



## **FIELD-Support LWA**

---

### **Quarterly Report April – June, 2014**

The Financial Integration, Economic Leveraging, Broad-Based Dissemination Leader with Associates  
Cooperative Agreement No. EEM-A-00-06-00001-00

Submitted By



1825 Connecticut Avenue, NW  
Washington, DC 2009

Submitted:  
September 3, 2014

---

## Table of Contents

<b>Table of Contents</b> .....	<b>2</b>
<b>List of Acronyms</b> .....	<b>3</b>
<b>1 Introduction</b> .....	<b>5</b>
<b>2 Leader Activities</b> .....	<b>7</b>
2.1 Leader Activities .....	7
A. ACDI/VOCA: Agriculture Value Chain Mapping in Malawi	7
B. AFE: Working with Lead Firms Handbook	8
C. AFE: Adding to the Evidence Base: Facilitating Commercial Models for Selling Agricultural Inputs to the Rural Poor	8
D. FHI 360: Women’s Leadership in SMEs (WLSME)	9
E. SEEP Network: Learning Network for Housing IGP Recipients	13
2.2 Prime-funded Assessments .....	14
A. FHI 360: Kenya Labor Market Assessment	14
B. FHI 360: Lebanon Labor Market Assessment	14
C. FHI 350: Timor-Leste Assessment of Financial Services for Agribusiness and Rural Farmers..	15
2.3 Knowledge Management and Learning Dissemination .....	15
<b>3 Associate Awards</b> .....	<b>20</b>
3.1 ASPIRES: Accelerating Strategies for Practical Innovation & Research in Economic Strengthening .....	21
3.2 HIFIVE Haiti Integrated Finance for Value Chains and Enterprises (Haiti) .....	24
3.3 La Idea (Latin America).....	26
3.4 LIFT II: Livelihoods and Food Security Technical Assistance II.....	27
3.5 LENS: Local Enterprise Support Activity (Jordan) .....	31
3.6 MMAP: Mobile Money Accelerator Program (Malawi) .....	34
3.7 mSTAR: Mobile Solutions Technical Assistance and Research (Global) .....	35
3.8 P3DP: Public Private Partnerships Development Program (Ukraine) .....	37
3.9 STRIVE: Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening (Afghanistan, Philippines, Liberia, Mozambique) .....	39
3.10 USAID-Foras Iraq Opportunities Project (Iraq) .....	41
3.11 Workforce Connections Award (Global) .....	45
<b>4 Upcoming Associate Awards:</b> .....	<b>46</b>
4.1 Household Economic Strengthening and OVC Support Program (Ethiopia) .....	46
<b>5 Staffing</b> .....	<b>47</b>
<b>6 Priorities for Next Quarter</b> .....	<b>48</b>
6.1 Leader Sub-Activities .....	48
6.2 Knowledge Management & Learning Agenda .....	49
6.3 Associate Award Management .....	50
<b>Annex A: FIELD-Support LWA Associate Awards</b> .....	<b>52</b>
<b>Annex B: FIELD-Support LWA Knowledge Series (All, to date)</b> .....	<b>54</b>

---

## List of Acronyms

ACE	Agriculture for Children’s Empowerment
AFE	Action for Enterprise
ART	Antiretroviral therapy
ASPIRES	Accelerating Strategies for Practical Innovation and Research in Economic Strengthening
ASSIST	Applying Science to Strengthen and Improve Systems
BRN	Balaka Referral Network
CAT	Catchment Area Teams
CFA	Community Factor Analysis
COP	Country Operation Plan
CSW	Commercial Sex Workers
DCOF	USAID Displaced Children and Orphans Fund
DRC	Democratic Republic of the Congo
EFA	Explanatory Factor Analysis
E3	USAID Bureau for Economic Growth, Education and Environment
EPRI	Economic Policy Research Institute
ES/L/FS	Economic Strengthening, Livelihoods and Food Security
FANTA	Food and Nutrition Technical Assistance Project.
FHI 360	Family Health International 360
FI	Financial Institutions
FSW	Female Sex Workers
FtF	Feed the Future
GRADE	Grupo de Analisis para el Desarrollo (Group for the Analysis of Development)
GHI	Global Health Initiative
HCF	HIFIVE Catalyst Fund
HES	Household Economic Strengthening
HESN	Higher Education Solutions Network
HFH	Habitat for Humanity
HI	Handicap International
HIFIVE	Haiti Integrated Finance for Value Chains
HMF	Housing Microfinance
HMMI	Haiti Mobile Money Initiative
HOP	Headquarters Operational Plan
IBU	Iraqi Businessmen Union
ICT	Information and Communication Technology
ICT4D	Information and Communication Technology for Development
IGP	Implementation Grant Program
IP	Intellectual Property
IRC	International Rescue Committee
IKR	Iraqi Kurdistan Region
IRB	Institutional Review Board
KM	Knowledge Management
LAC	Latin American and the Caribbean
La IDEA	Latin American Idea Partnership
LED	Local Economic Development
LENS	Local Enterprise Support Activity (Jordan)
LIFT II	Livelihoods and Food Security Technical Assistance II
M&E	Monitoring and Evaluation
MFI	Microfinance Institution
MFS	Mobile Financial Services
MMCG	Mobile Money Coordinating Group
MMAP	Mobile Money Accelerator Program (Malawi)
MOEDT	Ministry of Economic Development and Trade
MOH	Ministry of Health
MOHSS	Ministry of Health and Social Services
MOU	Memorandum of Understanding

MOI	Ministry of Interior
MOMA	Ministry of Municipal Affairs
MOPIC	Ministry of Planning and International Cooperation
MOYS	Ministry of Youth and Sport
MPEP	Microenterprise and Private Enterprise Promotion
MSME	Micro, Small and Medium Enterprise
MSE	Micro and Small Enterprises
mSTAR	Mobile Solutions Technical Assistance
NACS	Nutrition Assessment, Counseling and Support
NGO	Non-Government Organization
ONA	Organizational Network Analysis
OVC	Orphans and Vulnerable Children
PCI	Project Concern International
P3DP	Public Private Partnership Development Program
PEPFAR	President's Emergency Plan for AIDS Relief
PHFS	Partnership for HIV Free Survival
PIEC	PPP & Infrastructure Expert Center
PLHIV	People Living with HIV
PMP	Performance Monitoring Plan
PMTCT	Preventing Mother to Child Transmission of HIV/AIDS
POS	Point-of-Sale
PMP	Performance Monitoring Plan
PPP	Public Private Partnership
PRA	Participatory Rural Appraisal
PROSHAR	Program for Strengthening Household Access to Resources
PMTCT	Prevention of Mother to Child Transmissions (of HIV/AIDS)
RCT	Randomized Control Trial
RDMA	USAID Regional Development Mission in Asia
RFA	Request for Application
RU	Research Utilization
SBDC	Small Business Development Centers
SCIP	Strengthening Communities through Integrated Programming
SG	Small Grants
SLG	Savings and Loan Groups
SME	Small and Medium Enterprise
SOW	Statement of Work
SP	Social Protection
SPRING	Strengthening Partnerships, Results, and Innovations in Nutrition Globally Project
STRIVE	Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening
TFNC	Tanzania Food and Nutrition Center
TWG	Technical Working Group
USG	United States Government
VSLA	Village Savings and Loan Association
WFD	Work Force Development
WLSME	Women's Leadership in Small & Medium Enterprises
WOCCU	World Council of Credit Unions

---

## 1 Introduction

FIELD-Support is a Leader with Associates (LWA) Cooperative Agreement between the Office of Microenterprise and Private Enterprise Development in USAID (E3/MPEP) and FHI 360. FIELD-Support encompasses both a core **Leader** award and a mechanism for USAID Missions to issue **Associate Awards**. Since its inception, the LWA has grown to include a portfolio with a total value of more than \$454 million, which includes both the Leader cooperative agreement (\$19.7 million), and 24 Associate Awards to date awarded over the last eight + years.

The purpose of the Leader award is to advance the frontiers of practical knowledge in relation to microfinance, microenterprise development, and sustainable rural livelihoods, working in close collaboration with the USAID/Micro-enterprise and Private Enterprise Promotion (MPEP) Office in Washington DC, USAID Missions and Operating Units, and the broader community of development practitioners. FIELD-Support Associate Awards are designed by the consortium in close collaboration with the awarding USAID Missions and Operating Units and are designed to serve USAID’s broader economic growth and microenterprise development objectives. (See Section 2.1 for updates on ongoing Leader-funded partner-implemented activities and Section 3 for brief updates on each of the current Associate Awards).

As described in Section 2 below, the Leader Award includes activities that seed innovation, demonstrate better practices, document results, and disseminate findings that advance the global state-of-the-practice. These have been in the form of Leader-funded Activities, Design/Assessments for USAID Missions and Operating Units, and Knowledge Management and Learning Dissemination activities.

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

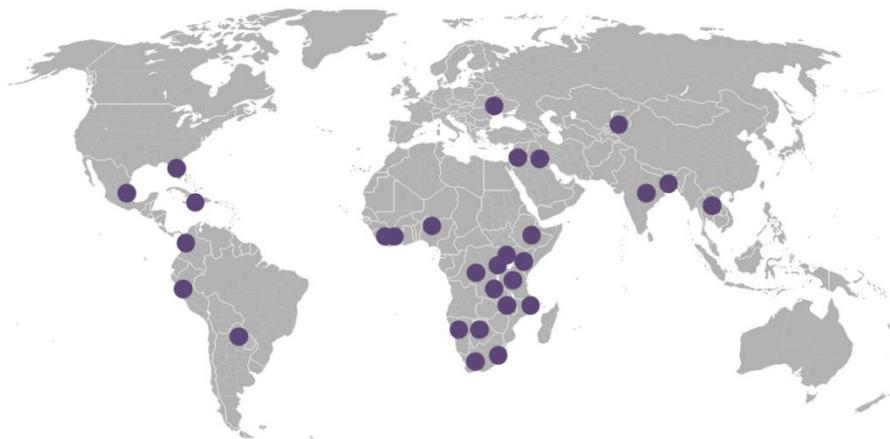
- Developed and managed nearly \$450 million in 24 Mission- and USAID Operating Unit-funded Associate Awards (AA) (see Annex A);
- Funded FIELD-Support partners to implement nearly 40 Leader-funded activities to advance USAID’s strategic objectives and explore innovative areas of microfinance and microenterprise development (See Section 2 for updates on current activities);
- Launched 13 Leader-funded assessment/assignments for USAID Missions, assisting in the review and design of future programs; and
- Established a knowledge management strategy that enhances FIELD-Support learning through internal communications and more than 200 publications and events (see Annex B).

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

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

<i>Country</i>	<i>Activity</i>	<i>Section</i>
1. Bangladesh	AFE: Commercial Models for Selling Ag Inputs to the Very Poor mSTAR	2.1 C 3.7
2. Botswana	ASPIRES	3.1
3. Cote D’Ivoire	ASPIRES LIFT II	3.1 3.4
4. Democratic Rep of Congo	LIFT II	3.4
5. Ethiopia	YEM	4.1
6. Haiti	HIFIVE	3.2

<i>Country</i>	<i>Activity</i>	<i>Section</i>
	La Idea	3.3
7. India	WLSME Evaluation	2.1 D
8. Iraq	USAID-Iraq	3.10
9. Jordan	USAID LENS	3.5
10. Kenya	ASPIRES LIFT II Leader	3.1 3.4 2.2 A
11. Kyrgyzstan	WLSME Evaluation	2.1 D
12. Lebanon	Leader	2.2 B
13. Lesotho	LIFT II	3.4
14. Liberia	STRIVE	3.9
15. Malawi	ASPIRES LIFT II MMAP ACDI/VOCA: Ag Value Chain Mapping	3.1 3.4 3.6 2.1 A
16. Mozambique	ASPIRES LIFT II mSTAR STRIVE	3.1 3.4 3.7 3.9
17. Namibia	LIFT II	3.4
18. Nigeria	LIFT II	3.4
19. Peru	WLSME Evaluation	2.1 D
20. Rwanda	ASPIRES	3.1
21. South Africa	ASPIRES	3.1
22. Tanzania	ASPIRES LIFT II	3.1 3.4
23. Timor-Leste	Leader	2.2 C
24. Thailand (RDMA)	mSTAR Workforce Connections	3.7 3.11
25. U.S.	La Idea	3.3
26. Uganda	LIFT II	3.4
27. Ukraine	P3DP	3.8
28. Zambia	LIFT II	3.4



---

## 2 Leader Activities

The Leader staff at FHI 360 continues to lead knowledge management activities across the FIELD-Support portfolio, as described further below, and monitor progress of FIELD-Support activities, providing technical support when needed, reviewing and processing payments, and ensuring contractual and financial compliance, as well as identifying new activities and working with partner implementation teams on designing new projects. Throughout, FIELD-Support management has provided oversight for all Leader activities and Associate Awards that were implemented by the consortium members, contributing to their technical design, implementation, and monitoring quality. Other team members coordinate day-to-day communications with the consortium partners and assist with the administration of this complex contractual mechanism.

Since the beginning of the program in 2005, the FIELD-Support Leader has supported the implementation of nearly 40 Leader-funded sub-activities. The Leader Activities that are still currently being implemented are discussed in Sections 2.1 below.

### 2.1 Leader Activities

#### A. ACDI/VOCA: Agriculture Value Chain Mapping in Malawi

*Period of Performance: June 2014 – September 15, 2014*

##### *Background*

The purpose of this activity is to assist donors, government institutions, prospective investors and financial intermediaries to understand the current landscape of production, storage and processing, for relevant crops. This activity is being will take place in Malawi in order to capitalize on the ongoing SME assessment being done for USAID/Malawi. This will be done by surveying and then mapping this agriculture sector landscape. This assignment will have three components:

1. Data gathering and desk research, using secondary data from ACDI/VOCA SME study, Finscope, USAID projects, GOM, etc.
2. Analysis and quality review of data, transfer of data and information into mapping structure. The map would showcase production patterns and availability of physical infrastructure for post-harvest storage, transport, and processing, based on currently available data
3. Feasibility analysis and “road map” for designing a “Phase 2” modeling to project future investment needs/scenarios based on desired/possible future increases in production.

Agricultural yields and production levels vary widely around the world due to climate, market systems, management practices, and the mix of crops grown. The purpose of the agricultural value chain mapping and modeling activity is to assist prospective investors, donors, government institutions, and financial intermediaries in understanding the current landscape of production, markets, storage and processing, for relevant crops. For this initial phase of tool development, Malawi was selected as the pilot country to capitalize on recent studies including an agricultural SME assessment done by ACDI/VOCA under the USAID Leveraging Economic Opportunities (LEO) project.

##### *Activities This Quarter*

This first phase of tool development lays the groundwork for building an interactive tool that allows users to manipulate a set of pre-selected variables in order to model different scenarios depending on the realization of production increases and uptake of existing storage and processing infrastructure on the ground. Once fully developed, this interactive mapping tool will help stakeholders to make more informed

investment decisions and better synchronize production improvements with related investments further downstream.

*After multiple scoping discussions with USAID to further define the goals and activities of this initial phase, ACDI/VOCA collaborated with an agricultural economist and colleagues from Michigan State University (MSU) to mock up a design and layout and identify the data points needed to populate the tool. ACDI/VOCA field consultants carried out a rapid collection of high-level data regarding enterprises engaged in target value chains. The team presented a preliminary mockup of the tool to USAID/Malawi for feedback. The team is currently reviewing the data collected and is awaiting feedback from USAID/Malawi in order to adjust the tool, its data inputs, and its main functions and complete this first phase of development. The mapping tool will showcase current production patterns, key market actors, available infrastructure for post-harvest storage and processing based on currently available data across the USAID/Malawi Feed the Future zone of influence. Upcoming Next Steps*

During the next quarter, ACDI/VOCA will integrate relevant data collected in Malawi into the tool based on USAID's feedback and identified priorities in order to complete this initial phase of tool development.

## **B. AFE: Working with Lead Firms Handbook**

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

During the period, the recently completed *Tools & Methodologies for Collaborating with Lead Firms: A Practitioner's Manual* was distributed in electronic form to over 1,000 development practitioners worldwide. Hard copies were printed and distributed to twenty participants (representing USAID-funded agricultural and private sector development programs in Afghanistan) during a value chain / market development training workshop conducted by AFE in June. In addition, the manual was loaded to Microlinks.org and had received more than 330 page views through the end of Q3.

### *Upcoming Next Steps*

AFE's Frank Lusby will participate in a session on "The Road to Household Resilience: Provision, Protection, and Promotion Strategies for Household Economic Strengthening" at the upcoming "Advancing the Field" conference in September, where he will share experiences related to the use of the lead firms approach as a promotion strategy for economic strengthening.

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

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

### *Background*

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

Over the last two years, with support from the Katalyst project in Bangladesh, AFE has been working with seed companies on a number of initiatives to address this constraint. One of the most successful facilitation activities undertaken during this time has been AFE's support to two leading private sector seed companies

in Bangladesh to develop and implement business models based on the innovative adaptation, packaging, and marketing of high yielding vegetable seeds to small-scale producers in remote rural areas. To date, over 2,000,000 seed packets have been sold to approximately 450,000 farmers, 90% of which fall below the upper poverty line and 35% of whom are classified as “ultra-poor” and fall below the lower poverty line. Access to this improved quality seed has generated over \$10 million in additional cumulative income for poor and ultra-poor households in addition to increased nutritional benefits through increased consumption of nutrient-rich vegetables.

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

The specific objectives of this add-on activity include:

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

#### *Activities This Quarter*

During the reporting period AFE, in partnership with leading researchers from FHI 360, completed the components of a comprehensive final report including the Qualitative Market System Assessment with the Business Planning Facilitation Tool. Publication of a final report will take place during the next quarter.

An application was prepared, submitted and approved to conduct a practitioner workshop, based on the Market System Assessment, during the upcoming “Advancing the Field” conference in September. In addition, AFE is coordinating with FHI 360 to present the results of the seed mini-packet research during an upcoming Agrilinks seminar in November 2014.

#### *Upcoming Next Steps*

- Finalization and publication of the assessment report and business planning tool.
- Prepare and conduct dissemination event (likely in November).
- Dissemination event at “Advancing the Field” conference in September.

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

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

#### *Background*

Under the FIELD-Support Leader, FHI 360 is contributing to the evaluation of the impact of three interventions that are designed to enhance women’s leadership and other business indicators in the context of small and medium enterprises. Small and medium enterprises (SME) provide an important source of employment and innovation in developing countries, playing an important role in economic growth and poverty reduction. Worldwide, women are under-represented within the SME sector. Improving the representation of women within the SME sector is important in further promoting economic growth and poverty reduction. Evidence is lacking on what type of program interventions are more likely to lead to

creating more female-led SMEs and in helping women grow their businesses. Nor is there evidence on why certain interventions might succeed while others fall short. Based on this context, in 2012, USAID competitively selected three interventions designed to address specific constraints to the development of women's leadership in SMEs and committed to having the interventions' impact rigorously evaluated, part of which is being led by FHI 360.

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

### *Activities this Quarter:*

At each site, additional recruitment and surveying took place. Both the India and the Kyrgyzstan site have now reached their target recruitment. As the India site added 20 replacement women to their cohort this quarter, they once again completed recruitment and surveying. While the recruitment target in Kyrgyzstan has been reached, surveying is still underway. In Peru, both recruitment and surveying, as planned, are ongoing.

By country:

#### **India**

- 20 women who were either not eligible to take part in the program or who were not interested in taking part were removed from the baseline cohort and replaced with an additional 20 women recruited by CARE/India. A new contract and budget was approved for Sigma to conduct the baseline survey with the 20 women, and the baseline surveys were completed. All electronic data was entered into a database and sent to FHI 360.
- Analysis of the Entrepreneurial Leadership Scale was performed based on the original dataset. First, confirmatory factor analysis (CFA) was conducted to assess how well the proposed factors (based on previous research by Hejazi et al in Iran) fit the data. CFA results showed that the model was not suitable for the data and thus, we were unable to confirm or replicate the scale developed by Hejazi et al. We then conducted an exploratory factor analysis (EFA) to identify if the leadership questions in the baseline survey for India would fit into a scale. We found a moderate fit based on one factor (rather than the four identified by Hejazi et al), but it was not a good fit. Thus, the leadership questions in the baseline survey we would not propose to use as a scale in the context of the program and impact evaluation.
- Findings from the analyses conducted on India's Entrepreneurial Leadership Scale questions from the baseline survey were presented in-person to the team at the CoP Meeting in June.

#### **Kyrgyzstan**

- During this quarter, M-Vector interviewed 750 women for a total of 1,058 women interviewed.
- Electronic data for 281 of those 750 women has been entered into a database and received by FHI 360.

#### **Peru**

- A fourth cohort of 180 women were randomized and surveyed.

### *Upcoming Activities*

- An amendment will be submitted to PHSC notifying them of the changes in sample sizes at the India and Kyrgyzstan sites

- Completion of a baseline report for India, including data for those women added into the intervention in June 2014.
- Conduct analysis on the Entrepreneurial Leadership Scale by analyzing data from Kyrgyzstan and Peru (if possible).
- In Kyrgyzstan, to obtain greater statistical sensitivity, recruitment was expanded to 1,300 participants instead of 1,125 participants. The site is currently observing 60%-65% take-up rate for those participants attending WLSME trainings after being surveyed. While statistical measures in the protocol assumed a take-up rate of 65%, increasing the overall number of women in the intervention could help in increasing the statistical sensitivity. M-Vector's contract and budget will be revised, and PHSC approval sought for the increased number of women in the study.
- In Peru, baseline data will be collected and electronically entered soon after receiving a list of participant names from Sector 3/GRADE.
- Continue reviewing and cleaning datasets as they are sent to FHI 360.
- Coordinate transitions between FHI 360 and MSI for data collection of remaining baseline surveys and conducting end line surveys. (Data collection under the auspices of FHI 360 will only be through August 2014.)

### *Community of Practice (CoP) Facilitation*

Activities of the CoP in Q3 were focused around the in-person workshop held in Washington, DC on June 3-4, 2014. FHI 360 managed logistics related to the meeting and arranged travel and hotel for the six visiting grantee staff members from the three WLSME sites. In addition to the six grantee staff members, representatives from FHI 360, USAID, IADB, and the World Bank were present at the workshop. Total attendance reached 20 people over the two days of the workshop.

The full agenda from the workshop is listed below.

#### Day 1, June 3, 2014

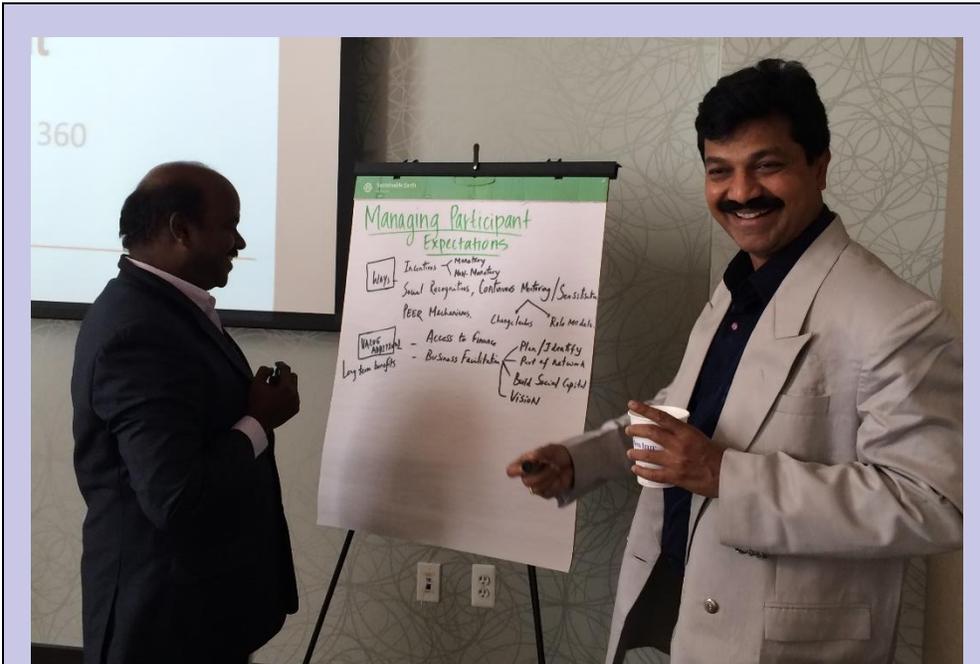
- Welcome & Introductions
- Topical Discussion: How do women perceive gender-based constraints? What has been the experience in each country? Facilitator: Anastasia de Santos, USAID
- Topical Discussion: What are the specific skills and capacities that help women grow their enterprises, and for what reasons? Facilitator: Leonardo Iacovone, World Bank
- Topical Discussion: Connection between implementation and research: How are teams reconciling the need for implementation to be adjusted and the resulting impact of these adjustments on the research design? Facilitator: Martin Valdivia, GRADE
- Presentation of Entrepreneurial Leadership Scale – data from India. Presenter: Jennifer Headley, FHI 360
- Day 1 Wrap-up

#### Day 2, June 4, 2014

- Background on USAID Vision for WLSME, Presenter: Anastasia de Santos, USAID
- Topical Discussion: Retention, Facilitator: Lori Reid, FHI 360
- Topical Discussion: Engaging men and other family members, Facilitator: Lori Reid, FHI 360
- Topical Discussion: What does each project expect to focus on in their learning objectives/products? What are the major themes? Presentations from each WLSME project
- Identification and Initial Development of WLSME CoP Learning Output

The session presentations and complete notes from the discussions were captured and distributed to CoP members via email and also posted to the WLSME.org Learning Network site. They can be accessed by

group site members at this link: <http://wlsme.org/working-group/womens-leadership-sme-learning-network>.



**Duraiswamy Yeswanth and Devaprakash Ramakrishnan from the WLSME India project participate in development of a learning output for the CoP at the workshop held in June. (Photo credit: Lori Reid, FHI 360)**

A survey was conducted post-event to record the feedback of workshop participants. Seventy-five percent of respondents rated the workshop as either very good or excellent and 75% strongly agreed that the topics discussed were relevant to their work. Some workshop participants noted that the most valuable aspects of the workshop were: the last session on brainstorming about the outline and content of the Joint Learning Product, which generated many good ideas; high quality and meaningful discussions; and the opportunity to discuss and learn other country experiences more clearly. The full survey results can be viewed at <https://www.surveymonkey.com/results/SM-MRMGLBB8/>.

### Positive Feedback from a Workshop Participant

“It was such a wonderful event organized with spick and span, thanks to your time to put things together in a cogent way; the deliberations too were rich with enough take-aways back to COs.

Once again, our thanks to you and your team for hosting us in US. That was a fabulous trip, indeed.

Our appreciations to Anastasia and Wade, for guiding and steering the event all throughout by taking the level of discussions to much higher ebb. Kudos to USAID for giving this opportunity to all of us.

Thanks much Lori; it was a great show of ‘WLSME Team’ coming together.”

- Devaprakash Ramakrishnan, Program Manager, WLSME India

## *Upcoming Activities*

Activities in Q4 will focus on development of a learning output for the CoP. Initial plans for the learning brief were developed during the final session of the in-person workshop held in June. It was decided that a learning brief focused on the challenges of implementing programs associated with an impact evaluation would be developed as the CoP learning output. The brief will include five subsections that will address: 1) designing the program with the RCT in mind; 2) dealing with recruitment challenges; 3) dealing with retention challenges; 4) managing participant expectations; and 5) coordination and information flow between the implementation and evaluation teams. A virtual meeting will be held in September to finalize the learning brief and determine goals for the following year.

## **E. SEEP Network: Learning Network for Housing IGP Recipients**

*Period of Performance: 2/21/12 – 8/22/2014*

### *Background*

In 2009, USAID awarded three new Implementation Grant Programs (IGPs) to promote housing microfinance for poor households. As a part of the program, the grantees are testing different models of financing and assisting housing improvements and micro-mortgages. The objective of these IGPs is to allow grantees to develop and implement viable business models and roll out products to a greater number of clients, and to document and share their learning with the program and the industry. Such approaches aim to support improved standards of living as well as asset creation for poor households, while being commercially viable for microfinance institutions.

The Housing IGP Learning Network, facilitated by SEEP, is focused on ensuring high quality outcomes with respect to the learning processes of grantees along with the creation of highly relevant learning products for wide scale dissemination.

### *Activities this Quarter*

In this quarter, the IGP learning network organized an in-person housing IGP learning workshop in Washington DC on June 4<sup>th</sup>. The representatives from the three partner organizations met on the afternoon of June 3<sup>rd</sup> and from 9:00 am to 3:00 pm on June 4<sup>th</sup> to discuss the key learning from their projects and how this could be captured in the form of a learning output.

SEEP also held a 1.5 hour long dialogue on “Inclusive Financing Models for Housing: Exploring Viable business models” from 4:00 – 5:30 pm on June 4<sup>th</sup>. The workshop was an opportunity to explore and collectively build an understanding of approaches and elements in promoting access to housing through a combination of financing for housing services such as improvements, incremental building, and construction technical assistance. Building on the experience of the three grantees—Opportunity International, Ghana; Habitat for Humanity, India; and Aga Khan Agency for Microfinance, Afghanistan—from the USAID Housing Implementation Grant Program (IGP), the workshop brought together practitioners, funders and other key stakeholders that are looking at tools and approaches that support improved standards of living as well as asset creation for poor households, while being commercially viable for financial institutions. Thirty people attended in person. In addition the event was recorded and over 65 people signed up and requested a copy of the recording. The full recording can be accessed [here](#).

Since the workshop, the focus has been to complete the final learning paper. Input has been received from two of the partners (HFHI and OI). The goal is to complete paper completed by mid-August. There will also be a session at the SEEP Annual Conference in September 2014, to share the paper and partner experience.

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

**Habitat for Humanity (India):**

- The final project report was submitted in August 2013; no new activity this quarter

**Opportunity International – Sinapi Aba trust, Ghana:**

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

**Aga Khan Foundation – First Microfinance Bank, Afghanistan**

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

*Priorities for Next Quarter*

Over the next quarter, SEEP plans to finalize the Housing IGP learning paper and publish it. The Housing IGP is also planning to host a workshop session at the SEEP Annual Conference in September 2014.

## 2.2 Prime-funded Assessments

### A. FHI 360: Kenya Labor Market Assessment

Two labor market assessments were implemented under FIELD-Support, one in Kenya and one in Lebanon, on behalf of USAID Missions. The fieldwork for both assessments was launched in June and will be completed in July. Additional technical support was provided by the Workforce Connections Associate Award. Final reports will be completed next quarter and disseminated as FIELD Reports where appropriate.

To prepare for the assessments, Workforce Connections developed a working Labor Market Assessment toolkit that includes templates for stakeholder mapping, interview and focus group discussion guides for a variety of WFD stakeholders, and value chain mapping with work process analysis. FHI 360 is testing and will refine the toolkit based on the assessments.

The Kenya assessment was led by FHI 360 in partnership with MEDA. The team was comprised of two Americans (team leader and senior economist) and three Kenyans (senior economist, youth livelihoods specialist, and youth representative). As of the end of the quarter, the Kenya Assessment team was wrapping up its three weeks of field work, which began on June 16.

*Upcoming Activities*

In the next quarter, the assessment will be completed and the assessment report shared with the mission. It is anticipated that the final assessment report will be released as a FIELD Report. In addition, the Workforce Connections project has created a Country Dashboard, for each country, to provide a big picture visualization of key aspects of labor supply and demand. The dashboard covers relevant trends relating to demographics, economic growth, employment, and education, among others, and places each country in a regional context. The dashboards directly support the Labor Market Assessment activity, in addition to serving as products in their own right. See section 3.11 for an example of the dashboard developed for Kenya.

### B. FHI 360: Lebanon Labor Market Assessment

The Lebanon assessment was led by FHI 360. The team was composed of three Americans (the team lead, a senior workforce development expert, and a senior communications specialist), a Palestinian statistician, and a Lebanese workforce development specialist. The assessment process included three weeks of in-country field work from June 22 to July 10, involving over 90 key informant interviews, seven discussion groups, an interactive stakeholder workshop, and an analysis of findings reviewed by senior labor economists and a senior competitiveness expert contracted under in the Workforce Connections workstream.

By the end of the quarter, the team had presented USAID/Lebanon with a work plan, methodology, and schedule of meetings; completed one week of the field work; and briefed the mission on the first week's activities.

### *Upcoming Activities*

The team will brief and present preliminary findings to the mission and share a draft of the executive summary of the report prior to departure from Lebanon in July. The draft of the full assessment will be shared with the mission and with the USAID Workforce Connections team in late July. At present, it is anticipated that the final report, to be completed in Q4, will be shared with USAID/Lebanon and the USAID Workforce Connections team.

## **C. FHI 350: Timor-Leste Assessment of Financial Services for Agribusiness and Rural Farmers**

An assessment team, led by FHI 360 with two consultants, conducted an analysis of the demand for and supply of financial services in Timor-Leste's agriculture sector with a focus on rural areas. The report also commented on the challenges and opportunities for provision of credit for the agriculture sector within the framework of existing financial service providers in Timor-Leste. The assessment team focused on identification of the target market, what financial services are now available, and what are the key constraints to demand and supply. The information captured from the assessment provides decision-makers and service providers with information that will enable them to prioritize and develop strategies and interventions to support and implement activities focused on strengthening the economy through improved financial services in the agriculture sector.

Upon arrival, the FHI 360 team met with USAID/Timor-Leste, and conducted in-country meetings and field visits during the months of April and May. The team provided an initial draft report to the Mission, debriefed in person a team from the Mission and other donors and provided a draft report. The mission and organizations interviewed during the assessment provided feedback on the report. The team incorporated the feedback and a final report was approved by the Mission on June 7. The mission was very pleased with the report and stated that it was a very readable and useful report. The final report is available on [Microlinks.org](http://Microlinks.org) for download.

## **2.3 Knowledge Management and Learning Dissemination**

During the last quarter, the FIELD-Support knowledge management team continued to work across the portfolio working with the partners on the Leader activities and Associate Awards to document and disseminate key findings, lessons learned, and best practices. As discussed in previous issues, the core of the FIELD-Support KM strategy is to improve internal and external communications in order to build a reliable platform for information dissemination and exchange that will ultimately improve the state-of-the

practice of microfinance and microenterprise development. Some of the key ways the Knowledge Management (KM) component of the project is doing so are described here:

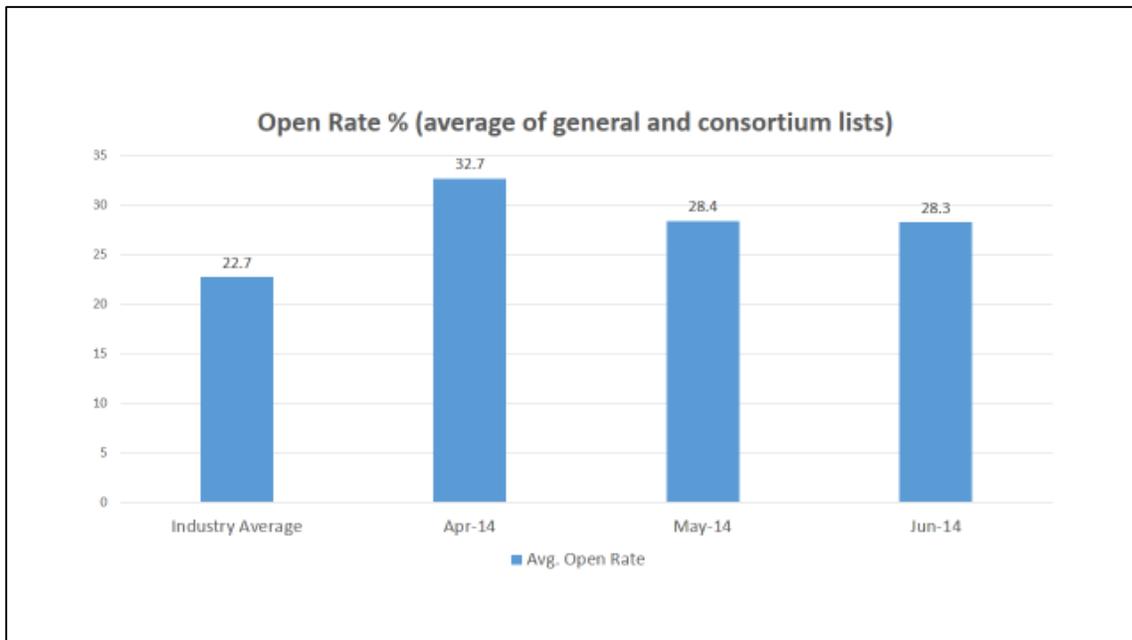
### A. FIELD-Support Monthly e-Bulletin

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

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

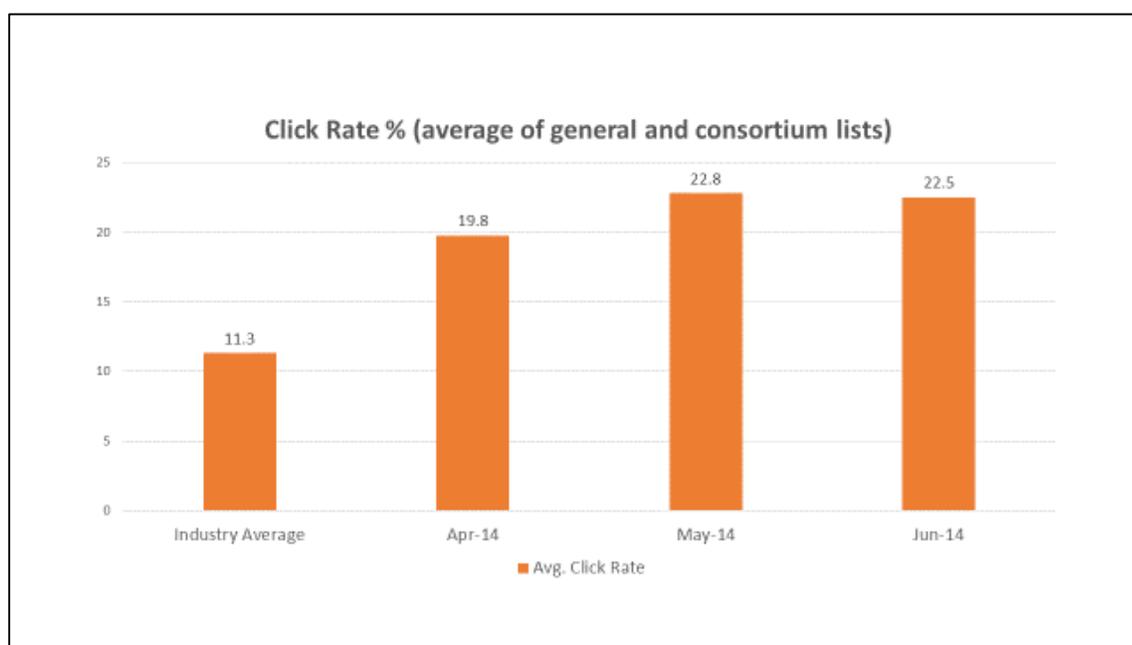
In the last quarter, the rate of emails that were opened each month (“open rate”) continued to be well above the industry average of 22.7%, as shown in the figure below. In April 2014, the open rate reached 32.7%—10% higher than the industry average.

**Figure. Open Rates of the E-bulletin**



During this quarter, the links within the e-bulletin that were clicked by readers (“click rate”) continued to be high for industry standards with rates reaching 22.8% in May, which is 11.5% above the industry average. The figure below shows click rates for April – June, 2014. A high click rate indicates that the recipients of the e-bulletin are highly engaged with the content.

**Figure. Click Rates for the e-bulletin**



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

- [Integrating very poor producers into value chains field guide](#): A field guide that provides field-level practitioners with tools and applications to reach very poor households in order to have greater market engagement through enterprise development activities.
- [Digital Finance for Development Handbook](#): A handbook designed to enable USAID personnel to maximize the Agency’s use of and contribution to the growth of digital financial services in emerging markets around the world.
- [Vulnerability Assessment Methods](#): A brief that reviews the different methods of assessing vulnerability within the sector of economic strengthening.
- [Vulnerability Assessment Methodologies: A Review of the Literature](#): This literature review provides an overview of the tools and methods used to measure vulnerability, as pertains to development interventions focused on economic strengthening, at the population level as well as the household and individual level.
- [Tools & Methodologies for collaborating with Lead firms: A Practitioners’ Manual](#): This manual offers practitioners effective methods to facilitate private sector initiatives that lead to improved and expanded delivery of needed products, services, and markets to Micro, Small, and Medium Scale Enterprises (MSMEs) in a commercially viable and sustainable manner.

## **B. FIELD-Support Twitter Account**

The FIELD-Support LWA Twitter handle @EconDev360 was launched at the end of Q2 to help reach additional practitioners with FIELD-Support learning products (from the Leader and Associates Awards).

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

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

During the third quarter, the KM team was actively engaged on twitter and webinar events. We participated in the following webinars via “twitter chat” to share information and learning products from the FIELD-Support LWA:

- **4/29/2014 – AskAg Twitter Chat - Knowledge Gaps to Scaling Ag Tech**  
@EconDev360 tweeted twice during the twitter chat. We gained 2 followers, 3 favorites, and 1 retweet based on our participation in this twitter chat.
- **5/2/2014 – National Geographic Forum – How to Feed 9 Billion People**  
We tweeted twice during this event, which included a representative from Feed the Future. We gained 12 new followers, 2 retweets, and 2 favorites as a result of participating in this webinar.

Twitter activity has grown significantly since the launch of the FIELD-Support twitter account at the end of March 2014. The FIELD-Support twitter account now has more than 100 followers. In addition to these 100+ twitter followers, our tweets are able to reach additional twitter users through retweets and favorites by our followers. For example, a retweet or a mention from one of our followers, like Microlinks or KickLoans could mean that an additional 3, 200+ and 6,200+ followers, respectively, would see our tweets. The table below shows the number of retweets, favorites, and mentions that the FIELD-Support twitter account received from April – June 2014.

Twitter Activity	April	May	June	Total Q3
Number of retweets	15	18	13	46
Number of favorites	13	7	15	35
Number of mentions	4	14	10	28

### C. Learning Dissemination

In coordination with USAID’s Microlinks and Agrilinks platform, FHI 360 continues its efforts to ensure that all FIELD-Support products, including reports, white papers, case studies, videos, podcasts, manuals, guidelines, success stories, etc., are centrally filed and indexed on the Microlinks platform, and then disseminated through additional channels like the Agrilinks portal, as appropriate. In line with USAID’s mandate, this process also includes that all public products comply with Section 508 to ensure that they are accessible to the visually disabled or hearing impaired.

During the last quarter, FIELD-Support issued the following new learning outputs and website updates regarding project activities:

- [The USAID-Foras Jobs Portal](#) is a blog post describing how the USAID-Foras Project aims to connect skilled job seekers with private sector employers, helping to alleviate unemployment and boost the Iraqi economy.
- [Shouldn’t an increase in profits for smallholder farmers lead to increased household incomes?](#) is a blog post on Dr. Elizabeth Dunn’s findings that smallholders can play a significant role in competitive value chains, so long as they have the necessary capabilities, opportunities, and information needed to make an informed decision about upgrading.
- [Economic Strengthening for Female Sex Workers: A Review of the Literature](#) This report from the ASPIRES project reviews the literature on economic strengthening (ES) interventions for risk reduction and HIV prevention among FSWs to identify best practices as well as opportunities for further research.

- [Agricultural Productivity Context: Promoting Agriculture, Governance, and the Environment \(PAGE\) Project](#) is a case study (excerpt from the Integrating Very Poor Producers into Value Chains Field Guide) highlighting the importance of the facilitation role of the development organization to ensure that stakeholder workshops take place.
- [Mobile Money Snapshot: PROSHAR Cash for Work Program](#) is a mobile money snapshot from the mSTAR project describing the experience of PROSHAR in replacing cash with digital payments.
- [mSTAR/Bangladesh: Technical Assistance to the Worldfish Center Report](#): This report summarizes: i) challenges the WorldFish Center has faced in the transition to mobile money, ii) the technical assistance provided by mSTAR/Bangladesh; iii) workshop activities and participant profiles; iv) initial outcomes; and v) planned follow up activities.
- [Themes & Takeaways from the "Local Content Ecosystem" Roundtable](#). This document provides a high level synthesis of the major themes addressed at this event and key takeaways for all players involved.
- [Digital Finance for Development: A Handbook for USAID Staff](#) is designed to enable USAID personnel to maximize the Agency's use of and contribution to the growth of digital financial services in emerging markets around the world.
- [Working with Producer Groups: Market and Enterprise Development in Angola's Central Plateau](#) This case study about a World Vision Angola value chain program contributes to the Integrating Very Poor Producers into Value Chains Field Guide.
- [Vulnerability Assessment Methods](#). This brief from the ASPIRES project reviews the different methods of assessing vulnerability within the sector of economic strengthening.
- [Mobile Money Infosheet: mCash](#). This infosheet from mSTAR/Bangladesh profiles mCash, which is operated by Islami Bank Bangladesh Limited.
- [FIELD Brief 22: Women's Leadership in Mexican Credit Unions](#) This brief discusses a study by the World Council of Credit Unions which studied the barriers to and prevalence of women in leadership positions in Mexican credit unions, and identified patterns of obstacles and attributes from their case histories.
- [Linking Small Producers with Export Firms: Market and Enterprise Development in Haiti's Central Plateau](#) is a case study (excerpt from the Integrating Very Poor Producers into Value Chains Field Guide) highlighting market and enterprise development in Haiti.
- [LENS Factsheet](#) describes the USAID Jordan Local Enterprise Support activity (LENS).
- [Exploring Mobile Money Payments in Bangladesh: Workshop Report](#). mSTAR Bangladesh held its second quarterly workshop on March 12th focusing on mobile money opportunities, mobile money products, and understanding mobile money metrics. This report captures the details from that workshop.

In April 2014, FHI 360 worked with Microlinks.org to gain access to web analytics about the reach of these learning products and resources. The table below includes total page and unique page views for all resources that were posted in Microlink's Library of Resources during the last quarter.

Learning Product	Total Page Views	Unique Page Views	Average Time
<a href="#">The USAID-Foras Jobs Portal</a>	75	47	0:02:25
<a href="#">Shouldn't an increase in profits for smallholder farmers lead to increased household incomes?</a>	91	68	0:01:33
<a href="#">Economic Strengthening for Female Sex Workers: A Review of the Literature</a>	10	9	0:01:49
<a href="#">Agricultural Productivity Context: Promoting Agriculture, Governance, and the Environment (PAGE) Project</a>	19	17	0:01:06

<a href="#">Mobile Money Snapshot: PROSHAR Cash for Work Program</a>	28	24	0:04:53
<a href="#">mSTAR/Bangladesh: Technical Assistance to the Worldfish Center Report</a>	62	57	0:02:59
<a href="#">Themes &amp; Takeaways from the "Local Content Ecosystem" Roundtable</a>	21	16	0:03:43
<a href="#">Digital Finance for Development: A Handbook for USAID Staff</a>	64	55	0:02:30
<a href="#">Working with Producer Groups: Market and Enterprise Development in Angola's Central Plateau</a>	40	26	0:02:38
<a href="#">Vulnerability Assessment Methods</a>	66	62	0:01:01
<a href="#">Mobile Money Infosheet: mCash</a>	68	58	0:01:53
<a href="#">FIELD Brief 22: Women's Leadership in Mexican Credit Unions</a>	51	44	0:06:55
<a href="#">Linking Small Producers with Export Firms: Market and Enterprise Development in Haiti's Central Plateau</a>	30	19	0:03:43
<a href="#">LENS Factsheet</a>	32	24	0:01:25
<a href="#">Exploring Mobile Money Payments in Bangladesh: Workshop Report</a>	68	53	0:02:10

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

- **Lessons from the Field on Mobile Money:** In April 2014, mSTAR hosted an event, [Lessons from the Field on Mobile Money](#), with USAID and partner organization speakers on best practices from the field focusing on projects from Afghanistan, Philippines, and Indonesia.
- **mDATA Online Course:** With the support of USAID's Mobile Solutions team and TechChange, the FHI 360 mSTAR team offered a second round of USAID's mData online course for implementing partners and staff at USAID Missions from May 12-June 6, 2014. The online course explored how to use mobile technologies to collect data, how to use the data in decision-making, and how to share this data with partners.
- **Workforce Connections Community of Practice Launch Event:** On May 28, 2014, FHI 360 and partners hosted the [Workforce Connections Community of Practice launch event](#), "The Challenge of 'Soft Skills' Measurement: Toward a Common Approach." This event provided an in-depth review of recent and current efforts toward standardizing measurement approaches to soft and non-cognitive skills in international workforce development programs, while drawing on lessons learned from past efforts that resulted in a common measurement approach to USAID early grade reading programs.
- **mSTAR Workshops:** During Q3, mSTAR/Bangladesh conducted two district level workshops to increase awareness of mobile money among field staff of USAID health and agriculture portfolio implementing partners. The workshops aided mSTAR in evaluating the readiness of the projects to adopt mobile money in their operations and in better understanding the points of resistance among the implementing partners. A total of 39 participants attended the workshops.

---

### 3 Associate Awards

As mentioned, FIELD-Support management provides senior-level oversight for all of the Associate Awards that are implemented by the consortium members, contributing to their technical design and implementation, and ensuring quality. Team members coordinate day-to-day with the Core and Resource

organizations and assist with the administration of this complex contractual mechanism. FIELD-Support now includes **11 current Associate Awards**. The following section provides brief highlights of major accomplishments in each Associate Award this quarter.

*Associate Awards at a Glance:*

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

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

*Period of Performance: August 2013 – August 2018*

**Background**

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

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

**Hallmarks of the ASPIRES approach include:**

- Using current evidence and state-of-the-art approaches to promote scalable, high-quality programming.
- Carrying out research science to expand the evidence base and promote innovation.

- Building the capacity of national stakeholders to implement evidence-based programming as well as to monitor and evaluate programs.
- Coordinating with other donors, local and national governments, and global partners.
- Integrating an explicit gender perspective in research, tools, policy and standards recommendations, and technical assistance.

### *Activities this Quarter:*

Significant accomplishments for the quarter in the area of COP-supported activities included completion of field visits and consultant training in Cote d'Ivoire; finalization of plans for provision of a training on social protection in Mozambique; and planning and release of an initial RFA to the ASPIRES consortium for provision of technical assistance in the South Africa project. HOP-supported work included field visits and an approved design for the Gender TWG evaluation in Mozambique, training and field preparation for the sex worker research to be carried out in Cote d'Ivoire under the Key Populations TWG commitment, and finalization of subawards for a group of key desk-review and workshop activities under the OVC commitment.

## **A. Activities Supported by Core/Headquarters Operational Plan (HOP) Funds:**

### *Gender TWG*

- ***Evaluation integrated social empowerment & economic empowerment***

In Q3, Michael Ferguson and Holly Burke of FHI 360 traveled to Zambezia, Mozambique to meet with key staff at World Vision and USAID to create a plan for this complex evaluation, where they set forth a basic design for a quasi-experimental, mixed methods evaluation that is believed to be the most appropriate and most rigorous option under the circumstances.

### *HIV Prevention for Key Populations TWG*

- ***Research into economic management strategies of female sex workers***

Activities in Q3 included identification and hiring of the consultants to lead the work, Emily Namey and Whitney Moret of FHI 360 also traveled to Cote d'Ivoire to conduct training of the consultants and oversee general field preparations.

### *OVC TWG*

- ***OVC-related activities with a global reach***

Under the OVC commitment, ASPIRES is advancing this goal with comprehensive desk reviews that explore particular technical topics thoroughly; examining all reliable evidence and then producing polished and accessible materials for dissemination or project use within ASPIRES.

The following five technical guidance topics were underway or under development in Q3 FY2014:

1. Understanding/enacting vulnerability assessments: A webinar is scheduled to take place in August showcasing the brief produced under Q3.
2. Best practices in community based savings-led microfinance for youth/vulnerable children: This subaward was executed in Q3, with the International Rescue Committee (IRC) as the recipient.
3. Best practices in institutional savings-led microfinance for youth/vulnerable children: This subaward was executed in Q3, with SEEP as the recipient.
4. "Savings groups plus": The Research Utilization (RU) division of FHI 360 continued its work on this topic, delivering their preliminary output plan in Q3.
5. The State of microinsurance: EPRI was selected in Q2, but due to delays, EPRI's first deliverable is extended to end of July.

## *PMTCT TWG*

- ***The economic dimensions of PMTCT***

The Research Utilization (RU) division of FHI 360 continued its work on this topic, delivering their preliminary output plan in Q3.

## **B. Activities Supported by Country-Specific (COP) Funds**

### *Mozambique*

- ***Needs assessment/portfolio review***

In Q3, ASPIRES received feedback from both USAID and the implementing partners on the assessment report draft completed at the end of Q2. The feedback was incorporated and the report was finalized in Q3 with a potential follow-on step of a workshop on savings-group methodologies.

### *Cote d'Ivoire*

- ***Vulnerability assessment***

In Q3, Emily Namey and Whitney Moret traveled to Cote d'Ivoire to conduct training with the contracted consultants for the first (qualitative) phase of the vulnerability assessment methodology.

### *Malawi*

- ***Pilot and evaluation on integrating ANC/PMTCT services with Savings Groups***

In Q3, ASPIRES received instruction from the USAID-Malawi Mission that this project was reactivating, and that ASPIRES should move forward with the planning of a formative assessment as a first step

### *Tanzania*

- ***Assessment of the IMARISHA project***

David Myhre visited Tanzania in May 2014, met with USAID and other stakeholders, and developed an initial plan for design and execution of the assessment.

### *South Africa*

- ***Savings-led Microfinance & HIV Education for At-risk Youth – TA & Evaluations***

In May, Michael Ferguson and David Myhre traveled to South Africa to conduct a series of meetings with key stakeholders, including USAID, collaborating agencies, and the South African implementing partners.

### *Additional COP Funds*

The following three USAID missions and associated projects have been discussed with the AOR and USAID technical advisor but remained inactive through Q3 FY2014:

- Kenya (exact activity TBD)
- Botswana
  - Evaluation of SG programs
  - Cost assessment
- Rwanda
  - Evaluation of ES programs

## C. Activities Supported by DCOF Funds

### *ES & Family Reintegration – Pilots & Evaluations*

The aim of the project will be to produce guidance to help enact ES-related programming to prevent unnecessary separation of children from families and to facilitate already separated children’s reintegration into families.

## D. Upcoming Events and Activities

Key activities in Q3 FY2014 will include:

Activity Area	Event/Activity	Projected Completion Date
Outreach	Second Technical Advisory Committee meeting/conference complete	31-Aug-14
OVC TWG	HES Dialogues workshop plan finalized	31-Aug-14
Malawi	Basic understanding achieved on ASPIRES role in project and immediate next steps	31-Aug-14
Cote d’Ivoire	Vulnerability assessment Phase II protocol finalized	31-Aug-14
Gender TWG	SCIP-Zambezia evaluation protocol finalized	30-Sep-14
OVC TWG	First technical output submitted for all five technical guidance areas	30-Sep-14
OVC TWG	First technical output submitted for HES Dialogues submitted	30-Sep-14
PMTCT TWG	First technical output submitted	30-Sep-14
Key Populations TWG	CSW fieldwork complete	30-Sep-14
Mozambique	Social Protection training complete	30-Sep-14
Cote d’Ivoire	Vulnerability assessment Phase I complete	30-Sep-14
Tanzania	IMARISHA assessment fieldwork complete	30-Sep-14
DCOF	Technical expert hired	30-Sep-14
Gender TWG	SCIP-Zambezia IRB “full board” IRB submission made within FHI 360	30-Sep-14

### 3.2 *HIFIVE Haiti Integrated Finance for Value Chains and Enterprises (Haiti)*

*Period of Performance: June 2009 – May 2015*

Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE), having completed its first five years of program implementation (2009-2014), is continuing its work to further develop the country’s financial services sector to promote employment generation and to support expanded agricultural activities in order to improve livelihoods, boost the economy, and expand financial inclusion. Last quarter, HIFIVE was granted a no-cost extension until May 2015. HIFIVE’s objective for the no-cost extension (NCE) period will focus resources on achieving results and meeting targets in one of the program objectives: *increased use of ICT, primarily mobile money.*

#### *Highlights from Last Quarter:*

Selected highlights from Q3 of FY 2014 under the two current objectives are as follows.

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

**Key Results (as of June 30, 2014)**

- 32 financial institutions newly engaged in value chain finance
- 91 new credit products addressing the needs of a variety of value chains
- 525,352 rural clients of reporting MFIs (+729 since Q2 of FY14)\*
- 54,062 agricultural loans disbursed by HIFIVE partners (+3,017) representing a current volume of \$25,748,597 of agricultural credit portfolio (6% increase in value of agricultural loans since Q2)
- 1,334,903 clients at USG-assisted microfinance institutions

\* Changes in indicators are calculated based on results from the previous quarter

During Q3 of FY14, specifically during the first month of the NCE period, the HIFIVE project launched the first three grants out of nine identified in the NCE work plan:

Institution	Project Name	Committed Amount \$	Grant Starting date	Institution HQ commune	USG Corridor	Type of Institution	DCA Beneficiary (Y/N)
CPF	Interconnection	99,999.93	30-May-2014	Cap-Haitian	Yes	Caisse Populaire	Yes
KOTELAM	Interconnection et Marketing	119,966.82	30-May-2014	P-a-P	Yes	Caisse Populaire	No
PATH-FINDER	Deployment of mobile money payment for mHEALTH projects	49,969.42	12-Jun-2014	P-a-P	Yes	NGO	No

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

**Haiti Mobile Money Initiative (HMMI)**

**Key Results (as of June 30, 2014)**

- 27 financial institutions adapting ICT tools to increase access to financial services
- 36 ICT tools introduced to increase access to financial services
- Active mobile money agents: 584 (-53 since Q2 of FY14)
- Total number of transactions: 9,772,663 (+237,589)
- Active mobile money clients: 42,867 (-13,238)

The following is a list of HMMI outreach activities conducted by the HIFIVE team:

1. April 2, 2014: Digicel TchoTcho and LajanCash, a joint venture between BNC and HaitiPay, presented to more than 200 U.S. Embassy and USAID staff during their monthly town hall meeting. Booths were set up by both for direct interaction and registration after the meeting. Digicel reported

that this event was a great opportunity to inform embassy staffers about the service and be able to demonstrate to them the benefits of the service. For example, several members of the staff conducted an immediate cash-in transaction when they learned that Delimart was offering a 10 percent discount. Encouraging embassy and USAID staff to use the service will be immensely helpful in increasing their understanding and promotion of the product.

2. May 17 – 18, 2014: Digicel TchoTcho and LajanCash participated in the Foire Agro-Artisanale in Belvil (agricultural craft fair) co-sponsored by LAPBEL (Les Association des Proprieteres de Belvil) and ACME. During this event, HaitiPay reported, “Although we did not have many new customers mostly due to the rain, it was still a positive experience to us as we met some potential corporate partners that could be useful to us in the future.”
1. June 23 – 27, 2014: HIFIVE hosted USAID’s Digital Development Team from Washington, D.C. for a week-long introduction to mobile money services in Haiti. The purpose of this visit was to evaluate the mobile money space and the general impact of the HMMI competition. Visits included the HIFIVE project, telcos, digital payments companies, NGOs, Feed the Future projects, MFIs, Credit Unions and the Central Bank of Haiti. The visit helped to spur the development of HIFIVE’s updated strategy within its ICT/mobile money objective: the northern digital finance ecosystem, an aggressive supply and demand-side strategy to be implemented throughout HIFIVE’s NCE period.

### *Activities for Next Quarter*

During the fourth quarter of FY14, the HIFIVE project will launch all the remaining grants identified in its FY14 work plan. Out of nine grants in the NCE period pipeline, 3 have been approved and launched during the first month of the NCE. The following will be launched during Q4 of FY14:

1. Installation of ICT infrastructure and software development for Le Levier credit union federation to support electronic payments—Le Levier, USD 700,000 grant.
2. Field Agent Banking model to support mobile outreach—two credit unions (TBD), USD 470,000 grant.
3. Electronic vouchers—Feed the Future (FTF) AVANSE, USD 80,000 grant.
4. Mobile payment services—HaitiPay (LajanCash) HaitiPay, USD 560,000 grant.

### **3.3 *La Idea (Latin America)***

*Period of Performance: October 2012 – September 2015*

#### ***Background:***

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

#### ***Highlights from Last Quarter:***

The winners of the Business Pitch Competition grants were:

- a. **Natural Sins:** Natural Sins is a company dedicated to the development, manufacturing and commercialization of healthy food products where high quality, freshness, and innovation are the common denominators.
- b. **Miro Analytics Inc.:** Miro Analytics created a market intelligence platform called Agronometrics for agriculture that collects, standardizes and visualizes international wholesale market prices for fruit and vegetable commodities.

- c. **Kahai SAS:** Kahai is the first company in the world to utilize the Cacay nut, and is working with government institutions for opening local and foreign markets.

The following activities were the focus of the quarter's efforts:

- Getting the grantees set up for issuing a grant through FHI 360 contract systems and following up with them on their plans.
- Conceptualizing a new initiative for La Idea for the remaining year of the project, focusing more on a new group of small businesses, who are ready to export. The new activities will support the development of high-impact, post-revenue companies in the Pacific countries of South America.

#### *Activities for Next Quarter*

The activities for next quarter will focus on finishing and closing out the final two grants from the La Idea Business Pitch Competition. Miro Analytics Inc. is working to complete their website and finalize the necessary data sets for submission. Kahai SAS will be showing the work they will do once they receive the grant. La idea will also be responsible for technical monitoring of the grantees. In addition to developing a Modification to the La Idea award, including a workshop to support the companies, the project will work on the RFP that will be advertised to the SBDC and incubator networks for an opportunity to host and develop the workshops for these companies. Once selected, the project plans to work with the incubator to create a complete and sector-relevant course for the workshops for the companies.

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

*Period of Performance: August 2013 – July 2018*

#### *Background*

In recent years, the President's Emergency Plan for AIDS Relief (PEPFAR) has demonstrated great leadership in integrating economic strengthening (ES) into the continuum of HIV care and support as well as HIV-prevention programming. Globally, the incidence of new HIV infections continues to decline, and antiretroviral therapy (ART) has become more widely available, prolonging life for people living with HIV (PLHIV) and greatly decreasing AIDS-related mortality. The advancement in ART provision has had powerful positive impacts on extending and improving the quality of life for PLHIV, but at the same time has created more pressures for governments and communities with already scarce resources to provide ongoing care and support. More work remains to address the impact of the continuing pandemic on people's livelihoods and food security, especially in countries with both high HIV prevalence and high rates of malnutrition. Particularly in Africa, PLHIV face a constant challenge in their pursuit of food, and nutritional and economic security. Therefore, LIFT II will continue to foster a systemic and market-driven approach that connects PLHIV to economic strengthening, livelihoods and food security (ES/L/FS) services at the community level, in order to improve their overall food, nutritional and economic security and strengthen adherence and retention in care.

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

In order to achieve this goal, LIFT II provides TA to meet four key objectives:

- Improved access to ES/L/FS services for clinical health and NACS clients and families, through referrals and community support services;

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

### *Highlights from Last Quarter:*

In the previous quarter, the LIFT II team made significant gains across a variety of focal areas. Referral networks in Namibia and Malawi were launched. Clients were reached in Namibia, Malawi, and Lesotho. LIFT II onboarded staff in Tanzania, Lesotho, and DRC, while preparing for additional staff in Malawi and Zambia. LIFT II collaborated with ASSIST and FANTA to develop and implement sensitization training to 50 health care providers in DRC and 34 local government authorities in Tanzania.

Additional accomplishments and deliverables are listed below:

- In response to USAID requests, implemented acceleration strategies across its six countries of operations that will rapidly link NACS clients to savings services.
- Collaborated with CARE Malawi on developing and finalizing a scope of work (SOW) for them to start referring clients between Nutrition Care, Support and Treatment (NCST) sites to village savings and loan associations (VSLAs).
- Conducted stakeholder workshops in five countries (DRC, Malawi, Namibia, Tanzania, and Lesotho) and engaged 246 ES/L/FS service providers (SPs) interested in establishing bidirectional referrals.
- Provided content towards the development of FANTA's NACS Guidance. LIFT II's input centered on nutrition support.
- Assessed diagnostic tool administration in DRC.
- Contributed to the development of NACS sites assessments in collaboration with SPRING project as well as national and regional HIV continuum of care initiatives in Tanzania and Malawi.

## **A. Country Focus**

### *The Democratic Republic of the Congo Activity*

In the DRC, LIFT II continued working toward the development of referral networks in Kinshasa and Lubumbashi through the implementing partner, CARE.

### **Activities for Next Quarter**

- Finalize mapping the health and VSLA and Food Aid ecosystem in Lubumbashi in order to design Referral Model and Client Flow.
- Adaptation and translation of LIFT II referral tools including consent forms, registration forms, draft referral cards designs, VSLA+ trainers' guide.
- Revision of LIFT II detailed workplan and PMP to reflect program amendments.
- Launch of Referral network in at least three sites.

### *Lesotho Activity*

LIFT II made great strides in Lesotho this quarter reaching 2,744 clients with ES services and setting the necessary systems in place to facilitate bi-directional referrals. ONA data analysis was completed in two NACS districts and stakeholder meetings were held at the end of April. Data analysis generated several work products including geographic network maps which demonstrated the dispersion of service provision

in the districts as well as how these tend to be clustered; referral service directories provided a deeper level of awareness with regards to service gaps; and sociograms visually depicted the relationships between SPs.

#### **Activities for Next Quarter**

- Conduct training on the use of mobile-based referrals platform (CommCare).
- Hold a conference call meeting between Lesotho NACS Coordinator, ASSIST, LIFT II and FANTA staff both in the US and Lesotho.
- Participate in the Lesotho National Conference on Vulnerable Children scheduled for September 8-11, 2014.
- Launch the referral networks in Thaba-Tseka and Mohale's Hoek.
- Harmonize the work plan with those of ASSIST and FANTA for the next fiscal year.

#### *Malawi Activity*

##### **Balaka – Standard of Care Approach**

During the last quarter, LIFT II launched the referral system in Balaka, set the stage for expansion into Karonga, and continued to develop an acceleration plan for other districts within the country.

#### **Activities for Next Quarter**

- Review application packages for the position of Economic Strengthening and Livelihoods Program Manager in support of LIFT II after the July 11, 2014 deadline.
- Travel to Balaka to follow-up in person with the BRN. LIFT II will continue to support the lead organization, particularly around CommCare troubleshooting, encouraging SPs to utilize the phones to reach vulnerable people, and planning and organization of the first monthly referral network member meeting.
- Continue to support the Malawi NCST team. LIFT II will address any final questions or comments after revisions were submitted to FANTA and MOH during June.
- Follow up with Karonga stakeholders. LIFT II will contact representatives from the 17 SPs identified during June trip to Karonga in order to share more about the project and plan a way forward together.
- To complement the standard of care approach implemented in Balaka and Karonga, LIFT II has established an acceleration model through CARE that will be rolled out starting July 1, 2014. The acceleration approach will facilitate and establish bidirectional referrals between NCST clinics and VSLA and food support services.

#### *Namibia Activity*

LIFT II has made rapid progress this quarter in launching two referral networks, expanding to district-wide scale in Engela and planning for the complete transition of activities and approaches to Ministry of Health and Social Services (MOHSS) and other local stakeholders.

#### **Activities for Next Quarter**

- Supporting implementation and sustainability of referrals.
- Integration of activities into MOHSS program.
- Transition of tools to the Adherence and Retention Project.
- Project closeout.

#### *Tanzania Activity*

This quarter, Tanzania made progress engaging over 100 service providers and supporting action plans for the establishment of referrals between clinics and local ES/L/FS services across all Iringa focal sites. Several milestones and activities included:

- Mufindi District Joint NACS Sensitization Training.
- Stakeholder Consultations & Development of Referral Action Plans.
- Technical Input on Iringa Regional HIV and AIDS Plan.
- Sharing of project plans and other activities to support coordination with Partners.

#### **Activities for Next Quarter**

- Harmonize referral directories activities with materials developed by Africare and IMARISHA.
- Establish scope and implement new pilot linkage activity with local partners from the networks.
- Increase engagement with PHFS in Iringa and national level.
- Follow-up TA to organizations/networks to ensure network and service provision support is moving towards increased and documented referrals.
- Develop referral tools for each of the networks and conduct trainings and provide TA with initial tools and processes.
- Coordinate work plan development with USAID, Tanzania Food and Nutrition Centre (TFNC), PHFS and other partners.

#### *Zambia Activity*

This quarter, the NACS Acceleration partners, including FANTA, ASSIST, and Project Concern International (PCI), began to mobilize activities in Kitwe.

#### **Activities for Next Quarter**

- Participate in a high level workshop with government counterparts to review and finalize the NACS curriculum and training materials for community health workers. The review aims to ensure that the training content is accurate, clear, comprehensive and appropriate for community health workers as well as to assess applicability on a national scale.
- Work with FANTA and PCI to finalize NACS training materials for community health workers.
- Work with FANTA and ASSIST to develop comprehensive data collection and reporting tools (client cards, nutrition registers, monthly reporting templates and weekly tally sheets) for health facilities implementing NACS. LIFT II will ensure the inclusion of referrals to clinical and community services in routine NACS reporting.
- Continue collaboration and discussions with PCI to adapt referral toolkit and plan for referrals training in several sites.
- Explore the possibility of hiring a local consultant to provide on the ground support for NACS activities in Kitwe in coordination with FANTA, ASSIST, and PCI.

## **B. Global Activities**

### *NACS-ES/L/FS Linkage Activities*

LIFT II has been in contact on a monthly basis with Joan Matji, Nutrition Advisor for USAID/Southern Africa. We have shared LIFT II's latest progress in the countries on her portfolio and acquainted her with both our systemic and acceleration strategies. As a result of our last conversation we also facilitated with her the actual names of the point people that LIFT II was working with at USAID Mission's in Malawi and Namibia.

Three LIFT II staff participated in a one day discussion/review of the SPRING Project's site evaluation toolkit. The goal was to gather expert review and refine the number of indicators for a more streamlined approach to site assessment. Feedback was provided to SPRING project staff and a revised version of the toolkit is being developed.

The LIFT II and FANTA teams have continued to work to identify synergies around the implementation of referral networks in/around NACS facilities. They have also discussed implications for Community NACS within LIFT II sites. Additionally, LIFT II staff have provided feedback on FANTA's most recent nutrition module.

### *Country Collaboration*

LIFT II has been actively contributing to the Lesotho National Conference on Vulnerable Children. This forum will facilitate discussion around the state of the national response to vulnerable children as well as a systematic approach of generating and articulating evidence for future direction for an efficient, effective, and coordinated response within Lesotho and across the region. Additionally, LIFT II staff provided input to regional and national nutritional guidelines and processes in Tanzania and Malawi, respectively.

## **C. Knowledge Management: LIFT II Website and Resource Dissemination**

In this quarter, project staff continued to produce engaging content for routine posting on the project website, [www.theliftproject.org](http://www.theliftproject.org), with a greater emphasis on engaging LIFT II's field-based staff. A total of seven blog posts around topics varying from M&E, country updates and technical process overviews, were developed collaboratively by team staff both in HQ and in the field. Additionally, a total of six new technical resources (reports, publications, technical notes, etc.) were posted and disseminated through various channels.

The number of countries that accessed the project website ([www.theliftproject.org](http://www.theliftproject.org)) remained strong with just a slight drop from 71 in FY 2014 Q2 to 70 in Q3. During this quarter, four resources were downloaded from the site, with a total of 23 unique downloads. In addition, both the number of unique hits and new visitors to the site this quarter saw minor decreases; however, the overall reach of the site remains on a strong increase. The team looks forward to increasing dissemination of resources and lessons learned as activities in both the standard of care and acceleration approaches continue to roll out in the upcoming quarter.

### **3.5 LENS: Local Enterprise Support Activity (Jordan)**

*Period of Performance: December 2013 – November 2018*

#### **Background**

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

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

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

**Local Economic Development (LED)** initiatives will:

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

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

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

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

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

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

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

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

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

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

***Major Activities Last Quarter***

The USAID Local Enterprise Support Project (USAID LENS) shifted its focus to the drafting and implementation of the work plan while continuing to build out the project team with the on-boarding of several local staff as well as international expertise to head and/or advise the Access to Finance (A2F) and Micro and Small Enterprise (MSE) project components. USAID LENS also continued to expand its outreach to potential stakeholders and partners in the public and private sectors and to mature its cooperative relationship with key line ministries: the Ministry of Interior (MOI), Ministry of Municipal Affairs (MOMA), and Ministry of Planning and International Cooperation (MOPIC).

USAID LENS passed its first major milestones with the submission of the Grants Manual to USAID on April 5, and the Year 1 Work Plan (through the period ending September 30, 2014) on May 5, followed by the submission of the Gender Strategy and the Strategic Communications Framework.

Among the highlights and achievements since then, have been the conclusion of the City Selection process (LED), the development and/or completion of sector-based Value Chain Process Mapping for selected sectors (MSE), the development of a project action plan for Years 1 and 2 for Business Registration and Licensing (MSE), and the initiation of foundational research necessary to better inform the technical components' approaches to their respective work plans in coming years. This includes the governorate economic and political profiles (LED) and Microenterprise Survey (MSE).

The completion of the Work Plan also facilitated the drafting of the Monitoring and Evaluation (M&E) Plan. As this report was being prepared, the M&E Plan was being finalized between the M&E consultant and technical component leads. This deliverable is due within 30 days of USAID approval of the Year 1 Work Plan, and formal submission of M&E Plan to USAID is expected by mid-August.

Finally, the Project convened the first USAID LENS Project Steering Committee (PSC) in late June. While USAID LENS is satisfied to have launched the committee, the project is somewhat concerned with the competitive dynamics among the key Jordanian line ministries involved, and is working to mitigate any effect this may have on committee effectiveness and effective project implementation.

### *Activities for Next Quarter*

- Submission of Monitoring and Evaluation Plan;
- On-boarding of Deputy Chief of Party, MSE Deputy Component Lead;
- Project launch;
- Participation in USAID EDE retreat; and
- Year 2 Work Planning, including incorporation of project-related initiatives to help mitigate social conflict in targeted communities with substantial Syrian refugee populations.

### **Component One: Increased Micro and Small Sized Enterprises (MSEs)**

#### Sub-Component 1.2: Improved MSE Competitiveness

- Approval of RFA for MSE Strengthening Grants;
- Approval of early stage initiative grants to Queen Rania Center for Entrepreneurship and Ruwwad MicroVenture Fund; announcement of award and begin implementation;
- Approval of A2F grants strategy, develop and submit RFA for A2F activities;
- Preparation of grants solicitation workshop and begin implementation;
- Sub-sector selection following review of findings from Sector Specialists and Al Jidara fieldwork; and
- Finalize survey questionnaire and begin surveying of microenterprises in selected governorates

#### Sub-Component 1.3: Increased Access to Finance

- Continue discussions on mobile banking with Central Bank of Jordan and other stakeholders;
- Re-engage with IFC and WB concerning their initiatives related to collateral registry and JLGC; and
- Discussions with MOPIC with regards to donor working group.

### **Component Two: Improved Local Economic Development (LED)**

#### Sub-Component 2.1: The National Policy Environment is Supportive of Local Economic Development (LED)

- Submission to project of governorate/municipal profiles being undertaken by Al Jidara local research firm; and
- Local STTAs to start LED barriers and alternative resources studies.

#### Sub-Component 2.2: Local Government Plan for and Support Broad-Based Growth

- Initiation of collaboration with partner municipalities;
- Completion of LDU needs assessment; and
- LDUs exchange visit with ICMA in the US in September.

#### **Other Planned Deliverables and Activities**

- **Y2 Work Plan:** USAID LENS will submit its Year 2 work plan by August 31, 2014.
- **M&E Plan:** USAID LENS will formally submit the M&E Plan by required contractual time frame.

### **3.6 MMAP: Mobile Money Accelerator Program (Malawi)**

*Period of Performance: October 2012 – May 2015*

#### **Background**

On September 3, 2012, USAID signed the FHI 360 two-year Mobile Money Accelerator Program (MMAP) Award which focuses on scaling usage of mobile money to boost financial inclusion. The goal of the project is to increase access to and usage of mobile money, which will in turn increase financial inclusion in Malawi. The mutual determination of the public and private sectors is such that MMAP does not need to spearhead the push for mobile money in Malawi. It is instead our goal to ensure that the benefits are lasting and not concentrated in urban population centers that already enjoy relatively good access to financial services.

#### **Progress this quarter:**

Following the release of the Annual Program Statement to solicit interest in MMAP and mobile money during the previous reporting period, MMAP entered into discussions with several entities to initiate pilots that will increase access to and usage of mobile money. The entities ranged from NGOs, to microfinance institutions, and private sector entities. By the end of the reporting period, MMAP was in discussions with eight entities to move forward on grants that would incorporate mobile money into disbursing and repaying loans, paying smallholder farmers, and social cash transfers.

Additionally, during the quarter, MMAP contracted the services of a public awareness firm to conduct awareness campaigns on mobile money. The campaign is utilizing a mix of both national level messaging (i.e. TV and radio) as well as event focused messaging (i.e. road shows, National Agriculture Fair, etc.). While this campaign will have a national focus, it will concentrate on the six MMAP focus districts of Blantyre, Mangochi, Lilongwe, Mchinji, Mzimba, and Rumphi. While elections caused some delays in implementation, the messages were developed by the end of the quarter through a collaborative process with the mobile network operators and they were tested on the target market. Radio ads were in production by the end of the quarter.

Further, three separate initiatives had been started by the end of the quarter including the development of a report on the functionality and sustainability of the Mobile Money Coordinating Group (MMCG), an assessment of the legal and regulatory framework for mobile money in Malawi, and a study to determine consumer awareness levels of mobile money in peri-urban and rural areas. Each of these initiatives forms a critical element that will allow MMAP to design effective programming that will contribute to a healthy and growing mobile money ecosystem in Malawi.

During the next quarter, MMAP will finalize grants for pilot activities and begin moving payment streams to mobile money. Additionally, during the MMCG meetings planned for July and September, presentations will be given on the studies that have been commissioned to bring stakeholders into the loop and ensure that planned programming will be effective and sustainable following the completion of MMAP.

#### **Results of this quarter:**

- 10 female pilot participants in Blantyre received micro-loans from The Hunger Project via mobile money in April for a total of \$546 USD, bringing the total disbursement in this pilot to \$1702 USD.
- 85 people, including CSO representatives, agro-dealers, seed companies, government agencies, development partners, press, and district commissioners, attended a Stakeholder's Validation Workshop to discuss results and evaluation findings of the piloting of eVouchers for the FISP program that was conducted over the previous two quarters. Stakeholders recommended that the next phase of the pilot should be scaled up to more districts and include fertilizers. Discussions were underway with the Ministry of Agriculture to discuss this at the end of the reporting period.



Killy Kanjo, MMAP's Chief of Party, making welcome remarks during the eVoucher Pilot Stakeholders Validation Workshop of the evaluation findings on May 6, 2014.

### 3.7 *mSTAR: Mobile Solutions Technical Assistance and Research (Global)*

*Period of Performance: October 2012 – September 2017*

#### A. Background

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

In the third quarter of mSTAR's Year 2, project staff partnered with USAID's Digital Development Unit and Missions in Bangladesh, Mozambique, and the Regional Development Mission for Asia (RDMA) to accelerate the adoption of mobile solutions and build the capacity of USAID staff and implementing partners to develop and utilize mobile technologies.

In Mozambique, the mVaccination project encountered several delays in Q3 FY14 including: the execution of the MOU with the Ministry of Health, obtaining approvals to import project vehicles and goods, and other human resource challenges. However, an mSTAR Project Manager traveled to South Africa and Mozambique to resolve these issues and identify tangible solutions and the project is now moving forward.

At the end of Q3, mSTAR received notification that the Mozambique Mission had approved two new activities—a Mobile Access and Usage Survey and two health evaluations that will be used to develop a data platform for Mission use.

In Bangladesh, the mSTAR team organized three local trainings to help increase local capacity which were widely attended. In addition, mSTAR awarded grants to two USAID implementers (Dnet and WorldFish) to switch from cash payments to mobile money transfers. Multiple information products were also produced and circulated widely among implementing partners (IPs) and other community actors. During this quarter, mSTAR/B also finished its baseline data collection, analysis and report preparation on the status of mobile money usage by USAID/B IPs.

mSTAR also launched an ethnographic study to examine data use at USAID Missions. The purpose of the ethnography study aims to understand opportunities to support USAID Missions—and their partners—in using data and technology to make strategic programming decisions and execute their work.

Over the course of this quarter, mSTAR has continued to work with a technical consultant to refine the Paper to Mobile Data Toolkit. The purpose of this toolkit is to encourage practitioners to make the switch and to utilize the advantages of mobile data collection over traditional paper-based collection.

The mSTAR team supported USAID's Digital Development team to complete the call for concepts contracting process. The World Council of Credit Unions (WOCCU) was selected to receive a sub-award for a twelve-month project to build upon the early success of a new mobile banking initiative in Haiti “to bank” money transfers from the U.S. to Haiti.

During the quarter under review, mSTAR facilitated several events with the Digital Development team in Washington, DC including two Tech Tuesday events, with Sonia Jorge of A4AI (April 17th), and Eric Couper of Abt Associates (June 10th). mSTAR also hosted a partner event, “Lessons from the Field in Mobile Money” with Joey Mendoza of NetHope and Jacki Carlsen of DAI. Following their presentations, Digital Development Digital Finance Team Lead, Kay McGowan, facilitated an interactive discussion on the topic.

The USAID Digital Development team and FHI 360's mSTAR project are also spearheading a series of events and online and in-person, global working group to promote the adoption of a set of Principles for Digital Development across the development industry. A series of events are being designed to foster discussion and share examples of the Principles, and to identify the accelerators and inhibitors to adoption.

### *Activities for Next Quarter*

#### **mSTAR Bangladesh:**

- Contract a firm to conduct demand-focused market research on mobile financial services (MFS) in Bangladesh. Anticipate contracting to be done by October 2014, and the work to be completed by December 2014.

- Conduct research on the supply side of MFS available in Bangladesh throughout Summer and Fall.
- Convene a Mobile Money Consultative Group in August 2014.
- Continue to produce publications (mobile money snapshots and mobile money infosheets).

#### **mSTAR Mozambique:**

- mSTAR team will make plans to send a team on a scoping mission in July 2014 to plan and finalize timelines for two new activities – a Mobile Access and Usage Survey and two health evaluations.
- mVacciNation will launch Steering Committee and Management Committee, both to hold meetings in person in Maputo.

#### **mSTAR RDMA:**

- mSTAR and USAID are beginning to plan a two-day regional forum on Jan 20-21, 2015.
- In August 2014, mSTAR will finalize, disseminate, and promote the “Integrating Mobiles into Development Projects” Handbook.

#### **mData Activities:**

- mSTAR and USAID will launch a series of events with key committed stakeholders around the Digital Development Principles, including the New York City event and individual Principle workshops.
- Version 1.0 of the Paper to Mobile Data Collection Toolkit will be designed and shared with a wide range of stakeholders for feedback and comment. This will include a focus on how to address specific needs of USAID staff, which will be incorporated into Version 2.0 of the toolkit.
- Uganda Case Study will be finalized.
- TechChange will work with FHI 360 and USAID to modify the facilitated course content and adapt the material into a self-paced standalone course that will be freely available online.
- The Ethnography team will finalize synthesis of information from Uganda and determine the next steps for field research.

#### **Core Activities:**

- KM and Communications will work with the K&I Digital Development Team to plan a regional workshop set for late 2014/early 2015 in West Africa.
- mSTAR will continue work with DevResults to migrate data and populate the platform for the project.

### **3.8 P3DP: Public Private Partnerships Development Program (Ukraine)**

*Period of Performance: September 2010 – September 2015*

#### **Background**

The goal of the **Public Private Partnership Development Program (P3DP)** in Ukraine is to enable national and municipal leaders to establish long-term, contractual partnerships with private companies in order to improve infrastructure and the quality of public services. The public-private partnership (PPP) mechanism is used around the world to attract much-needed private financing, technology and management to provide services in health, waste management, transport, energy, education and other sectors. In Ukraine, however, inappropriate legislation, poor understanding of PPP contractual transactions, and a poor investment environment impedes national and municipal governments from engaging the private sector effectively. The Government of Ukraine recognizes the positive impact PPPs can have on the country’s development and has been working closely with P3DP to rectify the many obstacles.

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

P3DP’s approach is summarized in the graphic below. P3DP works with government partners, the business community, USAID and other donor funded developmental projects, international financial institutions, NGOs, and other stakeholders to improve legislation, establish institutional support, develop needed capacity, and guide selected, replicable pilot PPP transactions from concept to implementation. This multifaceted approach creates the environment and instills the knowledge and skills necessary for municipalities and other government entities to mobilize private-sector finance and expertise to improve infrastructure and public services through economically viable, replicable PPP projects that accelerate climate-resilient, low-emission economic development in Ukraine.



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

**Key Achievements in the Last Quarter:**

Year 4 Quarter 3 (Y4Q3) was marked by major political changes in Ukraine and an escalation in hostilities by Russian-backed separatists and mercenaries in the East. These events not only magnify the urgency for legislative reforms, but increase the need for expansive investment into infrastructure and public services. The necessity to mobilize private sector finance and expertise through PPPs is an increasingly important component of Ukraine’s economic development strategy.

**Improving the Legislative and Policy Framework**

Despite the turbulent political climate, P3DP made progress in improving the PPP legislative and regulatory framework needed to establish PPPs in Ukraine, including:

- The launch of the PPP & Infrastructure Expert Center (PIEC) in collaboration with the American Chamber of Commerce in Ukraine and with support from MOEDT and the Ministry of Regional Development, Construction, Housing and Communal Services. PIEC serves as a platform for private sector and other stakeholders to collectively advocate for legislative and policy reforms needed for the development of PPPs in Ukraine. In addition, it creates a sustainable mechanism that unites governments and investors in the development of viable PPPs in infrastructure and public services.

- Development of the draft law on Amendments to the PPP Law, now being prepared for submission to Verkhovna Rada. The proposed amendments affect tendering procedures, tariff policies, and PPP monitoring.
- Recommendations on legislation impacting PPPs, including the “green tariff,” draft laws on energy performance contracts, risk assessment methodology, solid waste management tariff methodology and concessions.

### **Building Knowledge and Capacity**

P3DP provides representatives of municipal, regional and national government bodies access to PPP knowledge and skills, enabling them to more effectively partner with the private sector. Because of the political turbulence during the reporting period, P3DP delayed delivery of training programs and focused on creating courses and events that will be delivered during the upcoming quarter. These include:

- Three workshops on PPP financial analysis and modeling;
- Five PPP project management training events;
- Preparation of the training-of-trainers workshop in order to share P3DP experience in PPP development over the last three years, including case studies based on P3DP pilot experience, updated PPP guidelines, and a “train the trainer” methodology; and
- Preparing a study tour to Turkey to learn from counterparts that successfully created PPPs in health, industrial parks, clean energy, and other infrastructure.

### **Pilot PPP Projects**

P3DP is developing pilot PPP projects in municipalities in key sectors such as renewables and energy efficiency, solid waste management, parks and recreation, healthcare, transport, and education. The process of developing the pilots helps guide PPP reform efforts and contributes to improved local governance and public services. They also have a positive impact on greenhouse gas emissions and improved energy efficiency in Ukraine, and have the potential for replication nationwide.

Key developments include:

- In Kyiv, one PPP tender to build and operate a park and recreational facility was completed;
- The renewable energy PPP pilot in Malyn was awarded to a private operator. The contract will be signed in the next quarter;
- Technical consultants began work on the feasibility study on the landfill gas extraction PPP in Ivano Frankivsk;
- An engineering design was completed for the Lviv parking PPP; and
- Initial discussions for industrial park PPPs in Kyiv and Luhansk were held.

It is noted that P3DP faces challenges because of the political crisis in Ukraine, which has been disruptive at the national level and within most pilot municipalities. However, P3DP will maintain a flexible approach and closely coordinate with USAID so that the Program adapts to changing circumstances and continues to make progress and achieve results.

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

### ***Background***

The **Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening (STRIVE)** Program aims to demonstrate effective means of strengthening the well-being

of highly vulnerable children, their households, and their communities. Under STRIVE, FHI 360 manages a multi-partner team of leading child-focused and economic strengthening organizations to implement and document replicable economic development approaches that demonstrably improve the wellbeing of vulnerable children. STRIVE uses market-led economic strengthening initiatives to benefit vulnerable children by implementing four field projects in Sub-Saharan Africa and Asia, each are described below. By tracking and documenting the impacts of these diverse interventions on child-level indicators related to both economic (financial), and non-economic (health, education, nutrition) vulnerability factors, STRIVE aims to fill current knowledge gaps about effective economic strengthening approaches and their impact on reducing the vulnerability of children and youth.

### *Major Activities this Quarter*

STRIVE management engaged in a range of project administration and support activities to ensure smooth operations. STRIVE liaised with USAID and partners to provide:

- The final year workplan for April 2014 to March 2015.
- Responses to feedback on the quarterly report.
- The final report on the ACE project from ACDI/VOCA for DCOF review.
- The final evaluation report on the ACE project.
- STRIVE Mozambique vehicle disposition guidance to Save the Children.
- DCOF concurrence for STRIVE to submit a proposal to the 3IE-ADB conference “Making Impact Evaluation Matter.”
- A no-cost subaward extension to ACDI/VOCA to complete final reporting on the ACE project.
- A no-cost subaward extension to Save the Children to complete final reporting on the STRIVE Mozambique project.

In this quarter, a variety of products were under development. Specific activities in the quarter included:

- The STRIVE team met with DCOF to discuss work planning for the project’s final year and submitted the workplan for DCOF review on May 30, as established in the no-cost extension request.
- STRIVE continued to refine a literature review on savings and loan groups (SLG) and their impacts on children, working to address extensive comments from Jason Wolfe.
- Work continued on the SLG and SLG+ learning product.
- Save the Children submitted their final report to FHI 360 on April 21, reflecting the changes requested in their submission last quarter.
- STRIVE continued work on the “capstone” report that will capture experiences and lessons learned from and across the STRIVE implementation projects.
- STRIVE continued work on a web-based one-page brief, targeted to the CYES Network site and centered on “Why Measuring Child-Level Impacts Can Help Achieve Lasting Economic Change,” with the aim of expanding the audience that the document’s message reaches.
- STRIVE submitted presentation proposals focused on the M&E framework to the FIELD-Support closing event (“Advancing the FIELD”), the SEEP Annual Conference, and the Global Youth Economic Opportunities Summit, which are taking place in September and October.

## Plans for Next Quarter

M&E/IE	Learning and Knowledge Management
<ul style="list-style-type: none"><li>• Review and verify ACDI/VOCA's network analysis of ACE beneficiaries.</li><li>• Review and verify Save the Children's final report.</li><li>• Continue work on manuscripts for publication from the STRIVE Mozambique and ACE results.</li></ul>	<ul style="list-style-type: none"><li>• Hold the STRIVE M&amp;E Framework vetting workshop and refine the framework based on participants' input.</li><li>• Hold a webinar on the M&amp;E Framework to solicit additional input and buy-in on the refined document.</li><li>• Begin preparations and planning for the workshop on reunifying children with their families and preventing family separation.</li><li>• Continue work on the value chains and vulnerable children and SLG and SLG+ products, and the STRIVE Capstone report.</li><li>• Begin work on solicitation guidance for donors and training for USG staff.</li><li>• Work with MEDA to finalize their product on assessing the effectiveness of indirectly targeting children.</li><li>• Deliver presentations at the FIELD-Support closing event and SEEP Annual Conference.</li></ul>

### Overarching Learning

STRIVE is synthesizing its learning about child-focused M&E into a framework for economic strengthening practitioners. Participants will be comprised of the framework's target audience: economic strengthening project designers and implementers, and ES M&E experts. The results of the workshop will be a revised framework for review by DCOF, STRIVE TAC, and development practitioners at large (this latter group via webinar and upcoming conferences).

### 3.10 USAID-Foras Iraq Opportunities Project (Iraq)

*Period of Performance: February 2013 – September 6, 2015*

#### Background

USAID-Foras is an economic growth project with the goal of improving economic opportunities for Iraqis with special emphasis on youth, women, and vulnerable populations. USAID-Foras employs a dual-customer approach to meet the needs of both employers and job seekers. On the demand side, the program ensures that employers at the national and local level have better access to skilled employees. On the supply side, USAID-Foras works with local service providers to provide accelerated skills training. The objective of the project is to work on both the supply side of workforce development—strengthening vocational and skills training service providers, as well as job-seekers' skills; and the demand-side—ensuring that employers at the national and local level are part of the solution for sustainable results.

#### Quarterly Highlights

##### A. USAID-Foras Employability Portal

###### Ongoing Activities

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

- Training partner businesses and intermediaries to effectively use the *Foras* Employability Portal. This includes posting jobs, charting trainings, and matching opportunities with job seeker qualification.
- Coordinating meetings and activities with the monitoring and evaluation (M&E) and catchment area teams (CATs) to strengthen M&E systems and capacities.
- Providing technical assistance to the M&E team regarding the design of data collection tools based on *Foras*' output indicators.

**Overview:**

- To date, 39,380 job seekers have registered on the portal, 9,630 (24%) of whom are women. The *Foras* Jobs Portal currently has 923 registered partner businesses; of these 517 active partner businesses have 4,637 positions posted representing 7,890 job vacancies.
- The total number of youth (ages 18-35) reached based on portal registration for job seekers is 34,121 where 8,680 (25%) of the youth are women.

**Activities and Deliverables Planned Next Quarter**

- Increase number of job seekers receiving *Foras* trainings to bridge skills gap to meet partner business's needs. Target 2,500 job seekers trained; of whom 33% are women.
- Increase number of new partner businesses reporting job placement. Target 150 new partner businesses.

**B. Baghdad Catchment Area**

To date, *Foras* has registered on the *Foras* Portal 243 partner businesses (employers) plus 72 new partner businesses with multi-province operations across Iraq allowing them to post jobs and matching opportunities with job seeker qualification.

*Foras* completed 26 training events, reaching 939 participants (578 women and 361 men). To date, 89 training events have been conducted by *Foras*, reaching 4,587 participants, 2,265 (49%) of whom were women.

**Activities and Deliverables Planned Next Quarter**

- Increase number of job seekers receiving *Foras* trainings to bridge skills gap to meet partner business's needs. Target 500 job seekers trained; of whom 33% are women.
- Increase number of new partner businesses reporting job placement. Target 30 new partner businesses.

**C. Basrah Catchment Area**

To date, *Foras* has registered on the *Foras* Portal 146 partner businesses (employers) allowing them to post jobs and matching opportunities with job seeker qualification.

*Foras* completed 27 training events, reaching 1,016 participants (626 women and 390 men). To date, 88 training events have been conducted by *Foras*, reaching 3,380 participants, 1,948 (58%) of whom were women.

**Activities and Deliverables Planned Next Quarter**

- Increase number of job seekers receiving *Foras* trainings to bridge skills gap to meet partner business's needs. Target 500 job seekers trained; of whom 33% are women.
- Increase number of new partner businesses reporting job placement. Target 30 new partner businesses.

## **D. Erbil/Ikr Catchment Area**

To date, *Foras* has registered on the *Foras* Portal 269 partner businesses (employers) allowing them to post jobs and matching opportunities with job seeker qualification.

*Foras* completed 35 training event, reaching 1,271 participants (727 women and 544 men). To date, 97 training events have been conducted by *Foras*, reaching 3,805 participants, 1,787 (47%) of whom were women.

### **Activities and Deliverables Planned Next Quarter**

- Increase number of job seekers receiving *Foras* trainings to bridge skills gap to meet partner business's needs. Target 500 job seekers trained; of whom 33% are women.
- Increase number of new partner businesses reporting job placement. Target 30 new partner businesses.

## **E. Karbala Catchment Area**

To date, *Foras* has registered on the *Foras* Portal 100 partner businesses (employers) allowing them to post jobs and matching opportunities with job seeker qualification.

*Foras* completed 28 training events, reaching 1,015 participants (522 women and 493 men). To date, 67 training events have been conducted by *Foras*, reaching 3,389 participants, 1,548 (46%) of whom were women.

### **Activities and Deliverables Planned Next Quarter**

- Increase number of job seekers receiving *Foras* trainings to bridge skills gap to meet partner business's needs. Target 500 job seekers trained; of whom 33% are women.
- Increase number of new partner businesses reporting job placement. Target 30 new partner businesses.

## **F. Najaf Catchment Area**

To date, *Foras* has registered on the *Foras* Portal 93 partner businesses (employers) allowing them to post jobs and matching opportunities with job seeker qualification.

*Foras* completed 31 training events, reaching 1,115 participants (499 women and 616 men). To date, 70 training events have been conducted by *Foras*, reaching 3,763 participants, 1,483 (39%) of whom were women.

### **Activities and Deliverables Planned Next Quarter**

- Increase number of job seekers receiving *Foras* trainings to bridge skills gap to meet partner business's needs. Target 500 job seekers trained; of whom 33% are women.
- Increase number of new partner businesses reporting job placement. Target 30 new partner businesses.

## **G. Microfinance Grant Oversight**

To date, the *Foras* Microfinance Grant Oversight team has received completed audit documentation packages for eight grant pools from the following six microfinance institutions including: Iraqi Al-Aman Center (Kirkuk), Al-Takadum Organization (Fallujah, Ramadi and Qaim Branches), Al-Tadhamun Organization for Development (Mosul), Amalkom Institute for Economic Development (CHF/ACSI),

Bright Future Foundation (Erbil Branch), Tal' Afar Economic Development Center (Mosul). Further review is required of the following four microfinance institutions including: Al-Thiqa Organization (Kirkuk), Izdiharona for Economic Development, Al-Bashaer Iraqi Organization (Baghdad), Al-Mosaned Center for Development (Tikrit).

### **Activities and Deliverables Planned Next Quarter**

*Foras* Microfinance Grant Oversight team will perform further review of the following four microfinance institutions including: Al-Thiqa Organization (Kirkuk), Izdiharona for Economic Development, Al-Bashaer Iraqi Organization (Baghdad), and Al- Mosaned Center for Development (Tikrit).

## **H. Communications and Outreach**

- On June 30th, the USAID-*Foras* Facebook page reached 206,234 (75% Male & 25% Female) 'likes' since its launch on December 3, 2013. The total reach of the *Foras* Facebook page is 17,002,178 people (78% Male & 22% Female) since its launch. *Foras* continues to promote new job opportunities and companies. The *Foras* Facebook page also posted articles this quarter on CV development, interviewing skills, and other e-learning initiatives available through the jobs portal. All posts received favorable feedback. The *Foras* Facebook page can be accessed at the following address: <https://www.facebook.com/forasjobs>.
- The *Foras* communication team established a LinkedIn page on January 23, 2014, a professional networking site to further disseminate information about the *Foras* project, drive people to the jobs portal, and gain additional resources about workforce development in Iraq. As of June 30, 2014, more than 5,365 people have joined our LinkedIn page and learned about the many job opportunities and services the *Foras* Jobs Portal can offer them. The LinkedIn page can be accessed at the following link: <http://www.linkedin.com/pub/usaaid-foras/8a/12b/803>.
- During Q3 2014, *Foras* continued airing two radio spots on five radio stations in Iraq. One radio spot is geared towards job seekers and the other regarding "1025" SMS technology. The radio spots can be heard between 8am-9am and 5pm-6pm on the following radio stations: Al Basrah (Basrah), Dijilia FM (Baghdad), Demonzy FM (Baghdad), Sumer FM (Bahdad), and Dewran Radio (Erbil).
- The communication team continued during Q3 2014 to update *Foras*' media and communication materials with new graphics. Communicating activities via these materials are an integral marketing strategy to promote *Foras* program activities.
- The communication team put together an animation to be displayed on YouTube, Facebook, and LinkedIn, as well as 93 cafes and shops in Baghdad on how to use the jobs portal. The animation can be accessed at the following link: <https://www.youtube.com/watch?v=FqMFwVgSi6o>.
- Google Analytics is a tool used by the *Foras* project for monitoring the traffic to the jobs portal. A summary of the analysis for Q3 2014 is below:
  - The Portal received 76,749 visitors in this time period, 39,580 of those visitors were new. The average time a visitor spent on the jobs portal was 7 minutes and 29 seconds.
  - 28,973 of the 76,749 visitors (37%) to the portal were from a Smart Phone with 9,195 of those visits from an Apple iPhone.
  - 7,881 visits were via our Facebook and LinkedIn pages (10% of total).
  - 65% viewed our website from English web browsers while 19% were from Arabic Web browsers.

### **Activities and Deliverables Planned Next Quarter**

During Q3 2014, the Communications team plans to:

- Continue day-to-day outreach functions;
- Begin outreach campaign for 1025 with billboards to be installed in Basrah, and promotional material to be distributed in all five catchments.
- Compile success stories and testimonials from the catchment areas.



*Foras participated in the Dahuk University Job Fair and provided job seekers a brief overview on how the Foras project can help students prepare for their careers through signing up and registering on the Portal.*

### **3.11 Workforce Connections Award (Global)**

*Period of Performance: September 2013 – September 2016*

Workforce Connections seeks to bring together evidence and best practices from three technical areas to form a cohesive and widely accessed body of knowledge that is consistently applied in USAID programming and beyond. The three technical areas to be “connected” are: education systems alignment with labor market demand, positive youth development, and economic growth approaches to job creation and demand-driven skills development. Since 2008, USAID has invested approximately US\$925 million in youth workforce programming. Given the global nature of the current youth employment crisis, the outlook suggests continued or even increased funding to the workforce development (WFD) area. Within that context, Workforce Connections will support USAID’s E3 Office of Education in its learning, outreach, and technical leadership activities to advance the achievement of Goal 2 of the Education Strategy: “improved ability of tertiary and WFD programs to produce a workforce with relevant skills to support country development goals by 2015.”

#### **Objectives**

- Component 1: Generate, Synthesize, and Disseminate Evidence
- Component 2: Provide Technical Leadership and Field Support
- Component 3: Build Capacity for a Range of WFD Stakeholders

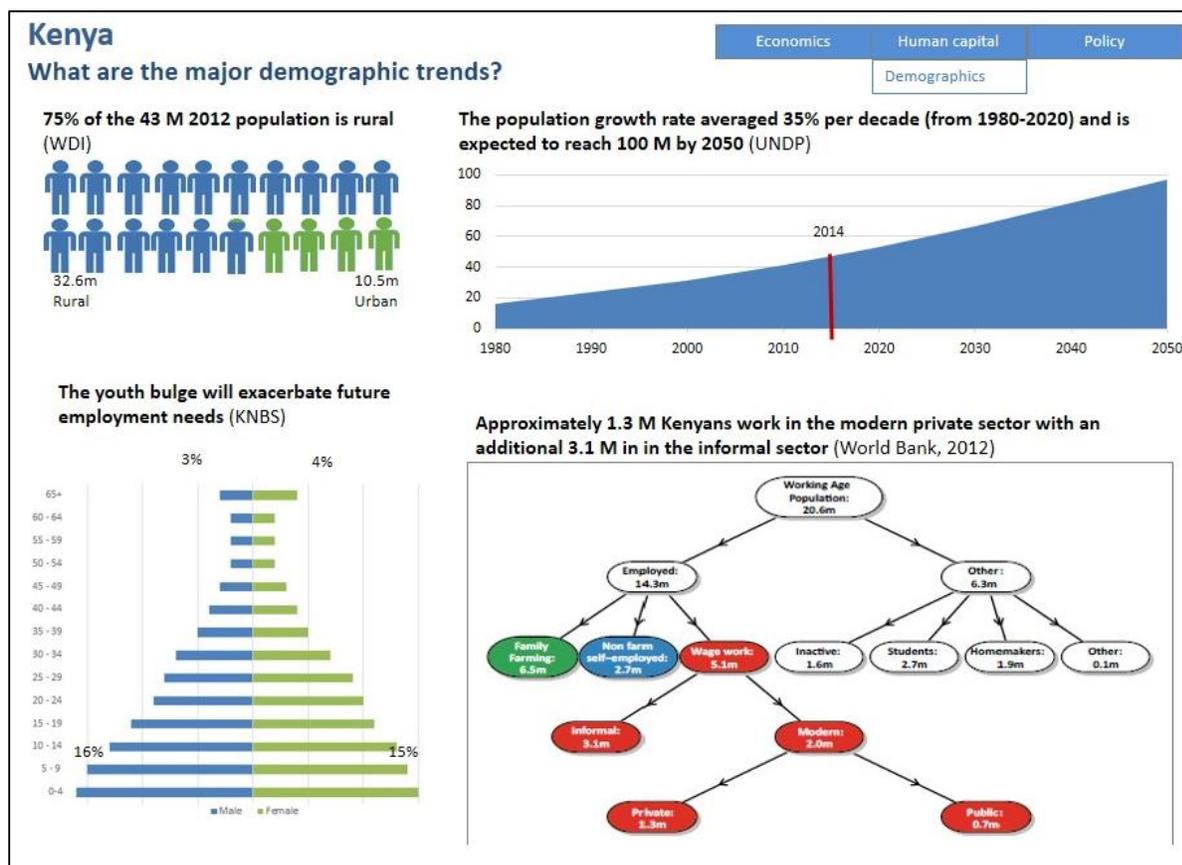
#### **Quarterly Highlights**

Workforce Connections hosted a Community of Practice (COP) launch event on the topic of “soft skills” measurement, with participation from partners Child Trends, Making Cents International, and RTI International.

Child Trends made strong progress on both literature review and stakeholder consultation as part of the initiative to identify a core set of competencies (encompassing what have been termed “soft” or “non-cognitive” skills) that predict success in the workforce in the context of international youth workforce development (WFD) programs.

Workforce Connections provided technical support to two labor market assessments in Kenya and Lebanon on behalf of USAID Missions, implemented under the FIELD-Support Leader with Associates (LWA).

The Workforce Connections project has created a Country Dashboard, for each country, to provide a big picture visualization of key aspects of labor supply and demand. The figure below provides an example of the dashboard developed for Kenya.



Workforce Connections supported the African Union on implementation and analysis of an education mapping exercise, examining development partners' support to African Union (AU) education priorities, while also supporting USAID to respond.

Content development proceeded on the USAID WFD for Agriculture and Rural Economies course, as well as the online Youth Development in USAID: Priorities, Principles and Practices course.

## 4 Upcoming Associate Awards:

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

The FIELD-Support LWA has been anticipating and preparing for an upcoming RFA for OVC Support and Household Economic Strengthening in Ethiopia. The RFA was released on April 4, 2014, a proposal submitted, and cooperative agreement signed on July 16, 2014.

This new program in partnership with USAID/Ethiopia is known as the Household Economic Strengthening Program, “Ye-Economy Matenakeria (YEM)”. Through YEM, FHI 360 will work closely and collaboratively with USAID/Ethiopia, the Government of Ethiopia (GOE) and implementing partners (IPs) and their subpartners to improve the effectiveness of economic strengthening (ES) approaches to prevent and mitigate the impact of HIV/AIDS in Ethiopia. To achieve this goal we will apply lessons learned through successful implementation of LIFT, LIFT II, STRIVE, ASPIRES and experience garnered in our capacity on current Ethiopia projects, and will build capacity of partners to provide efficient and high-quality ES technical assistance (TA) and accelerate the state of practice through more supportive supervision practices and the utilization of augmented social capital.

## 5 Staffing

The staffing structure for the FIELD-Support LWA FHI 360 US-based staff (as of **June 30, 2014**) is presented below by the projects they support. Please note that not all positions are 100% on the projects, as some staff work on non-FIELD-Support projects.

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

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

## 6 Priorities for Next Quarter

### 6.1 Leader Sub-Activities

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

Partner	Activity	Remaining Actions/Deliverables
1. AFE	Adding to the Evidence Base: Facilitating Commercial Models for Selling Agricultural Inputs to the Rural Poor	Activity complete, next quarter will focus on finalization of business plan toolkit to complement the assessment report, and dissemination of both the business plan toolkit and assessment report.
2. iDE	Firm to Farm Finance (F2F2): A Human-Centered Model for Inclusive Rural Finance	Activity complete, next quarter will focus on packaging and dissemination of toolkit.
3. FHI 360	Women's Leadership in SMEs (WLSME)	Continue monitoring data collection, cleansing and analysis in Peru, India and Kyrgyzstan and prepare for transition of evaluation activities to MSI.

Partner	Activity	Remaining Actions/Deliverables
		Continue facilitation of CoP and develop learning output.
4. SEEP Network	Learning Network for Housing IGP Recipients	Finalize learning product.
5. ACDI/VOCA	Malawi Agriculture Supply Chain Mapping	Complete activity and learning brief.
6. IPA	Ethiopia Graduation RCT	While the activity is complete, the final publications are pending IPA submission to <i>Science Journal</i> .
7. Assessment: Kenya	Labor Market/Youth Employment Assessment	Complete assignment and publish assessment report.
8. Assessment: Lebanon	Labor Market Assessment	Complete assignment and publish assessment report

## 6.2 Knowledge Management & Learning Agenda

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

Type	Topic	Author	Status
1. Practitioner Tool	Toolkit for Delivering F2FF into Development Programs	iDE	Editing, formatting and publishing in Q4.
2. FIELD Report	Firm to Farm Finance Accelerated Trial Report	iDE	Delayed for release with toolkit in Q4.
3. Practitioner Tool	Revised Field Guide for Integrating Very Poor Producers into Value Chains	World Vision	Web format delayed so that revisions from 3 <sup>rd</sup> edition can be incorporated. Expected completion in Q4.
4. FIELD Brief	Impact of the Ultra Poor Graduation Model: Preliminary results from randomized evaluations of four pilots	IPA	Finalization pending IPA submission to <i>Science Journal</i> .
5. FIELD Brief	Graduation and Social Protection Programs	IPA	Finalization pending IPA submission to <i>Science Journal</i> .
6. FIELD Report	Graduation Approach – Ethiopia Study Final Report	IPA	Finalization pending IPA submission to <i>Science Journal</i> .
7. FIELD Report	Commercial Model for Selling Ag Inputs to the Base of the Pyramid	AFE	Delayed. Finalizing, publish and disseminate in Q4.

Type	Topic	Author	Status
8. Learning Report	Thematic Papers on FIELD-Support LWA Knowledge	FHI 360/ SEEP Network	Being integrated in single report for distribution at final event and LWA final report.
9. Report	Learning Products from Housing IGP (collated by SEEP Network and IGP partners)	SEEP Network	Delayed. Finalizing in Q4.
10. FIELD Brief	Iraq-Foras methods for improving economic opportunities and employment for Iraqis	FHI 360	Draft and publish in Q4.
11. Brief	Learning product from WLSME Community of Practice	FHI 360, CARE, ACDI/VOCA, and Sector 3/GRADE	Draft and publish in Q4.

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

Type	Topic	Author	Location	Date
FIELD-Support Final Conference	Reflections and Emerging Trends from Across FIELD-Support	FHI 360	DC	September 11-12, 2014
Conference	SEEP Network	ASPIRES mSTAR STRIVE	DC	September 2014
Training	Employment and Workforce Development Programming for Rural and Food-Based Economies	Workforce Connections	DC	October 2014
Conference	Global Youth Economic Opportunities Summit	Workforce Connections	DC	October 2014
Regional Forum	Mobiles	mSTAR	Bangkok	January 2015

### 6.3 Associate Award Management

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

Acronym	Title	Country	Notes
1. YEM	Household Economic Strengthening and OVC Support Program “Ye-Economy Matenakeria”	Ethiopia	Awarded July 2014.
2. HIFIVE	Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE),	Haiti	Extension granted until May 2015.
3. ASPIRES	Accelerating Strategies for Practical Innovation & Research in Economic Strengthening (formerly HES-AA)	Global	No issues
4. Jordan LENS	Jordan Local Enterprise Support Activity (LENS)	Jordan	No issues
5. La Idea	Latin American Idea Partnership (La Idea)	Latin America /US	No issues
6. LIFT-II	Livelihoods and Food Security Technical Assistance 2 (LIFT-2) Project	Global	No issues
7. MMAP	Mobile Money Accelerator Program (MMAP)	Malawi	No issues
8. Workforce Connections	Workforce Connections Associate Award to advance Goal 2 of USAID’s Education Strategy and align program for maximized impact	Global	No issues
9. mSTAR	Mobile Solutions Technical Assistance and Research (mSTAR)	Global	No issues
10. P3DP	Public Private Partnership Development Program (P3DP)	Ukraine	Local political uncertainty
11. STRIVE	Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening (STRIVE)	Afghanistan, Liberia, Philippines, Mozambique	Extension granted until March 2015.
12. USAID <i>Foras</i> Iraq	An economic growth project with the goal of improving economic opportunities for Iraqis with special emphasis on youth, women and vulnerable populations	Iraq	Local political uncertainty

## Annex A: FIELD-Support LWA Associate Awards

	USAID Agreement No.	Project Acronym	Implementing Partners	Awarding Unit	Start Date	End Date	Award Budget	Current Obligation	Percent Obligated
<b>CURRENT AWARDS</b>									
	EEM-A-00-06-00001-00	FIELD-Support Leader	(25; See website)	EGAT/PR/MD	9/30/2005	9/30/2014	\$ 19,700,000	\$ 19,699,279	100%
1	AID-DFD-A-00-07-00251-00	STRIVE	AFE. ACDI/VOCA, Save the Children, MEDA	USAID/DCHA/DG (DCOF)	9/28/2007	3/31/2015	\$ 15,935,785	\$ 15,935,785	100%
2	521-A-00-09-00025-00	HIFIVE	WOCCU	USAID/EG (Haiti)	6/1/2009	5/30/2015	\$ 37,169,702	\$ 35,357,000	95.1%
3	AID-121-A-00-10-00708	P3DP	WDI	USAID/Ukraine	9/30/2010	9/29/2015	\$ 12,500,000	\$ 9,709,662	77.7%
4	AID-OAA-A-12-00073	mSTAR	(25; See website)	USAID/IDEA	9/30/2012	9/30/2017	\$ 29,790,313	\$ 6,419,218	21.5%
5	AID-612-LA-12-00001	Malawi MMAP	Open Revolution	USAID/Malawi	10/2/2012	5/31/2015	\$ 4,485,710	\$ 4,485,710	100.0%
6	AID-OAA-A-12-00088	La IDEA	ACCION US Network	USAID/IDEA	10/1/2012	9/29/2015	\$ 999,120	\$ 999,120	100.0%
7	AID-267-LA-13-00001	USAID <i>Foras</i> Iraq	ACDI/VOCA, IMC, Relief International, other TBD	USAID/Iraq	2/7/2013	9/6/2015	\$ 46,000,000	\$ 29,341,734	63.8%
8	AID-OAA-LA-13-00006-00	LIFT II	CARE, World Vision	USAID/GH/OHA	8/1/2013	7/31/2018	\$ 23,000,000	\$ 4,223,138	18.4%
9	AID-OAA-LA-13-00001-00	ASPIRES	TBD	USAID/GH/OHA	7/1/2013	6/30/2018	\$ 20,999,555	\$ 5,850,000	27.9%
10	AID-OAA-LA-13-00008	Workforce Connections	TBD	USAID/ED	9/30/2013	9/29/2016	\$ 2,150,000	\$ 1,976,331	91.9%
11	AID-278-LA-14-00001	LENS	TBD	USAID	12/18/2013	12/17/2018	\$ 49,499,843	\$ 8,511,758	17.2%
	<b>Sub-total</b>						<b>\$ 262,230,028</b>	<b>\$ 133,996,977</b>	

	USAID Agreement No.	Project Acronym	Project name	Awarding Unit	Anticipated Award Date	Anticipated End Date	Anticipated Award Budget
<b>PENDING AWARDS</b>							
12		Ethiopia OVC	Ethiopia OVC	USAID/Ethiopia	7/1/2014	6/30/2019	\$ 5,000,000
	<b>Sub-total</b>						<b>\$ 5,000,000</b>
<b>CLOSED AWARDS</b>							
1	294 A 00 06 00205 00	Microfinance Eval	West Bank/Gaza Microfinance Assessment	USAID/West Bank Gaza	4/6/2006	7/10/2006	\$ 102,330
2	294-A-00-06-00210-00	SMART	Small and Microfinance Assistance for Recovery and Transition	USAID/West Bank Gaza	9/30/2006	9/29/2008	\$ 7,700,000
3	AEG-A-00-06-00005-00	DevCom	Development Communication Program	USAID/NRM	9/30/2006	9/30/2007	\$ 290,000
4	623-A-00-08-00036-00	GDA-DRC	Project Assessment of the GDA cost share n post-conflict setting of DRC	USAID/OPA	7/9/2008	7/30/2008	\$ 24,964
5	306-A-00-06-00520-00	ARIES	Agriculture, Rural Investment, and Enterprise Strengthening Program	USAID/Afghanistan	10/1/2007	12/31/2010	\$ 99,999,912
6	AID-121-A-00-10-00705	APTS	Agrcultural Policy Transition Support	USAID/Ukraine	9/1/2010	5/31/2011	\$ 383,193
9	268-A-00-08-00041-00	LBLI	Lebanon Business Linkages Initiative	USAID/Lebanon	8/20/2008	12/31/2011	\$ 7,528,332
7	AID 650-A-00-08-00018-00	GEMSS	Generating Economic Development through Microfinance in South Sudan	USAID/Sudan	12/1/2008	9/30/2011	\$ 11,999,162
8	AID-GHH-A-00-09-00007	LIFT	Livelihood & Food Security Technical Assistance Project	USAID/GH/OHA	10/1/2009	7/31/2013	\$ 4,136,862
9	AID-538-LA-10-00001	ECYMP	Eastern Caribbean Youth Microenterprise Program	USAID/Caribbean Region (DR)	5/6/2010	3/1/2012	\$ 1,848,000
10	518-A-00-08-00002-00	PRODEL	Ecuador Local Business Development (LBD) Program/PRODEL II	USAID/Ecuador	11/30/2007	11/30/2012	\$ 16,093,000
11	294-A-00-08-00222-00	ESAF	Expanded and Sustained Access to Financial Services	USAID/West Bank Gaza	9/30/2008	12/31/2012	\$ 36,299,966
12	EEP-A-00-09-00007-00	FACET	Fostering Agriculture Competitiveness Employing Information Communication Technologies	USAID/AFR/SD	10/1/2009	12/31/2012	\$ 1,300,000
	<b>Sub-total</b>						<b>\$ 187,705,721</b>
	<b>GRAND TOTAL OF THE LWA</b>						<b>\$ 454,935,749</b>

---

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

### A. Knowledge Series Learning Products

#### *FIELD Briefs*

*(Short papers on methods and approaches)*

- **FIELD Brief 1:** Introduction to the FIELD Knowledge Series  
<http://www.microlinks.org/library/field-brief-1-introduction-field-knowledge-series>
- **FIELD Brief 2:** Managing Up, Down and Around in Crisis Environments  
<http://www.microlinks.org/library/field-brief-2-managing-down-and-around-crisis-environments>
- **FIELD Brief 3:** Economic Strengthening for Vulnerable Children  
<http://www.microlinks.org/library/field-brief-3-economic-strengthening-vulnerable-children>
- **FIELD Brief 4:** Mobilization of Savings in the West Bank & Gaza  
<http://www.microlinks.org/library/field-brief-4-mobilization-savings-west-bank-gaza>
- **FIELD Brief 5:** Integrating Remittance Recipients into the Financial Sector  
<http://www.microlinks.org/library/field-brief-5-integrating-remittance-recipients-financial-sector>
- **FIELD Brief 6:** Mobile Money in the West Bank & Gaza <http://www.microlinks.org/library/field-brief-6-mobile-money-west-bank-gaza>
- **FIELD Brief 7:** Non-profit MFIs Consider Commercialization  
<http://www.microlinks.org/library/field-brief-no-7-non-profit-mfis-consider-commercialization>
- **FIELD Brief 8:** Partnering to Improve Access to Irrigation in Rural Peru  
<http://www.microlinks.org/library/field-brief-8-partnering-improve-access-irrigation-rural-peru>
- **FIELD Brief 9:** Microfinance and Energy Clients Win with partnership Model in Uganda  
<http://www.microlinks.org/library/field-brief-9-microfinance-and-energy-clients-win-partnership-model-uganda>
- **FIELD Brief 10:** Spurring Entrepreneurship Through Business Plan Competitions: TechnoServe's Business Plan Competition Model <http://www.microlinks.org/library/field-brief-10-spurring-entrepreneurship-through-business-plan-competitions-technoserves-bus>
- **FIELD Brief 11:** Exploring the Linkages between Food Security and Microfinance  
<http://www.microlinks.org/library/field-brief-11-exploring-linkages-between-food-security-and-microfinance>
- **FIELD Brief 12:** Accelerating youth Enterprise through Partnerships  
<http://www.microlinks.org/library/field-brief-no-12-accelerating-youth-enterprise-through-partnership>
- **FIELD Brief 13:** An Anchor Firm Approach to Strengthening Value Chain Competitiveness: A Look at the PRODEL Program in Ecuador <http://www.microlinks.org/library/field-brief-13-anchor-firm-approach-strengthening-value-chain-competitiveness-look-prodel-pr>
- **FIELD Brief 14:** Leveraging New Media: Lessons from WOCCU's MatchSavings.org in Mexico  
<http://www.microlinks.org/library/field-brief-14-leveraging-new-media-lessons-woccu%E2%80%99s-matchsavingsorg-mexico>
- **FIELD Brief 15:** Adaptation Options for Smallholders to Enhance Food Security in a Changing Climate <http://www.microlinks.org/library/field-brief-15-adaptation-options-smallholders-enhance-food-security-changing-climate>
- **FIELD Brief 16:** Facilitating Client Protection, Financial Literacy, and Consumer Awareness in the West Bank & Gaza <http://www.microlinks.org/library/field-brief-16-facilitating-client-protection-financial-literacy-and-consumer-awareness-west>
- **FIELD Brief 17:** Internal Operational Challenges Around Rural and Agricultural Finance (RAF)  
<http://www.microlinks.org/library/field-brief-17-internal-operational-challenges-around-rural-and-agricultural-finance-raf>

- **FIELD Brief 18:** Savings-linked Conditional Cash Transfers in Latin America <http://www.microlinks.org/library/field-brief-18-increasing-impact-savings-linked-conditional-cash-transfers-experiences-latin>
- **FIELD Brief 19:** Making the Case for Mobile Money: A Look at Social Cash Transfers for Development <http://www.microlinks.org/library/field-brief-19-making-case-mobile-money-look-social-cash-transfers-development>
- **FIELD Brief 20:** Applying Mobile Technology to Improve Business Models in Tanzania and Zambia <http://www.microlinks.org/library/field-brief-20-applying-mobile-technology-improve-business-models-tanzania-and-zambia>
- **FIELD Brief 21:** Non-Discrimination: Making Microfinance Institutions Disability Inclusive and Smart Campaign Certifiable <http://www.microlinks.org/library/field-brief-no-21-%E2%80%93-non-discrimination-making-microfinance-institutions-disability-inclusive>
- **FIELD Brief 22 :** Women's Leadership in Mexican Credit Unions <http://www.microlinks.org/library/field-brief-22-women%E2%80%99s-leadership-mexican-credit-unions>

**FIELD Reports:**

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

- **FIELD Report 1:** Assessment of the Commercial Private Sector for Healthcare Products in Bangladesh <http://www.microlinks.org/library/field-report-1-assessment-commercial-private-sector-healthcare-products-bangladesh>
- **FIELD Report 2:** Economic Strengthening for Vulnerable Children: Principles of Program Design and Technical Recommendations for Effective Field Interventions <http://www.microlinks.org/library/field-report-2-economic-strengthening-vulnerable-children-0>
- **FIELD Report 3:** Delivering Microfinance and Social Services in Conditions of Fragility in Nepal <http://www.microlinks.org/library/field-report-3-delivering-microfinance-and-social-services-conditions-fragility-nepal>
- **FIELD Report 4:** Options, Management and Enforcement of Collateral for Microfinance Loans in West Bank & Gaza <http://www.microlinks.org/library/field-report-4-options-management-and-enforcement-collateral-microfinance-loans-west-bank-ga>
- **FIELD Report 5:** Mobilization of Savings in the West Bank & Gaza <http://www.microlinks.org/library/field-report-5-mobilization-savings-west-bank-gaza>
- **FIELD Report 6:** Mobile Money in the West Bank & Gaza <http://www.microlinks.org/library/field-report-6-mobile-money-west-bank-gaza>
- **FIELD Report 7:** Sustainable Markets for Subsistence Farmers in Bolivia <http://www.microlinks.org/library/field-report-7-sustainable-markets-subsistence-farmers-bolivia>
- **FIELD Report 8:** Migrant-Backed Loans Mobilizing Remittances for Enterprise Finance <http://www.microlinks.org/library/field-report-8-migrant-backed-loans-mobilizing-remittances-enterprise-finance>
- **FIELD Report 9:** Microfinance and Energy Poverty <http://www.microlinks.org/library/field-report-9-microfinance-and-energy-poverty>
- **FIELD Report 10:** Bringing the Unbanked Poor into the Financial Sector with Matched Savings Accounts <http://www.microlinks.org/library/field-report-10-bringing-unbanked-poor-financial-sector-matched-savings-accounts>
- **FIELD Report 11:** Behavior Change Perspectives on Gender and Value Chain Development: Tools for Research and Assessment <http://www.microlinks.org/library/field-report-11-behavior-change-perspectives-gender-and-value-chain-development-tools-resear>
- **FIELD Report 12:** Behavior Change Perspectives on Gender and Value Chain Development: A Framework for Analysis and Implementation <http://www.microlinks.org/library/field-report-12-behavior-change-perspectives-gender-and-value-chain-development-framework-an>

- **FIELD Report 13:** Value Chain Finance Guide: Tools For Designing Project Interventions that Facilitate Investment in Key Value Chain Upgrades <http://www.microlinks.org/library/field-report-13-value-chain-finance-guide>
- **FIELD Report 14:** Sustainability in the Honduran Informal Market System <http://www.microlinks.org/library/field-report-no-14-sustainability-honduran-informal-market-system>
- **FIELD Report 15:** Creating Jobs and Economic Opportunities in Iraq <http://www.microlinks.org/library/field-report-no-15-creating-jobs-and-economic-opportunities-iraq>
- **FIELD Report 16:** Guidance and Best Practices for REDD+ Transactions <http://www.microlinks.org/library/field-report-no-16-guidance-and-best-practices-redd-transactions>
- **FIELD Report 17:** Skills For Jobs For Growth <http://www.microlinks.org/library/field-report-no-17-skills-jobs-growth>
- **FIELD Report 18:** Smallholder and Inclusive Growth in Agricultural Value Chains <http://www.microlinks.org/library/field-report-no-18-smallholders-and-inclusive-growth-agricultural-value-chains>
- **FIELD Report 19:** Assessment of Remittances in Honduras <http://www.microlinks.org/library/field-report-no-19-assessment-remittances-honduras>

## **B. From the Associate Award and Activity Reports**

- **ARIES Program Brief No. 1:** WOCCU-IIFC <http://www.microlinks.org/library/aries-program-brief-no-1-woccu-iifc>
- **ARIES Program Brief No. 2:** MIFSA-SME <http://www.microlinks.org/library/aries-program-brief-no-2-mifsa-sme>
- **ARIES Program Brief No. 3:** MIFSA-MFI <http://www.microlinks.org/library/aries-program-brief-no-3-mifsa-mfi>
- **ESAF Brief:** E-banking Challenges and Opportunities in the West Bank & Gaza <http://www.microlinks.org/library/esaf-brief-e-banking-challenges-and-opportunities-west-bank-gaza>
- **ESAF Brief:** Ryada Microfinance's Experience Introducing Financial Services for Youth <http://www.microlinks.org/library/esaf-brief-ryada-microfinance%E2%80%99s-experience-introducing-financial-services-youth>
- **ESAF Report:** Assessing Opportunities For Increasing Acceptance Of Electronic Money In Palestine <http://www.microlinks.org/library/esaf-report-assessing-opportunities-increasing-acceptance-electronic-money-palestine>
- **ESAF Report:** Savings Demand Market Research Study West Bank and Gaza <http://www.microlinks.org/library/esaf-report-savings-demand-market-research-study-west-bank-and-gaza>
- **ESAF Report:** The Future of Financial Inclusion through E-banking Models in Palestine <http://www.microlinks.org/library/esaf-report-future-financial-inclusion-through-e-banking-models-palestine>
- **ESAF Report:** Review of the Current State of Practice of Consumer Protection and Financial Literacy for Financial Services in the West Bank <http://www.microlinks.org/library/esaf-report-review-current-state-practice-consumer-protection-and-financial-literacy-financi>
- **FIELD Facilitation Brief 1** Defining Lead Firms & Principles <http://www.microlinks.org/library/field-facilitation-brief-1-defining-lead-firms-facilitation-principles>
- **FIELD Facilitation Brief 2** Lead Firm Selection <https://www.microlinks.org/library/field-facilitation-brief-2-methods-identifying-and-selecting-lead-firms>
- **FIELD Facilitation Brief 3** Structuring and Managing Collaboration w Lead Firms <http://www.microlinks.org/library/field-facilitation-brief-3-structuring-and-managing-collaboration-lead-firms>

- **FIELD Facilitation Brief 4** Interventions with Lead Firms <http://www.microlinks.org/library/field-facilitation-brief-4-interventions-lead-firms>
- **FIELD Facilitation Brief 5** Addressing Absence of Lead Firms in Value Chains <http://www.microlinks.org/library/field-facilitation-brief-5-addressing-absence-lead-firms-value-chains>
- **STRIVE Activity Brief #1:** The Afghan Secure Futures (ASF) Project <http://www.microlinks.org/library/strive-activity-brief-1-afghan-secure-futures-asf-project>
- **STRIVE Activity Brief #2:** Agriculture for Children's Empowerment (Liberia) <http://www.microlinks.org/library/strive-activity-brief-2-agriculture-childrens-empowerment-ace-project>
- **STRIVE Activity Brief #3:** STRIVE Philippines <http://www.microlinks.org/library/strive-activity-brief-3-strive-philippines>
- **STRIVE Activity Brief #4:** STRIVE Mozambique <http://www.microlinks.org/library/strive-activity-brief-4-strive-mozambique>

### C. Practitioner Tools

- An Overview of **Islamic Microfinance** Products & Case Example from Afghanistan <https://www.microlinks.org/groups/speakers-corner/speakers-corner-44-islamic-banking-and-microfinance/welcome-day-1>  
<https://www.microlinks.org/groups/speakers-corner/speakers-corner-44-islamic-banking-and-microfinance/welcome-day-2>
- **Behavior Change Perspectives** on Gender and Value Chain Development: A Framework for Analysis and Implementation (FIELD Reports 11 & 12) <http://www.microlinks.org/library/field-report-12-behavior-change-perspectives-gender-and-value-chain-development-framework-an>
- Cost-effective Household Surveys: Key Lessons for **Implementing a Household Livelihood Survey** on a Budget <http://www.microlinks.org/library/cost-effective-household-surveys-key-lessons-implementing-household-livelihood-survey-budget>
- Developing a **Cost-Benefit Analysis Tool:** Experiences and Lessons from Malawi and Mozambique <http://www.microlinks.org/library/developing-cost-benefit-analysis-tool-experiences-and-lessons-malawi-and-mozambique>
- **Economic Strengthening for Vulnerable Children:** Principles of Program Design and Recommendations for Effective Field Interventions (FIELD Report 2) <https://www.microlinks.org/library/field-report-2-economic-strengthening-vulnerable-children-0>
- **Economic Strengthening for Female Sex Workers:** A Review of the Literature <http://www.microlinks.org/library/economic-strengthening-female-sex-workers-review-literature>
- Facilitating the Development of **Outgrower Operations:** A Practitioners Manual <http://www.microlinks.org/library/practitioners-manual-facilitating-development-outgrower-operations>
- Guidelines and Experiences for Including Youth in Market Assessments for Stronger Youth **Workforce Development** Programs <http://www.microlinks.org/library/guidelines-and-experiences-including-youth-market-assessments-stronger-youth-workforce-devel>
- Guidelines to **Evaluating Social Performance** <https://www.microlinks.org/library/social-performance-indicators-microinsurance>
- Integrating **Very Poor Producers into Value Chains:** A Field Guide <http://www.microlinks.org/library/integrating-very-poor-producers-value-chains-field-guide>
- Linking **Youth** with Knowledge and Opportunities in Microfinance <http://www.microlinks.org/library/linking-youth-knowledge-and-opportunities-microfinance-lykom-project-morocco-youth-livelihood>
- Minimum Standards for **Economic Recovery after Crisis** <http://www.microlinks.org/library/minimum-standards-economic-recovery-after-crisis>

- **Overcoming Back-end Barriers: Opportunity International and Bank Switching Solutions**  
<http://www.microlinks.org/library/overcoming-back-end-barriers-opportunity-international-and-bank-switching-solutions>
- **Partnering to Achieve Economic Impact in HIV and AIDS Impacted Communities: A Partnership Toolkit for Microenterprise Development** <http://www.microlinks.org/library/partnering-achieve-economic-impact-hiv-and-aids-impacted-communities-partnership-toolkit-mic>
- **Poverty Assessment Tools** (24 country-specific)  
<https://www.microlinks.org/learning-marketplace/news/whats-new-usaid-poverty-assessment-tools>
- **Rural Agriculture Finance** and Food Security Practitioner Learning Program (PLP)  
<https://www.microlinks.org/news/electronic-learning-products-seep%E2%80%99s-rural-agricultural-finance-and-food-security-practitioner-l>
- **SMART Client Protection Principles: Putting Principles into Practice**  
<http://www.microlinks.org/learning-marketplace/news/smart-notes-putting-client-protection-principles-practice>
- **Social Performance Map** <http://www.microlinks.org/library/social-performance-map>
- **The GROOVE Market Facilitation Mentoring Program Toolkit** (includes Topical Guides on 10 key market facilitation competencies) <http://www.microlinks.org/library/groove-market-facilitation-mentoring-program-materials>
- **The SEEP Network Savings-led Financial Services Working Group Ratios**  
<https://www.microlinks.org/library/financial-ratio-analysis-community-managed-micro-finance-institutions>
- **Tools & Methodologies for Collaborating with Lead Firms: A Practitioner's Manual**  
<http://www.microlinks.org/library/tools-methodologies-collaborating-lead-firms-practitioner%E2%80%99s-manual>
- **Time Use PRA Guide** and Toolkit for Child and Youth Development Practitioners  
<http://www.microlinks.org/library/time-use-pra-guide-and-toolkit-child-and-youth-development-practitioners>
- **USAID Financial Services Implementation Grant Program Learning Network Tools**  
<https://www.microlinks.org/learning-marketplace/notes/note-groove-learning-network-value-integrated-value-chain-programming-and>
- **Value Chain Finance Guide** (FIELD Report 13) <http://www.microlinks.org/library/field-report-13-value-chain-finance-guide>
- **Value Chain Finance Implementation Manual: Increasing Profitability of Small Producers**  
<http://www.microlinks.org/library/woccu-value-chain-finance-implementation-manual-increasing-profitability-small-producers>
- **Vulnerability Assessment Methodologies: A Review of the Literature**  
<http://www.microlinks.org/library/vulnerability-assessment-methodologies-review-literature>

#### **D. List of Assessments, Case Studies, or Evaluations**

- **Afghanistan:** ARIES Program Brief No. 4: FINCA <http://www.microlinks.org/library/aries-program-brief-no-4-finca>
- **Afghanistan:** ARIES Program Brief No. 5: ACDI/VOCA – ARFC  
<http://www.microlinks.org/library/aries-program-brief-no-5-acdivoca-%E2%80%93-arfc>
- **Angola:** Working With Producer Groups in Post-Conflict Angola  
<http://www.microlinks.org/library/working-producer-groups-post-conflict-angola>
- **Angola:** Working with Producer Groups: Market and Enterprise Development in Angola's Central Plateau <http://www.microlinks.org/library/working-producer-groups-market-and-enterprise-development-angola%E2%80%99s-central-plateau>
- **Bangladesh:** Integrating a Market Development Approach to the Health Sector in Bangladesh: Assessment and Intervention Design

<https://www.microlinks.org/learning-marketplace/notes/note-bangladesh-assessing-commercial-market-health-care>

- **Bangladesh:** Portfolio Assessment <http://www.microlinks.org/library/bangladesh-portfolio-assessment>
- **Colombia:** Guidance and Best Practices for REDD+ Transactions (FIELD Report 16) <http://www.microlinks.org/library/field-report-no-16-guidance-and-best-practices-redd-transactions>
- **Comoros:** Microfinance Sector Assessment
- **Ethiopia:** LIFT Project Assessment of USAID/PEPFARs Economic Strengthening Programs in Ethiopia <http://www.microlinks.org/library/lift-project-assessment-usaidpepfars-economic-strengthening-programs-ethiopia>
- **Ethiopia:** RCT on effectiveness of graduation model (in progress) <https://www.microlinks.org/library/project-snapshot-testing-graduation-model-ethiopia>
- **Global:** Is ICT Working in Agricultural Marketing: Evidence From the Field <http://www.microlinks.org/library/ict-working-agricultural-marketing-evidence-field>
- **Haiti:** Linking Small Producers with Export Firms: Market and Enterprise Development in Haiti's Central Plateau
- **Honduras:** Sustainability in the Honduran **Informal Market System** (FIELD Report 14) <http://www.microlinks.org/library/field-report-no-14-sustainability-honduran-informal-market-system>
- **India:** A Case Study: PepsiCo Frito-Lay Engages Potato Outgrowers in India <http://www.microlinks.org/library/case-study-pepsico-frito-lay-engages-potato-outgrowers-india>
- **India:** A Case Study: The Outgrower Program of ITC, one of India's Largest Corporations <http://www.microlinks.org/library/case-study-outgrower-program-itc>
- **India:** New ICT Solutions to Age-Old Problems: Case of the IGP India Project <http://www.microlinks.org/library/new-ict-solutions-age-old-problems-case-igp-india-project>
- **Iraq:** Creating Jobs and Economic Opportunities in Iraq (FIELD Report 15) <http://www.microlinks.org/library/field-report-no-15-creating-jobs-and-economic-opportunities-iraq>
- **Kenya:** A Case Study: The East Africa Growers Group (EAGA) in Kenya and its Outgrowing Activities <http://www.microlinks.org/library/case-study-east-africa-growers-group-eaga-kenya-and-its-outgrowing-activities>
- **Macedonia:** Creating Jobs through Business Initiative and Enterprise Development: Rapid Assessment and Recommendations for a Proposed Macedonian Entrepreneurship Project
- **Macedonia:** Initiative and Enterprise Development: Rapid Assessment and Recommendations for a Proposed Macedonian Entrepreneurship Project
- **Malawi:** Expanding Outreach in Malawi: OIBM's Efforts to Launch a Mobile Phone Banking Program <http://www.microlinks.org/library/expanding-outreach-malawi-oibm%E2%80%99s-efforts-launch-mobile-phone-banking-program>
- **Malawi:** Assessment of a Diagnostic Tool for Household Poverty and Food Security in Balaka District, Malawi <http://www.microlinks.org/library/assessment-diagnostic-tool-household-poverty-and-food-security-balaka-district-malawi>
- **Mexico:** Bank-Microfinance Alliances: FINCA's Pilot Program for Prepaid Cards in Mexico <http://www.microlinks.org/library/bank-microfinance-alliances-finca%E2%80%99s-pilot-program-prepaid-cards-mexico>
- **Mexico:** Web-based Case Study: FINCA's Prepaid Card Training for Clients
- **Morocco:** Blazing a Trail, Addressing Obstacles: Lessons from Save the Children and Fondation Zakoura's Youth Microfinance and Training Program
- **Namibia:** LIFT Assessment of Livelihood Strategies to Promote Food Security among People Living with HIV/AIDS in Namibia <http://www.microlinks.org/library/lift-assessment-livelihood-strategies-promote-food-security-among-people-living-hivaids-nami>
- **Pakistan:** Learning from Pilots: The Case of ShoreBank International/AMPER in Pakistan

<https://www.microlinks.org/library/implementing-household-livelihood-survey-post-disaster-environment-shorebank-international-l>

- **Pakistan:** The “Human Aspect” of Commercial Transformation: The Case of NRSP-Pakistan <https://www.microlinks.org/library/%E2%80%98human-aspect%E2%80%99-commercial-transformation-nrsp-pakistan-shorebank-international-ltd-and-usaid>
- **Panama:** Challenges and Opportunities in Micro and Small Enterprise Rural Finance: An Assessment for USAID/Panama
- **Philippines:** Getting to ‘Good Enough’ in Product Upgrading: SDCAsia and the Cardava Banana Value Chain <http://www.microlinks.org/library/getting-%E2%80%98good-enough%E2%80%99-product-upgrading-sdcasia-and-cardava-banana-value-chain>
- **Sierra Leone:** Agricultural Productivity Context: Promoting Agriculture, Governance, and the Environment (PAGE) Project <http://www.microlinks.org/library/agricultural-productivity-context-promoting-agriculture-governance-and-environment-page-proj>
- **Tanzania:** A Case Study: Outgrower Improve Flower Seed Operations in Tanzania <http://www.microlinks.org/library/case-study-outgrower-improves-flower-seed-operations-tanzania>
- **Ukraine:** Implementing a Household Livelihood Survey in a Post-Disaster Environment
- **Ukraine:** Opportunities for USAID Assistance to Agriculture in Ukraine <https://www.microlinks.org/events/breakfast-seminars/facilitating-game-changing-opportunities-neglected-small-farmers-ukraine>

## **E. Presentations, Trainings, or Other Forums for Exchange**

*(With estimated number of attendees in parentheses)*

- 2007 National Conference on Microfinance in Angola (100) <https://www.microlinks.org/library/enabling-small-scale-enterprise-and-microfinance>
- After-Hours Seminar: Migrant-backed Loans: Mobilizing Remittances in Guatemala <http://www.microlinks.org/events/after-hours/migrant-backed-loans-mobilizing-remittances-guatemala-presentations>
- BASICS PLP online conference and presentation (60)
- Breakfast Seminar: Pathways Out of Poverty: Using Value Chains to Move Vulnerable Households Up the Economic Ladder <http://www.microlinks.org/library/pathways-out-poverty-using-value-chains-move-vulnerable-households-economic-ladder-screencas>
- Building the Assets of the Poorest: Savings Led Financial Services Seminars (50) <http://www.microlinks.org/library/building-assets-poorest-savings-led-financial-services-discussion-summary-and-transcript>
- Commercialization Amid Conflict: Microfinance Sector Development in the West Bank and Gaza (Screencast) <http://www.microlinks.org/library/commercialization-amid-conflict-microfinance-sector-development-west-bank-and-gaza-screencas>
- Developing Outgrowing Operations Workshops (110)
- Economic Strengthening for Children Seminars (25) <http://www.microlinks.org/events/cyes-seminar-economic-strengthening-programs-drivers-child-well-being-0>
- Energy and Microfinance workshop in Tanzania (15) and Seminar in Washington DC (20)
- Enterprise Development IGP workshop at 2009 SEEP Workshop (50)
- Evaluation of Effectiveness of Graduating the Ultra Poor Approaches Workshop (35)
- FACET Webinar: Using low-cost video for agricultural development <http://www.microlinks.org/events/facet-webinar-using-low-cost-video-agricultural-development>
- FIELD Day at SEEP Conference in 2007 (150) and 2009 (150)
- Food Security and Microfinance Discussion (7)

- Gender Considerations in Value Chain Development seminars (50)
- Getting Lost in the Numbers: Poverty Indicators and their Implications for Development Practitioners <http://www.microlinks.org/events/getting-lost-numbers-poverty-indicators-and-their-implications-development-practitioners>
- HIFIVE Financial and Economic Opportunities Trade Fair <http://www.microlinks.org/library/hifive-success-story-investing-haitian-entrepreneurs-equals-good-business>
- Integrating Very Producers into Value Chains Trainings and Workshops (180) <http://www.microlinks.org/integrating-very-poor-producers-value-chains-field-guide>
- Islamic Finance Seminar (70) <http://www.microlinks.org/library/microfinance-and-islamic-finance-nexus-screencast>
- Joining ICT4D to learn about using technology for agricultural development <http://www.microlinks.org/learning-marketplace/blogs/joining-ict4d-learn-about-using-technology-agricultural-development>
- Lessons from the Field on Mobile Money <http://www.microlinks.org/events/lessons-field-mobile-money>
- Linking Finance to Food Security: Approaches, Products, and Tools <http://www.microlinks.org/library/linking-finance-food-security-approaches-products-and-tools>
- Market Facilitation through Mentoring at SEEP 2012 Conference (25)
- Microfinance and Energy Poverty Roundtable <http://www.microlinks.org/learning-marketplace/news/aed-hosts-microfinance-and-energy-poverty-roundtable>
- Minimum Standards for Economic Recovery (525) <http://www.microlinks.org/events/minimum-economic-recovery-standards-general-practitioner-training>
- Monitoring Nutritional and Health Outcomes of Food Security, Economic Strengthening, and Livelihood Programs <http://www.microlinks.org/library/monitoring-nutritional-and-health-outcomes-food-security-economic-strengthening-and-liveliho>
- MPEP Seminar #10 – Smallholders in Value Chains: Evidence on Scale, Productivity, and Benefits (218) <http://www.microlinks.org/events/mpep-seminars/smallholders-value-chains-evidence-scale-productivity-and-benefits>
- Opportunity/FINCA Technology workshop at 2009 SEEP Workshop (35)
- Podcast: Designing an Effective Rural Finance Product to Improve Food Security for Livestock Traders in Kenya <http://www.microlinks.org/library/podcast-designing-effective-rural-finance-product-improve-food-security-livestock-traders-ke>
- Poverty Assessment Tools TOT (370)
- Rebuilding Haiti: The Critical Role of MFIs and Credit Unions <http://www.microlinks.org/library/rebuilding-haiti-critical-role-mfis-and-credit-unions-presentation>
- Rural and Agricultural Finance Presentation (25)
- Screencast: Improving Food Security through Customized Loan Products in India <http://www.microlinks.org/library/screencast-improving-food-security-through-customized-loan-products-india>
- ShoreBank/NRSP Transformation workshop at 2009 SEEP Workshop (30) <http://www.microlinks.org/library/%E2%80%98human-aspect%E2%80%99-commercial-transformation-nrsp-pakistan-shorebank-international-ltd-and-usaid>
- SMART Client Protection Principles Trainings Assessors trainings (400)
- Smart Notes: Putting client protection principles in practice <http://www.microlinks.org/learning-marketplace/news/smart-notes-putting-client-protection-principles-practice>
- Social Marketing for Economic Development (microinsurance) Roundtable Discussion (15) <http://www.microlinks.org/events/roundtable-discussion-field-support-social-marketing-economic-development>

- Speakers Corner #11: Building the Assets of the Poorest: Savings-Led Financial Services <http://www.microlinks.org/groups/speakers-corner/speakers-corner-11-building-assets-poorest-savings-led-financial-services>
- The GROOVE Market Facilitation Mentoring Program Presentations (40) <http://www.microlinks.org/library/groove-market-facilitation-mentoring-program-materials>
- Themes & Takeaways from the “Local Content Ecosystem” Roundtable <http://www.microlinks.org/library/themes-takeaways-local-content-ecosystem-roundtable>
- Value Chain Financing Training (70)
- Vulnerability Assessment Methods <http://www.microlinks.org/library/vulnerability-assessment-methods>
- Working with Lead Firms Trainings (70)
- Youth and Workforce Development workshop and presentation (75)

## **F. Other Factsheets, Success Stories, and Event Summaries**

- ADM: A Ugandan SME navigates new waters on Lake Victoria <http://www.microlinks.org/learning-marketplace/blogs/ugandan-sme-navigates-new-waters-lake-victoria>
- ADM: Cooking up new ideas in Uganda with solar stoves <http://www.microlinks.org/learning-marketplace/blogs/cooking-new-ideas-uganda-solar-stoves>
- ADM: Note From the African Diaspora Marketplace: Supporting Entrepreneurship for Diaspora-Driven Development <http://www.microlinks.org/learning-marketplace/notes/note-african-diaspora-marketplace-supporting-entrepreneurship-diaspora-dr>
- ARIES: Note From Afghanistan: Credit Unions Bring Hope Amid Conflict <http://www.microlinks.org/learning-marketplace/notes/note-afghanistan-credit-unions-bring-hope-amid-conflict>
- ARIES: Note From Afghanistan: Developing Innovative Financial Products <http://www.microlinks.org/learning-marketplace/notes/note-afghanistan-developing-innovative-financial-products>
- ARIES: Note From Afghanistan: Expanding Access to Formal Financial Services <http://www.microlinks.org/library/note-afghanistan-expanding-access-formal-financial-services>
- ARIES: Note From Afghanistan: Reaching the Unbanked with Sharía-Compliant Financial Products <http://www.microlinks.org/learning-marketplace/notes/note-afghanistan-reaching-unbanked-shar%C3%AD-compliant-financial-products>
- ASPIRES: Factsheet <http://www.microlinks.org/library/aspires-factsheet>
- Building the capacity of capacity builders <http://www.microlinks.org/learning-marketplace/blogs/building-capacity-capacity-builders>
- ESAF & the Banking Sector <http://www.microlinks.org/library/esaf-banking-sector>
- ESAF & the Microfinance Sector <http://www.microlinks.org/library/esaf-microfinance-sector>
- ESAF & the Palestinian Investment Partnership (PIP) <http://www.microlinks.org/library/esaf-palestinian-investment-partnership-pip>
- ESAF & University Strengthening <http://www.microlinks.org/library/esaf-university-strengthening>
- ESAF and the Insurance Sector <http://www.microlinks.org/library/esaf-and-insurance-sector>
- ESAF and the Mortgage Market <http://www.microlinks.org/library/esaf-and-mortgage-market-0>
- ESAF Voice from the Field: A Palestinian MFI Achieves Top 5% Rating <http://www.microlinks.org/library/esaf-voice-field-palestinian-mfi-achieves-top-5-rating>
- ESAF Voice from the Field: Building Hope for Marginalized Workers in Palestine <http://www.microlinks.org/library/esaf-voice-field-building-hope-marginalized-workers-palestine>
- ESAF Voice from the Field: From Tennessee to Jerusalem: Investing in the Future <http://www.microlinks.org/library/esaf-voice-field-tennessee-jerusalem-investing-future>

- ESAF Voices from the Field: Cementing the Path to Sustained Economic Growth <http://www.microlinks.org/library/esaf-voices-field-cementing-path-sustained-economic-growth>
- ESAF Voices from the Field: Cultivating Young Entrepreneurs in Gaza <http://www.microlinks.org/library/esaf-voices-field-cultivating-young-entrepreneurs-gaza>
- ESAF Voices from the Field: Delivering with Precision in a Changing Market <http://www.microlinks.org/library/esaf-voices-field-delivering-precision-changing-market>
- ESAF Voices from the Field: Developing Tomorrow's Banking Professionals Today <http://www.microlinks.org/library/esaf-voices-field-developing-tomorrow%E2%80%99s-banking-professionals-today>
- ESAF Voices from the Field: Enhancing Finance Education through Faculty Exchange <http://www.microlinks.org/library/esaf-voices-field-enhancing-finance-education-through-faculty-exchange>
- ESAF: New frontiers for USAID's ESAF program in the Palestinian finance sector <http://www.microlinks.org/learning-marketplace/news/new-frontiers-usaid%E2%80%99s-esaf-program-palestinian-finance-sector>
- ESAF: Note From the West Bank and Gaza: Decreasing Microfinance's Donor Dependency <http://www.microlinks.org/learning-marketplace/notes/note-west-bank-and-gaza-decreasing-microfinances-donor-dependency>
- ESAF: Note From the West Bank/Gaza: Expanding Opportunities for SMEs <http://www.microlinks.org/learning-marketplace/notes/note-west-bankgaza-expanding-opportunities-smes>
- ESAF's Palestinian Investment Partners Program: Investing in Growth <http://www.microlinks.org/library/esafs-palestinian-investment-partners-program-investing-growth>
- FACET: ICT and AG Profile: Awaaz.De <http://www.microlinks.org/library/ict-and-ag-profile-awaazde>
- FACET: ICT and Ag Profile: Community Knowledge Worker <http://www.microlinks.org/library/ict-and-ag-profile-community-knowledge-worker>
- FACET: ICT and AG Profile: DataDyne <http://www.microlinks.org/library/ict-and-ag-profile-datadyne>
- FACET: ICT and Ag Profile: Digital Green <http://www.microlinks.org/library/ict-and-ag-profile-digital-green>
- FACET: ICT and AG Profile: Esoko <http://www.microlinks.org/library/ict-and-ag-profile-esoko>
- FACET: ICT and AG Profile: IKSL's Green Sim Card <http://www.microlinks.org/library/ict-and-ag-profile-iksls-green-sim-card>
- FACET: ICT and AG Profile: Kilimo Salama <http://www.microlinks.org/library/ict-and-ag-profile-kilimo-salama>
- FACET: ICT and AG Profile: Literacy Bridge <http://www.microlinks.org/library/ict-and-ag-profile-literacy-bridge>
- FACET: ICT and AG Profile: Mace Foods' M-Pesa <http://www.microlinks.org/library/ict-and-ag-profile-mace-foods-m-pesa>
- FACET: ICT and Ag Profile: Mali Shambani <http://www.microlinks.org/library/ict-and-ag-profile-mali-shambani>
- FACET: ICT and Ag Profile: Manobi
- FACET: ICT and AG Profile: MarketMaker <http://www.microlinks.org/library/ict-and-ag-profile-marketmaker>
- FACET: ICT and AG Profile: MFarm <http://www.microlinks.org/library/ict-and-ag-profile-mfarm>
- FACET: ICT and AG Profile: MoBiashara <http://www.microlinks.org/library/ict-and-ag-profile-mobiashara>
- FACET: ICT and AG Profile: Nokia Life Tools – Agriculture <https://www.microlinks.org/library/ict-and-ag-profile-nokia-life-tools-agriculture>

- FACET: ICT and AG Profile: Nutrient Manager for Rice <http://www.microlinks.org/library/ict-and-ag-profile-nutrient-manager-rice>
- FACET: ICT and Ag Profile: Reuters Market Light <http://www.microlinks.org/library/ict-and-ag-profile-reuters-market-light>
- FACET: ICT and AG Profile: Sustainable Harvest <http://www.microlinks.org/library/ict-and-ag-profile-sustainable-harvest>
- FACET: ICT Application for Distribution and Supply Chain Management in African Agriculture <http://www.microlinks.org/library/ict-application-distribution-and-supply-chain-management-african-agriculture>
- FACET: ICT Enhances Warehouse Receipt Systems and Commodity Exchanges in Africa <http://www.microlinks.org/library/ict-enhances-warehouse-receipt-systems-and-commodity-exchanges-africa>
- FACET: ICT to Enhance Farm Extension Services in Africa <http://www.microlinks.org/library/ict-enhance-farm-extension-services-africa>
- FACET: Software Platforms for Mobile Applications for Agriculture Development <http://www.microlinks.org/library/software-platforms-mobile-applications-agriculture-development>
- FACET: Using ICT to Provide Agriculture Market Price Information in Africa <http://www.microlinks.org/library/using-ict-provide-agriculture-market-price-information-africa>
- FORAS: Iraq Factsheet Update <http://www.microlinks.org/library/foras-factsheet>
- FORAS Job Portal <http://www.microlinks.org/usaaid-foras-jobs-portal>
- FORAS Snapshot: Smashing a Social Media Milestone <http://www.microlinks.org/library/usaaid-foras-snapshot-smashing-social-media-milestone>
- FORAS Snapshot: Using Insights from Social Media to Work Smarter <http://www.microlinks.org/library/usaaid-foras-snapshot-using-insights-social-media-work-smarter>
- FORAS Snapshot: Using Advanced Features on the Portal to Find the Best and the Brightest Candidates <http://www.microlinks.org/library/usaaid-foras-snapshot-using-advanced-features-portal-find-best-and-brightest-candidates>
- FORAS Snapshot: Using Advanced Features on the Portal to Find the Best and the Brightest Candidates <http://www.microlinks.org/library/usaaid-foras-snapshot-using-advanced-features-portal-find-best-and-brightest-candidates>
- FORAS Snapshot: Helping US Investment Take Root in Northern Iraq <http://www.microlinks.org/library/usaaid-foras-snapshot-helping-us-investment-take-root-northern-iraq>
- FORAS Snapshot: Bringing Public and Private Together to Build the Iraqi Workforce <http://www.microlinks.org/library/usaaid-foras-snapshot-bringing-public-and-private-together-build-iraqi-workforce>
- HIFIVE: Expanding Financial Services to Smallholder Farmers and Entrepreneurs in Rural Haiti <http://www.microlinks.org/library/hifive-success-story-expanding-financial-services-smallholder-farmers-and-entrepreneurs-rura>
- HIFIVE: Agro-Ecological Finance: A Win-Win for Thiotte, Haiti <http://www.microlinks.org/library/agro-ecological-finance-win-win-thiotte-haiti>
- HIFIVE: Investing in Haitian Entrepreneurs Equals Good Business <http://www.microlinks.org/library/hifive-success-story-investing-haitian-entrepreneurs-equals-good-business>
- LBLI: “Picking” up Partners for Success: Businesses Linkages in Lebanon Support Local Jobs and SME Competitiveness <http://www.microlinks.org/library/%E2%80%9Cpicking%E2%80%9D-partners-success-businesses-linkages-lebanon-support-local-jobs-and-sme-competitiv>

- LBLI: Note From Lebanon: Increasing Competitiveness through Cooperation in the Value Chain <http://www.microlinks.org/note-lebanon-increasing-competitiveness-through-cooperation-value-chain>
- LENS Factsheet <http://www.microlinks.org/library/lens-factsheet>
- LIFT II: Tackling Extreme Poverty through Linking Health and Economic Strengthening Services in Lesotho <http://www.microlinks.org/library/lift-ii-success-story-tackling-extreme-poverty-through-linking-health-and-economic-strengthe#sthash.DkbZg0Q1.dpuf>
- MMAP: Bringing Competitors Together for Financial Inclusion <http://www.microlinks.org/library/bringing-competitors-together-financial-inclusion>
- Mobile Money Infosheet: bKash <http://www.microlinks.org/library/mobile-money-infosheet-bkash>
- Mobile Money Infosheet: mCash <http://www.microlinks.org/library/mobile-money-infosheet-mcash>
- Mobile Money Infosheet: DBBL Mobile Banking <http://www.microlinks.org/library/mobile-money-infosheet-dbbl-mobile-banking>
- Mobile Money Snapshot: HelpAge International <http://www.microlinks.org/library/mobile-money-snapshot-helpage-international>
- Mobile Money Snapshot: PROSHAR Cash for Work Program <http://www.microlinks.org/library/mobile-money-snapshot-proshar-cash-work-program>
- mSTAR: Mobile Solutions Technical Assistance and Research Activity Profile – Bangladesh <http://www.microlinks.org/library/mstar-mobile-solutions-technical-assistance-and-research-activity-profile-bangladesh#sthash.wacLTVqU.dpuf>
- mSTAR: Resources from “Mobiles! What Have We Learned? Where are We Going?” Conference <http://www.microlinks.org/library/mobiles-event-highlights-experimentation-opportunity-mobile-phones-development>
- mSTAR: Bangladesh Workshop Report <http://www.microlinks.org/library/workshop-%E2%80%98mstar-introduction-mobile-money-and-grants%E2%80%99>
- mSTAR/Bangladesh: Technical Assistance to the Worldfish Center Report <http://www.microlinks.org/library/mstarbangladesh-technical-assistance-worldfish-center-report>
- mSTAR: Exploring Mobile Money Payments in Bangladesh: Workshop Report <http://www.microlinks.org/library/exploring-mobile-money-payments-bangladesh-workshop-report>
- mSTAR: Mobile Solutions Technical Assistance and Research <http://www.microlinks.org/library/mstar-mobile-solutions-technical-assistance-and-research> liter
- mSTAR Quarterly Report | Q2 FY14 <http://www.microlinks.org/library/mstar-quarterly-report-q2-fy14>
- New Partners in Value Chain Development get a hands-on look at maize in Rwanda <http://www.microlinks.org/new-partners-value-chain-development-get-hands-look-maize-rwanda>
- Note From Bangladesh: Assessing the Commercial Market for Health Care <http://www.microlinks.org/learning-marketplace/notes/note-bangladesh-assessing-commercial-market-health-care>
- Note From Bolivia: Expanding Market Opportunities for a Rural Microenterprise <http://www.microlinks.org/learning-marketplace/notes/note-bolivia-expanding-market-opportunities-rural-microenterprise>
- Note From Nepal: Ensuring Financial Services During Political Conflict <http://www.microlinks.org/learning-marketplace/notes/note-nepal-ensuring-financial-services-during-political-conflict>
- Note From the Field: Supporting Social Performance in Microfinance <http://www.microlinks.org/learning-marketplace/notes/note-field-supporting-social-performance-microfinance>

- PRODEL: Breaking into the US specialty food market <http://www.microlinks.org/learning-marketplace/news/breaking-us-specialty-food-market>
- PRODEL: Ecuadorian Coffee Companies Make a Splash in the US Market <http://www.microlinks.org/learning-marketplace/news/ecuadorian-coffee-companies-make-splash-us-market>
- PRODEL: Investing in Business Linkages: An SME in Lebanon Grows its Business through a Strengthened Supply Chain <http://www.microlinks.org/library/investing-business-linkages-sme-lebanon-grows-its-business-through-strengthened-supply-chain>
- Strengthening Insurance Sector Capacity in a Growing Market <http://www.microlinks.org/library/strengthening-insurance-sector-capacity-growing-market>
- Shouldn't an increase in profits of smallholder farmers lead to increased household incomes? <http://www.microlinks.org/shouldn%E2%80%99t-increase-profits-smallholder-farmers-lead-increased-household-incomes>
- VSLAs: Addressing the Evidence Gap on Child-Level Outcomes <http://www.microlinks.org/library/vslas-addressing-evidence-gap-child-level-outcomes>

## G. Other Online Articles

- Applying Social Marketing Principles for Economic Development <http://www.microlinks.org/learning-marketplace/news/applying-social-marketing-principles-economic-development>
- Creating Awareness and Demand for Mobile Money <http://www.microlinks.org/library/creating-awareness-and-demand-mobile-money>
- Children and Economic Strengthening Programs: Maximizing Benefits and Minimizing Harm <http://www.microlinks.org/library/children-and-economic-strengthening-programs-maximizing-benefits-and-minimizing-harm>
- Disabilities Inclusion Framework for MFIs: Making Microfinance Institutions Disability Inclusive and Smart Campaign Certifiable <http://www.microlinks.org/disabilities-inclusion-framework-mfis-making-microfinance-institutions-disability-inclusive-and-smar>
- Digital Finance for Development: A Handbook for USAID Staff <http://www.microlinks.org/library/digital-finance-development-handbook-usaid-staff>
- Electronic Learning Products from SEEP's Rural Agricultural Finance and Food Security Practitioner Learning Program <http://www.microlinks.org/news/electronic-learning-products-seep%E2%80%99s-rural-agricultural-finance-and-food-security-practitioner-l>
- Finding the Links in Value Chain Development: A Handbook on Working with Lead Firms <http://www.microlinks.org/finding-links-value-chain-development-handbook-working-lead-firms#sthash.JxC90ocp.dpuf>
- Implementing a Country-wide Consumer Protection and Financial Literacy Initiative in Palestine Managing Risk in the West Bank: A Review of Supply and Demand for Microinsurance <http://www.microlinks.org/library/implementing-country-wide-consumer-protection-and-financial-literacy-initiative-palestine>
- mStar Digest: November 2013, December 2013, January 2014 [http://www.microlinks.org/search/apachesolr\\_search/mstar%20digest](http://www.microlinks.org/search/apachesolr_search/mstar%20digest)
- P3DP Supporting Pro-Reform Ukrainian Government – Interview with CoP Mick Mullay <http://degrees.fhi360.org/2014/01/creating-and-sustaining-economic-opportunity-in-ukraine/>
- Project Snapshot: Testing the Graduation Model in Ethiopia <http://www.microlinks.org/library/project-snapshot-testing-graduation-model-ethiopia>
- Public-Private Partnerships: Learning by Example <http://www.microlinks.org/learning-marketplace/news/public-private-partnerships-learning-example>

- Selecting Mobile ICT Devices for Agriculture Services and Applications in Sub-Saharan Africa  
<http://www.microlinks.org/library/selecting-mobile-ict-devices-agriculture-services-and-applications-sub-saharan-africa>
- The Warehouse Receipts System: Improving Food Security in the Post-Harvest Value Chain  
<http://www.microlinks.org/library/warehouse-receipts-system-improving-food-security-post-harvest-value-chain>
- Village Savings and Loan Associations and Food Security: Exploring Linkages in Sierra Leone and Tanzania  
<http://www.microlinks.org/library/village-savings-and-loan-associations-and-food-security-exploring-linkages-sierra-leone-and-tanzania>
- Why Measuring Child-Level Impacts Can help Achieve Lasting Economic Change  
<http://www.microlinks.org/library/why-measuring-child-level-impacts-can-help-achieve-lasting-economic-change>
- LIFT II: Making the Connection between Gender, Economics, and Anti-Retroviral Therapy Adherence  
<http://theliftproject.org/gender-economics-and-art/>
- Social and Economic Strengthening Advances Through Conditional Cash Transfers in Lesotho  
<http://www.microlinks.org/social-and-economic-strengthening-advances-through-conditional-cash-transfers-lesotho>