful achievement of the WRAP certification, Continental Apparel from Karachi has shipped garments worth USD 40,000 to companies in the United States.

The knitted garments sector in Pakistan is a leading local industry with exports estimated at \$2.2 billion in 2011. More than 2,500 knitted garment small and medium enterprises (SMEs) are set up across the country, employing approximately 750,000 people. The industry, despite its tremendous economic potential, is marred by inefficiencies and poor productivity, which prevent it from being cost effective for mid-tier international buyers. Labor and middle management at these SMEs lack the skills to adhere to global quality standards and meet order timelines. Hence, the SMEs primarily export to low-end markets.

In 2012, the USAID Firms Project provided technical assistance to 20 knitted garment SMEs in Karachi with the objective of enhancing productivity, reducing wastage, facilitating international certifications, and upgrading machinery and business software. Through this assistance, USAID aimed to make these units meet international quality standards and become internationally competitive. The project provided the technical assistance including a series of trainings to the selected SMEs with the ultimate goal of being cost competitive and generating export orders.

A result of these efforts was the successful achievement of the Worldwide Responsible Accredited Production (WRAP) certification by five project-supported SMEs, with six more certifications in the pipeline. This certification confirms that the USAID-supported SMEs are dedicated to lawful, humane, and ethical manufacturing. Buyers in the United States prefer to purchase goods from WRAP-certified suppliers. The certification provides SMEs access to 700 member companies of the American Apparel and Footwear Association (AAFA).

Continental Apparel, a partner SME from Karachi, is one of the successful SMEs that has received project assistance and was able to make international shipments as a result of WRAP certification and access to AAFA's member companies. Commenting on USAID's assistance, the owner of Continental Apparel said, "USAID helped us implement Worldwide Responsible Accredited Production (WRAP) principles in our factory. We are now marketing our products to buyers in the United States." The company has shipped garments worth \$40,000 to companies in the US. This has also resulted in the creation of 16 full-time equivalent jobs to meet the demand.



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Energy Efficient Technology for Lasting Success

USAID Firms Project is assisting 10 beneficiary units in Faisalabad and Daska for infrastructure upgrades and workforce development trainings.



Technology upgrade of welding plants has reduced the electricity consumption by one sixth. These energy efficient welding plants provided by USAID consume only 5 amperes as opposed to 30 amperes previously being used by these SMEs. Furthermore, these plants consume 0.2 amperes at no load which is 90% less than compared to traditional plants.

Affordable and good quality agriculture implements contribute significantly to the increased per acre yield and reduced input costs and losses incurred at the time of pre and post harvesting.

There are over 500 implements manufacturers in Pakistan, spread around the country with four key clusters in Faisalabad, Daska, Mianchanu and Okara. These clusters are producing a wide range of tractor driven implements, worth more than USD 200 million, annually.

Electricity is the second largest cost determinant after raw material in the manufacturing of agriculture implements. Beneficiary units were using traditional alternating current (AC) welding plants, which consume enormous amount of electricity.

Persistent energy crisis in the country and ever increasing prices of electricity are contributing to higher cost of production. To address this issue, USAID through its Firms Project is providing 'inverter' based welding plants to 10 beneficiary units in Faisalabad and Daska.

Mr. Abbas Ali, Director of Noorani Industries Faisalabad said, "The energy efficient welding plants provided by USAID have helped reduce our electricity bill. The trainings provided by the project have improved the quality of welding joints which will lead to production of durable and long lasting implements. USAID efforts has reduced our cost of production and led to increase in our profits."

Such technology upgrades will serve as catalyst for other manufacturers working across the country to adopt similar technology resulting in great saving of electricity along with improved quality of implements.



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Growing Greater Profits

USAID Firms Project is assisting 45 date-farming and 3 date-processing SMEs in Sindh for infrastructure upgrades, training, workforce development and market linkages.



“By using the USAID provided solar tunnel dryers, I have an increased revenue of Rs. 800 (USD 8) per 40 kilograms of fresh dried dates”. Mr. Zameer Phulpoto, owner of Zameer Dates Farm.

Zameer Phulpoto is a progressive farmer from Theiri, Khairpur District of Sindh. Owner of Zameer Dates Farm, Mr. Phulpoto is an owner of modest 10 hectares of land that provides employment for forty workers. Much like other date farmers, Mr. Phulpoto faced several farm level constraints that hampered access to increased revenues. As shared by him, that “the traditional practices at our farms were resulting in huge wastage and losses”.

With approximately 4,000-5,000 date farms located in Sukkur and Khairpur, the date farming sector holds tremendous potential for economic progress in the region. Women make up approximately 70 percent of the workforce at the date processing level, making the sector instrumental in the economic empowerment of women in Sindh. Dates are also the third largest horticulture crop grown in Pakistan, being the fifth largest producer of dates in the world with a growing international market share of around 6 to 8 percent.

Recognizing the tremendous potential of the sector for leading economic progress, the USAID Firms Project decided to partner with 45 date-farming and 3 date-processing SMEs in Khairpur and Sukkur to upgrade infrastructure, develop capacity, and create market linkages under a cost-share mechanism.

USAID provided the SME owners with modern processing technologies such as solar tunnel dryers and assisted in achieving international certifications such as the Hazards Analysis Critical Control Point (HACCP) certifications. In future USAID will also support these SMEs to attend international trade fairs to enhance their business outreach and increase product visibility.

As a result of these activities, date farmers are gaining access to new markets and greater revenues. Mr. Phulpoto, who greatly benefited from USAID supports says “the dates prepared through the solar drying tunnel are fetching me Rs. 3400 (USD 34) per 40 kilograms compared to the Rs. 2600 (USD 26) that I got from dates prepared through traditional methods”. It is expected that by the end of the intervention, USAID supported beneficiaries will increase their sales revenues by USD 0.9 million and provide employment to more than 3000 workers.

ANNUAL PROJECT INDICATORS UPDATE

M&E INDICATORS

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
1.1 Increase in sales revenue of project-assisted SMEs	USD 11,656,788	USD 18,155,538	USD 28,546,848 ²	USD 26,422,175	108%	<p>The total increase in sales for the reporting year is USD 18,155,538. Details of the sales received during this reporting quarter are given below:</p> <p>Fresh Mango (USD 3,242,677):</p> <ul style="list-style-type: none"> Sales of USD 16,228,318 were received during this reporting quarter from the fresh mango beneficiaries. This represents an increase in sales of USD 3,242,677 for the partner farms and participation at Fruit Logistica '12.

¹ Per LoP targets in PMP submitted to USAID on July 11, 2013.

²**Total USD 28,546,848 – Y1 Total USD 24,860; Y2 Total USD 5,538,375.** The previously reported Y2 total of USD 5,262,892 did not include the one-time sales of USD 275,483 achieved as a result of the mango flood trainings conducted in 2010 and has therefore been added here now. The updated total for Y2 is now USD 5,538,375; **Y3 Total USD 4,828,075; Y4 Total USD 18,155,538**

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<ul style="list-style-type: none"> Out of the USD 3,242,677, sales of USD 2,227,177 were received from the partner farms, and USD 1,015,500 received from participation in Fruit Logistica 2012. <p><u>Dried Mango (USD 71,928):</u></p> <ul style="list-style-type: none"> Sales of USD 71,928 were received during this reporting quarter from the dried mango beneficiaries. <p><u>Peach (USD 3,432,507):</u></p> <ul style="list-style-type: none"> Sales of USD 12,888,777 were received during this reporting quarter from the peach beneficiaries. This represents an increase of USD 3,432,507 from the baseline value. <p><u>Knitted Garments (USD 100,000):</u></p> <ul style="list-style-type: none"> Sales of USD 100,000 were received during this reporting quarter from ASAS Apparel as a result of participation in Magic

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<p>Trade Show.</p> <p><u>Islampur Weaving (USD 636):</u></p> <ul style="list-style-type: none"> Sales of USD 636 were received at the KP Women Entrepreneurs Trade Exhibition conducted in Peshawar on July 6-7, 2013. <p><u>Fruit Logistica'12 (Other Sectors) (USD 4,809,040):</u></p> <ul style="list-style-type: none"> Sales of USD 4,809,040 were received from participation in Fruit Logistica 2012. These sales represent export sales received by assisted exporters as a result of their participation at Fruit Logistica'12 for other sectors including potatoes, mandarin, and kinnow.

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
1.2 Value of exports of targeted commodities as a result of USG assistance	USD 14,645,120	USD 17,939,127	USD 32,000,361 ³	USD 48,947,198	65%	<p>The total value of exports for the reporting year is USD 17,939,127. Details of the exports sales received during this reporting quarter is given below:</p> <p>Fresh Mango (USD 9,664,814):</p> <ul style="list-style-type: none"> Export sales of USD 9,664,814 were received during this reporting quarter from the fresh mango beneficiaries and participation. Out of this, partner farms sales were USD 8,649,314 and USD 1,015,500 were received from participation in Fruit Logistica 2012. <p>Knitted Garments (USD 100,000):</p> <ul style="list-style-type: none"> Export sales of USD 100,000 were received during this reporting

³**Total USD 32,000,361**– Y1 Total USD 2,182,918. This is revised from the 3,303,245 as previously reported; Y2 Total USD 5,149,568 –The previously reported Y2 total of USD 3,244,328 only included fresh mango exports. As this indicator was introduced towards the end of Year 3, export sales of USD 1,905,240 received as a result of Tex World USA 2010 were not included previously and have been added to the Year 2 total here. The total breakup for Y2 is now: Fresh mango (USD 3,244,328) and TexWorld 2010 (1,905,240); Y3 Total USD 6,728,748; Y4 Total USD 17,939,127

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<p>quarter from ASAS Apparel as a result of participation in Magic Trade Show.</p> <p><u>Fruit & Vegetable Pulping (USD 71,266):</u></p> <ul style="list-style-type: none"> Export sales of USD 71,266 were received during this reporting quarter from 2 fruit and vegetable pulping beneficiaries in Punjab (during the period January-September 30, 2013). <p><u>Fruit Logistica (Other Sectors) (USD 4,809,040):</u></p> <ul style="list-style-type: none"> Export sales of USD 4,809,040 were received from participation in Fruit Logistica 2012. These sales represent exports sales received by assisted exporters as a result of their participation at Fruit Logistica '12 for other sectors including potatoes, mandarin, and kinnow.

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
1.3 Increase in employment for project-assisted SMEs	901	2,988	4,475 ⁴	3,940	114%	<p>The total increase in full-time equivalent employment for the reporting year is 2,988. Details of the increase in full-time equivalent employment received during this reporting quarter is given below:</p> <p>Fresh Mango (36):</p> <ul style="list-style-type: none"> • A total of 36 full-time equivalent jobs were created in the fresh mango sector during the reporting quarter. • Out of the 36 jobs, 27 full-time equivalent jobs were created at partner mango farms, and 9 full-time equivalent jobs were created due to mango exporters' participation at Fruit Logistica' 12 during the reporting quarter <p>Peach (674):</p> <ul style="list-style-type: none"> • 674 full-time equivalent jobs were created in the

⁴Total 4,475 jobs: Y1 Total 50; Y2 Total 949; Y3 Total 488; Y4 Total 2,988

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<p>peach sector during the reporting quarter</p> <p><u>Agricultural Implements (31):</u></p> <ul style="list-style-type: none"> • 31 full-time equivalent jobs were created in the agricultural implements sector during the reporting quarter <p><u>Knitted Garments (9):</u></p> <ul style="list-style-type: none"> • 9 full-time equivalent jobs were created in the peach sector during the reporting quarter. <p><u>Fruit & Vegetable Pulping (106):</u></p> <ul style="list-style-type: none"> • 106 full-time equivalent jobs were created in the fruit and vegetable pulping sector during the reporting quarter. <p><u>Fruit Logistica'12 (Other Sectors) (44):</u></p> <ul style="list-style-type: none"> • 44 full-time equivalent jobs were created in this year due to exporters' participation in Fruit

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						Logistica 2012 for other sectors (Potatoes, Mandarin, and Kinnow)
1.4 Proportion of women participants in USG Assisted programs designed to increase access to productive economic resources	4% ⁵	18%	18% ⁶	16%	110%	The proportion of women participants in USG assisted programs designed to increase access to productive economic resources for the reporting year was 18%. The breakup for this is a 4% increase from the baseline figure of 14% for the reporting period. The total headcount was 20,545 employees. This includes a total headcount of 19,005 for male employees for the fresh mango, peach, participating SMEs at Fruit Logistica'12, while the total headcount for female employees was 1,540 in the reporting period. Details of the proportion during this reporting quarter are given

⁵ This is a new indicator which was included in the Y4 and is reported annually. Y4 is the first time we are reporting on this indicator.

⁶ **Total 18%: Y4 Total 18%**

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<p>below:</p> <p><u>Fresh Mango (9%):</u></p> <ul style="list-style-type: none"> The total headcount was 3,334 while the total headcount for female employees was 304 in the reporting period. <p><u>Peach (7%):</u></p> <ul style="list-style-type: none"> The total headcount was 15,310 while the total headcount for female employees was 1,105 in the reporting period. <p><u>Fruit Logistica'12 (Other Sectors) (28%):</u></p> <ul style="list-style-type: none"> The total headcount was 74 while the total headcount for female employees was 21 in the reporting period. <p><u>Fruit & Vegetable Pulping (6%):</u></p> <ul style="list-style-type: none"> The total headcount was 1,827, while the total headcount for female employees was 110 in the reporting period.

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
1.5 Value of private sector investment mobilized through formally engaged SMEs (on average \$ for \$ cost share by partner SMEs)	USD 443,012	USD 3,735,318	USD 6,495,351 ⁷	USD 5,009,136	130%	<p>Total private sector investment mobilized for the reporting year is USD 3,735,318. Details of the private sector investment mobilized during this reporting quarter is given below:</p> <p><u>Dates (USD 9,538):</u></p> <ul style="list-style-type: none"> • Cost-share paid by date palm farm SMEs for transportation of Plastic Tables from Karachi (\$596.13 per SME paid by 16 SMEs in the quarter). <p><u>Fresh Mango (USD 145,114):</u></p> <ul style="list-style-type: none"> • Cost-share paid by fresh mango SMEs for the completion of their civil works. <p><u>Dried Mango (USD 191,461):</u></p> <ul style="list-style-type: none"> • Cost-share paid by dried mango SMEs for the completion of their civil works. <p><u>Agricultural Implements</u></p>

⁷Total USD 6,495,351: Y1 USD167,141; Y2 USD 1,632,059; Y3 USD 960,833; Y4 Total: USD 3,735,318.

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<p><u>(USD 15,079):</u></p> <ul style="list-style-type: none"> Private investment made by Agricultural Implements SMEs for project-assisted interventions including lean manufacturing implementation, ISO certification and preparation for installation of welding plants distributed by the project. <p><u>Fruit & Vegetable Pulping (USD 81,820):</u></p> <ul style="list-style-type: none"> Cost-share paid by fruit & vegetable pulping SMEs for construction, hygiene and safety requirements for HACCP certification, participation cost for project trainings, and other additional areas of expenditure.
1.6 Number of project assisted training events conducted	21	177	370 ⁸	596	62%	<p><u>Dates (5):</u></p> <ul style="list-style-type: none"> One training program (2-

⁸Total 372: Y1 49; Y2 75; Y3 69; Y4 177

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<p>days) on Food Safety Training for workforce of dates' processing SMEs</p> <ul style="list-style-type: none"> • One training program (1-day) on Food Safety Training for dates processing Management • Three training programs (1-day) on Export Marketing and Branding & Packaging for three dates processing units. <p><u>Agricultural Implements (2):</u></p> <ul style="list-style-type: none"> • Two training events were conducted at Hamdard Agro Engineers and Greenland Engineers, Daska this quarter on important aspects of Lean Manufacturing including "Lean Basics" and "Standardized Work". <p><u>Fresh Mango (6):</u></p> <ul style="list-style-type: none"> • Six training events on 'Mango Tree Pruning and Canopy management' were conducted to

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<p>increase productivity and capacity building as per international standards (3 in Punjab and 3 in Sindh)</p> <p><u>Dried Mango (2):</u></p> <ul style="list-style-type: none"> Dried mango HACCP certification trainings conducted at Lutfabad Farms and SFA Industries. <p><u>Potato (2):</u></p> <ul style="list-style-type: none"> Two pre and post harvest trainings for 53 potato farming SMEs. <p><u>Fruit and Vegetable Pulping Sector (4):</u></p> <ul style="list-style-type: none"> Four onsite trainings were conducted on Good Laboratory Practices. One training event was conducted at the Karachi office, and three events were conducted in Punjab at Mitchells' Fruit Farms in Okara, SFA Industries in Khanewal and Shakarganj Food Products in Chiniot.

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
1.7 Number of participants trained through project assisted workforce development training events	471	3,614	9,102 ⁹	12,579	72%	<p><u>Dates (45):</u></p> <ul style="list-style-type: none"> 11 women and 34 men participated in all dates sector training programs. <p><u>Fruit and Vegetable Pulping Sector (45):</u></p> <ul style="list-style-type: none"> 45 participants attended the onsite trainings on Good Laboratory Practices (GLP), out of which 20 participants were trained on-site at Mitchells' Fruit Farms, 6 were trained at SFA Industries including participants from both SFA Industries and Al-Hilal Industries, 6 were trained at Shakarganj Food Products and a total of 13 participants from Karim Foods, Pakola Products, and MM Corporation were trained at the Karachi office in Sindh.

⁹Total: 9,102: Y1 1,667; Y2 2,161; Y3 1,660; Y4 3,614

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<p><u>Fresh Mango (223):</u></p> <ul style="list-style-type: none"> A total 223 participants attended the trainings held on 'Mango Tree Pruning and Canopy management. (152 in Punjab and 71 in Sindh). <p><u>Dried Mango (20):</u></p> <ul style="list-style-type: none"> Five people trained at Lutfabad Farms and 15 at SFA industries. <p><u>Agricultural Implements (17)</u></p> <ul style="list-style-type: none"> Nine participants from Hamdard Agro Engineers, Daska were trained on Lean Basics. Eight participants from Greenland Engineers participated in the training event which focused on "Standardized Work". <p><u>Swat Potato (106):</u></p> <ul style="list-style-type: none"> Two pre and post harvest trainings for 106 participants. <p><u>Garments (15)</u></p> <ul style="list-style-type: none"> 15 participants of a

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						garments training held in the second quarter are added here. These were under reported in the second quarter of Y4.
1.8 No. of SMEs trained through project assisted workforce development training events	56	765	3,824 ¹⁰	4,232	90%	<p><u>Dried Mango (2):</u></p> <ul style="list-style-type: none"> Lutfabad Farms and SFA Industries. <p><u>Dates (1):</u></p> <ul style="list-style-type: none"> One beneficiary SME was trained (Nadeem Dates Factory). <p><u>Swat Potato (53):</u></p> <ul style="list-style-type: none"> Two pre and post harvest trainings for 53 potato farming SMEs.
1.9 No. of project assisted SMEs with improved technological innovation, improved management practices and/or strengthened market linkages.	60	605	3,664 ¹¹	4,232	87%	<p><u>Dates (1):</u></p> <ul style="list-style-type: none"> One beneficiary SME was trained (Nadeem Dates Factory). <p><u>Swat Peaches (2):</u></p> <ul style="list-style-type: none"> 440 SMEs in 2013. 438 have already been

¹⁰**Total: 3,824:Y1 701; Y2 1,166; Y3 1,192; Y4 765**

¹¹**Total: 3,659:Y1 701; Y2 1,166; Y3 1,192; Y4 605**

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						reported. Swat Potatoes (57): <ul style="list-style-type: none"> 57 SMEs were linked through SE Trading in 2013 season.
1.10 Number of micro, small and medium enterprises (MSMEs), including farmers, receiving business development services from USG assisted sources	60	605	3,664 ¹²	4,232	87%	Dates (1) <ul style="list-style-type: none"> One beneficiary SME was trained (Nadeem Dates Factory). Swat Peaches (2): <ul style="list-style-type: none"> 440 SMEs in 2013. 438 have already been reported. Swat Potatoes (57): <ul style="list-style-type: none"> 57 potato farming SMEs were linked through SE Trading in 2013 season.
1.11 Number of hectares under improved technologies or management practices as a result of USG assistance	69	5,968	23,756 ¹³	20,339	117%	Swat Peaches (69 hectares): <ul style="list-style-type: none"> Additional hectares added under peach sector

¹²Total: 3,659: Y1 701; Y2 1,166; Y3 1,192; Y4 605

¹³Total: 23,756 hectares. Y1: 9,275; Y2: 6,772; Y3 1,741; Y4 5,968

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
1.12 Number of SMEs using project funded implements	257	476	1,072 ¹⁴	1,436	75%	<p>Swat Potatoes (57):</p> <ul style="list-style-type: none"> 57 potato farming SMEs were given farming tools for the 2013 season. <p>Swat Peaches (200):</p> <ul style="list-style-type: none"> 200 peach farming SMEs were given pruning kits, harvesting kits, pruning saw and harvesting bags in 2013
1.13 Number of micro (and small) enterprises linked to larger-scale firms as result of USG assistance to the value chain	57	59	59 ¹⁵	450	13%	<p>Swat Potatoes (57):</p> <ul style="list-style-type: none"> 57 potato farming SMEs in 2 clusters of Kalam signed a contract with SE Trading for supply of potatoes to PepsiCo in the 2013 season.
1.14 Number of project-assisted SMEs achieving internationally recognized standards/certifications	6	18	32 ¹⁶	61	52%	<p>Knitted Garments (5):</p> <ul style="list-style-type: none"> 2 SMEs received WRAP certification (Sunwear Industries, Sylvana

¹⁴**Total: 1,072: Y2 97.** The previously reported Y2 total of 292 included 195 hotels counted under Swat Tourism. However, this 195 was removed after the definition of this indicator was updated only to reflect agriculture based sectors. The updated Y2 breakup is Dates (38); Mango (21); Swat Fisheries (38); **Y3 499; Y4 476**

¹⁵**Total: 59: Y4 59**

¹⁶**Total: 32: Y1 10; Y2 1; Y3 3; Y4 18**

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<p>Garments).</p> <ul style="list-style-type: none"> 7 SMEs received C-TPAT certification. Out of these 7, 4 SMEs are similar which have received WRAP certification (Makda Industries, S Ahmed Garments, Weave & Knit, Naeem Enterprises, Zaco, Sylvana, Jilani Export). <p>Fresh Mango (1):</p> <ul style="list-style-type: none"> 1 HACCP Certification was awarded to a Fresh Mango SME.
1.15 Number of marketing events conducted with project assistance to address export opportunities in targeted sectors	5	7	34 ¹⁷	44	77%	<p>Dates (1):</p> <ul style="list-style-type: none"> Expo Pakistan 2013, Expo Center Karachi (26-29 September, 2013). <p>Islampur Weaving (1):</p> <ul style="list-style-type: none"> KP Women Entrepreneurs Exhibition conducted in Peshawar on July 6-7, 2013 <p>Knitted Garments (1):</p>

¹⁷Total: 34: Y1 21; Y2 1; Y3 5; Y4 7

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<ul style="list-style-type: none"> 14 SMEs participated in Magic Market Week 2013 in Las Vegas, USA during August 2013. <p>Fresh Mango (2):</p> <ul style="list-style-type: none"> Improved market linkages achieved through participation at the Asia Fruit Logistica, Hong Kong event in 2013. Third Annual Mango Conference held in Islamabad in 2013 under the title 'Reaping Sweet Success' in order to highlight the success of Firms Project in mango exports.
1.16 Number of feasibility studies prepared for project-assisted sectors or SMEs	0	0	17 ¹⁸	21	81%	
1.17 Number of economic growth strategies developed for project-	0	0	8 ¹⁹	10	80%	

¹⁸**Total:** 17: Y2 17; Y3 0; Y4 0

¹⁹**Total:** 8: Y1 6; Y2 2; Y3 0; Y4: 0

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
assisted sectors or SMEs						
2.1 Number and type of policy reforms mutually identified with federal, provincial, and/or district governments, and/or client in consultation with private sector stakeholders in the selected sectors	4	28	79 ²⁰	81	98%	Prioritized Interventions for Livestock Sector, Sindh: 1. Slaughterhouses 2. Cattle markets 3. Quarantine 4. Support to State Bank of Pakistan (SBP) for improving access to Finance to SMEs
2.2 Number of recommendations on policy reforms, business process reforms and legislative instruments submitted for acceptance to the respective government department	2	12	63 ²¹	89	71%	1. Livestock policy framework for KP submitted. 2. Mines & Minerals policy framework for KP submitted.
2.3 Number of recommendations on policy reforms, business process reforms and legislative instruments accepted by the respective	1	8	23 ²²	57	40%	Agriculture marketing legal framework Balochistan

²⁰**Total: 79: Y1: 17; Y2: 24; Y3:10; Y4: 28**

²¹**Total:63: Y1: 17; Y2: 24; Y3: 10; Y4:12**

²²**Total:23: Y1: 2; Y2: 7; Y3: 6; Y4: 8**

INDICATOR	RESULT FOR Y4Q4	Y4 TOTAL	CUMULATIVE TOTAL 2009 – Y4	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT 30, 2013)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
government department						
2.4 Number of policies /regulations /administrative procedures at a given stage of development as a result of USG assistance			40 ²³	N/A	N/A	
2.5 Number of USG-assisted organizations that participate in legislative proceedings and/or engage in advocacy at all levels			14 ²⁴	27	52%	

²³Total: 40; Y3: 40; Y4: 0

²⁴Total: 14; Y3:14; Y4:0

PROBLEMS AND OBSTACLES

TECHNICAL ISSUES

Problems/Obstacles/Issues	Steps Taken to Remedy Them
<p>Technical Activities and Related Delays</p>	<p>During the first two quarters the project experienced delays in the implementation of new activities projected in the portfolio for the FY 2014 that were pending approval in the Annual Implementation Plan. To address this issue, the project requested and obtained fast track approvals to start the implementation of critical activities.</p> <p>The BEE component is still being affected by the stakeholders' lack of definition on the scope of the assistance that they require. Despite having presented road maps or suggested interventions to BOI, IPC, SMEDA, SECP and SBP, they have not committed to specific assistance.</p>

ADMINISTRATIVE ISSUES

Problems/Obstacles/Issues	Steps Taken to Remedy Them
<p>Local recruitment</p>	<p>As was reported in the previous quarter, the Foreign Service National (FSN) salary ceiling was an issue for hiring of local consultants. However, at the beginning of July the project received approval to use the updated FSN scale which raised the ceiling and broadened the pool of local consultants. In the fourth quarter, HR worked towards filling the remaining long-term positions available to the project and hired two long-term professional and five long-term support staff personnel. Because of the shortened period of performance, many candidates have rejected offers and the project expects that recruitment will continue to be a challenge. The project clarifies its policies during its recruitment process so that candidates have complete understanding.</p> <p>With regards to hiring of Short Term consultants, HR hired a total of 93 local consultants in the reporting year. The Operations Director's has worked with the HR and M&E teams to create an improved version of SOW template requiring the technical team to more clearly link all deliverables to the LOE. This intervention eases management burden over the consultant from the technical team.</p>
<p>Staff Retention</p>	<p>Staff retention has become an increasingly serious challenge as the project enters its last year. Five people resigned in the last quarter and the project's</p>

	<p>HR department anticipates a similar trend in the coming months. The HR team has escalated its recruitment efforts to fill the vacant positions as quickly and efficiently as possible. The HR team and the senior management have also requested that USAID approve promotions of a number of staff that performed well during their evaluation period.</p>
<p>Visa issues</p>	<p>Securing visas for expatriate staff remained a problem throughout the reporting period. The project aggressively searched for in-country qualified individuals and those already holding valid Pakistani visas to fill long-term and short-term positions. However, due to the inability to acquire new visas since December 2011, staffing remains a significant constraint to the smooth management and implementation of the project. Substantial time and energy is devoted to planning and staffing according to visa constraints and project historical knowledge is lost as staff cycle through the project. Project staff both in Pakistan and Washington, D.C. continues to work through official channels to identify a solution and the PMU is working to recruit and plan accordingly.</p>

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type ²⁵	Media Name	Release Date	Language	Media Tone ²⁶
US Government Funds FCC Policy Research Center	Business Enabling Environment	Press Release	The Nation The News Dawn Express Tribune Business Recorder Daily Times Pak Observer Daily Pakistan Times of Pakistan	November 19 th , 2012	Urdu and English	Positive
US Government Funds FCC Policy Research Center	Business Enabling Environment	TV Coverage	Aaj TV APP VNS CNBC Dawn News Dunya Geo TV Khyber TV PTV Rohi TV Samaa City 42	November 19 th , 2012	Urdu and English	Positive
Backdrop, Standees and Podium Cover for the MoU Signing between USAID Firms Project and FCC	Business Enabling Environment	Information and Promotion Material	Print	November 19 th , 2012	English	Positive

²⁵ Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

²⁶ Media Tone: Positive, Negative, or Neutral

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type²⁷	Media Name	Release Date	Language	Media Tone²⁸
Dried Mango Sector Story for USAID Facebook Page on Up scaling the Dried Mango Production in Pakistan at industrial level	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	November 30 th , 2012	English	Positive
Potato Sector Story for USAID Facebook Page on the Distribution of Harvesting Equipment	Value Chain Development	Social Networking Website	Facebook.com/USAIDPakistan	December 7 th , 2012	English	Positive
Backdrop for Fruit and Vegetable Pulping Sector	Value Chain Development	Information and Promotion Material	Print	December 7 th , 2012	English	Positive
40 Peach Hoardings in 20 Areas of Swat on Best Pre and Post Harvest Agricultural Practices	Value Chain Development	Billboards	Billboards at key locations of Swat	December 10 th , 2012	Urdu	Positive
Agri -Implements Fact-sheet	Value Chain Development	Fact-sheet	Fact-sheet	December 16 th , 2012	English	Positive
Potato Sector Fact-sheet	Value Chain Development	Fact-sheet	Fact-sheet	December 16 th , 2012	English	Positive
Peach Sector Fact-sheet	Value Chain Development	Fact-sheet	Fact-sheet	December 16 th , 2012	English	Positive
USAID Firms Project Makes International Shipments of Dried Mango	Value Chain Development	Press Release	Daily Times Pakistan Observer Business Recorder Daily Express Pakistan Today	December 17 th , 2012	Urdu and English	Positive

²⁷ Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

²⁸ Media Tone: Positive, Negative, or Neutral

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

			Daily Pakistan			
Title	Component	Media Type ²⁹	Media Name	Release Date	Language	Media Tone ³⁰
USAID DOCs Radio Program Aap Hum Aur Behtar Zindagi with the USAID Firms Project	Business Enabling Environment	Radio	FM101	December 20 th , 2012	Urdu	Positive
Facebook photo story on USAID support to knitted-garment SMEs in Karachi	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	January 16 th , 2013	English	Positive
Facebook photo story on project supported trout fish farms	Malakand Grants Program	Social Networking Website	Facebook.com/USAID Pakistan	January 30 th , 2013	English	Positive
Facebook photo story on peach farming in Swat	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	February 1 st , 4 th , and 6 th , 2013	English	Positive
Backdrop and Standees for Dates Sector Training	Value Chain Development	Promotional Material	Print	February 10 th , 2013	English	Positive
Backdrop for Policy Reform Dialogue on Sindh's Livestock Sector	Value Chain Development	Promotional Material	Print	February 26 th , 2013	English	Positive
Facebook photo story on mango farming	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	March 11 th , 2013	English	Positive
Backdrop, Standees, Podium Cover, Photo-op backdrop, Symbolic TourSwat.com postcard, Folders, Shields and DVDs for Graduation Event of USAID Firms Project Malakand SME Recovery	Malakand Grants Program	Promotional Material	Print	March 14 th , 2013	English	Positive

29 Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

30 Media Tone: Positive, Negative, or Neutral

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Assistance Program						
Title	Component	Media Type ³¹	Media Name	Release Date	Language	Media Tone ³²
Graduation Event of USAID Firms Project Malakand SME Recovery Assistance Program	Malakand Grants Program	TV Coverage	Dawn News PTV News	March 14 th , 2013	English	Positive
Graduation Event of USAID Firms Project Malakand SME Recovery Assistance Program	Malakand Grants Program	Press Coverage	Dawn Express Tribune The News The Nation Business Recorder Pakistan Today Pakistan Observer Statesman The Spokesman National Herald Tribune The Frontier Post Daily Jang Nawa-i-Waqt Daily Express Pakistan Daily Ash-Sharq Daily Ausaf Daily Jinnah Daily Subh Daily Aaj PTV News	March 15 th , 2013	English and Urdu	Positive

31 Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

32 Media Tone: Positive, Negative, or Neutral

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type³³	Media Name	Release Date	Language	Media Tone³⁴
Updated fact-sheets for Peach, Potato, Mango and Malakand SME Recovery Assistance Program	Value Chain Development and Malakand Grants Program	Fact-sheet	Fact-sheet	March 29 th , 2013	English	Positive
Fact-sheets, posters and designing of stall skins, advertisement in Dawn Special Supplement for Dawn Agri Expo	Value Chain Development	Promotional Material	Print	April 2, 2013	English	Positive
Facebook Cover-photo on mangoes	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	April 4, 2013	English	Positive
Interview of Swat's Trout Farming Sector, Swat, on PTV in coordination with the Public Affairs Section (PAS), U.S. Embassy	Malakand Grants Program	Television	Pakistan Television	April 13, 2013	Urdu	Positive
Designing and production of standees, backdrop, podium cover, mementos, media screen and table tags for the MoU Signing Ceremony between GoKP, Telenor and USAID Firms Project	Value Chain Development	Promotional Material	Print	April 19, 2013	English	Positive
5 photo releases on the Telenor MoU signing ceremony under the title: Information and Financial	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	April 19, 2013	English	Positive

33 Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

34 Media Tone: Positive, Negative, or Neutral

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Mobile Solutions:						
Title	Component	Media Type ³⁵	Media Name	Release Date	Language	Media Tone ³⁶
Facebook photo release on Dates – “USAID Firms Project recently provided personal protective equipment and 500 plastic tables to small and medium enterprises in the local dates sector”	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	May 17, 2013	English	Positive
USAID Firms Project Communications Working Plan	Overall (VCD & BEE)	Work plan	Work plan	May 22, 2013	English	Neutral
Facebook cover-photo on Dates	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	May 13, 2013	English	Positive
Facebook photo release on potatoes	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	May 24, 2013	English	Positive
Facebook photo story on mangoes – “USAID is helping mango farmers in Multan and throughout Pakistan to ready their products for export across the globe”	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	May 27, 2013	English	Positive
Photo release - “Pakistan mango farmers from Sindh and Punjab are partnering with USAID to maximize their yield and improve product	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	June 2, 2013	English	Positive

35 Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

36 Media Tone: Positive, Negative, or Neutral

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type³⁷	Media Name	Release Date	Language	Media Tone³⁸
quality.”						
Designing and Production of Peach Standees	Value Chain Development	Promotional Material	Print	June 6, 2013	English and Urdu	Positive
Facebook photo story on mangoes – “Pakistan is one of the top five mango producers in the world, growing over 1.5 million tons annually”	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	June 7, 2013	English	Positive
Islampur Weaving Fact-sheet	Value Chain Development	Fact-sheet	Fact-sheet	June 11, 2013	English	Positive
Event Briefing Memo, Action Memo, BCL for the 3 rd Annual Mango Conference 2013	Value Chain Development	Information Material/Ambassador’s Office	Information Material	June 12, 2013	English	Positive
“USAID Firms Project takes Pakistan's famous Sindhri mango to international markets”	Value Chain Development	Press Release	Express Tribune Pakistan Observer Daily Times	June 18, 2013	English and Urdu	Positive
Designing and Production of backdrop, side skins and standees for the Islampur Weaving sector at the Dawn Lifestyle Expo	Value Chain Development	Promotional Material	Print	June 21, 2013	English	Positive
Updated One-Pager of the USAID Firms Project	Overall (VCD & BEE)	Fact-sheet	Fact-sheet	Jun 24, 2013	English	Positive

³⁷ Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

³⁸ Media Tone: Positive, Negative, or Neutral

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type ³⁹	Media Name	Release Date	Language	Media Tone ⁴⁰
Fresh Mango Fact-sheet	Value Chain Development	Fact-sheet	Fact-sheet	June 26, 2013	English	Positive
4 photo stories on potato “USAID supports Potato Farmers of Swat”	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	June 26, 2013	English	Positive
Designing and publication of Islampur Weaving sector advertisement in Dawn Special Supplement on the occasion of Dawn Lifestyle Expo 2013	Value Chain Development	Promotional Material	Dawn	June 28, 2013	English	Positive
Facebook Story on Mango Shipments by USAID Firms Project mango sector partners international shipments	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	July 1, 2013	English	Positive
Media Outreach for the Third Annual Mango Conference	Value Chain Development	Press Release	<u>TV & PRINT MEDIA</u> Aaj News CNBC Pakistan SAMAA News Dawn News PTV World Express News <u>ENGLISH NEWSPAPERS</u> Business Recorder Daily Times	July 8, 2013	English and Urdu	Positive

39 Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

40 Media Tone: Positive, Negative, or Neutral

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

			<p>Dawn Express Tribune Pakistan Observer Pakistan Today Statesman Peshawar The Nation The News The Frontier Post Daily News</p> <p><u>URDU NEWSPAPERS</u> Asas Aaj Kal City 42 Daily Express Dunya Din Daily Ausaf Jang Jinnah Jasarat Mussawat Nawa –e – Waqt</p>			
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ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type ⁴¹	Media Name	Release Date	Language	Media Tone ⁴²
Designing and Production of Backdrop, Media-wall, Standees, Folders, Name tags and other materials for the mango conference	Value Chain Development	Promotional Material	Print	July 8, 2013	English	Positive
Filming and Production of Mango Documentary titled 'Reaping Sweet Success'	Value Chain Development	Video	Documentary	July 8, 2013	English and Urdu	Positive
Media Coverage and Outreach for Stakeholder Dialogue on Proposed Animal Welfare Act 2013	Business Enabling Environment	Press Release	Daily Times The News Dawn Business Recorder <u>Electronic Coverage:</u> Geo TV City42	July 30, 2013	English and Urdu	Positive
Designing and Production of Name tags, Backdrop and Standee for Stakeholder Dialogue on Proposed Animal Welfare Act 2013	Business Enabling Environment	Promotional material	Backdrop and Standee	July 30, 2013	English	Positive
Booklets and Bag for Knitted Garments Sector participation in International Exhibition	Value Chain Development	Promotional Material	Booklets and Bag	August 1, 2013	English	Positive
USAID Branded Metal Plates for Date Sector Solar Dryer	Value Chain Development	Promotional Material	Branding Plate	August 30, 2013	English	Positive

41 Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

42 Media Tone: Positive, Negative, or Neutral

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type⁴³	Media Name	Release Date	Language	Media Tone⁴⁴
Printing of Folders and Preparation of DVDs for Asia Fruit Logistica	Value Chain Development	Promotional Material	Print	August 30, 2013	English	Positive
Updating and developing of the following fact-sheets: <ul style="list-style-type: none"> - Agriculture Market Reforms - KP Fata Investment Promotion Council - KP Public Private Partnership Framework - Khyber Pakhtunkhwa Tourism Policy - Khyber Pakhtunkhwa Chamber of Commerce and Industry Vision Documents - Livestock Sector - Board of Investment Program - Institutional Support to Provincial Relief, Rehabilitation and Settlement Authority (PaRRSA) - South Waziristan 	Value Chain Development and Business Enabling Environment	Fact-sheet	Fact-sheet	September 24, 2013	English	Positive

43 Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

44 Media Tone: Positive, Negative, or Neutral

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

<p>Report</p> <ul style="list-style-type: none"> - Mines and Minerals - Agriculture Implements - Dates - Dried Mango - Fruit and Vegetable Pulping - Knitted Garments - Islampur Shawl Weaving - Malakand SME Assistance Program - Mango Fresh - Marble and Granite - Potato - Peach - Technical Assistance to Small and Medium Enterprise Development Authority (SMEDA) - Telenor – Pilot for Information Mobile Financial Solutions - VCD Fact Sheet 					
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ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type⁴⁵	Media Name	Release Date	Language	Media Tone⁴⁶
Peach Sector Tool Distribution Equipment Story	Value Chain Development	Social Networking Website	Facebook.com/USAID Pakistan	September 25, 2013	English	Positive
Designing and Production of Peach, Potato, Hotel and Fisheries maps	Value Chain Development	Print	Maps	September 30, 2013	English	Positive

45 Media Types include Press Clippings, Press Releases, Radio/TV Interviews, Advertisement, Publications, etc.

46 Media Tone: Positive, Negative, or Neutral

ANNEX – B: FINANCIAL DETAILS

	Total Funds Expended until 6/30/2013	July-13	August-13	September-13	Total Funds Expended during this reporting quarter	Total Funds Expended during this reporting year	Total Funds Expended to date
Time	26,387,750	634,453.80	523,088.74	643,059.14	1,800,601.68	\$ 7,029,704.48	28,188,351.30
Materials	34,108,337	935,052.50	877,693.12	972,781.09	2,785,526.71	\$9,340,686.30	36,894,889.16
Total	60,496,086	1,569,506.30	1,400,781.86	1,615,840.23	4,586,128.39	\$16,370,390.78	65,083,240.46
Grants	3,213,830	0	0	9,750.14	9,750.14	\$ 62,880.70	3,223,579.65
Total Costs Incurred	63,709,916	1,569,506.30	1,400,781.86	1,625,590.37	4,595,878.53	\$ 16,433,272.48	68,306,820.11

ANNEX – C: TRAININGS AND EVENTS

TRAININGS AND EVENTS (October 2012 – September 2013)⁴⁷

TRAININGS AND EVENTS – ANNUAL CUMULATIVE (OCTOBER 1, 2012 – SEPTEMBER 30, 2013)

Total Events (Training and Non-training) Held in Year 4	Participants		
	Male	Female	Total
225	4,069	202	4,271

TRAININGS AND EVENTS (July 2013 – September 2013)⁴⁸

TRAININGS AND EVENTS – QUARTERLY CUMULATIVE (JULY 1, 2013 – SEPTEMBER 30, 2013)

Total Events (Training and Non-training) Held This Quarter	Participants		
	Male	Female	Total
27	508	20	528

TRAININGS AND EVENTS – VALUE CHAIN DEVELOPMENT (VCD)

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Food Safety Training for Workforce	July 2-3, 2013	Nadeem Dates Factory, Khairpur, Sindh	Dates	11	11	22
Food Safety Training for Dates Processing Factory Management	July 4, 2013	Sukkur, Sindh	Dates	13	0	13
Export Marketing and Packaging for Dates Products	July 5, 2013	Nadeem Dates Factory, Khairpur, Sindh	Dates	3	0	3
Export Marketing and Packaging for Dates Products	July 7, 2013	Sardar Foods Karachi, Sindh	Dates	5	0	5
Export	July 8,	Supreme				

47 To see detailed listings of trainings in previous quarters, please refer to previous Quarterly Reports.

48 To see detailed listings of trainings in previous quarters, please refer to previous Quarterly Reports.

ANNEX - C: TRAININGS AND EVENTS

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Marketing and Packaging for Dates Products	2013	International, Karachi, Sindh	Dates	2	0	2
Third Annual Mango Conference	July 8, 2013	Islamabad, Pakistan	Mango	47	0	47
Mango Tree Pruning /Canopy Management Training	July 15, 2013	Sultanabad, Sindh	Mango	15	0	15
Mango Tree Pruning /Canopy Management Training	July 16, 2013	Hala, Sindh	Mango	24	0	24
Mango Tree Pruning /Canopy Management Training	July 17, 2013	Tando Jam, Sindh	Mango	29	3	32
Mango Tree Pruning /Canopy Management Training	July 22, 2013	Mianwali Qureshiyan, Rahim Yar Khan, Punjab	Mango	54	0	54
Mango Tree Pruning /Canopy Management Training	July 23, 2013	Jun Pur, Rahim Yar Khan, Punjab	Mango	46	0	46
Mango Tree Pruning /Canopy Management Training	July 29, 2013	Muzaffargarh, Punjab	Mango	52	0	52
MAGIC Market Week-Pre Departure Meeting with Beneficiaries	August 12, 2013	Karachi, Sindh	Knitted Garments	13	0	13
International Study Tour-Magic Market Week	August 18-21, 2013	Las Vegas, USA	Knitted Garments	18	2	20
Training on Good Lab	August 20, 2013	Mitchell's Fruit Farms,	Fruit & Vegetable	20	0	20

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Practices		Okara, Punjab	Pulping			
Training on Good Lab Practices	August 21, 2013	SFA Industries Khanewal, Punjab	Fruit & Vegetable Pulping	6	0	6
Training on Good Lab Practices	August 22, 2013	Shakarganj Food Products, Chiniot, Punjab	Fruit & Vegetable Pulping	4	2	6
Training on Lean Basics	August 19, 2013	Hamdard Agro Engineering, Daska, Punjab	Ag Implements	9	0	9
Training on Standardized Work	August 26, 2013	Greenland Engineers, Daska, Punjab	Ag Implements	8	0	8
Training on Pre and Post Harvest Practices	August 29- 31, 2013	Ushu, Swat, KPK	Potato	20	0	20
Training on Pre and Post Harvest Practices	August 29- 31, 2013	Utror, Swat, KPK	Potato	33	0	33
Training on Good Lab Practices	August 30, 2013	Karachi, Sindh	Fruit & Vegetable Pulping	11	2	13
Focus Group Discussion with Peach SMEs	September 16, 2013	Swat, KPK	Pilot for Information and Financial Mobile Solutions	22	0	22
Focus Group Discussion with Fishery SMEs	September 16, 2013	Swat, KPK	Pilot for Information and Financial Mobile Solutions	11	0	11
Focus Group Discussion with Potato SMEs	September 17, 2013	Swat, KPK	Pilot for Information and Financial Mobile	12	0	12

ANNEX - C: TRAININGS AND EVENTS

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
			Solutions			
Training on Good Manufacturing Practices for Mango Drying SMEs	September 20, 2013	SFA Industries, Khanewal, Punjab	Dried Mango	15	0	15
Training on Good Manufacturing Practices for Mango Drying SMEs	September 21, 2013	Lutfabad Farm, Multan, Punjab	Dried Mango	5	0	5