



USAID
FROM THE AMERICAN PEOPLE

USAID Firms Project

ANNUAL PROGRESS REPORT – V
OCTOBER 2013 – SEPTEMBER 2014



October 31, 2014

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October 2013 - September 2014

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

October 31, 2014

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ACRONYMS

ADP	Annual Development Plan
AIP	Annual Implementation Plan
BEE	Business Enabling Environment
BOI	Board of Investment
BOIT	Board of Investment and Trade
BRSA	Business Recovery Support Agreement
B2B	Business to Business
CMU	Change Management Unit
CIP	Cleaning in Place
CWG	Core Working Group
DPT	Dye Penetrate Test
DC	Direct Current
DHIS	
EU	European Union
ERP	Enterprise Resource Planning
FATA	Federally Administered Tribal Areas
FY	Fiscal Year
GOP	Government of Pakistan
GMP	Good Manufacturing Practices
GOKP	Government of Khyber Pakhtunkhwa
HACCP	Hazard Analysis and Critical Control Points
ICT	Islamabad Capital Territory
ISO	International Organization for Standardization
IT	Information Technology
KP	Khyber Pakhtunkhwa
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NEP	Non Expendable Property
P&D	Planning and Development
PD	Positive Displacement
PaRRSA	Provincial Reconstruction, Rehabilitation and Settlement Authority
PHDEC	Pakistan Horticulture Development & Export Company
PRS	Progress Review System
SMEDA	Small and Medium Enterprises Development Authority
SIAL	SIAL Food Exhibition Canada
TDAP	Trade Development Authority of Pakistan
USAID	United States Agency for International Development
USG	United States Government
WWF	World Wildlife Fund

OVERVIEW

Background

The objective of the USAID Firms Project is to develop dynamic, internationally competitive private sector small and medium enterprises (SME) by working directly at the firm level and 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 project has three 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 upgrades that strengthen SMEs and create a robust private sector. The primary goal of the project's value chain development activities is improving SMEs' revenue and creating employment opportunities. Current project interventions include:

- Working with fresh and dried mango SMEs in Northern Sindh and Southern Punjab on export standards and compliance certifications that will enable them to fulfill export requirements to sell their produce abroad. The marketing assistance component helps develop international market linkages;
- Increasing the value of Pakistani dates through process and infrastructure improvement at 45 date palm farm SMEs and three date processing SMEs in Sindh. This activity includes upgrading on-farm infrastructure, providing equipment, training on good agricultural practices, and creating new market linkages;
- Training peach farmers on production best practices, improved packaging, and waste reduction;
- Installing infrastructure upgrades for peach pulping. The activity also includes creating linkages between farmers and processing facilities and local pulping businesses;
- Linking potato farmers to large processors that provide raw material for multinationals like Frito Lay/Pepsi Co.;
- Providing technical training and support for agricultural implements manufacturers to help them reduce manufacturing inefficiencies, minimize wastage, and conserve energy;
- Upgrading fruit and vegetable pulping processing lines at SMEs in Sindh and Punjab to increase their production capacity so that they can market their products in higher paying domestic and international markets;
- Providing business development and capacity building assistance to knitted garments SMEs in Sindh including international safety and security standards training, equipment upgrades, workplace and workforce standards training, and market linkages activities;
- Increasing market linkages and awareness for Islampur weaving SMEs through exposure to marketing opportunities within Pakistan via trade shows and exhibitions;
- Assisting marble and granite sector to improve quarry management, best practices training, equipment upgrades for tile and slab processors, and market linkages;
- Recommendations for the Small and Medium Enterprise Development Authority (SMEDA) to help it deliver better business development services and develop protocols for service provision and support;
- Introducing a pilot program that will deliver market prices and weather information via mobile phones for SMEs in the Swat Valley;

- Completing workforce development studies in Karachi and South Punjab to help USAID identify future program interventions;
- Rehabilitation of hotels and trout farms in Khyber Pakhtunkhwa (KP) to mitigate the 2010 floods and insurgency, and increase local tourism.

Business Enabling Environment: This component improves the government's capacity at the district, provincial, and national levels to accelerate and facilitate economic opportunities and implement policy-level interventions that are consistent with international best practices. This component's activities include: revising policy, institutional and regulatory reforms for agriculture, livestock, and the mines and minerals sector. The component also worked with SMEDA, the Board of Investment (BOI), and the Provincial Reconstruction Rehabilitation and Settlement Authority (PaRRSA) on institutional strengthening. The component's ongoing policy and regulatory reform initiatives include:

- Agriculture, with a specific focus on horticulture, market policies, and livestock policies for Sindh, Punjab, Balochistan, and KP provinces;
- Fisheries in Sindh that will build competitive and economically sound SMEs;
- Mining reforms in KP and Balochistan. The project works with the provincial governments to reform policy and draft legislation that will enable robust private sector development;
- Research to identify and strategize priority activities for USAID interventions in the South Waziristan Agency that will help create an economically sound 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 developed strategy documents for KP's tourism industry, a revised tourism policy, and a public-private partnership framework for tourism;
- Infrastructure and capacity building support for the Tourism Corporation of KP including revising tourism laws and developing a public private partnership framework. The tourism policy envisions developing an internationally competitive tourism sector to fully realize its diverse potential; making tourism a leading economic sector for the province through public-private partnership.
- Development of 'Vision 2035', an urban planning initiative for Lahore, in conjunction with Forman Christian College. The initiative will draft a research-based governance framework for Lahore, enabling a progressive and economically viable governance initiative;
- Assistance to Securities and Exchange Commission of Pakistan (SECP) and State Bank of Pakistan (SBP) that will improve SMEs' access to debt and equity markets;

Institutional Strengthening: The project's BEE component has worked extensively to build the institutional capacity of its partners. Recent interventions include:

- BOI – The project reviewed the BOI's organizational structure and offered institutional reforms that will enhance the Board's capabilities. The reforms will streamline business processes including information communication technology and management of information systems.
- SMEDA – The project assessed SMEDA's ability to deliver services to SMEs and drafted a strategy for organizational development that included an SME service menu and delivery mechanism. The project is also assisting in the adoption of a performance management program. During the assessment, the project reviewed the SME Policy of 2007, SMEDA's Ordinance from 2002, and SME Bill from 2009 to identify inherent weaknesses and strengths and incorporate them into the organizational strategy.

- KP BOI – After the project completed the study for the federal BOI and Investment Promotion Council, the KP government requested assistance to strengthen the capacity of its provincial BOI. The project has met with BOI representatives and developed a scope of work that includes developing a legal department and standard operating procedures, HR rules, and an information management system.
- Additional Assistance to the KP Government – The project is partnering with the KP government on Planning and Development restructuring, the establishment of a Change Management Unit within the Planning and Development department, support for reviewing the existing monitoring and evaluation framework, strengthening the statistical analysis capability of KP's Bureau of Statistics, support for Urban Sector reforms, and reviewing the legislative, regulatory, and institutional frameworks governing the health and education sectors.

FINANCIAL SUMMARY

Contract No.:	EME-I-00-07-00008-00
Date of Issuance of Task Order:	07 May 2009
Total Potential Task Order Amount:	US\$92,255,031
Amount Obligated Under Task Order:	US\$90,728,334.45
Total Project Funds Expended To Date:	\$87,277,473
Project Funds Expended During Quarter XIX (July-September 2014):	\$6,222,384
Project Funds Allocated for Next Quarter (October - December 2014):	\$3,450,861

FUNDS EXPENDED DURING REPORTING QUARTER (July 1, 2014 – September 30, 2014) ON LOCAL INSTITUTIONS AND STAFF

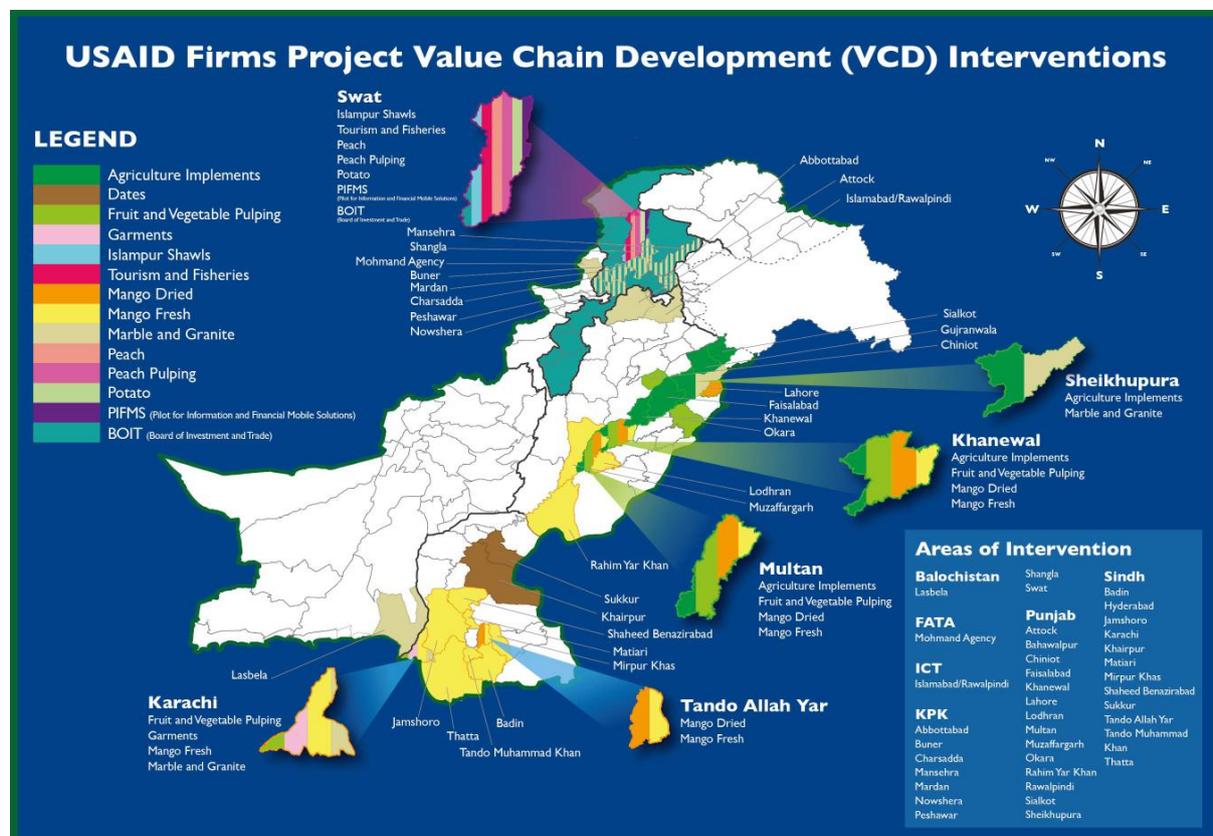
Description	Funds Expended (in US\$)			% of Overall Total			Total
	Local Service Providers	Local Staff	Local ODC	Local Service Providers	Local Staff	Local ODC	
During the reporting quarter, project funds expended in Pakistan on local institutions and local staff	\$1,422,168	\$466,147	\$2,308,680	34%	11%	55%	100%

FUNDS EXPENDED DURING REPORTING YEAR (OCT 1, 2013 – SEP 30, 2014) ON LOCAL INSTITUTIONS AND STAFF

Description	Funds Expended (in USD)			% 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	\$3,634,212	\$2,160,033	\$5,595,531	32%	19%	49%	100%

HIGHLIGHTS AND ACCOMPLISHMENTS

VALUE CHAIN DEVELOPMENT (VCD)



AGRICULTURAL IMPLEMENTS MANUFACTURING SECTOR – PUNJAB

Energy Audits and Conservation: USAID Firms Project hired the subcontractor ‘Sustainable Business Solution’ to conduct energy audits of the 18 beneficiary units of the Agriculture Implements Manufacturing Sector. The audit reports were shared with the beneficiaries. In the wake of ever increasing energy prices in Pakistan, the reports identified and pinpointed the energy wastages areas in these units and recommended appropriate measures to reduce energy losses.

Distribution of Quality Control Equipment: USAID Firms Project has provided quality control equipment, eight weld gauges, eight clamp meters, 13 digital hardness testers, three carbon equivalent meters, two pyrometers, eight vernier height gauges, three carbon sulphur apparatus and 18 dial indicators among the five metal casting units and eighteen agricultural implements manufacturing units. The equipment will help ensure quality of parts and implements, and in turn reduce wastage and rework.

Technology Upgrades: To upgrade the technology used by beneficiary units, 40 welding plants, eight air impact wrenches with air hoses, eight motorized hydraulic shop presses and safety wear were distributed among the eight new beneficiary units of Phase 2. This will help the beneficiaries in reducing electricity consumption and improving their welding quality. It will also help to

reduce the lead time, improve product standardization, product quality as well as the working conditions in the units.

Production of Best Practices Booklet: The project has produced and printed two booklets in Urdu titled 'Properties of Metals and Selection for Agriculture Implements' and 'Good Welding Practices for the Agricultural Implements', and distributed these among the beneficiary units, manufacturers, universities and sector stakeholders. The booklets will help manufacturers to improve their material selection and welding practices to produce quality implements at competitive prices.

Participation in International Trade Promotion Exhibition – AGRA ME 2014, Dubai and Exposure visit to Turkey: Eight of the project's beneficiaries participated in the AGRAME 2014 exhibition held in Dubai World Trade Centre from March 25 to 27, 2014. The participation in the exhibition provided an opportunity for the beneficiaries to introduce their products to international buyers and in turn develop business linkages. From June 8 to June 15, 2014, an exposure visit was organized through which ten beneficiaries visited eight agricultural implements manufacturing facilities (small and medium-sized) in Turkey to observe good manufacturing practices, quality assurance systems, product designing, lean manufacturing, and customer support services. This international exposure provided a unique learning experience to the beneficiaries which helped them replicate the best practices in their respective units.

Local Exposure Visits: In this year, USAID Firms Project arranged local exposure visits for beneficiaries to five well-reputed organizations to observe good manufacturing practices. Beneficiaries visited Atlas Honda Limited Sheikhpura, Infinity Engineering Lahore, Excel Engineering Lahore, Gujranwala Tools Mould, Dies Centre Gujranwala, and Bilal Engineering Gujranwala.

Provision of on-site Technical Assistance to Partner SMEs on Welding, Lean Manufacturing and ISO 9000: Firms Project is providing on-site technical assistance and training to the management, workers, and supervisory staff of 23 partner SMEs on welding, ISO 9000 certification, 5S, selection, and use of material, machining and fabrication. On-site technical assistance and trainings aim to improve the capacity of these manufacturing units and staff to produce quality implements with greater productivity and cost competitiveness.

Production of Radio Programs and Publishing of Informative Articles in Agricultural Magazines: To educate the farmers about the various performance and quality parameters of agricultural implements, USAID Firms Project hired the services of a subcontractor for the recording of ten radio programs and aired them on Radio Pakistan AM and FM 93 stations across Pakistan. Each program had a guest expert who highlighted the various aspects of quality implements in Q&A interviews. These programs are now being aired, and will continue till October 31, 2014. Additionally, to further educate the farmers, seven articles, written by the project's consultant on selection and proper use of agriculture implements, are being published in three leading Urdu language agricultural magazines.

Assistance on Acquisition of ISO 9000 Certification: During its first phase, the project provided technical assistance to ten beneficiary units for the acquisition of ISO 9000 certification through a third party audit from Bureau Veritas. These units acquired certification successfully. During the second phase, the preparatory work on rest of eight units is complete for the final audit, which will take place in the next quarter.

Website Development: The project hired four individual consultants (graphic designer, web content writer, user interface consultant, and PHP Programmer) to develop the websites of **eight** beneficiaries of phase two. The websites of ten beneficiaries of phase one were completed last year. These websites will help the manufacturing units to link up with local and international buyers.

DATES SECTOR – SINDH

Marketing Collateral for Dates Processing SMEs: The project developed and handed over the marketing collateral of its three dates processing SMEs. The material included: a new corporate logo, packaging designs, corporate profiles, templates for business correspondence, quotations, and invoices formats. The material will enable them to revamp the marketing of their respective products with new attractive looks for enhanced buyer attention, in order to increase sales and profitability.

On-site Rainfall Mitigation Training for Date Palm Farm SMEs: The project trained 45 Date palm farm SMEs in rainfall mitigation techniques in October and November 2013. The training sessions addressed the concerns of the SMEs who reported a 38 percent crop loss during the last monsoon season. These sessions provided farmers the best practices and skills to protect their crops during the monsoon season and the farmers are now better equipped to manage foul weather.

Backup generators for Dates Processing Facilities: The project provided backup generators to three Dates processing SMEs. These generators will be used at the cold storage units as a back-up power source for the SMEs during load shedding. The generators have been installed and will be integrated with the cold storage units.

Business Directory for Project-Assisted Dates Sector SMEs: The project has developed and printed a business directory (promotional booklet) for 45 date palm farm SMEs and three date processing SMEs. This business directory will enable the SMEs to create direct marketing and selling linkages in retail markets by presenting and introducing themselves in an organized manner.

Participation in SIAL Canada 2014 Trade Fair: SIAL Canada is one of the most important food industry events in Canada. This year, it was attended by 14,000 professional visitors from 61 countries and 750 exhibitors from 45 countries. Having considered it as an excellent opportunity to introduce the project's beneficiaries with international buyers, the project facilitated the participation of three date processing SME units in the SIAL Canada 2014 Trade Fair. The event, as described by date processing SMEs, was a success in terms of the introduction of Pakistani processed date's products in Canadian and North American markets, and also resulted in **USD 61,638** plus export just within four months of participation in this event.

Installation of Cold Storage Equipment: The project has completed the installation of refrigerated machinery and associated civil works as part of the assistance package for three dates processing SMEs. A modern cold storage facility with a capacity of 180 metric tons is installed at each of the three date processing SME units on a cost-share basis. The subcontractor has completed all deliverables at the three SME units and trial runs are in progress. The activity was supervised by two of the project's consultants inclusive of a Cool Chain Expert and a Civil Works Expert to ensure work quality and environmental compliance.

Provision of State of the Art X-Ray Scanning Machines: As part of the infrastructure upgrading package to three date processing SMEs in Khairpur, the project has begun the procurement process for X-ray scanning machines for each of these three SMEs. On February 25, 2014, all three SMEs contributed to the cost-sharing of this activity by obtaining licenses from Pakistan Nuclear Regulatory Authority (PNRA).

The project has engaged a local subcontractor through an open and competitive process for the procurement and installation of the said three X-ray scanning machines, which are made in the US. The manufacturing of all three machines is complete and they are being delivered and installed at all three SME units.

MANGO SECTOR – PUNJAB AND SINDH

Commercial Air and Sea Shipments of Fresh Mango: A total of 6,448 tons of mangoes from partner SMEs in Sindh and Punjab have been shipped to different European Union destinations in the mango production season of 2014. The buyers/importers included Fair Fruit, Special fruit and Univeg Katope.

GlobalGAP Certifications and Audits of Fresh Mango SMEs: With the support of the USAID Firms Project, 26 fresh mango beneficiaries have achieved their 2014 GlobalGAP certification. Their mango farms and operations were audited by Bureau Veritas, an independent certification body that certified the GlobalGAP compliance requirements.

Hazard Analysis Critical Control Points (HACCP) Certifications: With the assistance of USAID Firms project, 15 mango pack house beneficiaries achieved HACCP certification for the period 2013 – 2016. This year, surveillance audits for the 2015 season were conducted and 13 mango pack houses successfully received renewal of HACCP certification.

Mango Value Addition Training for Women: On May 6 and 7, 2014, the project conducted two training workshops in Sindh titled, 'Mango Value Addition Training Workshops for Women'. These workshops were conducted in Sakrand, District Shaheed Benazirabad and Majeed Keerio village and 79 women were trained. An additional set of trainings also took place in three mango clusters of Rahim Yar Khan, Punjab between May 20 and 22, 2014 and were attended by 112 women. The objective of the training program was to empower women by developing their expertise in mango collection, processing, sun drying, powdering and packaging in line with food safety and sanitation principles. Through practical demonstration, the trainer imparted the skills of preparing pickled, 'aamchur', pulp and dried mango slices.

SMEs Participate in Fruit Logistica Berlin 2014: Between February 4 and 7, 2014, a delegation of 14 beneficiary SMEs attended the Fruit Logistica trade fair in Berlin. The SMEs displayed their products and met with international buyers to get export orders. As a result of this participation, the participating SMEs received multiple orders from various buyers.

Mango Sector Training Programs – Punjab and Sindh: This year, the following training programs were conducted in six mango clusters of Sindh (MirpurKhas, Mitiari, and Hyderabad) and Punjab (Khan Garh, Jun Pur, and, Mianwali Qureshian).

1. 'Balanced Nutrients Application'- six events with 293 participants
2. 'Integrated Mango Crop Protection Management' - six events with 238 participants
3. 'Mango Sudden Death Syndrome' – six events with 260 participants
4. 'Mango Dormancy and Irrigation Management' – six events with 263 participants

Mango farmers, farm managers, extension staff, academia, and other related stakeholders participated in these trainings. These training programs helped build their capacity to implement best cultural practices to increase per acre yield and fruit quality.

Dried Mango Sector

Product Development and Packaging Assistance: An international consultant from South Africa, Niel Van Zijl, provided technical assistance to the project in 2014. The objective of the consultancy was to develop the standardized saleable dried mango product using Pakistani mangoes for both local and export markets as well as to build the capacity of four dried mango beneficiary units to process, pack, and market dried mango. During the 2014 mango season, the consultant along with the project's technical team conducted trials on different Pakistani mango varieties to develop recipes and SOPs for dried mango processing. By conducting these trials, the consultant achieved encouraging results with respect to the color, taste and aroma of the final product. The consultant also sent some samples to international buyers to get their feedback.

Assistance for Local Marketing of Dried Mango: A local consultant was hired to provide assistance to the partner SMEs in analyzing local market potential, identifying potential commercial markets, and strategizing appropriate channels to capture these market segments. The consultant visited the four dried mango facilities in order to assess SME partners' production procedures and their readiness to cater to the local market. Meetings were also arranged with some of the key players in the food industry to explore potential lucrative local market segments for realizing commercial sales. The consultant explored retail, wholesale and industrial buyers as well.

Acquisition of HACCP Certification: With the technical assistance of Firms Project, three of the dried mango pilot facilities received international certification on food safety & quality (HACCP), which ensures that the processing facilities are complying with international food safety standards. This certification will help these SMEs to export their product to high-end international markets.

Sample Dried Mango Shipments to the US and China: The project sent 15 kilograms of dried mangoes to Messis Terrae, a buyer in Washington, USA in November 2013 and 8.5 kilograms of a sample shipment to Shanghai Zugeng Fruit Trading Company in China in December 2013. This is the first ever sample shipment of dried mango to China. Both the buyers expressed interest in importing dried mango slices.

Packaging Assistance for Dried Mango Sector: For improving the packaging of dried mangoes in line with international standards, the project provided packaging machines (band sealing machines, barcode printers and the conveyors) to four partner SMEs under a cost share arrangement.

FRUIT AND VEGETABLE PULPING SECTOR – PUNJAB AND SINDH

Technology Upgrades of Fruits and Vegetable Pulping Sector: USAID Firms Project supported five SMEs in the Fruits and Vegetables Pulping Sector by providing machinery and technical assistance to increase production capacity, shifting from single product to multi-product and enhancing the SMEs' skills levels. Under this support the project has provided 1) Shakarganj Food Products (SFPL), Lalian with one plate heat exchanger (PHE), one 2 stage refiner, one mango de-stoning machine, one variable frequency drive and two positive displacement pumps, 2) Mitchell's Fruit Farms, (MFF) Renala Khurd with one washing sorting and brushing unit, two mango de-stoning machines and one PHE, 3) Syed Inam Ali (SFA) Industries, Kabirwala with one washing sorting and brushing unit, one VFD, one cleaning in place (CIP) unit, one food grade conveyor belt (40 ft long), one PHE, one PD pump and one centrifugal pump 4) Al-Hilal industries (AHI), Multan with one brush washing unit, and 5) MM Corporation (MMC), Karachi with one CIP unit, one PHE, two SS pulp blending tanks, one food grade conveyor belt and one VFD.

The project also engaged a local STTA who monitored the fabrication work at vendors' sites as well as installation and commissioning work at beneficiaries' sites to ensure quality at each step. This intervention has increased the capacity, product quality and hygiene standards of the partner SMEs. They have utilized the provided machinery in the current season for the processing of mangoes, peaches and tomatoes.

Technical Assistance on Standards and Certifications: The project provided on-site technical assistance as well as training on food safety standards, good manufacturing practices (GMPs) and documentation for the implementation of HACCP/ISO 22000 standards. As a result of this intervention, on January 1, 2014, SFPL was awarded the ISO 22000:2005 certification; on January 16, 2014 MMC and Pakola Products Limited (PPL) received the certification; and on August 18, 2014 SFA and on September 9 MFF received their HACCP certification. The certification establishes that the international quality and hygiene standards are in place in these units. With this certification, these units can export their products to international high end markets.

Marketing and Linkages with International and Local Buyers: The project engaged a short term consultant for assistance in developing marketing collateral and increasing export readiness of partner SMEs. As a result of these interventions, SFPL and MFF attended the Gulfood exhibition in Dubai from February 23 to 27, 2014. During the exhibition, the project arranged a business meeting between partners and ForComex, a large French fruit and drink distributor. The partners also met with representatives of Al-Marai Company, Al-Rabie Saudi Food Company Limited, Nadec, Dala Juice Factory, Aujan Industries Co (Rani), Lacnor, Dandy Company Limited and IFFCO Group of Companies to understand international demand. Moreover, efforts were made to develop business linkages with local high end buyers like Nestle, Engro, Pepsi, Coca Cola, and Unilever Walls.

Capacity Building and Training Programs: The project arranged six training events for the managerial, supervisory staff and workers of its partner SMEs. In these training sessions, knowledge, concepts and skills related to good manufacturing practices, personal hygiene, food handling and processing, food safety, occupational health and safety, environmental aspects of processing, gender rights and export marketing of fruit pulp were imparted. In addition, three more training sessions are in process and product development was carried out at SFA, AHI and MFF respectively in order to build the capacity of the workers on raw material selecting, sorting, refining, preserving, packaging and the storing of fruit and vegetable pulp. In these training sessions, in total 69 men and 12 women were trained.

ISLAMPUR WEAVING SECTOR – KP

Capacity Building Training of Islampur Shawl Weaving SMEs – KP: On December 3, 2013, USAID Firms Project organized training for 38 shawl-weaving SMEs from Islampur on B2B Marketing Skills

and Techniques. The training covered important topics such as reaching new buyers, purchase order management, understanding buyer needs in terms of designs and their quality specifications, and sustaining business relationships over a long period. The event also included practical exercises focusing on how to manage stalls at exhibitions. The event was held in Swat Serena Hotel.

Market Linkages for Islampur Weaving SMEs – KP: From October 9 to 11, 2013 and October 28 to November 8, 2013, the project consultant and technical team had meetings with **17** urban retailers and designers all over Pakistan. The purpose of these meetings was to introduce Islampur shawls to these retailers and to gauge their interest in purchasing these shawls. As a follow up to these meetings, representatives from seven potential buyers including Chen One Home, Chen One Apparel, Khaadi, Shubhinak, Ego, Beech Tree and Maria B visited Swat on December 4, 2013 to attend a buyer-seller meeting with 36 weaving SMEs organized by the project. The meeting provided the weaving SMEs exposure to market demands. Sales amounting to USD 3,628 were made on the spot and orders worth USD 26,598 were placed by the buyers for the next winter season.

Exhibitions of Islampur Shawls – KP: On January 9, 2014 project team met with 44 partner weavers to select the exhibitions' participants and selected 24 beneficiaries (eight per exhibition) that met the selection criteria. The exhibitions were held in Islamabad, Karachi and Lahore in February 2014. SMEs exhibited their handmade Swati shawls and sold goods worth **USD 37,799**. In addition, these exhibitions gave the weavers direct access to buyers in new, high value markets.

Distribution of Product Catalogs and Sample Books to Islampur Weaving Beneficiaries – KP: USAID Firms Project developed product catalogs and sample books for 44 Islampur Weaving beneficiaries based in Islampur, Swat to enable the beneficiaries to market their products to high-end markets. Firms Project provided five catalogs and sample books to each beneficiary.

KNITTED GARMENTS SECTOR – SINDH

Capacity Building of Partner SMEs: This year, the USAID Firms Project successfully developed the capacity of partner SMEs by arranging 40 capacity building events and trained a total of 157 (150 men and 7 women) employees in 10 knitted garment manufacturing SMEs. The five modules on which the SMEs were trained included Efficient Marker Making, Production Planning and Management, Material Resource Planning, and Export Marketing.

Productivity Improvement through Technical Assistance and Training: The USAID Firms Project successfully conducted 34 trainings and trained a total number of 129 (127 men and 2 women) employees from 18 garment manufacturing SMEs in Productivity Enhancement through Time And Motion Study, Line Management and Layout Efficiency. These trainings help SMEs in designing their production floor to improve efficiency, and manage production lines in a better way.

Customs-Trade Partnership against Terrorism (C-TPAT) Certification: Aisha Enterprises received C-TPAT certification through assistance provided by USAID Firms Project. This certification will allow beneficiaries' goods to clear customs formalities in less time, and significantly improve on-time delivery.

International Buyer Visits Garments Manufacturing SMEs: On February 22 and 24, 2014 Mr. Stephen Wooley from Trutex (UK based company deals in various kinds of uniform) visited three garments manufacturing SMEs. The buyer discussed price quotations with representatives of Continental Apparels and Al-Abbas Garments. From these meetings, business linkages have been developed to help materialize future business deals.

Participation in Magic Market Week: From February 17 – 20, 2014, USAID Firms Project represented samples of 19 partner SMES at Magic Market Week – Sourcing at Magic (a famous trade show event in Las Vegas. This trade show is North America's largest and most comprehensive market-focused event, reflecting the fashion supply chain at its all segments. This event helped the project to create direct linkages with US and other international buyers thus eliminating middle men and buying agents who charge an excessive amount of commissions on international orders. During the event, **35 buyers** visited the stall and exchanged contact information with the project staff and STTA.

Deployment of ERP System: The ERP System has been deployed in fifteen factories. The purpose of providing the ERP system to the knitted garments factories is to increase the efficiency of processes, reduce production cost and integrate different operations within the factory. The modules that were provided to these beneficiaries as part of this assistance include General Setup, Accounts/GL/Finance, Inventory/Stores, Payroll/HR, Sales/Exports and Reporting on Production.

Auto Trimmers Distribution, Installation, Testing and Training: 631 auto trimmers were distributed and installed in 18 factories. Auto trimmers are stitching machines that have a cropping mechanism installed on them. Usually cropping is done manually which affects the quality of the garments, therefore, resulting in rework or rejection of the garment. Use of auto trimmers will help the beneficiaries to avoid rework and rejections as a result of which the quality of the garments will improve and productivity will increase. Moreover, consumption of electricity will be reduced, hence reducing the cost of production. Due to the trainings conducted by USAID Firms Project and distribution of machinery, some factories have decided to make their contractual labor permanent and approximately 110 stitching operators have now become permanent. After the distribution of auto trimmers, the USAID Firms Project provided trainings on operation, handling and maintenance of the auto trimmers to the SMEs. A total of 76 participants were trained (74 men and 2 women).

CAD System Distribution: Gerber Technology's CAD system for pattern and marker making was delivered, installed, commissioned and tested at 8 partner SME facilities. Many buyers around the world prefer manufacturers who are using CAD methods to make a pattern. This technology will enable these SMEs to achieve maximum fabric utilization and reduce the time of pattern and/or marker making. This will improve their productivity and reduce the cost of production. The USAID Firms Project has provided the SMEs with the CAD software and digitizer while the SME has procured plotter that is compatible with the software and digitizer. Training was also provided to the employees of these SMEs in operation, handling and maintenance of the CAD System. A total of 28 male employees were trained.

MARBLE AND GRANITE SECTOR – NATIONWIDE

Assistance in Technology Upgrades, Certification, Market Linkages and Workforce Development: After a comprehensive and competitive selection process, 12 Marble and Granite SMEs (10 Marble Processors and two Mosaic/Inlay manufacturers) from all over Pakistan (Karachi (four), Sheikhpura (one), Islamabad (three), Peshawar (one) and Charsadda (three)) signed Assistance Agreements with USAID Firms Project to receive support in technology upgrades, market linkages, ISO 9000 certification and workforce development.

Local Demand and Supply Gap Analysis – Marble and Granite Sector: By hiring the services of a consultant, the project assessed the demand of marble products in Pakistan's local market and analyzed the supply gap to pinpoint issues related to quality, consistency and availability. In his report, the consultant proposed recommendations and interventions to be undertaken by Firms Project. Moreover, for improving the competitiveness and product quality, the consultant proposed a strategic plan and technical specifications for machinery and equipment to be procured for selected marble and granite beneficiary SMEs on a cost-sharing basis.

Assistance in Quarry Management and Best Practices in Mining: The capacity need assessments/gap analysis of the local marble and granite quarries were conducted by a short-term consultant. Moreover, the project arranged technical training on best quarrying practices to develop the capacity of thirty local miners. In addition, a technical guidebook on 'Best Quarrying Practices' was prepared for wider dissemination among the sector players / stakeholders.

Participation in 'Build Asia 2013' Trade Exhibition: Between November 19 and 21, 2013, twelve partner Marble SMEs from Peshawar, Charsadda, Islamabad, Sheikhpura, and Karachi attended the ninth Build Asia exhibition in Karachi to display slabs, tiles, mosaics, inlays and handicrafts. More than 500 local and international buyers / expo attendees visited the stall to meet SME representatives and discuss business opportunities. Through this participation, the partner SMEs obtained sales orders worth **US\$ 10,800**.

Design and Development of Websites: The project provided technical assistance through short-term consultants for designing and developing comprehensive and responsive websites of 12 beneficiary SMEs as part of its effort to develop market linkages with local and international buyers.

Technical Assistance on Implementation of Lean Manufacturing Principles: The project hired the services of a short-term consultant to provide technical assistance to eight project partner SMEs from Islamabad, Muridke, Peshawar and Charsadda in implementation of lean manufacturing principles at their sites/units. The objective was to improve process flow, productivity in the factories/production units and inventory management while reducing various types of waste.

Implementation of ISO 9000 Standards: The project provided technical assistance to eight project partner SMEs from Islamabad, Muridke, Peshawar and Charsadda in implementation of ISO 9001 Standards. The objective was to improve management practices and production planning, reduce material traceability issues and minimize wastages. After the final audit of Bureau Veritas, six units have successfully achieved ISO 9000 certification whereas the audits of remaining two units are scheduled in October, 2014.

Participation in Big 5 Exhibition in Saudi Arabia: Between March 9 and 12, 2014 ten partner marble processing and mosaic manufacturing SMEs participated in the Big 5 international exhibition held in Jeddah, Kingdom of Saudi Arabia. The event is Saudi Arabia's largest event for the building and construction industry. The product stall in the exhibition provided an opportunity for the project's marble and granite SMEs to showcase Pakistan's top quality natural stone products including slabs, tiles, mosaic inlays, and medallions to international buyers. The SMEs exhibited their products to more than 400 manufacturers and suppliers from 35 different countries. One partner SME (Pak Marble Charsadda) successfully finalized the agreement with a local partner to establish a warehouse facility and a showroom in Jeddah that could pave the way for introducing Pakistani marble in a big way.

Participation in the Institute of Architects Pakistan Exhibition (IAPEX) Karachi - National: From April 11 to 13, 2014, eight of USAID Firms Project's marble processing and mosaic manufacturing SMEs participated in the 10th Annual Building and Material Exhibition 'IAPEX 2014' in Karachi. The partner SMEs showcased Pakistan's top quality natural stone products including slabs, tiles, mosaic inlays, and medallions to more than 1,500 attendees at the exhibition, including renowned architects of Pakistan. The project's partner SMEs generated sales of **USD 11,852** for marble and granite products, and two of the SMEs from Islamabad, Hassan Marbles and Al-Faisal Marble, were able to fetch a joint venture with one of the marble showrooms in Karachi to exhibit their products.

Participation in Project Qatar 2014 – Doha, Qatar: Between May 12 and 15, 2014, eight of the project's partner SMEs participated in Project Qatar (Stone Tech) 2014, in Doha, Qatar for showcasing marble and granite varieties and craftsmanship of Pakistan. Two Partner SMEs (Lasani Marble and Umer Marble, Charsadda) have finalized deals with three display and warehouse facilities in Doha. One of the SMEs obtained an export order of four containers worth approximately **USD 40,000**.

Technology Up-Grades: USAID Firms Project supported eight SMEs by providing machinery and equipment to increase their production capacity, product quality, and productivity. Under this support the project has provided to: 1. Pak Marble Industries (Charsadda) with one Horizontal and Vertical Block Cutter, One Manual Bench Cutter, 2. Lasani Marble (Charsadda) with one jib crane along-with scissor clamp, 3. Umer Marble (Charsadda) with one jib crane along-with scissor clamp, 4. Karcon Marble (Peshawar) with one jib crane along-with scissor clamp, 5. Farooq Marble Industries (Muridke) with one jib crane along-with scissor clamp, one fork lift truck (3 tons), 6. Al-Faisal Marble (Islamabad) with one jib crane along-with scissor clamp, 7. Star Marble (Islamabad) with one multi blade mosaic cutter, one Calibrator (Two Heads), one single head bridge polisher, and one plotter/large format printer, 8. Hassan Marble (Islamabad) with one multi blade mosaic cutter, one Calibrator (two heads), one single head bridge polisher, and one plotter/large format printer.

PEACH SECTOR – KP

Export Potential Analysis of Swat Peach Sector - KP: An international consultant, Mr. Peter Wetzel, was engaged to carry out an assessment of the export potential of Swat peaches. During his visit in

Pakistan, the consultant conducted meetings with farmers, buyers, cold chain and logistics companies as well as cold storage units. On April 1, 2014, the consultant submitted a report on the analysis that includes a role-based model to help sellers realize export orders.

Pre-Harvest Training for Peach Farming SMEs – KP: The project trained 395 peach farmers on Peach pre-harvest best practices in 6 training events between January 6 and 30, 2014. The training included theory and practical demonstrations of the techniques, irrigation and pruning best practices that the farmers can adopt to improve yields.

Pre and Post-Harvest Refresher Training for 2012 and 2013 partner peach farming SMEs - KP: On April 23, refresher trainings for peach farming SMEs selected in 2012 and 2013 for assistance by the Project were conducted at Shalimar Hotel in Rawalpindi. 62 participants (all men) attended a one day training on Peach pre and post-harvest best practices. These trainings were a refresher from previous workshops held in 2012 and 2013, designed as training-of-trainers for the attendees to take their newfound knowledge back to the rest of the farmers in their respective clusters.

Peach Growers Visit to Gulfood Exhibition in Dubai: From February 22 to February 28, four peach growing SMEs along with peach consultant, Mr. Peter Wetzell, and the VCD sector lead visited the largest food and hospitality show in the world, Gulfood 2014, in Dubai. Over 5 days, the participants met with several fruit traders and processors and held meetings with Gruppo de Nadai, Green Belt Star International LLC, International Food Network, Jebel Al Atlas and 4 Corners General Trading. They also visited several exhibits to generate interest in Swati Peaches. The group also surveyed supermarkets to understand the end user requirements of fruit and to draw comparisons with peaches from other parts of the world. The group also visited the Fruits and Vegetables Wholesale market in Ras Al Khor to get a better understanding of wholesale prices, packaging and transportation mechanisms.

Peach Export Market Orientation Seminar: On May 22, 2014 the project organized a 'peach export orientation seminar' for 33 peach cluster leaders. The seminar was designed to provide the participants of Gulfood 2014 an opportunity to share their experiences with the rest of the partner SMEs. The seminar included training provided by the project's technical team along with sharing of findings and lessons learned from the exposure visit. The training covered high export potential areas, companies, buyers' expectations of peach quality, specific peach varieties that are in demand, required transportation mechanisms and protocols, packaging and all other related information through presentations and group discussions.

Distribution of Farming Tools to Peach Sector Beneficiaries – KP: The project distributed farming tools (looping shears, pruning shears, an aluminum ladder, plastic bins, secateurs, water proof tarpaulin sheets, pruning saws and harvesting bags) among 240 out of 440 peach farming SMEs in six clusters of Swat to improve their agricultural and harvesting practices. These SMEs were selected for assistance in 2013. The project also distributed 448 harvesting bags to 448 peach farming SMEs that were assisted in 2012, helping in the reduction of their post-harvest losses and increasing harvest efficiency. Moreover, tools were distributed to the 462 partner farmers selected for assistance in 2014 on July 10 and 11, 2014. The tools provided to the beneficiaries will help to promote best farming practices and will introduce them to better technology.

Provision of Peach Pulping Machinery to Master Food Industry, Swat – KP: The project provided assistance to beneficiary pulping unit, Master Food Industry located in Swat, in order to upgrade the pulping plant. For this purpose, the project procured pulping line machinery, a steam boiler, a cooling tower and lab equipment for the beneficiary unit. During the period of May-August, 2014, the installation of pulping machinery was successfully completed and tested. A short-term local consultant was also engaged to supervise the fabrication and installation process to ensure quality at each stage. The new machinery provided by the project will help the beneficiary to increase its production capacity and meet food quality standards for national markets

POTATO SECTOR – KP

Documentary on Project's Interventions in Potato Sector: On June 28, 2014 a documentary on the project's interventions in the potato sector in Swat, Khyber Pakhtunkhwa was completed by the

technical team. Two versions of the documentary of different durations have been developed. The documentary covers a brief of the Swat's Potato sector, its significance and demand as well as USAID Firms Project's interventions in providing the farmers with training on pre and post-harvest best practices and in-kind assistance in the form of peach farming tools. The documentary also covers the business model of contract farming developed by Firms project for the partner farmers in association with intermediary SE Trading and commercial buyer - PepsiCo, resulting in significant increase in sales for the farmers. The documentary will be used to promote the business model in other related sectors for their benefit.

PILOT FOR INFORMATION AND FINANCIAL MOBILE SOLUTIONS – KP

Analytical Overview of Mobile Agri Trading: Project consultant, Mr. Muhammad Yar Hiraj met key value chain players of Mango, Dates, Peach, Potato, and Fisheries sectors and completed his analysis on the current agriculture trading systems of these sectors. Mr. Hiraj submitted his final report in January 2014 that covers specific Information Communication Technology tools that can be developed to help improve the current trading practices in the sectors under study.

Crop Advisory SMS and Interactive Voice Recording (IVR) Services Developed under Pilot for Information and Financial Mobile Solutions – KP: On November 21, 2013, the USAID Firms Project and its MOU partner, Telenor, sent eight crop advisory SMS messages as test transmissions to 825 peach farmers, to provide information on agricultural best practices that were pertinent that particular time. According to the feedback received, 94 percent (775) of total farmers declared the messages informative and useful, 59 percent (486) shared messages with other farmers and 40 percent (330) applied the information transmitted via the SMS messages in pruning and irrigation work on the farms. On January 6, the project sent the first set of SMS messages to peach and potato farmers in Swat and on January 27, they were sent to 37 trout farmers. On June 27, weather related forecast SMS messages were also sent to partner Peach, Potato and Fisheries SMEs. On March 24, 2014 the IVR service also went live. Advisory SMS and IVR content for Peach and Potato sectors for the whole year was also developed and vetted by the agriculture extension department.

Innovative Mobile Solutions for Profitable Agriculture Launch Ceremony: On February 4, 2014 the project organized the official launch ceremony for the text message (SMS) and interactive voice recording (IVR) services for the Information and financial mobile solutions pilot project. Attendees included: Mr. Gregory Gottlieb, USAID Mission Director; Mr. Shahram Khan Tarakai, the Minister for Agriculture and Information Technology Mr. Syed Ismail Shah, the Chairman of the Pakistan Telecommunication Authority Mr. Khurram Malik, the Head of Products at Telenor Pakistan; and Mr. Husain Zada Khan, Secretary of Agriculture Livestock and Co-Operatives. Thus far, more than 800 partner SMEs have received text messages that include information on crop management best practices.

Establishment of Trading Information Centers, Swat: One of the interventions of the project is to establish five Information Trading Centers in Swat. The centers will employ ICT (Information Communication Technology) tools to connect players across value chains to obtain crop care management information, marketing information, information on inputs, market rates across Pakistan and relevant weather related information. The 'Trading Information Centers' will have live communication with all stakeholders through SMS and mobile data which would ensure quality and timely information sharing. An expression of interest (EOI) is being initiated for the selection of operator(s). To provide assistance for effective working of these centers, the project has already procured furniture and hardware equipment.

Analysis of Markets and Mechanism for Price Collection of Agricultural Produce: A consultant was engaged to analyze the prevailing operations of fruit and vegetable markets of KP, the role of market committees and pricing mechanisms. Based on his findings, the consultant suggested a methodology / model for the price collection of agriculture produce and submitted it to the Agriculture Department of GoKP. Upon the approval of GoKP, the consultant will develop training material and deliver trainings to the relevant staff members from GoKP on working with the proposed model.

Gap Analysis of the Mobile Money Market in Pakistan: The project engaged consultant Mr. Lee Kironget to conduct a gap analysis of the mobile money market in Pakistan and evaluate it against

international best practices in comparable economies. The consultant had extensive meetings with all stakeholders including regulatory bodies, telecom companies (Mobile Network Operators) and banks. The consultant also conducted a questionnaire based small survey in various business sectors to gauge end user needs and users' experiences with mobile money in Pakistan. The consultant is due to submit the final report in October 2014.

Workshop Event for Mobile Money Stakeholders in Pakistan: On September 12, 2014, a workshop on Mobile Money in Pakistan was organized in Islamabad for stakeholders from the mobile money industry of Pakistan to discuss the current situation of the industry and strategize on how the industry can grow. The workshop was conducted and led by consultant Lee Kironget.

KHYBER PAKHTUNKHWA BOARD OF INVESTMENT AND TRADE – KP

Technical Assistance to Khyber Pakhtunkhwa Board of Investment and Trade- KP: USAID has tasked Firms Project to provide technical assistance to KP-BOIT to enable it to further the organization's mandate of promoting investment and trade in Khyber Pakhtunkhwa. On March 3, 2014, an initial planning meeting was held in Peshawar to discuss the scope of assistance that USAID Firms Project will provide to KP-BOIT. A work plan was shared on Friday, March 7, 2014. The project hired the services of a consulting firm, KPMG Taseer Hadi and Co., for the assignment. An initial meeting with KPMG and the KP-BOIT was held in Peshawar on May 20. The objectives of their organization were shared by KP-BOIT with USAID Firms Project's technical team and KPMG staff. The overall methodology and execution of the assignment was also discussed in detail.

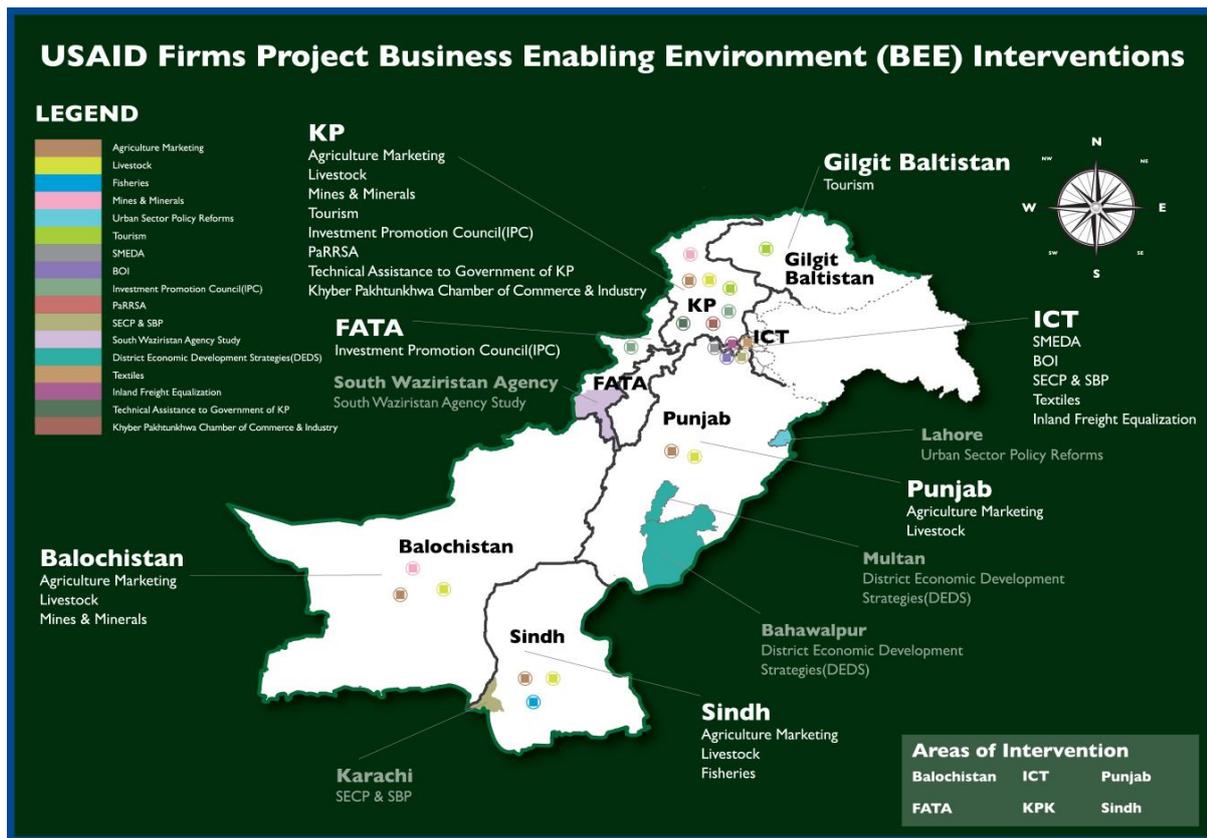
Subsequent progress update meetings were conducted between the three parties on June 6, 10, 11, 25, 27, July 28, Aug 5, and Sep 6, 2014 to review the progress of the subcontractor. The deliverables including the investment guide, report on By-Laws and legal structure, and prefeasibility reports on 6 out of 12 sectors have been submitted by the subcontractor. The remainder of the deliverables including the remaining pre-feasibility studies, website, report on corporate strategy and HR department are scheduled to be completed by October 30, 2014.

EXIT STRATEGY - VCD

The USAID Firms Project hired one international short term consultant and three local consultants, who have expertise in various business sectors, to develop the exit strategy of the project. In August 2014 the consultants submitted the final report encompassing the guidelines to develop the sector specific exit plans as well as other recommendations. The main objectives of the project to develop the exit strategy are:

- a) Demonstrate sustainability of the interventions, initiated by USAID Firms Project during its implementation period.
- b) Scalability (scale-up) and replication of the successful interventions for a larger number of beneficiaries in the ten Firms' business sectors, by other development agencies / bodies.
- c) Replication of the tested/proven development model to similar sectors, by USAID and / or other development agencies through their subsequent projects.
- d) Segregation of the interventions that can be phased out, phased down and phased over and their execution modalities.
- e) All technical reports, studies and printed material will be disseminated to the relevant public and private sector stakeholders such as University of Agriculture (Faisalabad), Department of Agri-Extension, Department of Agri-Research, SMEDA, PHDEC, TDAP, relevant chamber of commerce's, exporters and farmers associations.

BUSINESS ENABLING ENVIRONMENT (BEE)



AGRICULTURAL MARKETING

Horticulture Markets Reform in Khyber Pakhtunkhwa: USAID Firms Project has prepared Khyber Pakhtunkhwa Agriculture Marketing Policy 2014 that aims to make horticulture markets more competitive, provide safeguards for growers, enable more produce in better grades, and set up a stakeholder led provincial agriculture marketing board to raise standards. A stakeholder session was held in late September to give final shape to the policy document, setting the stage for reform legislation (also prepared by USAID Firms Project) to be introduced in the Provincial Assembly. Reforming the agriculture marketing system to improve profitability, productivity and value for producers and consumers is also now included as one of the pillars of the agriculture program in the provincial Annual Development Programs.

A New Policy and Draft Law for Baluchistan: USAID Firms Project prepared a revised policy and draft horticulture markets law for Baluchistan Province to liberalize agriculture marketing, which has gone through an extensive consultative process with both the private and public sectors. The new policy and draft law have both been approved in principle by the Department of Agriculture and are being progressed with the Planning & Development Department taking the lead in this respect.

Continuing Reforms in Sindh: USAID Firms Project completed a financial road map for the reform of market committees in Sindh to enable orderly conversion of these committees into companies, absorption of legacy employees, and establishment of an independent stakeholder led provincial agricultural marketing board. The financial road map prepared by consulting firm FAMCO Associates (formerly Ferguson Associates) shall assist the Department of Agriculture of Sindh to properly implement market committee reforms introduced in the 2010 reform Act.

Passage of Horticulture Markets Reform Law in Punjab: USAID Firms Project provided detailed briefings to the Minister for Agriculture and relevant Secretary about the status of a draft reform law in

the province which will modernize horticulture marketing in line with international best practices. Through these briefings conducted in the first and third quarter of 2014, the Department of Agriculture was kept on board to push the draft reform law past the Cabinet Committee, where it has been stuck in the previous administration. The Firms Project had earlier prepared a comprehensive agriculture marketing policy document and Draft Law that had been accepted by the Agriculture Department.

Advocacy of Reforms: Following up on its work on regulatory reforms, USAID Firms Project also assisted the Pakistan Agriculture Coalition (PAC) to galvanize private sector interest in setting up a collection center and trading platforms for horticulture products near Karachi. PAC is committed to the advocacy of the reforms proposed by the USAID Firms Project.

ASSISTANCE TO KP GOVERNMENT

Overall Technical Support to the Government of Khyber Pakhtunkhwa (KP): The newly formed KP Government had set an aggressive reform and development agenda. This agenda was restricted by limited institutional capacity, archaic regulatory frameworks, and compliance regimes that impeded the execution of provincial plans. The USAID Firms Project worked with the government to address these concerns and provided support to Planning and Development department in the establishment of a Change Management Unit, capacity building of P&D, support for an earned value-based Monitoring and Evaluation system, capacity building of the Bureau of Statistics and the promotion of private sector engagement in health and reforms for the health sector. Additionally, the Chief Secretary of the KP Government has expressed his appreciation of the assistance and a final acceptance note has been received from the government.

Establishing Change Management Unit with P&D: The Government of Khyber Pakhtunkhwa has resolved to establish a Change Management Unit (CMU) with the P&D department to identify and oversee reforms in various sectors for improving service delivery and transforming these sectors into an engine of growth for the economy. In this regard, the project placed three experts with P&D to establish the envisioned CMU. A separate project office has been setup for the CMU in the P&D department. The CMU team have held in-depth consultative meetings with various departments of Khyber Pakhtunkhwa with the purpose of apprising them of the concept and vision of CMU and have involved them in the reform process. The departments consulted are Health, Education, C&W, Local Government and Rural Development, Mines and Minerals, Excise and Taxation, Administration, Transport, Energy, Zakat Usher and Social Welfare departments. The CMU team has also facilitated the KP Government's inclusion in Firms Project sectoral reforms in the KP Annual Development Plan of 2014. All deliverables of this technical assistance have been achieved and shared both with KP Government and USAID. Meanwhile, a final presentation was also given to the KP Government on August 26, 2014.

Institutional Strengthening of Planning and Development Department: This technical assistance aims at the institutional strengthening of Khyber Pakhtunkhwa's Planning and Development Department. As per an in-depth consultation with P&D department in a workshop on June 19, 2014, the institutional development of P&D is based upon five key themes: strengthening the district planning institutional structure; empowering the P&D Department and creation of the Board; developing a focus on economic growth; developing capacity for public-private partnerships; and developing the capacity of the Bureau of Statistics. All of the deliverables of the P&D strengthening activity have been developed. These deliverables were presented to P&D on August 19, 2014 and their feedback is being incorporated in the final report.

Strengthening of Bureau of Statistics: The technical assistance provided to the Bureau of Statistics aims at undertaking an institutional analysis of Khyber Pakhtunkhwa's Bureau of Statistics (BoS) and recommending a way forward for institutional and technical strengthening. Based upon the literature review, the project discussed this activity at P&D with BoS on June 19, 2014 wherein the priorities and institutional analysis areas of BoS were discussed in detail. Taking the recommendations forward, all three deliverables of this technical assistance activity were developed which included an institutional gap analysis study, conducting a needs assessment and providing recommendations by developing a 6-month action plan. These deliverables have been shared with BoS and presented to P&D on August 19, 2014 and their feedback is being incorporated in the final report.

Urban Sector Legal & Regulatory Framework: To meet the challenge of a rapidly growing population, sprawling urban landscape, ever-increasing demand for services, distortions in real-estate markets and the subsequent need for institutional and regulatory adjustments, the KP government had requested that the USAID Firms Project, as part of the overall reform assistance request for the province, for support on drafting best practice (i) Rental Law, (ii) Condominium Law, (iii) Land-use rules and building regulations and (iv) Mass Transit System Act. Subsequently, a meeting was held with Mr. Zubair Asghar Qureshi, Executive Director of the Urban Policy Unit of KP on April 18, 2014. On the occasion, Mr. Ali Murtaza, Firms Project legal consultant, made a brief presentation on the proposed draft laws, including the Condominium Law, Rental Law and land-use rules and building regulations. There was general acceptance of the policy principles to be reflected in the draft law. The draft versions of 'Physical Planning Act', 'Tenancy Act' and 'Mass Transit System Act' have since been shared with the KP Urban Policy Unit and their feedback has been incorporated. The subject assistance has concluded and the work has been appreciated by the Planning & Development Department in a letter of acknowledgement.

Earned-Value Based Monitoring & Evaluation System: USAID Firms Project assisted the P&D Department in enhancing the capacity of the GoKP in Portfolio Management and Project Management for major developmental projects through development of earned-value based monitoring and evaluation frameworks and delivery of trainings based on these frameworks to key government officials in P&D and line departments. As part of this assistance, reports on Project Management framework, Portfolio Management framework, Project Management Information Systems and the Final report encompassing the roll-out have been submitted to and accepted by P&D department with much appreciation. These frameworks incorporated skills, tools and techniques required for planning, initiating, executing, controlling and closing major development projects. For roll out of these techniques, senior managers' training tools were designed and interactive training sessions were staged in close collaboration with P&D and Monitoring and Evaluation department. Participants from all departments showed interest in implementing the frameworks for improving the performance of development projects.

Health Sector: USAID Firms Project provided technical assistance to Government of Khyber Pakhtunkhwa, Department of Health for drafting the Health Foundation Act and provincial health policy. Additionally, assistance was provided for developing a health management information system (HMIS), building primary and secondary health service delivery standards and a framework for private sector participation in training of nurses and paramedics. The Department of Health appreciated the project's work in drafting the 'Health Foundation Act', which was formally acknowledged and appreciated by the GoKP through a letter in March, 2014. Wide stakeholder meetings and consultations with provincial managers from DHIS Cell, Health Foundation, Health Regulatory Authority, private hospitals, IT Department, donors, and development partners in close collaboration with the Department of Health and Health Sector Reforms Unit led to development and submission of four additional deliverables:

- Literature Review of Legislative Frameworks governing health sector of KP and Health Policy reforms
- Health Management Information Systems Frameworks
- Minimum Service Delivery Standards (MSDS) for private sector
- PPP Framework for Nurses and Paramedics Trainings

The Department of Health has appreciated these frameworks which would be valuable in institutionalizing the reform agenda of Khyber Pakhtunkhwa. Especially the PPP framework that will aid in improving critical Doctor to Nurse Ratio in the province as well in FATA.

BOARD OF INVESTMENT (BOI) – FEDERAL

Technical Assistance to BOI: USAID Firms Project concluded its assistance under Phase I to the Board of Investment. The project has already shared the report on 'An Analysis of the Existing State

of Pakistan's Board of Investment' with the Chairman of BOI and has also received a letter of acknowledgement, formally approving the report and the recommendations contained in it for restructuring and introducing institutional reforms to enhance the capabilities of BOI, and to streamline business processes in order to improve the ability of BOI to deliver on its mandate and meet the challenges of investment. However, USAID decided that further assistance to BOI under the proposed Phase II plan will not be provided and thereupon further technical assistance to BOI was closed.

LIVESTOCK

Technical Assistance to Government of Punjab: USAID Firms Project completed its technical assistance to the Government of Punjab by proposing policy reforms and developing the legal and regulatory frameworks governing the livestock sector. The Punjab Department of Livestock has appreciated and acknowledged the assistance. Furthermore, the government requested the project's assistance in reviewing the law governing Animal Welfare and Quality Meat and Slaughter Act. The Government requested that the project prepares 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 and Quality Meat and Slaughter Act. Both acts have been submitted to the department and have been acknowledged.

Organizational Restructuring and Capacity Building of Punjab Livestock and Dairy Development Board (PLDDB): USAID Firms Project received a request for technical assistance from the Punjab Livestock and Dairy Development Board on August 25, 2014. The Project is assisting the Board in institutional restructuring and capacity building by reviewing the current organizational structure of the Board, proposing an optimal organizational design, reviewing various policy manuals of the Company, and suggesting a code of ethics and capacity building action plan to help PLDDB become an efficient corporate entity for the promotion of the livestock sector in Pakistan. This assistance will be providing much needed capacity to the Board and assist in the advocacy and implementation of reforms identified by the project.

Technical Assistance to Government of Khyber Pakhtunkhwa: At the request of the KP Livestock Department, the USAID Firms Project provided technical assistance to reform the policy and regulatory framework governing the livestock sector in KP. The technical assistance included a policy review, legal review and rapid appraisal of livestock markets. The project led working groups with representatives from KP's Department of Livestock to draft a new livestock sector policy. The project developed a consensus document after multiple meetings and deliberative input from the Department of Livestock. The KP Government accepted the principles of the reforms that were recommended by the project and the Livestock department acknowledged the assistance provided by the project.

Technical Assistance to Government of Sindh: USAID Firms Project completed its technical assistance to the Government of Sindh by proposing policy reforms and reviewing the legal and regulatory frameworks central to this sector. An extensive round of consultations were made as part of this assistance where different stakeholders were brought on board to deliberate on the policy prescriptions and make suggestions to help revive the potential of the sector. These proposed policy prescriptions have been accepted for reforms by the Department.

Technical Assistance to the Government of Baluchistan: The project prepared a livestock policy for Baluchistan 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 policy recommendations highlight how private sector engagement can be encouraged in areas such as livestock marketing, meat processing, breed improvement, and research and development. The policy prescribes that livestock markets be conducted by commercial entities competing to offer market services. The Livestock Department approved the policy and a letter of acknowledgement has been received from the Planning and Development Department appreciating the efforts of Firms Project in the livestock sector.

FISHERIES SECTOR

Technical Assistance to the Government of Sindh: Upon receiving a request for assistance from the Sindh Livestock and Fisheries Department, USAID Firms Project engaged an international expert to review legal and institutional set-up governing the fisheries sector and to draft a Provincial Fisheries Policy. Additionally, to map the value chain and industry landscape, an industry appraisal was simultaneously conducted. On request of Department of Fisheries Director General Mr. Gulam Mohammad Mahar and Secretary Mr. Zafar Iqbal, recommendations on aqua culture were incorporated in the final report submitted. Extensive consultative sessions with diversified stakeholders identified by the department were staged including but not limited to meetings with the FAO, Korangi Fisheries Harbor Authority, Karachi Fisheries Harbor, WWF, the Fisheries Exporters Association, and the International Union for Conservation of Nature (ICUN) and Fisheries Cooperative Society. The Policy framework has been accepted by the Department.

MINES AND MINERALS

Khyber Pakhtunkhwa and Baluchistan Mineral Policy Frameworks: USAID Firms Project assisted the governments of KP and Baluchistan by drafting minerals policy frameworks for the provinces. International expert Ms. Mary Louise Vitelli submitted her final report on the Mineral Policy Framework in November 2013. The activity had started in May 2013 and was intended to assist provinces in preparing Provincial Mining Policies to address gaps in the sector and prioritize reform areas in accordance with the Federal Mineral Policy. The reports were accepted by the respective provincial governments, who requested further assistance on the basis of the recommendations provided in the policy report. In July 2014, the Government of Khyber Pakhtunkhwa formulated and announced their first ever Mineral Policy Framework based on the Mineral Policy Report prepared by USAID Firms Project.

Institutional Support to Khyber Pakhtunkhwa Mineral Development Department: The Government of Khyber Pakhtunkhwa Mineral Development Department requested institutional support to assist in creating a business friendly environment in order to increase the contribution of minerals to the economy of KP, while enforcing maximum local value addition and responsible environmental stewardship and Standard Operating Procedures (SOPs) for the purpose. The assistance started in January 2014 and continued through the end of June. During the assignment the consultant assisted the Department by producing the following deliverables:

- Investor Information Packages for Chitral and Hazara
- Creation of Mineral Blocks Maps for Malakand, Chitral and Hazara
- Bidding Documents to facilitate investors
- Marketing Strategy/ process for the delineated mineral blocks
- Establishment of a Data Room with past and available information on mineral resources and leases/ licenses

The consultancy came to an end in June 2014 and the USAID Firms Project received a letter of appreciation and acceptance from the Minerals Department, Government of KP, for the assignment.

Support for Development of Subsidiary Legislation: As a rollout of the policy, the Government of Khyber Pakhtunkhwa requested support for development of subsidiary legislation. The consultancy sought to introduce international best practices in the development of subsidiary legislation for the mines and minerals department of KPK. The existing rules set forth processes for the award and implementation of mineral license/lease rights but in order to support a modern mineral sector as recommended in the newly formulated Provincial Policy report, specific attention and preparation of guidance to certain aspects needed to be given through the drafting of rules. This activity also intended to advise the Provincial Mineral Development Department on various issues to introduce international best practices. The activity began in April and ended in August. Under the consultancy following deliverables were produced:

- Best Mining Practice Frameworks report
- Sample Mining Contract
- Summary of findings and review of task 2A (a-c)
- Summary of findings and review of task 2A (e-g)
- Updated Mining Concession Rules

The activity came to a close in August 2014. The Khyber Pakhtunkhwa Mineral Development Department accepted the deliverables and recorded their appreciation for the same.

Support for Development of Mineral Act, Khyber Pakhtunkhwa and Baluchistan: The Governments of Khyber Pakhtunkhwa and later Baluchistan requested support from the project for development of Provincial Mineral Act. The Provincial Policy Framework Report by USAID Firms Project underlined the need to prioritize legal/ regulatory reforms in the Mining sector and envisaged formulation of a Provincial Mining Act to enable the reforms. The Act sets out the legal authority of sector institutions, describes processes in support of the Concession Rules for the award of mineral rights, lists obligations of license/lease holders and other legal aspects including environmental, land, social protection, tax, labor and other legal acts. The activity started for Khyber Pakhtunkhwa in February 2014 and ended in August 2014 while Baluchistan Mining Act was finalized in September 2014. The Provincial Governments of Khyber Pakhtunkhwa and Baluchistan accepted the deliverables and recorded their appreciation for the same.

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

Institutional Strengthening of PaRRSA: USAID Firms Project has been providing institutional support to PaRRSA by placing six short-term experts with PaRRSA to provide technical assistance to its Economic Growth and Public Awareness teams. These experts continued their work with PaRRSA till March 30 2014 wherein Firms Project concluded its technical assistance to PaRRSA as part of the proposed exit strategy. During the subject period, the experts shared their fortnightly progress report deliverables with Firms, and finally submitted their End of Project Assignment Deliverable document to Firms Project.

Technical Assistance for Development of Progress Review System (PRS) for PaRRSA: USAID Firms Project is providing technical assistance to PaRRSA in developing a Progress Review Management System, which will be a web-based database and will link various donor funded initiatives of PaRRSA through this database and provide the envisioned tool to PaRRSA in effectively planning, tracking and evaluating these projects. A final workshop/presentation was given to the section heads at PaRRSA on June 18 2014 wherein certain feedback/recommendations have been incorporated in the system.

TOURISM

Technical Assistance to KP Tourism Department for Tourism Sector Reforms: On request of the KP Government, Firms Project provided technical assistance to KP Tourism Department for the formulation of a provincial tourism policy, a public-private partnership framework and revision of outdated tourism laws. Four regional Focus Group Discussion (FGDs) were held at Peshawar, Swat, Hazara and Chitral and a large number of stakeholders from the public and private sector participated and provided feedback. Firms Project prepared a draft tourism policy and PPP framework and shared it with the officials of the KP Tourism Department in a final consultative workshop on October 1, 2013. The Project received a letter of acknowledgement from the Tourism Department, KP, and expressing appreciation for the work done by the project.

Technical Assistance to the Tourism Corporation of Khyber Pakhtunkhwa (TCKP) for Developing a Tourism Web Portal: The Tourism Corporation of Khyber Pakhtunkhwa (TCKP) requested Firms project to provide technical assistance to develop a Tourism Web Portal. This technical assistance has been implemented wherein a team of experts were engaged for developing a web portal for TCKP. The design, layout and content material were finalized with TCKP. This is a dynamic web portal to promote KP as a tourist friendly destination and takes into consideration the best practices of similar web portals of about ten international organizations. The subject web portal was developed and demonstrated at TCKP wherein after incorporating their feedback it has been finalized and approved by TCKP.

Technical Assistance to Gilgit-Baltistan Tourism Department: On the request of the Chief Minister of Gilgit-Baltistan (GB) Government, USAID agreed to provide technical assistance in developing a Tourism Policy for GB and a legal/regulatory framework for the revision of Tourism laws for GB as well as a Public-Private Partnership Framework for the Tourism Department of GB. These documents were crafted through a robust consultative process by holding five Focus Group Discussions (FGDs) and five consultative meetings respectively in GB at Shigar, Skardu, Khaplu, Hunza, Gilgit, Sust, Ghizar, Khchura and Gakuch. Beside the five FGDs, consultative meetings were also held with key officials to get their feedback on the formulation of the Tourism Policy for GB.

Meetings and Stakeholders Consultations: A final meeting was held with Ms. Sadia Danish, Advisor on Tourism and Minister of Information, Government of Gilgit-Baltistan wherein she was de-briefed on the outcome of the consultative process and provided suggestions. In total, more than 200 stakeholders from the private sector and various government departments including some members of the GB Legislative Assembly were consulted during this field visit and shared their valuable input. This policy framework is based around nine strategic areas and aims to address the key issues as well as provides broad guidelines and recommends various short, medium and long term actions to the government and other stakeholders to ensure sustainable tourism development and effective management of the tourism resources of Gilgit-Baltistan.

Legal and Regulatory Framework: As part of the assistance to GB government, the project has drafted a legal/regulatory framework which recommends revisions in five Acts/Rules, namely: Hotel and Restaurants Act 1976, Travel Agencies Act 1976, Travel Agencies Rule 2013, Tourist Guides Act 1976, and Mountaineering and Trekking Rules and Regulations.

URBAN SECTOR

Urban Sector Reforms Grant to Forman Christian College: USAID Firms Project entered into a Memorandum of Understanding with the FCC Center for Public Policy and Governance (CPPG) to design and support a program to develop Vision 2035 for the City of Lahore. The objective of the grant to FCC's Center for Public Policy and Governance (CPPG) was to codify a body of research and begin a dialogue for the development of 'Vision 2035' for Lahore City. In line with this objective, CPPG conducted research in five thematic areas: Governance and Management of Lahore, Transport Planning in Lahore, Water Supply, Sewerage and Waste Management, Real Estate Markets, and Trade Friendliness. Furthermore, a Core Working Group (CWG) was set up, comprising of leading sector experts, urban planners, architects, relevant government agencies and other key representatives of academia and civil society. This CWG provided the oversight that informed the analytical work being undertaken by CPPG. The CWG was instrumental in defining the scope of the studies and provided guidance on literary resources and documented best practices. The literature review across five thematic areas produced ten discussion papers, which in turn culminated in the development of five position papers, closely mentored by sector sub-committees comprising of subject matter experts from amongst the CWG. Finally, the position papers were consolidated into one Lahore Vision document after being showcased in a series of seminars aimed at soliciting feedback from a wider stakeholder audience.

Meetings of Core Working Group: The third and fourth meetings of Core Working Group were held on November 6, 2013 and March 7, 2014 respectively, at the Forman Christian College University and were attended by eminent urban development experts from the public and private sector. The purpose of the meetings was to review draft versions of five position papers and develop an initial consensus on the respective sector visions captured within. The five position papers including Water, Sanitation and Waste Management, Transport, Trade, Governance and Real Estate Markets were discussed in detail and feedback was gathered for incorporation before final publication. It was agreed at the

meeting that once the position papers are published these will be disseminated to a larger stakeholder group through a series of seminars geared towards attaining broader buy-in from the citizens, planners and managers of Lahore.

Lahore Vision 2035: As part of the Urban Sector initiative aimed at formulating a consensus based vision for Lahore City, the Center for Public Policy and Governance (CPPG) at FCC University has prepared a draft version of position papers covering trade friendliness, governance, water and sanitation, transport and real estate markets. Following this, a series of seminars were held to gather feedback from key sector experts before publication and wider circulation. Upon publication of the finalized position papers, a consolidated 'Lahore Vision 2035' document will be drafted and the initiative will culminate in a public seminar on Lahore Vision 2035 in late October 2014, seeking the buy-in of all key stakeholders including the citizens of Lahore.

Position Papers Seminars: Five seminars aimed at soliciting feedback on the draft position papers from sector experts and key stakeholders were conducted through the months of April, May and June 2014. The thematic areas included Water, Sanitation and Solid Waste Management, Governance and Management of Lahore, Real Estate Markets, Transport and Trade Friendliness. The discussion at the Water and Sanitation Seminar focused on the role of the Water and Sanitation Agency to ensure equitable access to water for all the inhabitants of the city. The need for community involvement and mobilization to ensure water access and sanitation services through government programs was also stressed. The Governance seminar highlighted the need for a devolved governance system and empowered local governments, whereas the seminar on real estate markets stressed on the need for improved spatial planning together with the requisite legal framework.

Public Seminars: Building on the feedback of experts and key stakeholder organizations, the Center for Public Policy and Governance (CPPG) finalized position papers and held a second round of public seminars, which solicited input from wider stakeholder groups. The events were held between September 22 and September 25, 2014. The purpose of these events was to develop a truly representative vision for Lahore and attain a broader buy in from the citizens of Lahore.

MONITORING AND EVALUATION

The M&E team continued to independently monitor the program activities as stipulated in the revised AMP. 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 AMP, AIP, and the project logical framework as required, in addition to conducting environmental compliance activities.

M&E STUDIES

- Sales and labor multiplier studies for the peach and dates sectors were conducted to determine the value of indirect sales and jobs created as a result of interventions. This was accomplished by collecting and analyzing data from selected beneficiary SMEs and other stakeholders in the peach and dates value chains and calculating the impact of the project's interventions on sales and employment.
 - The peach study concluded that project interventions generated additional sales revenue of USD 8.9 million across the peach value chain. This included an increase of USD 5.5 million at the farm-gate and USD 3.5 million in the off-farm sales in comparison to the baseline. The sales multiplier for the peach sector was calculated as 62 percent and the labor multiplier was calculated as 0.44 percent. This means that for every USD 1 of sales generated at the farm-gate level, there are additional sales worth USD 62 across the value chain. Similarly, for every job created at the farm-gate, there is an additional 0.44 full time equivalent job created across the value chain.
 - Based on the analysis, sales multiplier for the date sector was calculated as 107 percent and the labor multiplier was calculated as 0.41 percent.
- The project completed baseline data collection for the Marble & Granite and Agriculture Implements - Phase 2 beneficiaries and reports were shared with the relevant staff for review and feedback.
 - The follow-up cost of production study for the agricultural implements was finalized after a detailed presentation and comprehensive review by the project.
 - The Firms Project provided 50 welding plants (30 inverters and 20 rectifiers) to 10 beneficiary SMEs in Faisalabad and Sialkot between June and October 2013 to reduce their energy consumption and improve product quality. The anticipated economic benefit for all 18 beneficiary SMEs from June 2013 until December 2014 is USD 318,309 (73 percent cost reduction).
 - The economic benefit is calculated by measuring the decrease in electricity consumption as a result of the welding plants, and taking into consideration the actual amount of time for which each type of welding plant is used at each beneficiary SME. This decrease in electricity consumption is then converted to monetary terms by multiplying the number of units of electricity consumed by the price per unit of electricity. These estimates are therefore quite conservative because the forecast till 2014 is calculated by using the current electricity price. The actual economic benefit will be much greater as the country continues to face increasing electricity prices. The increasing electricity prices will further increase the economic benefit for the beneficiary SMEs as they will be able to save a greater amount of money in electricity bills by using the welding plants.
- The Mango Training Impact Assessment Report was finalized and shared with relevant staff for their review and feedback.
- USAID Firms Project was tasked by the EGA Office to conduct sales and labor multiplier studies for the Apple, Dairy and Wool Value Chains. The interventions in these value chains were being carried out by other implementation partners. Sales and labor multiplier studies for these sectors were conducted to determine the value of indirect sales and jobs created as a result of

interventions. This was accomplished by collecting and analyzing data from selected beneficiary SMEs and other stakeholders in the respective value chains and calculating the impact of the project's interventions on sales and employment.

- The dairy study using the milk volume handled by the various players, estimates that the sector creates over 11 million and 140 thousand jobs and generates over USD 2.1 billion and USD 123 million annual incomes in the rural and urban economies of Pakistan. The sales multiplier for the dairy sector was calculated as 11.94 percent for urban and 7 percent for rural areas. This means that for every USD 1 of dairy sales generated, there are additional sales worth USD 11.94 in the urban areas and USD 7 in rural areas across the value chain. Similarly the labor multiplier was calculated as 0.023 percent for urban and 0.13 percent for rural areas. The Full Time Equivalent (FTE) jobs created through production and sale of 1 lit of milk/day in the rural and urban farming system, are estimated to be 0.134 and 0.023 respectively – six times higher number of jobs in the rural farming systems.
- Based on the analysis, sales multiplier for the apple sector was calculated as 65 percent and the labor multiplier was calculated as 0.77 percent. This means that for every USD 1 of sales generated at the farm-gate level, there are additional sales worth USD 65 across the value chain. Similarly, for every job created at the farm-gate, there is an additional 0.77 full time equivalent job created across the value chain.
- In the same way, sales multiplier for the wool sector was calculated as 241 percent and the labor multiplier was calculated as 0.81 percent. This means that for every USD 1 of sales generated at the farm-gate level, there are additional sales worth USD 241 across the value chain. Similarly, for every job created at the farm-gate, there is an additional 0.81 full time equivalent job created across the value chain.
- The M&E team conducted a damage assessment survey for the Dates sector in June, in light of the recent fungus attack. The findings of the same were shared with the project.
- The M&E team conducted an Economic Benefit Analysis to monetize the potential economic benefits of distribution of welding plants to 18 beneficiary Agricultural Implements SMEs. The study projected an economic benefit of USD 318,309 (73 percent cost reduction) for the 18 beneficiary SMEs.
- The project conducted a Technical Assistance for Impact Assessment with the objective to conduct a review of the project's activities, with a specific focus on the relevance of the program design, its degree of responsiveness to the needs of the beneficiaries and the efficiency with which it meets the objectives set out in the project's results framework. The final report of this exercise will be shared the next quarter.

AWARD MONITORING PLAN (AMP):

- In June 2014 a detailed review of the project Award Monitoring Plan (AMP, formerly termed as Performance Monitoring Plan (PMP) was conducted. The project made the following changes to the project AMP:
 - Results framework updated in accordance with new EGA Office results framework
 - Narrative and organization chart for the section on M&E team structure updated
 - Firms organization chart (Annex A) updated
 - Two new BEE indicators (2.6 and 2.7) added
 - Indicators table (Annex B) updated
 - LFA (Annex C) updated
 - Updated and added Performance Indicator Reference Sheets (PIRS) for existing and new indicators (Annex D)
 - Updated the PIRS for the export indicator according to the new definition.
 - Updated the targets and results for the export indicator throughout the document.

DEVELOPMENT EXPERIENCE CLEARINGHOUSE

- M&E and PA Team lead the work to ensure that all technical reports are compliant to USAID Development Experience Clearinghouse (DEC) standards. Hundreds of project documents (mainly technical deliverables prepared by the STTAs, project staff and/or subcontractor) were reviewed. A list of 99 documents were submitted to the COR for clearance for DEC submission, 97 reports were approved for DEC submission. 65 of these reports have been formatted to the DEC standards and sent to Chemonics home office for further submission to the DEC

USAIDINFO (FORMERLY PAKINFO):

- The project collected, compiled and updated the following on USAIDINFO:
 - MSF disaggregated data for FY 2014 Qtr 1, 2, 3 & 4.
 - Reviewed and updated 366 site locations for new and existing beneficiaries with GPS coordinates and other information.
 - Project documents uploaded (AMP, AIP, quarterly reports, and environmental compliance documents).

USAID REPORTING:

- Two reports on the FY 2013 and cumulative results and impacts were submitted to the USAID.
- The M&E team assisted USAID Data Quality Assessment (DQA) Team to inspect and monitor the M&E related processes and procedures being followed at Firms Project by compiling supporting documentation for all indicators in May 2014. The M&E team also facilitated the site visits for the USAID DQA staff to beneficiary locations as a part of the exercise.
- The M&E team assisted USAID's final evaluation of the Firms Project, and facilitated access to project data, documents and personnel, as well assisting in the field visits and focus group discussions/interviews with key informants and beneficiaries.

TRAINING MONITORING

The M&E team monitored trainings of 'Mango Sudden Death Syndrome' for the mango sector, 'Quarry Management and Best Practices' for the marble and granite sector and 'Business to Business (B2B) Marketing Skills and Techniques' for the Islampur Weaving sector. Based on pre and post-training assessments, attendees increased their knowledge by 27, 27, and 14 percentage points respectively.

The M&E team monitored trainings on "Balanced Nutrients' Application" and "Integrated Mango Crop Protection Management" for the Fresh Mango sector and Pre-Harvest Best Management Trainings for the peach sector. Based on pre and post-training assessments, attendees increased their knowledge by 24, 31.5, and 41 percentage points respectively.

The M&E team conducted follow-up training monitoring of mango sector trainings in Sindh; training monitoring for fruit and vegetable pulping on-site training on quality, food safety, hygiene, health, safety, environment and gender rights in Punjab, Chiniot; and training monitoring for peach pre-harvest trainings.

ENVIRONMENTAL COMPLIANCE

ENVIRONMENTAL COMPLIANCE DOCUMENTATION:

- The project developed, reviewed, and finalized Environmental Documentation Forms (EDFs), Environmental Review Reports (ERRs) and Environmental Mitigation and Monitoring Plans (EMMPs) for the Dried Mango, Agriculture Implements, Knitted Garments, Marble & Granite, Fruit and Vegetable Pulping, Peach, Pilot for Information and Financial Mobile Solutions (PFIMS) and Dates sectors. These environmental documents were submitted to USAID for approval.
- In addition, EDFs requesting categorical exclusion for the Business Enabling Environment component, Islampur Weaving and selected SMEs of the Marble and Granite sector (who only received training assistance from the project) were also developed and submitted to USAID.
- Sector specific environmental compliance orientation sessions were organized for the project assisted SMEs to explain the importance and implementation of the mitigation measures as proposed in their respective EMMPs.

ENVIRONMENTAL COMPLIANCE MONITORING AND REMEDIATION PLANS:

- Environmental Compliance Monitoring of the Agriculture Implements, Marble and Granite, Dates, Dried Mango, Fruit and Vegetable Pulping and Garments sectors was conducted through a subcontractor to ensure compliance to the mitigation measures proposed by the project. The findings of the monitoring, that were generally positive, were also shared with the respective SMEs. Detailed orientation sessions with the Garments, Dates and Marble and Granite sector SMEs were also conducted to explain the implementation of mitigation measures in their respective workplaces. In light of the monitoring findings, the project is preparing remediation plans for each beneficiary. These plans will be shared with the respective SMEs during the next quarter.
- Following the Mission Environmental Officer's (MEO) feedback, the project assisted in drafting Solid Waste Management (SWM) plans and Occupational Health and Safety (OHS) plans for four Dried Mango sector SMEs. The SWM and OHS plans will guide these SMEs in improving workers' safety and ensure proper disposal of solid waste, hence improving the overall environmental situation at their premises.

NO OBJECTION CERTIFICATE (NOC) AND INITIAL ENVIRONMENTAL EXAMINATION (IEE) REPORTS:

- No objection certificates (NOC) for three Date processor SMEs, one Fresh Mango SME, one Dried Mango SME and one Fruit & Vegetable Pulping SME were obtained from the Sindh Environmental Protection Agency (EPA) as a result of project assistance. These certificates outline the reporting requirements that the business entity must fulfill in order to operate under the Pakistan Environmental Protection Act (PEPA) 1997.
- Initial Environmental Examination (IEE) reports for eight Marble and Granite sector SMEs were developed through project assistance. An IEE report is a mandatory requirement to process the NOC under the Pakistan Environmental Protection Act (PEPA) 1997. These beneficiary units were encouraged to process these reports on their own to obtain NOCs from their respective EPA chapter.

PLAN FOR THE NEXT QUARTER:

There is no further reporting on activities due to project close-out. However, an M&E representative will be available to respond to any queries from USAID during the next quarter. The M&E team will assist the Archiving Department in the final archiving of project documents. The final report of the Technical Assistance for Impact Assessment will be shared with project staff in the next quarter.

STAFFING

LONG-TERM STAFF

Region	Positions hired during this year*			Total filled positions to date		
	Male	Female	Total Filled	Male	Female	Total
Management Positions						
Lahore	0	0	0	2	0	2
Islamabad	0	0	0	1	0	1
Karachi	0	0	0	1	0	1
Subtotal	0	0	0	4	0	4
Professional Staff Positions						
Lahore	-1	-6	-7	23	5	28
Islamabad	-1	-2	-3	4	2	6
Karachi	-1	0	-1	3	2	5
Swat	-1	0	-1	0	0	0
Subtotal	-4	-8	-12	30	9	39
Support Staff Positions						
Lahore	-5	-4	-9	12	3	15
Islamabad	-3	0	-3	4	1	5
Karachi	-5	-1	-6	0	0	0
Swat	-4	0	-4	0	0	0
Subtotal	-17	-5	-22	16	4	20
TOTAL	-21	-13	-34	50	13	63

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"/>	00 92 (322) 505 7073	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
Sonia Ferrer	Director Compliance and Administration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0092 (344) 448 7967	sferrer@epfirms.com
Farrukh Khan	Value Chain Development Component Lead	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0092 (344) 448 5023	fkhan@epfirms.com
Fawad Khan	Office Director Karachi	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0092 (344) 448 5011	fhkan@epfirms.com
Kaiyan Yousaf	Office Director Islamabad	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0092 (344)448 7919	kyousaf@epfirms.com

*The reported numbers denote the total impact in staffing and not the individual number of positions hired/terminated during the quarter. The numbers depict the overall net effect of hiring from the previous quarter. For example -1 in Lahore Support Staff Positions indicates that after all recruitments and resignations, the total number of support staff in Lahore from the previous quarter was reduced by 1



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Garment Exports Break Records

USAID assistance towards Pakistan's Knitted Garments Sector results in sales worth USD 7.2 million in the international markets, including the U.S., creating 386



"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."

Pakistan's textile and garment sector has been unable to realize its full potential, albeit being 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 has unfortunately been at the low-end of international markets. However, USAID through its Firms Project's support towards Small and Medium Enterprises (SMEs) specializing in knitted garments, has resulted in three SMEs making 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 selected SMEs are being supported with training and workforce development, machinery upgrades, enterprise resource planning systems and creation of market linkages with international buyers.

Recently, the Firms Project enabled fourteen 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, shunning the conventional trend of approaching intermediaries, and subsequently increasing overall profits.



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SUCCESS STORY

Swat's Peach Farmers Reap Success

USAID assistance has resulted in increased sales revenue of peach SME Farms by USD 14.6 million and created 1,768 new full time jobs



USAID organized 1,350 peach farming SMEs from 33 peach-growing areas into clusters, with one of the farmers elected to the position of cluster-leader. The cluster leader was made responsible to act as a point of contact for buyers and financial institutions. This model has allowed farmers greater economies of scale on purchase of inputs and leverage while dealing with buyers and other stakeholders.

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The Swat district accounts for 44 percent of the total peach production of Pakistan including local and national markets. The estimated peach crop in 2010-11 in Swat was 231,000 tons. However, in 2010, According to the District Agriculture Department, a total of 31,000 acres of agricultural land was affected by floods leading do complete destruction of almost 20 percent of the orchards. The loss to the agricultural sector in Swat was estimated at PKR 14 billion.

The USAID Firms Project initiated its support to Swat's peach sector in 2011 with the aim of reviving the economy and creating jobs in the region. With peach at the centre of agrarian activities in the region, USAID developed a comprehensive strategy to revamp the peach sector.

The first step was to organize 1,350 peach farming SMEs from 33 peach-growing areas into clusters, with one of the farmers elected to the position of cluster-leader. Following cluster formation, farmers were provided training on best practices for farm management and use of modern agriculture tools that would lead to increased yield, reduced losses and quality production. Subsequently, the SMEs were provided with pruning kits, harvesting kits, corrugated cartons and state of the art harvesting bags. The equipment ensures better health of trees and reduced damage to fruit during harvest.

As a result of USAID assistance, the peach farming SMEs have made remarkable progress. Sales revenue of partner Peach SME Farms has increased by USD 14.6 million, resulting in 1,768 new jobs. Approximately USD 1.8 million has also been mobilized in private-sector investment by the peach farmers. Overall, **2,778** hectares of land has been brought under improved practices.

To further enhance its impact, USAID is also upgrading an existing pulping unit in Swat allowing farmers to reap profits from lower grade of fruits. Currently only 44 tons of the aforementioned categories are utilized for pulp, but with the upgraded infrastructure at the unit, it is expected 800 tons of the same categorized will be used, thus reducing wastage drastically. Similarly a mobile agriculture project is also being launched to provide farmers with weather reports, agriculture best practices



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Islampur Shawls Achieve Milestone Sales

USAID assistance for Islampur's 44 small and medium weaving businesses has increased sales by approximately USD 68,000.



"My participation in the USAID Firms exhibition has resulted in orders worth USD 24,000 and I am excited to meet this demand. I am very happy that USAID's intervention has provided access to a whole new market for Islampur's weaving sector. It has given us exposure and a greater sense of ambition to take our products to new avenues. Next year, I expect to double these sales figures." - Atullah Khan, Suvastu Gallery Mingora

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Nestled between towering mountains of Swat lies Islampur, a small, quaint village located 12 kilometers from Saidu Sharif, that is home to approximately 2,500 weaving units that produce traditional handmade shawls, fetching world-wide popularity. Although nearly 75 percent of Islampur's population relies heavily on the weaving sector, constraints are numerous including outdated production techniques in the weaving process leading to inflated costs, limited access to markets, and lack of market linkages. Given the rich cultural heritage associated with traditional handloom (khaddi) and the sector's vast potential, the USAID Firms Project stepped in to assist Islampur's weaving sector.

The USAID Firms Project's multifaceted assistance towards Islampur's weaving sector includes partnership with 44 weaving small and medium businesses, and provision of support through workforce development and training, and enabling them to increase business-to-business (B2B) links. Moreover, through the USAID Firms Project, these partner weavers are acquiring a first-time opportunity of exhibiting their products in project-supported exhibitions in major markets of Pakistan.

On December 3, 2013, the USAID Firms Project organized a two-day B2B Marketing and Skill Development training for 38 shawl weavers from the Islampur region. The training aimed to equip them with new marketing techniques and skills on business strategy, pricing, orders and exhibition management. An exhibition was organized for 30 weavers to showcase their products to high-end buyers the following day. During this exhibition, the Islampur weavers received orders worth approximately USD 27,000 and made immediate sales of approximately USD 3,600. Through this exhibit, the weavers got an opportunity to interact with high-end buyers, and talk about the quality and uniqueness of their intricately-woven handmade products, that is otherwise unknown or goes unnoticed in markets.

Muhammad Ibrahim, owner of Modern Handicrafts, participated in the exhibition, commented, "I sold 250 shawls during the exhibition and I am hopeful of receiving a large order from one of the retailers for the next season!" "I am happy with USAID's support and want our shawls to be available and popular across Pakistan," he added.

As a result of these exhibits, a milestone was achieved when seven high-end Pakistani urban buyers, including ChenOne Home, ChenOne Apparel, Khaadi, Shubhinak, Ego, Beechtree and Maria B, sent their representatives to Swat, for the first time to meet with shawl producers for possible sourcing opportunities from the region. Towards the end of this exhibition, the buyers and weavers also had a candid discussion on market demands, pricing and quality of produce.

USAID's interventions aim to provide its Islampur weaving partners with a platform for creating linkages with new markets, giving them the exposure they deserve to attract investors and buyers.



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Pakistani Marble Trending Globally

This initiative will increase efficiency and product quality, and assist the marble processors in Pakistan in generating higher revenues



Photo Credit: USAID Firms Project

"USAID assistance has helped me not only gain international exposure but I have also managed to generate additional sales of USD 28,000 through exports."

Jibran Khan, Karcon Marble, Peshawar Khyber Pakhtunkhwa (KP)

Pakistan is a country with extensive and diverse mineral resources, including major deposits of export-quality marble, granite and onyx. The majority of these stones are found in Baluchistan, Khyber Pakhtunkhwa (KP) and the Federally Administered Tribal Areas (FATA). To fully utilize the potential of this sector, the U.S Agency for International Development (USAID) through its USAID Firms Project partnered with 12 Marble processors in Pakistan to help them increase efficiency and generate additional revenues through better quality products of marble and penetrate in local and regional export markets.

In Pakistan the Mining of marble and granite with the latest techniques has been initiated in the last few years by the usage of modern mining equipment, on either a lease or rental basis. As a result of this advancement, the production of square blocks of marble has been made possible. Earlier uncontrolled blasting caused fractures, high wastage of marble (72 percent) and color variations resulting in inconsistent quantity and quality of raw material. Furthermore, the unavailability of skilled labor, lack of proper marketing skills, inadequate access to credit and non-availability of certification and testing bodies for the stone industry, further affected the marble processors' ability to meet international standards and expand their businesses.

Current global demand for high-quality finished tiles and other value-added products such as marble slabs and mosaics has risen significantly over the last decade. At present, very few local processing units with a complete range of machinery and equipment are capable of processing stone in accordance with international standards exist.

The 12 marble processors are being provided assistance in the form of processing machinery and equipment on a cost-share basis, technical assistance and trainings in productivity, product design and development and export marketing by international experts. The project has trained 30 marble processing small and medium businesses in workforce development, linked five enterprises to large scale-firms, conducted two marketing events to address export opportunities internationally, and improved technological innovation and strengthened market linkages of 43 project assisted small and medium businesses.

"Through participation in the Big 5 Marble and Granite event in Saudi Arabia, I was able to make exports worth USD 28,000, thanks to USAID," states Jibran Khan, owner of Karcon Marble one of the project's partner beneficiaries.

In addition, the USAID Firms Project is developing business websites for each marble processor and facilitating their participation in local and international exhibitions and buyer-seller conferences to market their products. Partner SMEs have invested USD 525,201 in firms-assisted interventions and have already increased their export revenues by USD 120,044 for marble commodities as a result of USG assistance in the marble sector.



USAID
FROM THE AMERICAN PEOPLE

SUCCESS STORY

Communities Reap Success

Over a span of two years, the USAID Firms Project has invested USD 2.27 million in its support towards partner peach farmers, with a return on investment of 884 percent. (A total of USD 22.3 million)



“Prior to the USAID (intervention,) I only needed 10 to 12 employees during the season. But after the project’s training we have learnt techniques that have resulted in great production and our peaches now reach far flung markets. Now I hire 25 to 30 people during the season.”- Rashad Khan, Kota, Swat.

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

The Swat district accounts for 44 percent of the total peach production of Pakistan including local and national markets. The estimated peach crop in 2010-11 in Swat was 231,000 tons. However, in 2010, according to the District Agriculture Department, a total of 31,000 acres of agricultural land was affected by floods leading to complete destruction of almost 20 percent of the orchards. The loss to the agricultural sector in Swat was estimated at PKR 14 billion (approximately 155 Million USD)

USAID through its Firms Project initiated its support to Swat’s peach sector in 2011 with the aim of reviving the economy and creating jobs in the region. With peach at the centre of agrarian activities in the region, USAID developed a comprehensive strategy to revamp the peach sector.

The first step was to organize 1,350 peach farming Small and Medium Enterprises (SMEs), from 33 peach-growing areas into clusters, with one of the farmers elected to the position of cluster leader. The cluster leader was made responsible to act as a point of contact for the buyers. This model allowed farmers greater economies of scale on purchase of inputs and leverage while dealing with buyers and other stakeholders.

Following cluster formation, farmers were provided training on best practices for farm management and use of modern agriculture tools that would lead to increased yield, reduced losses and quality production. Subsequently, the SMEs were provided with pruning kits, harvesting kits, corrugated cartons and custom-made harvesting bags. The equipment ensures better health of trees and reduced damage to fruit during harvest.

As a result of USAID assistance, the peach farming SMEs have made remarkable progress. Sales revenue of partner Peach SME farms has increased by an astounding USD 14.6 million, resulting in 1,768 new jobs. Approximately USD 1.8 million has been mobilized so far in private-sector investment by the peach farmers. Overall, 1,991 hectares of land has been brought under improved agriculture practices.

To further enhance its impact, USAID is also upgrading an existing pulping unit in Swat allowing farmers to reap profits from lower grades of fruit. Currently, only 44 tons of peaches are processed for pulp, but with the upgraded infrastructure at the unit, it is expected 800 tons will be processed, thus reducing wastage drastically.

Finally, a mobile agriculture project is being launched to provide farmers with weather reports and advisories of agricultural best practices to continue the sustainable progress of the project’s interventions.

ANNUAL PROJECT INDICATORS UPDATE

M&E INDICATORS

INDICATOR	RESULT FOR Y5Q4	Y5 TOTAL	CUMULATIVE TOTAL (2009 – Y5 Q4)	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT. 30, 2014)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
1.1 Increase in sales revenue of project-assisted SMEs	USD 22,686,686	USD 25,614,417	USD 54,161,265 ²	USD 26,422,175	205%	<p>A total incremental increase of USD 22.7 million in sales was realized in this quarter:</p> <ul style="list-style-type: none"> • Knitted Garments: USD 1,045,305 • Fresh Mango: USD 1,067,135 • Agricultural Implements: USD 2,578,425 • Fruit & Vegetable Pulping: USD 8,902,405 • Peach: USD 9,093,416
1.2 Value of exports of targeted commodities as a result of USG assistance	USD 4,621,003	USD 8,499,879	USD 27,152,579 ³	USD ⁴ 20,308,299	134%	<p>A total incremental increase of USD 4.6 million in exports was realized in this quarter:</p> <ul style="list-style-type: none"> • Knitted Garments: USD 1,045,305 • Agricultural Implements: USD 214,121 • Fruit & Vegetable Pulping: USD 3,361,577

¹Per LoP targets in AMP submitted to USAID on June 30, 2014.

²**Total: USD 54,161,265** – Y1: USD 24,860; Y2: USD 5,538,375; Y3: USD 4,828,075; Y4: USD 18,155,538; Y5: USD 25,614,417

³**Total: USD 27,152,579** – Y1: USD 1,037,657; Y2: USD 2,991,510; Y3: USD 3,484,420; Y4: USD 11,139,113; Y5: USD 8,499,879. In the past, the project was reporting on the total value of exports. However according to the instruction received by the USAID the project was asked to report on the incremental exports or the increase in exports that is attributed to the USG assistance. The reported numbers for this indicator have been estimated retroactively according to the new definition.

⁴Please notice there was a typo error in the previous quarter report in the statement of the LOP for this indicator. The LOP target is \$20,308,299

INDICATOR	RESULT FOR Y5Q4	Y5 TOTAL	CUMULATIVE TOTAL (2009 – Y5 Q4)	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT. 30, 2014)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
1.3 Increase in employment for project-assisted SMEs	948	1,134	5,609 ⁵	3,940	142%	<p>948 new FTE jobs were reported this quarter:</p> <ul style="list-style-type: none"> • Knitted Garments: 99 • Fresh Mango: 175 • Peach: 674
1.4 Proportion of women participants in USG assisted programs designed to increase access to productive economic resources	15.6%	15.6%	16.8% ⁶	9% ⁷	187%	<p>3,881 women were provided employment in project-assisted SMEs, out of a total of 24,812 new employees, during the reporting year. An average of this year's proportion (15.6%) and last year's proportion (18%) has been reported as the cumulative achieved proportion (16.8%) over the life of project.</p>
1.5 Value of private sector investment mobilized through formally engaged SMEs (on average \$ for \$ cost share by partner SMEs)	USD 292,007	USD 1,431,882	USD 7,927,234 ⁸	USD 5,009,136	158%	<p>Beneficiary SMEs spent USD 292,007 as private sector investment during this quarter:</p> <ul style="list-style-type: none"> • Fresh Mango: USD 240,299 • Agricultural Implements: USD 51,708
1.6 Number of project assisted training events conducted	30	238	608 ⁹	596	102%	<p>The project conducted 30 training events this quarter:</p> <ul style="list-style-type: none"> • Knitted Garments: 26 • Fruit & Vegetable Pulping: 3 • Peach Pulping: 1

⁵**Total: 5,609** Jobs – Y1: 50; Y2: 949; Y3: 488; Y4: 2,988; Y5: 1,134

⁶**Total 16.8%: Y4 (18%), Y5 (15.6%)** (This indicator was not part of the project AMP before Year 4)

⁷As per the revised and approved AMP this target was changed to 9% to keep it in line with PakInfo guidelines.

⁸**Total: USD 7,927,234** - Y1 USD167,141; Y2 USD 1,632,059; Y3 USD 960,833; Y4 USD 3,735,318; Y5 USD 1,431,882

⁹**Total: 608** - Y1 (49); Y2 (75); Y3 (69); Y4 (177); Y5 (238)

INDICATOR	RESULT FOR Y5Q4	Y5 TOTAL	CUMULATIVE TOTAL (2009 – Y5 Q4)	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT. 30, 2014)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
1.7 Number of participants trained through project assisted workforce development training events	127	2,643	11,745 ¹⁰	12,579	93%	The project trained 127 participants this quarter: <ul style="list-style-type: none"> • Knitted Garments: 96 (95M, 1F) • Fruit & Vegetable Pulping: 23 (19M, 4F) • Peach Pulping: 8 (all men)
1.8 No. of SMEs trained through project assisted workforce development training events	1	620	4,444 ¹¹	4,232	105%	Training on Peach Pulping equipment was provided to one SME during this quarter.
1.9 No. of project assisted SMEs with improved technological innovation, improved management practices and/or strengthened market linkages.	463	550	4,214 ¹²	4,232	99.6%	Peach: 462 new farmers were provided assistance this year. Peach Pulping: One SME was provided training on improved technological innovation (Peach Pulping Equipment) during this quarter.
1.10 Number of micro, small and medium enterprises (MSMEs), including farmers,	463	550	4,214 ¹³	4,232	99.6%	Peach: 462 new signatory Peach farmers were provided equipment and other assistance this year. Peach Pulping:

¹⁰**Total: 11,745 - Y1 (1,667); Y2 (2,161); Y3 (1,660); Y4 3,614; Y5 2,643**

¹¹**Total: 4,444 - Y1 (701); Y2 (1,166); Y3 (1,192); Y4 (765); Y5 (620)**

¹²**Total: 4,214 - Y1 (701); Y2 (1,166); Y3 (1,192); Y4 (605); Y5 (550)**

¹³**Total: 4,214 - Y1 (701); Y2 (1,166); Y3 (1,192); Y4 (605); Y5 (550)**

INDICATOR	RESULT FOR Y5Q4	Y5 TOTAL	CUMULATIVE TOTAL (2009 – Y5 Q4)	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT. 30, 2014)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
receiving business development services from USG assisted sources						One SME received business development services during this quarter (training on Peach Pulping equipment).
1.11 Number of hectares under improved technologies or management practices as a result of USG assistance	787	787	24,543 ¹⁴	20,339	121%	787 hectares benefited from improved technology and management practices from 462 new Peach farmers who were brought under project assistance during this year, with a total of 787 hectares.
1.12: Number of SMEs using project funded implements	0	240	1,312 ¹⁵	1,436	91%	
1.13 Number of micro (and small) enterprises linked to larger-scale firms as result of USG assistance to the value chain	0	12	71 ¹⁶	450	16%	
1.14 Number of project-assisted SMEs achieving internationally recognized standards/certifications	12	26	58 ¹⁷	61	95%	11 previously unreported Fresh Mango signatory SMEs received certifications during this year. One Fruit & Vegetable Pulping unit (Mitchell's) received certification during this quarter.

¹⁴**Total: 24,543** hectares - Y1:(9,275); Y2:(6,772); Y3 (1,741); Y4 (5,968), Y5 (787)

¹⁵**Total: 1,312** – Y1 (0) Y2 (97), Y3 (499);Y4 (476); Y5 (240)

¹⁶**Total: 71** - Y4(59); Y5 (12) (This indicator was not part of the project AMP before Year 4).

¹⁷**Total: 58** - Y1 (10); Y2 (1);Y3 (3); Y4(18); Y5 (26)

INDICATOR	RESULT FOR Y5Q4	Y5 TOTAL	CUMULATIVE TOTAL (2009 – Y5 Q4)	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT. 30, 2014)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
1.15 Number of marketing events conducted with project assistance to address export opportunities in targeted sectors	0	11	45 ¹⁸	44	102%	
1.16 Number of feasibility studies prepared for project-assisted sectors or SMEs	0	0	17 ¹⁹	21	81%	
1.17 Number of economic growth strategies developed for project-assisted sectors or SMEs	0	0	8 ²⁰	10	80%	
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	1	4	105	81	130%	One new policy reform submitted this quarter: <ul style="list-style-type: none"> Institutional Restructuring & Capacity Building of Punjab Livestock & Dairy Development Board
2.2 Number of recommendations on policy reforms, business process reforms and legislative instruments	39	48	82	89	92%	1. Agriculture Marketing Financial Road map, Sindh 2. Mines & Minerals Regulatory Review & Subsidiary Legislation, KPK: KP Best Mining Practice Frameworks 3. Mines & Minerals Regulatory Review & Subsidiary Legislation, KPK: Summary of Finding Task 2A(a-c)

¹⁸Total: 45 - Y1 (21); Y2 (1); Y3 (5); Y4(7); Y5 (11)

¹⁹Total: 17 - Y1 (0); Y2 (17); Y3(0); Y4 (0), Y5 (0)

²⁰Total: 8 - Y1 (6); Y2 (2); Y3(0); Y4: (0), Y5: (0)

INDICATOR	RESULT FOR Y5Q4	Y5 TOTAL	CUMULATIVE TOTAL (2009 – Y5 Q4)	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT. 30, 2014)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
submitted for acceptance to the respective government department						<ol style="list-style-type: none"> 4. Mines & Minerals Regulatory Review & Subsidiary Legislation, KPK: Sample Mining Contract 5. Mines & Minerals Regulatory Review & Subsidiary Legislation, KPK: Summary of FindingsTask2A(e-g) 6. Mines & Minerals Regulatory Review & Subsidiary Legislation, KPK: Mining Concession Rules KPK 7. Mining Act, KPK 8. Mines & Minerals Institutional Support, KPK: Investor Information Packages 9. Mines & Minerals Institutional Support, KPK : Mining Bidding Documents 10. Mines & Minerals Institutional Support, KPK: Mineral Blocks Maps 11. Mines & Minerals Institutional Support, KPK: Mineral Blocks Marketing Strategy/Process 12. Mines & Minerals Institutional Support, KPK: Mining Data Room 13. Mining Act, Balochistan 14. Urban Sector Reforms: Lahore Vision 2035 15. Lahore Vision: Transport 16. Lahore Vision: Governance 17. Lahore Vision: Water, Sanitation and Waste Management 18. Lahore Vision: Trade Friendliness 19. Lahore Vision: Real Estate Markets 20. Tourism Policy, Gilgit Baltistan 21. Public Private Partnership Framework, Gilgit Baltistan 22. Legal Review for Gilgit Baltistan 23. Developing Web Portal for Tourism Corporation Khyber Pakhtunkhwa 24. Animal Welfare Act, Punjab 25. Livestock Policy Reform, KP 26. Livestock Legal Review, KP 27. Fisheries Policy Review- Sindh 28. Institutional Capacity Building of P&D Department 29. Establishing Change Management Unit within P&D 30. Strengthening Statistical Analysis Capability of Bureau of

INDICATOR	RESULT FOR Y5Q4	Y5 TOTAL	CUMULATIVE TOTAL (2009 – Y5 Q4)	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT. 30, 2014)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						Statistics 31. Urban Sector: Reform of Legal Framework for Rental Market 32. Urban Sector: Reform of Legal Framework for Mass Transit System 33. Earned-Value Based Monitoring & Evaluation System: Framework for Project Management 34. Earned-Value Based Monitoring & Evaluation System: Framework for Portfolio Management 35. Earned-Value Based Monitoring & Evaluation System: Policies & Procedures for Project Management Unit 36. Earned-Value Based Monitoring & Evaluation System: Training Material for Senior Officials Training 37. Health Policy Review 38. Health Information Management System 39. Framework for Programs for Private Sector Participation in Training of Nurses
2.3 Number of recommendations on policy reforms, business process reforms and legislative instruments accepted by the respective government department	44	49	70	57	123%	1. Agriculture Marketing Financial Road map 2. Mines & Minerals Policy Framework, KPK 3. Mines & Minerals Regulatory Review & Subsidiary Legislation, KPK: KP Best Mining Practice Frameworks 4. Mines & Minerals Regulatory Review & Subsidiary Legislation, KPK: Summary of Finding Task 2A(a-c) 5. Mines & Minerals Regulatory Review & Subsidiary Legislation, KPK: Sample Mining Contract 6. Mines & Minerals Regulatory Review & Subsidiary Legislation, KPK: Summary of FindingsTask2A(e-g) 7. Mines & Minerals Regulatory Review & Subsidiary Legislation, KPK: Mining Concession Rules KPK 8. Mining Act, KPK 9. Mines & Minerals Institutional Support, KPK: Investor Information Packages 10. Mines & Minerals Institutional Support, KPK : Mining Bidding Documents 11. Mines & Minerals Institutional Support, KPK: Mineral

INDICATOR	RESULT FOR Y5Q4	Y5 TOTAL	CUMULATIVE TOTAL (2009 – Y5 Q4)	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT. 30, 2014)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						Blocks Maps 12. Mines & Minerals Institutional Support, KPK: Mineral Blocks Marketing Strategy/Process 13. Mines & Minerals Institutional Support, KPK: Mining Data Room 14. Mining Act, Balochistan 15. Urban Sector Reforms: Lahore Vision 2035 16. Lahore Vision: Transport 17. Lahore Vision: Governance 18. Lahore Vision: Water, Sanitation and Waste Management 19. Lahore Vision: Trade Friendliness 20. Lahore Vision: Real Estate Markets 21. Tourism Policy, Gilgit baltistan 22. Public Private Partnership Framework, Gilgit Baltistan 23. Legal Review for Gilgit Baltistan 24. Developing Web Portal for Tourism Corporation Khyber Pakhtunkhwa 25. Livestock Policy Reform, KP 26. Livestock Legal Review, KP 27. Fisheries Policy Review- Sindh 28. Institutional Capacity Building of P&D Department 29. Establishing Change Management Unit within P&D 30. Strengthening Statistical Analysis Capability of Bureau of Statistics 31. Urban Sector: Reform of Legal Framework for Spatial Planning 32. Urban Sector: Reform of Legal Framework for Rental Market 33. Urban Sector: Reform of Legal Framework for Multi-storey Buildings 34. Urban Sector: Reform of Legal Framework for Mass Transit System 35. Earned-Value Based Monitoring & Evaluation System: Framework for Project Management 36. Earned-Value Based Monitoring & Evaluation System: Framework for Portfolio Management

INDICATOR	RESULT FOR Y5Q4	Y5 TOTAL	CUMULATIVE TOTAL (2009 – Y5 Q4)	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT. 30, 2014)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						37. Earned-Value Based Monitoring & Evaluation System: Policies & Procedures for Project Management Unit 38. Earned-Value Based Monitoring & Evaluation System: Training Material for Senior Officials Training 39. Health Policy Review 40. Health Information Management System 41. Framework for Programs for Private Sector Participation in Training of Nurses 42. Technical assistance to SMEDA 43. Reviewing and redesigning SME policy 44. Support for SME policy regulatory review
2.4 Number of policies /regulations /administrative procedures at a given stage of development as a result of USG assistance	1	4	105	N/A	N/A	One new policy reform submitted this quarter: <ul style="list-style-type: none"> Institutional Restructuring & Capacity Building of Punjab Livestock & Dairy Development Board
2.5 Number of USG-assisted organizations that participate in legislative proceedings and/or engage in advocacy at all levels	0	173	197	27	730%	
2.6 Number of USG assisted meetings with government officials regarding proposed changes in legal/institutional framework	22	98	98	42	233%	22 meetings held this quarter: <ul style="list-style-type: none"> Agriculture (6): Punjab (1), Sindh (1), Balochistan (1), KPK (3) Mines & Minerals (2) Tourism, KP (1) KPK Work Plan (9): CMU & P&D (3), M&E (3), Health (2), Urban (1) SECP (1)

INDICATOR	RESULT FOR Y5Q4	Y5 TOTAL	CUMULATIVE TOTAL (2009 – Y5 Q4)	LOP TARGET	% OF LOP TARGET ACHIEVED TO DATE ¹ (SEPT. 30, 2014)	DETAILS/BREAKUP OF RESULTS FOR REPORTING QUARTER
						<ul style="list-style-type: none"> • Fisheries (1) • Livestock (2): KP (1), Punjab (1)
2.7 Number of events for public/stakeholders consultation to enhance sector governance or facilitate private sector engagement in policy making as a result of USG assistance.	16	16	16	10	160%	16 events were organized during the reporting year (10 focus group discussions, 5 seminars and 1 workshop).

PROBLEMS AND OBSTACLES

TECHNICAL ISSUES

Problems/Obstacles/Issues	Steps Taken to Remedy Them
<p>Limited availability of credible local and international vendors And/or inadequate responses to RFPs for procurement of equipment and services required for program implementation.</p>	<p>In addition to releasing advertisements in public media, USAID Firms Project is circulating them directly among potential suppliers, Simultaneously, potential suppliers are identified by personal contacts /web based research / field research.</p>
<p>The harvesting window of mango, dates, peaches, and other fruits are small, which provide very limited time to execute activities that are dependent on crop availability.</p>	<p>Technical team tried to overcome this obstacle by proper planning and deploying more resources during the season.</p>
<p>The limited availability of good consultants in various functional areas.</p>	<p>Re-advertisement of vacant positions, in print media as well as on job portals and websites.</p>
<p>The Swat office was closed down by the Intelligence Agency of Pakistan, ISI. Various interventions/activities in Swat are getting delayed due to the prevailing conditions.</p>	<p>Alternate plans were developed to carry out the activities outside Swat.</p> <ul style="list-style-type: none"> • Peach Pre and post-harvest refresher training, designed as training-of-trainers for the attendees was conducted in Rawalpindi. The cluster representatives passed on the information to rest of the cluster members upon their return. • Peach Export Market Orientation Seminar for partner SMEs was conducted in Rawalpindi. • Distribution of Peach farming tools took place in Mardan. Peach cluster leaders travelled to Mardan from Swat and will collect tools on behalf of their cluster members. <p>Sample books and product catalogues developed for Islampur Weaving sector beneficiaries were distributed through courier service.</p>
<p>Delay in installation and commissioning of the peach pulping machinery at Master Food Industry, Swat because of the restriction posed by security agencies on Firms staff to operate in Swat.</p>	<p>Consultant hired to oversee the installation and commissioning of machinery could not travel to Swat while still working for Firms Project. Therefore, to complete the assignment, Scope of Work of the consultant was added to beneficiary's contract and his employment agreement with Firms Project was terminated. Firms Project, however, increased its assistance to the beneficiary unit for the remaining amount of contract and keeps the right to validate the consultant's deliverables</p>
<p>Peach Farming Tools</p>	<p>Due to Swat office closure, the 2014 Peach sector beneficiaries were not provided with aluminum ladders and harvesting bags.</p>
<p>Difficulty in setting up Trading Information Centers in Swat and refusal</p>	<p>Telenor refused to establish the centers, despite their initial willingness. Finally an EoI has been issued and</p>

Problems/Obstacles/Issues	Steps Taken to Remedy Them
of Telenor.	companies have been invited to apply.
Frequent and unexpected changes in government appointments.	Consistently maintaining contact with relevant departments so as to ensure that all new appointees are acknowledged of the assistance of the project in a timely manner.
Time lag in roll out reforms process due to the uncertain nature of senior level government appointments.	Avoiding further delays by establishing bilateral dialogue within different tiers of the relevant departments to ensure prompt and smooth transition of information to the new appointees.
Limitations with respect to scheduling broader consultative events involving key stakeholders and experts providing advice on a voluntary basis.	The project team works closely with counterparts and tries to ensure maximum stakeholder engagement through frequent one-to-one meetings between larger consultative sessions.

Administrative Issues

Problems/Obstacles/Issues	Steps Taken to Remedy Them
Disposition plan for NEP assets	As the USAID Firms Project enters its close out phase, the disposition of the high volume of NEP assets has become a priority and a challenge. PEEP and SRP projects will be recipients of a small amount of the under \$500 items in Lahore and Karachi respectively and we are working on identifying beneficiaries for the above \$500 items remainder.
Approvals for Disposition of NEP assets	Approval requests for NEP assets for the guest house, Swat office and Karachi office were submitted to USAID in April, June and August 2014 respectively. Disposition of these assets will be carried out as soon as the approvals are granted. Guest house items are being stored in a warehouse in Lahore and the Swat office items at the Islamabad office.
Information Technology	The IT team continues to support the requirements of the three offices, and is commencing their more focused attention on the IT requirements for Close Out. This will entail travel to the Karachi and Islamabad offices for extended periods leaving us short-handed for other IT-related tasks so will need careful management and planning.
Archiving	Coping with the extremely high volume of documents that requires archiving is proving a daily challenge for the archiving team, as is the availability of resources in each department to provide their documents to the archiving team in a correct and timely manner. We are overcoming this by hiring additional ST staff in the archiving team and streamlining the checklists of documents required to avoid unnecessary duplication. We have also had to extend the end-date for the completion of this huge task.
Local Staff – Retention and Recruitment & Demobilization	Staff retention in all areas in accordance with our planned retrenchment plan remains an ongoing issue that has required careful management and handling. As expected, some staff are leaving earlier than planned for a variety of reasons, creating issues with the completion of the project’s implementation and operations. We are coping currently and, where required, hiring interns and STTA’s to

Problems/Obstacles/Issues	Steps Taken to Remedy Them
	fill staffing gaps as well as requesting staff to absorb additional tasks.
Office Closures	During the reporting period we experienced office closures in Islamabad and Lahore due to the ongoing political issues in Islamabad (which started from Lahore) and heavy rains making roads impassable. This severely disrupted our schedules for completion of ongoing implementation and close out activities in both offices and indirectly Karachi. We have made an effort to get staff to work from home during these office lock-downs.

ANNEXURE

ANNEX – A: COMMUNICATION PRODUCTS DEVELOPED

Title	Component	Media Type ²¹	Media Name	Release Date	Language	Media Tone ²²
Success Story - Fisheries Sector	Value Chain Development	Social Media	USAID Facebook Page	November 15, 2013	English	Positive
Stall designs, Skins, Standees, Glass etching	Value Chain Development- Marble and Granite- Build Asia Event	Promotional Material	Stall design and Print	November 16, 2013	English	Positive
Photo- blog Knitted Garments	Value Chain Development	Social Media	USAID Facebook Page	November 23, 2013	English	Positive
Potatoes Standees	Value Chain Development	Promotional Material	Print	November 27, 2013	English	Positive
Peach Farming Boards – A total of 20 pre and post harvest best practices boards placed across Swat	Value Chain Development	Promotional and Technical Material	Hoardings	December 05, 2013	Urdu	Neutral
Post event write-up on Build Asia	Value Chain Development- Marble and Granite- Build Asia Event	Promotional Material	News Coverage	December 07, 2013	English	Positive
USAID Firms Project VCD Interventions Map	Value Chain Development	Promotional Material	Maps	December 15, 2013	English	Positive
Article for Just Style Magazine	Value Chain Development	Informational and Promotional	News/Magazine	December 26, 2013	English	Positive
Project Impact Story - Knitted Garments Sector	Value Chain Development	Informational and Promotional	Social Media	December 27, 2013	English	Positive
Project Impact Story – Peach Sector	Value Chain Development	Informational and Promotional	Social Media	December 27, 2013	English	Positive

Title	Component	Media Type ²¹	Media Name	Release Date	Language	Media Tone ²²
Project Impact Story – Mango Sect	Value Chain Development	Informational and Promotional	Social Media	December 27, 2013	English	Positive
USAID Firms Project VCD Sector Wise Maps (Marble, Fresh Mango and Dates)	Value Chain Development	Informational and Promotional	Maps	December 30, 2013	English	Positive
VCD Factsheets – 13 in number	Value Chain Development	Informational and Promotional	Factsheets	December 31, 2013	English	Positive
BEE Factsheets – 11 in number	Business Enabling Environment	Informational and Promotional	Factsheets	December 31, 2013	English	Positive
Provincial Maps (Interventions-based)	Value Chain Development	Informational and Promotional	Maps	Jan 5h 2013	English	Positive
Photographic Posters for Lahore Office – 14 in number	Value Chain Development	Promotional Material	Print	Jan 7th 2013	English	Positive
Facebook Story - Buyers visit to Swat for Islampur Shawl Weaving Sector	Value Chain Development	Social Media	USAID Facebook Page	January 2014	English	Positive
Photo Story - Knitted Garments Sector Beneficiary	Value Chain Development	Social Media	USAID Facebook Page	February 2014	English	Positive
Sample Box - Marble and Granite Sector	Value Chain Development	Promotional Material	Sample Box	February 2014	English	Neutral
PIFMS Beneficiary Interviews (Print / Video)	Value Chain Development	Promotional Material	Interviews (Print / Video)	February 4, 2014	Urdu	Positive
Press Release – Knitted Garments Sector - Magic Market Week Las Vegas, USA	Value Chain Development	Press Release	Press Release	February 2014	English	Positive
PIFMS Event Branding & Marking (Backdrop, podium cover, standees, cut outs, photo-posters, IVR Tree, informational boards)	Value Chain Development	Promotional material	Event Branding & Marking	February 4, 2014	English / Urdu	Positive

Title	Component	Media Type ²¹	Media Name	Release Date	Language	Media Tone ²²
Factsheets – Sectors – Islampur Weaving, PIFMS, Peach, Potato, and Malakand SME Recovery Assistance Program	Value Chain Development	Informational & Promotional	Factsheets	February 4, 2014	English	Positive
CD Cover for the Swat Tourism Promotional Song – “Zindagi Hai Yahan”	Value Chain Development	Promotional	CD Cover	February 4, 2014	English	Neutral
Press Release - PIFMS Event	Value Chain Development	Press Release	Press Release	February 4, 2014	English / Urdu	Positive
Flickr Photo Story on PIFMS	Value Chain Development	Social Media	USAID Flickr Page	February 4, 2014	English	Positive
Press Release - Islampur Shawls Exhibitions	Value Chain Development	Press Release	Press Release	March 2014	English	Positive
Success Story – Islampur Weaving Sector	Value Chain Development	Informational & Promotional	Success Story	March 2014	English	Positive
Fact Sheet - Balochistan	Business Enabling Environment	Informational & Promotional	Factsheet	March 2014	English	Positive
One-Pager - Peach Fruit Profile for Gulfood 2014	Value Chain Development	Informational & Promotional	One-pager	March 2014	English	Positive
Folders – Peach Sector for Gulfood	Value Chain Development	Promotional	Folder	March 2014	English	Neutral
Exhibition Branding - Marble & Granite Sector - Big 5, Saudi Arabia (Backdrop, folders, standees)	Value Chain Development	Promotional	Branding & Marking material	March 2014	English	Positive
Exhibition Branding – Agricultural Implements Sector - AGRA-ME 2014 (Backdrop & standees)	Value Chain Development	Promotional	Branding & Marking material	March 2014	English	Positive
Print Advertisement - Agricultural Implements Sector	Value Chain Development	Informational & Promotional	Print Advertisement	March 2014	English	Positive
Exhibition Branding - Dawn Agri Expo (Backdrop, standees, handouts)	Value Chain Development	Promotional	Branding & Marking material	March 2014	English	Positive
VCD Map – Updated on a quarterly basis	Value Chain Development	Informational & Promotional	Map	March 2014	English	Positive

ANNEXURE

Title	Component	Media Type ²¹	Media Name	Release Date	Language	Media Tone ²²
Write-up for Marble and Granite Sector Catalogue	Value Chain Development	Promotional Material	Catalogue	April 2014	English	Neutral
Photo-Story, Marble and Granite Big 5 event	Value Chain Development	Social Media	USAID Facebook Page	April 2014	English	Positive
Success Story- PFIMS	Value Chain Development	Promotional Material	QPR	April 2014	English	Neutral
International Article- Knitted Garments	Value Chain Development	Promotional Material	Web	April 2014	English	Positive
Marble and Granite- 12 Beneficiary Company Profiles designed for IAPEX	Value Chain Development	Information & Promotional material	One Pagers	April 2014	English	Neutral
Press Release- Marble and Granite IAPEX	Value Chain Development	Information & Promotional material	Press Release	April 2014	English / Urdu	Positive
Photo Caption Story- Peach Sector Gulf Food 2014 Dubai Event	Value Chain Development	Informational & Promotional	USAID Facebook Page	April 2014	English	Positive
Sample box on Islampur Weaving Sector,	Value Chain Development	Promotional	Presentation item	April 2014	English	Neutral
Branding and Marking- Project Qatar 2014- Marble and Granite Sector (Backdrop, Fall fascia, info desk)	Value Chain Development	Promotional	Branding & Marking material	April 2014	English	Positive
Flickr and Facebook Story- AGRA-ME 2014	Value Chain Development	Social Media	USAID Flickr/Facebook Page	April 2014	English	Positive
Flickr Story- Marble and Granite Big 5 KSA event	Value Chain Development	Social Media	USAID Flickr Page	April 2014	English	Positive
Consultative Seminar- Branding and Marking (Backdrop, standees, invitation)	Business Enabling Environment	Promotional	Branding & Marking material	April 2014	English	Positive
Updating Factsheets- (All sectors)	Value Chain Development	Informational	One-pager	May 2014	English	Positive

ANNEXURE

Title	Component	Media Type ²¹	Media Name	Release Date	Language	Media Tone ²²
		& Promotional				
Updating Factsheets- (All sectors	Business Enabling Environment	Informational & Promotional	One-pager	June 2014	English	Positive
Fact Sheet – Punjab and Sindh	Business Enabling Environment	Informational & Promotional	Factsheet	June 2014	English	Positive
Maps- Knitted Garments, Mango Dried, F&V	Value Chain Development	Informational & Promotional	Map/Graphic	June 2014	English	Neutral
Maps –Overall BEE	Business Enabling Environment	Informational & Promotional	Map/Graphic	June 2014	English	Neutral
Maps- Peach, Potato, Fisheries and Hotel	Value Chain Development	Informational & Promotional	Map/Graphic	July 2014	English	Neutral
Maps- Overall BEE revised	Business Enabling Environment	Informational & Promotional	Map/Graphic	July 2014	English	Neutral
Blog- PFIMS	Value Chain Development	Social Media	USAID Impact Blog	August 2014	English	Positive

ANNEX – B: FINANCIAL DETAILS

	Total Funds Expended until 6/30/2014	July-14	August-14	September-14	Total Funds Expended during this reporting quarter	Total Funds Expended during this reporting year	Total Funds Expended to date
Time	\$33,614,955	\$665,426	\$613,235	\$786,243	\$2,064,905	\$7,491,508	\$35,679,860
Materials	\$44,160,091	\$1,624,705	\$1,236,945	\$1,295,830	\$4,157,480	\$11,423,707	\$48,317,571
Total	\$77,775,047	\$2,290,131	\$1,850,180	\$2,082,073	\$6,222,384	\$18,915,216	\$83,997,431
Grants	\$3,280,042	\$0	\$0	\$0	\$0	\$56,463	\$3,280,042
Total Costs Incurred	\$81,055,089	\$2,290,131	\$1,850,180	\$2,082,073	\$6,222,384	\$18,971,679	\$87,277,473

ANNEX – C: TRAININGS AND EVENTS (OCTOBER 2013– SEPTEMBER 2014)

TRAININGS AND EVENTS – ANNUAL CUMULATIVE (October 1, 2013 – September 30, 2014)

Total Events (Training and Non-training) Held This Quarter	Participants		
	Male	Female	Total
213	2687	234	2921

TRAININGS AND EVENTS – Quarterly Cumulative (July 1 – SEPTEMBER 30, 2014)

Total Events (Training and Non-training) Held This Quarter	Participants		
	Male	Female	Total
32	125	5	130

TRAININGS AND EVENTS – Value Chain Development (VCD)

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Training on Mango Dormancy and Irrigation Management	October 1, 2013	Sultanabad, Sindh	Mango	26	0	26
Training on Mango Dormancy and Irrigation Management	October 2, 2013	Makhdoom Jamil Farm Hala, Sindh	Mango	38	0	38
Training on Mango Dormancy and Irrigation Management	October 3, 2013	TandoJam, Sindh	Mango	38	1	39
MOU signing ceremony with Potato farmers in Swat	October 7, 2013	Serena Hotel, Swat	Potato sector	48	0	48
Material Resource Planning	Oct 07 to Oct 09, 2013	Smartwear International	Knitted Garments	5	0	5
Production Planning & Management	Oct 07 to Oct 09, 2013	Global Exports	Knitted Garments	7	0	7
Productivity enhancement through the 5 S	Oct 07 to Oct 11, 2013	Salman Industries	Knitted Garments	8	0	8
Efficient Marker Making	Oct 07 to Oct 11, 2013	Weave & Knit (Pvt.) Ltd	Knitted Garments	3	0	3
Export Marketing	Oct 10 to	Aisha Enterprises	Knitted	1	0	1

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
	Oct 11, 2013		Garments			
Material Resource Planning	Oct 10 to Oct 12, 2013	Al Hadi Industries	Knitted Garments	6	1	7
Training event for Marketing of fruit pulp in Local and Export Market	October 21-22, 2013	Lahore	F&V Pulping	11	0	11
Material Resource Planning	Oct 21 to Oct 23, 2013	Aisha Enterprises	Knitted Garments	1	0	1
Production Planning & Management	Oct 21 to 23, 2013	Salman Industries	Knitted Garments	4	0	4
Productivity enhancement through the 5 S	Oct 21 to Oct 25, 2013	Smartwear International	Knitted Garments	4	0	4
Efficient Marker Making	Oct 21 to Oct 25, 2013	ASAS Apparel	Knitted Garments	4	0	4
Training on Mango Dormancy and Irrigation Management	October 22, 2013	Mianwali Qureshiyan, District, Rahim Yar Khan	Mango	54	0	54
Training on Mango Dormancy and Irrigation Management	October 23, 2013	Jun Pur, District, Rahim Yar Khan	Mango	51	0	51
Training on Mango Dormancy and Irrigation Management	October 24, 2013	Khan Garh, District MuzaffarGrah	Mango	55	0	55
Export Marketing	Oct 24 to Oct 25, 2013	Global Exports	Knitted Garments	4	0	4
Material Resource Planning	Oct 24 to Oct 26, 2013	Jilani Exports	Knitted Garments	4	0	4
Training on Quarry Management and Best Practices in Mining	October 28, 2013	Risalpur (Nowshera), Khyber Pakhtunkhwa	Marble and Granite	20	0	20
Production Planning & Management	Oct 28 to Oct 30, 2013	Weave & Knit (Pvt.) Ltd	Knitted Garments	3	0	3
Productivity enhancement through the 5 S	Oct 28 to Nov 01, 2013	Aisha Enterprises	Knitted Garments	4	0	4
Efficient Marker Making	Oct 28 to Nov 01, 2013	Al Hadi Industries	Knitted Garments	4	1	5

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Post-rainfall on-site mitigation awareness sessions for Date palm farm SMEs	October 29, 2013 to November 23, 2013	Khairpur	Dates Sector	45	0	45
Export Marketing	Oct 31 to Nov 01, 2013	Smartwear International	Knitted Garments	5	0	5
Material Resource Planning	Oct 31 to Nov 2, 2013	Global Exports	Knitted Garments	7	0	7
Training on Quarry Management and Best Practices in Mining	November 4, 2013	Gaddani (Lasbela), Balouchistan	Marble and Granite	10	0	10
Production Planning & Management	Nov 04 to Nov 06, 2013	ASAS Apparel	Knitted Garments	5	0	5
Material Resource Planning	Nov 04 to Nov 06, 2013	Weave & Knit (Pvt.) Ltd	Knitted Garments	5	0	5
Productivity enhancement through the 5 S	Nov 04 to Nov 08, 2013	Sunwear Industries	Knitted Garments	6	0	6
Efficient Marker Making	Nov 04 to Nov 08, 2013	Salman Industries	Knitted Garments	2	0	2
Export Marketing	Nov 07 to Nov 08, 2013	Al Hadi Industries	Knitted Garments	5	2	7
Material Resource Planning	Nov 07 to Nov 11, 2013	S.Ahmed Garments	Knitted Garments	7	1	8
Production Planning & Management	Nov 11 to Nov 13, 2013	Smartwear International	Knitted Garments	4	0	4
Material Resource Planning	Nov 12 to Nov 16, 2013	Sunwear Industries	Knitted Garments	4	0	4
Material Resource Planning	Nov 18 to Nov 20, 2013	ASAS Apparel	Knitted Garments	3	0	3
Production Planning & Management	Nov 18 to 20, 2013	S. Ahmed Garments	Knitted Garments	5	1	6
Productivity enhancement through the 5 S	Nov 18 to Nov 22, 2013	Jilani Exports	Knitted Garments	5	0	5
Efficient Marker Making	Nov 18 to Nov 29, 2013	Global Exports	Knitted Garments	5	0	5
9th Build Asia 2013	Nov 19-22,	Karachi, Sindh	Marble and	11	0	11

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
(International Building and Construction Industry Show)	2013		Granite			
Export Marketing	Nov 21 to Nov 23, 2013	Sunwear Industries	Knitted Garments	2	0	2
Good Manufacturing practices	November 22, 2013	Mitchell,s Fruit Farms, Okara	F&V Pulping	16	5	21
Production Planning & Management	Nov 25 to 27, 2013	Al Hadi Industries	Knitted Garments	3	1	4
Material Resource Planning	Nov 25 to Nov 28, 2013	Salman Industries	Knitted Garments	4	0	4
Productivity enhancement through the 5 S	Nov 25 to Nov 29, 2013	Weave & Knit (Pvt.) Ltd	Knitted Garments	4	0	4
Efficient Marker Making	Nov 25 to Nov 29, 2013	Smartwear International	Knitted Garments	2	0	2
Export Marketing	Nov 28 to Nov 29, 2013	S.Ahmed Garments	Knitted Garments	4	0	4
Production Planning & Management	Dec 02 to Dec 04, 2013	Sunwear Industries	Knitted Garments	3	0	3
Productivity enhancement through the 5 S	Dec 02 to Dec 06, 2013	Al Hadi Industries	Knitted Garments	8	0	8
Efficient Marker Making	Dec 02 to Dec 06, 2013	Jilani Exports	Knitted Garments	3	0	3
B2B Marketing Skills Training	December 3, 2013	Serena Hotel, Swat	Islampur Weaving sector	38	0	38
Buyer Seller Conference for Islampur Shawl Weavers	December 4, 2013	Serena Hotel, Swat	Islampur Weaving Sector	44	6	50
Export Marketing	Dec 05 to Dec 06, 2013	Weave & Knit (Pvt.) Ltd	Knitted Garments	3	0	3
Production Planning & Management	Dec 09 to Dec 11, 2013	Aisha Enterprises	Knitted Garments	3	0	3
Productivity enhancement through the 5 S	Dec 09 to Dec 13, 2013	ASAS Apparel	Knitted Garments	5	0	5
Efficient Marker Making	Dec 09 to Dec 13, 2013	S.Ahmed Garments	Knitted Garments	3	0	3
Training workshop on	December	MirpurKhas, Sindh	Mango	41	0	41

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Mango Sudden Death Syndrome	10, 2013					
Training workshop on Mango Sudden Death Syndrome	December 11, 2013	Hala District: Matairi, Sindh	Mango	37	0	37
Training workshop on Mango Sudden Death Syndrome	December 12, 2013	Tandojam District Hyderabad, Sindh	Mango	35	4	39
Export Marketing	Dec 12 to Dec 13, 2013	Salman Industries	Knitted Garments	2	0	2
Production Planning & Management	Dec 16 to Dec 18, 2013	Jilani Exports	Knitted Garments	4	0	4
Productivity enhancement through the 5 S	Dec 16 to Dec 20, 2013	S.AhmedGarments	Knitted Garments	5	0	5
Efficient Marker Making	Dec 16 to Dec 20, 2013	Sunwear Industries	Knitted Garments	2	0	2
Training workshop on Mango Sudden Death Syndrome	December 17, 2013	MianwaliQureshiyan, District, Rahim Yar Khan	Mango	31	0	31
Training workshop on Mango Sudden Death Syndrome	December 18, 2013	Jun Pur, District, Rahim Yar Khan	Mango	49	0	49
Training workshop on Mango Sudden Death Syndrome	December 19, 2013	Khan Garh, District MuzaffarGrah	Mango	63	0	63
Export Marketing	Dec 19 to Dec 20, 2013	ASAS Apparel	Knitted Garments	3	0	3
Efficient Marker Making	Dec 21 to Dec 28, 2013	Aisha Enterprises	Knitted Garments	3	0	3
Productivity enhancement through the 5 S	Dec 23 to Dec 31, 2013	Global Exports	Knitted Garments	7	0	7
Export Marketing	Dec 26 to Dec 27, 2013	Jilani Exports	Knitted Garments	3	0	3
Exposure visit of beneficiaries to two well reputed manufacturing units	December 31, 2013	Gujranwala	Agricultural Implements Manufacturing Sector	30	0	30
Training Workshop on Balanced Nutrients Application	Jan 20, 2014	MirpurKhas, Sindh	Mango	38	0	38
Training Workshop on Balanced Nutrients Application	Jan 21, 2014	Hala (Dist: Matairi), Sindh	Mango	32	0	32

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Training Workshop on Balanced Nutrients Application	Jan 22, 2014	Tandojam (Dist: Hyderabad), Sindh	Mango	30	5	35
Training on Balanced Nutrients Application in Mango Orchard	Jan 28, 2014	MianwaliQureshiyan, District Rahim Yar Khan	Mango	63	0	63
Training on Balanced Nutrients Application in Mango Orchard	Jan 29, 2014	Jun Pur, District Rahim Yar Khan	Mango	60	0	60
Training on Balanced Nutrients Application in Mango Orchard	Jan 30, 2014	Khan Gerh, District MuzaffarGarh	Mango	65	0	65
Fruit Logistica Berlin 2014	5th-7th Feb, 2014	Berlin, Germany	Mango	17	0	17
Training on Integrated Mango Crop Protection Management	Feb 11, 2014	MianwaliQureshiyan, District Rahim Yar Khan	Mango	57	0	57
Training on Integrated Mango Crop Protection Management	Feb 12, 2014	Jun Pur, District Rahim Yar Khan	Mango	52	0	52
Training on Integrated Mango Crop Protection Management	Feb 13, 2014	Khan Gerh, District MuzaffarGarh	Mango	63	0	63
Training Workshop on Integrated Pest Management of Mango Orchards	Feb 18, 2014	MirpurKhas, Sindh	Mango	25	0	25
Training Workshop on Integrated Pest Management of Mango Orchards	Feb 19, 2014	Hala (Dist: Matairi), Sindh	Mango	22	0	22
Training Workshop on Integrated Pest Management of Mango Orchards	Feb 20, 2014	Tandojam (Dist: Hyderabad), Sindh	Mango	19	0	19
Training on Pre-Harvest Management of Peach Orchards	Jan 6-7, 2014	Talang, Swat	Peach	33	0	33
Training on Pre-Harvest Management of Peach Orchards	Jan 6-7, 2014	Chungai, Swat	Peach	31	0	31
Training on Pre-Harvest Management of Peach Orchards	Jan 8-9, 2014	Malkidam, Swat	Peach	31	0	31
Training on Pre-Harvest Management of Peach Orchards	Jan 8-9, 2014	Assoagai, Swat	Peach	39	0	39
Training on Pre-Harvest Management	Jan 15-16,	Sherpalam, Swat	Peach	32	0	32

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
of Peach Orchards	2014					
Training on Pre-Harvest Management of Peach Orchards	Jan 15-16, 2014	Pirkalay, Swat	Peach	36	0	36
Training on Pre-Harvest Management of Peach Orchards	Jan 22-23, 2014	Druskhela, Swat	Peach	38	0	38
Training on Pre-Harvest Management of Peach Orchards	Jan 22-23, 2014	Baidara, Swat	Peach	41	0	41
Training on Pre-Harvest Management of Peach Orchards	Jan 27-28, 2014	Bandai, Swat	Peach	33	0	33
Training on Pre-Harvest Management of Peach Orchards	Jan 27-28, 2014	Tootano Bandai, Swat	Peach	39	0	39
Training on Pre-Harvest Management of Peach Orchards	Jan 29-30, 2014	Diptani, Swat	Peach	42	0	42
Gulf Food Exhibition 2014	Feb 22-28, 2014	Dubai	Peach	04	0	04
Islampur Exhibition	Feb 1 & 2, 2014	Islamabad	Islampur	08	0	08
Islampur Exhibition	Feb 8 & 9, 2014	Karachi	Islampur	08	0	08
Islampur Exhibition	Feb 14, 15 & 16, 2014	Lahore	Islampur	08	0	08
QA Systems	Feb 10 to 11, 2014	Bill's Inc	Knitted Garments	11	4	15
QA Systems	Feb 12 to 13, 2014	Amna Ashraf Apparels	Knitted Garments	5	0	5
QA Systems	Feb 14 to 15, 2014	Sylvana Garments	Knitted Garments	2	0	2
QA Systems	Feb 14 to 15, 2014	Weave & Knit (Pvt) Ltd	Knitted Garments	3	0	3
QA Systems	Feb 17 to 18, 2014	Makda Industries	Knitted Garments	6	0	6
QA Systems	Mar 12 to 13, 2014	Aisha Enterprises	Knitted Garments	5	0	5
QA Systems	Mar 24 to 25, 2014	Sunwear Industries	Knitted Garments	1	0	1
Productivity enhancement through time and motion study and standard minute value	Feb 10 to 17, 2014	Naeem Enterprise	Knitted Garments	6	1	7
Productivity enhancement through time and	Feb 20 to 26, 2014	Continental Apparels	Knitted Garments	2	0	2

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
motion study and standard minute value						
Productivity enhancement through time and motion study and standard minute value	Feb 27 to Mar 05, 2014	ZahidAbid& Co.	Knitted Garments	4	0	4
Productivity enhancement through time and motion study and standard minute value	Mar 07 to 13, 2014	Sonic Textile Industries	Knitted Garments	3	0	3
Productivity enhancement through time and motion study and standard minute value	Mar 14 to 21, 2014	Amna Apparels	Knitted Garments	3	0	3
Productivity enhancement through time and motion study and standard minute value	Mar 22 to 29, 2014	Al Abbas Garments	Knitted Garments	5	0	5
Productivity enhancement through line management and layout efficiency and planning	Feb 19 to 24, 2014	Naeem Enterprise	Knitted Garments	6	1	7
Productivity enhancement through line management and layout efficiency and planning	Feb 27 to Mar 04, 2014	Contentental Apparels	Knitted Garments	4	0	4
Productivity enhancement through line management and layout efficiency and planning	Mar 06 to 11, 2014	ZahidAbid& Co.	Knitted Garments	4	0	4
Productivity enhancement through line management and layout efficiency and planning	Mar 15 to 20, 2014	Sonic Textile Industries	Knitted Garments	3	0	3
Productivity enhancement through line	Mar 24 to 28, 2014	Amna Apparels	Knitted Garments	2	0	2

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
management and layout efficiency and planning						
Local exposure visit of beneficiaries to Atlas Honda Limited	January 31, 2014	Sheikhupura	Agricultural Implements Manufacturing Sector	30	0	30
Training on DC Welding Machines Operation and DPT Test for weld strength evaluation	February 01, 2014	MianChannu	Agricultural Implements Manufacturing Sector	8	0	8
Training on DC Welding Machines Operation and DPT Test for weld strength evaluation	February 03, 2014	Multan	Agricultural Implements Manufacturing Sector	9	0	9
Training on use and application of Hardness Tester	February 08, 2014	Faisalabad	Agricultural Implements Manufacturing Sector	4	0	4
Training on use and application of Hardness Tester	February 09, 2014	Faisalabad	Agricultural Implements Manufacturing Sector	5	0	5
Training on Blower Fan Cover of Wheat Thresher and DPT Testing	February 09, 2014	Faisalabad	Agricultural Implements Manufacturing Sector	4	0	4
Training on Reaper Chassis and DPT Test	February 10, 2014	Sheikhupura	Agricultural Implements Manufacturing Sector	3	0	3
Training on Reaper Chassis and DPT Test	February 15, 2014	Daska	Agricultural Implements Manufacturing Sector	6	0	6
Training on application of hardness tester and welding of Reaper Chassis	February 16, 2014	Daska	Agricultural Implements Manufacturing Sector	5	0	5
Training on application of Hardness Tester	February 22, 2014	Daska	Agricultural Implements Manufacturing Sector	3	0	3
Training on Standardized Works	February 22, 2014	Faisalabad	Agricultural Implements Manufacturing Sector	13	0	13
Training on Shield Metal Arc Welding	February 26, 2014	Multan	Agricultural Implements Manufacturing	8	0	8

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
			Sector			
Welding training to operate DC Welding Machines	March 01, 2014	MianChannu	Agricultural Implements Manufacturing Sector	6	0	6
Training on Welding and DPT Inspection	March 03, 2014	Multan	Agricultural Implements Manufacturing Sector	7	0	7
Training on use of Wheat Thresher and DPT Testing	March 08, 2014	Faisalabad	Agricultural Implements Manufacturing Sector	5	0	5
Training on proper handling of DC Welding Machines	March 09, 2014	Sheikhupura	Agricultural Implements Manufacturing Sector	3	0	3
Training on 5S – “Building an organized, safe and efficient work place”	March 16, 2014	Multan	Agricultural Implements Manufacturing Sector	12	0	12
Training on Shield Metal Arc Welding	March 25, 2014	Multan	Agricultural Implements Manufacturing Sector	11	0	11
Training on 5S – “Building an organized, safe and efficient work place”	March 30, 2014	Gujranwala	Agricultural Implements Manufacturing Sector	8	0	8
SMS/IVR Launch	Feb 4, 2014	Islamabad	PIFMS	40	0	40
Big 5 Saudi _ International Exhibition	March 09-12, 2014	Jeddah Center for Forums and Events	Marble and Granite	10	0	10
Dawn Sarsabz Pakistan Agri Expo	March, 13-14, 2014	Expo Centre Lahore	All Agri Value Chains/Sector			
Capacity Building/Training on Marketing and Sales	June17-19, 2014	Islamabad	Marble and Granite Sector	11	0	11
Maximizing Impact at Trade Exhibitions	May 07& 08, 2014	Karachi and Islamabad	Marble and Granite Sector	11	0	11
Participation in National Exhibition (IAPEX)	April 11-13, 2014	Karachi	Marble and Granite Sector	8	0	8
Participation In International Exhibition (Project Qatar)	May 12-15, 2014	Doha Qatar	Marble and Granite Sector	8	0	8
Productivity enhancement through time and motion study and	March 31 to April 07, 2014	Global Exports	Knitted Garments	5	0	5

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
standard minute value						
Productivity enhancement through time and motion study and standard minute value	April 08 to 15, 2014	Salman Industries	Knitted Garments	4	0	4
Productivity enhancement through time and motion study and standard minute value	April 17 to 24, 2014	ASAS Apparels	Knitted Garments	2	0	2
Productivity enhancement through time and motion study and standard minute value	April 25 to May 05, 2014	Smartwear International	Knitted Garments	3	0	3
Productivity enhancement through time and motion study and standard minute value	May 06 to 13, 2014	S.Ahmed Garments	Knitted Garments	1	0	1
Productivity enhancement through time and motion study and standard minute value	May 14 to 21, 2014	Jilani Exports	Knitted Garments	3	0	3
Productivity enhancement through line management and layout efficiency and planning	March 31 to April 04, 2014	Al Abbas Garments	Knitted Garments	4	1	5
Productivity enhancement through line management and layout efficiency and planning	April 08 to 12, 2014	Global Exports	Knitted Garments	5	0	5
Productivity enhancement through line management and layout efficiency and planning	April 16 to 21, 2014	Salman Industries	Knitted Garments	3	0	3
Productivity enhancement through line management and	April 25 to 30, 2014	ASAS Apparel	Knitted Garments	4	0	4

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
layout efficiency and planning						
Productivity enhancement through line management and layout efficiency and planning	May 06 to 10, 2014	Smartwear International	Knitted Garments	5	0	5
Productivity enhancement through line management and layout efficiency and planning	May 12 to 13, 2014	Jilani Exports	Knitted Garments	3	0	3
Productivity enhancement through line management and layout efficiency and planning	May 16 to 19, 2014	S.Ahmed Garments	Knitted Garments	6	0	6
Lean Basics (Seven types of Wastes)	April 13, 2014	Multan	Agricultural Implements Manufacturing Sector	9	0	9
5S for building clean, safe and organized work place	April 14, 2014	Sheikhupura	Agricultural Implements Manufacturing Sector	9	0	9
Lean Basics (Seven types of Wastes)	April 15, 2014	Gujranwala	Agricultural Implements Manufacturing Sector	23	0	23
Shield Metal Arc Welding (SMAW)	May 08, 2014	MianChannu	Agricultural Implements Manufacturing Sector	14	0	14
Shield Metal Arc Welding (SMAW)	May 08, 2014	MianChannu	Agricultural Implements Manufacturing Sector	16	0	16
Lean Basics (Seven types of Wastes)	May 31, 2014	Daska	Agricultural Implements Manufacturing Sector	20	0	20
Lean Basics (Seven types of Wastes)	June 01, 2014	Daska	Agricultural Implements Manufacturing Sector	18	0	18
Lean Basics (Seven types of Wastes)	June 07, 2014	Daska	Agricultural Implements Manufacturing Sector	8	0	8
Refresher Training	April 23,	Rawalpindi	Peach	62	0	62

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
on Pre and Post-Harvest Management of Peach Orchards for 2012 and 2013 partner SMEs	2014					
Peach Export Market Orientation Seminar	May 22, 2014	Rawalpindi	Peach	33	0	33
Requirements of local high end market in-context of Food safety, hygiene, quality management, Health, safety & Environment and gender rights.	May 29-30	Lalian, Chinot	F&V Pulping	23	3	26
SIAL Canada 2014 Trade Fair (Montreal, Canada)	April 2-4, 2014	Palais des congres de Montreal	Dates	3	0	3
Mango Value addition training for Women	May 6 th , 2014	Sakrand, District ShaheedBenazirabad	Mango	0	30	30
Mango Value addition training for Women	May 7 th , 2014	MajeedKeerio village and TalukaSakrand, District ShaheedBenazirabad	Mango	0	49	49
Mango Value addition training for Women	May 20 th , 2014	Khan Bella, District MuzaffarGarh	Mango	0	35	35
Mango Value addition training for Women	May 21 st , 2014	MianwaliQureshiyan, District Rahim Yar Khan	Mango	0	39	39
Mango Value addition training for Women	May 22 nd , 2014	Jun Pur, District Rahim Yar Khan	Mango	0	38	38
Auto Trimmers – Training on operation, handling and maintenance	Aug-05-8, 2014	Amna Apparel	Knitted Garments	4	0	4
Auto Trimmers – Training on operation, handling and maintenance	Aug-05-8, 2014	Amna Ashraf Apparel	Knitted Garments	3	0	3
Auto Trimmers – Training on operation, handling and maintenance	Aug-09-13, 2014	Aisha Enterprises	Knitted Garments	4	0	4
Auto Trimmers – Training on operation, handling and maintenance	Aug-09-13, 2014	Smartwear International	Knitted Garments	4	1	5
Auto Trimmers –	Aug-09-	Jilani Exports	Knitted	2	0	2

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Training on operation, handling and maintenance	13, 2014		Garments			
Auto Trimmers – Training on operation, handling and maintenance	Aug-15-19, 2014	Weave & Knit (Pvt.) Ltd.	Knitted Garments	1	0	1
Auto Trimmers – Training on operation, handling and maintenance	Aug-15-19, 2014	Bill's Inc.	Knitted Garments	3	0	3
Auto Trimmers – Training on operation, handling and maintenance	Aug-15-19, 2014	Contentental Apparels	Knitted Garments	4	0	4
Auto Trimmers – Training on operation, handling and maintenance	Aug-20-23, 2014	Sonic Textile Industries	Knitted Garments	4	0	4
Auto Trimmers – Training on operation, handling and maintenance	Aug-20-23, 2014	Salman Industries	Knitted Garments	6	0	6
Auto Trimmers – Training on operation, handling and maintenance	Aug-20-23, 2014	Global Exports	Knitted Garments	6	0	6
Auto Trimmers – Training on operation, handling and maintenance	Aug-25-28, 2014	Makda Industries	Knitted Garments	4	0	4
Auto Trimmers – Training on operation, handling and maintenance	Aug-25-28, 2014	Sylvana Garments	Knitted Garments	3	0	3
Auto Trimmers – Training on operation, handling and maintenance	Aug-25-28, 2014	ZahidAbid& Co.	Knitted Garments	4	0	4
Auto Trimmers – Training on operation, handling and maintenance	Aug-29- 2 Sep 2014	Naeem Enterprise	Knitted Garments	5	0	5
Auto Trimmers – Training on operation, handling and maintenance	Aug-29-2 nd , Sep 2014	S. Ahmad Garments	Knitted Garments	6	0	6
Auto Trimmers – Training on operation, handling and maintenance	Aug-29-2 nd Sep 2014	Sunwear Industries	Knitted Garments	4	0	4
Auto Trimmers – Training on operation, handling and maintenance	Sep-2-6, 2014	Asas Apparels	Knitted Garments	3	0	3
Gerber CAD System – Training on	Aug -18-23, 2014	Naeem Enterprises	Knitted Garments	3	0	3

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
operation, handling and maintenance						
Gerber CAD System – Training on operation, handling and maintenance	Aug -18-23, 2014	ZahidAbid& Co.	Knitted Garments	2	0	2
Gerber CAD System – Training on operation, handling and maintenance	Aug -18-23, 2014	Makda Industries	Knitted Garments	4	0	4
Gerber CAD System – Training on operation	Aug -25 – 30, 2014	Salman Industries	Knitted Garments	5	0	5
Gerber CAD System – Training on operation	Aug -25 – 30, 2014	Sonic Textile	Knitted Garments	3	0	3
Gerber CAD System – Training on operation	Aug -25 – 30, 2014	Global Exports	Knitted Garments	3	0	3
Gerber CAD System – Training on operation	Sep 1 – 6, 2014	Aisha Enterprises	Knitted Garments	2	0	2
Gerber CAD System – Training on operation	Sep 2 – 7, 2014	Asas Apparel	Knitted Garments	3	0	3
Workshop on Mobile Money Gap Analysis	Sep 12, 2014	Islamabad	PIFMS	-	-	-
Training on Price Collection Model of Agricultural and Horticulture produce	TBD	Peshawar	PIFMS	-	-	-
Training on Peach Pulping Equipment	September 8, 2014	Swat	PIFMS	8	0	8
Training on process and product development of fruits and vegetable pulp	August, 19	Kabirwala	F&V Pulping	8	0	8
Training on process and product development of fruits and vegetable pulp	August 21	Multan	F&V Pulping	3	0	3
Training on process and product development of and vegetable pulp	August 30	RenalaKhurd, Okara	F&V Pulping	8	4	12

TRAININGS AND EVENTS – Business Enabling Environment (BEE)

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Focus Group Discussion on Tourism Policy, Laws and PPP Framework	01 October 2013	Peshawar, KPK	Tourism	15	2	17

ANNEX – C: TRAININGS AND EVENTS

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Seminar on water & sanitation	6 May 2014	Lahore, Punjab	FCC Urban Sector Grant	26	7	33
Seminar on governance	21 May 2014	Lahore, Punjab	FCC Urban Sector Grant	23	5	28
Seminar on real estate markets	23 May 2014	Lahore, Punjab	FCC Urban Sector Grant	26	6	35
Focus group discussion on GB tourism policy, PPP framework & revision of tourism laws	June 2, 2014	Gilgit, GB	Tourism	15	-	15
Seminar on transport	June 10, 2014	Lahore, Punjab	FCC Urban Sector Grant	37	9	46
Focus group discussion on GB tourism policy, PPP framework & revision of tourism laws	June 12, 2014	Shigar, GB	Tourism	22	1	23
Focus group discussion on GB tourism policy, PPP framework & revision of tourism laws	June 13, 2014	Skardu, GB	Tourism	44	-	44
Focus group discussion on GB tourism policy, PPP framework & revision of tourism laws	June 14, 2014	Khaplu, GB	Tourism	32	-	32
Focus group discussion on GB tourism policy, PPP framework & revision of tourism laws	June 15, 2014	Kachura, GB	Tourism	6	-	6
Focus group discussion on GB tourism policy, PPP framework & revision of tourism laws	June 16, 2014	Hunza, GB	Tourism	30	1	31
Focus group discussion on GB tourism policy, PPP framework & revision of tourism laws	June 17, 2014	Sust, GB	Tourism	7	-	7
Focus group discussion on GB tourism policy, PPP framework & revision of tourism laws	June 18, 2014	Gilgit, GB	Tourism	34	2	36
Focus group discussion on GB tourism policy, PPP framework & revision of tourism laws	June 19, 2014	Gakuch, GB	Tourism	6	-	6

ANNEX - C: TRAININGS AND EVENTS

TITLE	DATE	LOCATION	SECTOR	Participants		
				Male	Female	Total
Seminar on Trade	June 24, 2014	Lahore, Punjab	FCC Urban Sector Grant	29	6	35