



FIELD-Support LWA Award

Quarterly Report

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

July 1- September 30, 2009

Submitted By:



Academy for Educational Development
Connecting People > Creating Change

Academy for Educational Development
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Background

FIELD-Support is a Leader with Associates Award (cooperative agreement) between the office of Microenterprise Development in USAID (EGAT/PR/MD) and the Academy for Educational Development (AED), along with the latter's consortium of 9 core partners and 17 resource organizations. The AED team consists of leading NGO development organizations with proven track records in reducing poverty and promoting sustained, equitable growth through microenterprise development, microfinance, value chain development, institutional and human capacity-building, and the promotion of other market-based approaches.

FIELD-Support encompasses both a core leader award and a mechanism for USAID missions to issue associate awards. 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 MD office, USAID missions, and the community of development practitioners. The leader award implements activities that seed innovation, demonstrate better practices, document results, and disseminate findings that will advance the global state-of-the-practice.

Activities implemented under FIELD-Support include work at every level of the economy, from the regulatory environment, business value chains, to financial service providers, to promoting economic growth, and improving the financial security of poor households and businesses by strengthening financial and business support systems and their ability to access those systems.

The FIELD-Support Management Team at AED is pleased to present this quarterly report highlighting the LWA developments and accomplishments for the quarter ending September 30, 2009.

1. Leader Activities

During the reporting period, the AED/FIELD-Support team continued to provide management, administration, and coordination oversight and support to Leader, associate, and pilot activities being implemented under the LWA. Besides monitoring existing pilot project activities, reviewing and processing payments, and ensuring contractual and financial compliance, these also included identifying new pilot activities and work with partner implementation teams on the designing of the new pilot projects. FIELD-Support management provided senior level oversight for all the leader and associate activities, contributing to their technical design, implementation, and ensuring quality. Other team members coordinated day-to-day communications with the core team and resource organizations and assisted with the administration of this complex contractual mechanism.

The AED/FIELD-Support team held regular staff meetings to discuss pilot and associate award activities, contractual issues, as well as topics related to the overall coordination with partners. These meetings also serve as venue for reviewing the lessons learned on project management, discussing areas for improvement, and adjusting and adapting various approaches under the LWA.

The FIELD-Support team continued to work closely with the USAID/MD office to advance the goals and objectives of the project. During the quarter the team welcomed a new AOTR, Anicca Janson, who replaced the former AOTR, Thomas Kennedy.

FIELD-Support team members also participated in a range of industry-wide events related to FIELD-Support areas of expertise, including an AED-hosted Knowledge Series Event "Does Increased Family Income Benefit Children?" on the effects of economic strengthening on children.

A series of dissemination events were also held in Bangladesh (Sept 1st) Tanzania (Sept 15th), Kenya (Sept 17th) and Washington DC (Sept 24th). These events were designed to share the contents of the Facilitating the Development of Outgrowing Operations Manual with development practitioners. More than one hundred people participated in the dissemination events, including representatives from USAID missions and other donors, government, development programs, and local/international consulting firms and NGOs.

2. Pilot Activities

Implementation continued on ten pilot activities. A brief review of each pilot activity can be found below:

Poverty Assessment Tools Training - IRIS Center (September 2006 – August 2010)

During the fourth quarter of FY2009, the Poverty Assessment Tool (PAT) Training team:

- Supported PAT implementers and USAID Missions via the PAT Help Desk, responding via email, phone, Skype, and in-person meetings on topics ranging from reporting requirements to sampling. Similar to the same period last year, the Help Desk was fairly quiet during this quarter, with only a few organizations already implementing for the FY09 reporting period. It is expected that the Help Desk communication will increase significantly during the next quarter, as many more implementing partners begin their PAT implementations for FY09 reporting.
- Continued to update the project website: www.povertytools.org, which included posting newly completed tools, and providing updates on tools under development and the e-learning platform.
- Disseminated quarterly update on tools, trainings, and training materials via the MicroLINKS Connections online newsletter.
- Continued to attend SEEP Poverty Outreach Working Group (POWG) and Social Performance Working Group (SPWG) meetings to keep the microenterprise community informed about new tools and training options, as well as proper implementation techniques.
- Made contact with several people regarding upcoming microenterprise-related conferences and potential opportunities to participate as presenters and/or to hold mini-PAT trainings.
- Continued to monitor and facilitate the PAT online course. The course remains open to all implementers and currently has 209 registered participants from 53 countries.
- Developed one additional training video on data processing in Epi Info.
- Held six online question & answer sessions for PAT online training participants.

The Poverty Assessment Tool (PAT) Training team also held six online question & answer sessions for PAT online training participants in which two online training participants logged on to the question and answer sessions. Quarterly update announcement on status of tool development and trainings were sent to project listserv and also published in MicroLINKS Connections newsletter.

In July, we pulled together all of the learning goals that the online training participants set for themselves at the beginning of the course. This activity is designed so that participants identify the questions they hope to be able to answer through taking the course. 27 participants listed one to three goals each. The majority of participants had a general question relating to “How do I implement a PAT?” The next most common questions were, “How does PAT help in project development?” and “Why is the question (specific question) used as an indicator?” In response to the latter question, we realize that we need to address this question more directly in our explanations of how PATs are developed. We explain that indicators are calibrated to work as a group – to collectively estimate the poverty level of a household. But we need to more explicitly state the importance of each individual indicator to the final result as well as how additional indicators, while potentially good poverty indicators in certain situations, won’t necessarily contribute to the overall accuracy of the tool.

The other question on PAT utility, with respect to project development, is in line with our goals of making the PATs as useful and informative as possible, still keeping in mind that the ultimate aim of this project is to help organizations meet the Congressional reporting mandate.

In developing Epi Info training videos, we've found that we still have a lot to learn about video production, specifically with respect to selecting the appropriate video format, resolution, and output formats. While presenting at an on-campus seminar on using Camtasia screen-capture software (the software she uses to create the PAT training videos), our e-Learning Specialist made contact with others on campus who know more about video quality and recommended a good support text, which we have ordered. We at the IRIS Center are fortunate to be able to draw upon the vast range of expertise across numerous technologies and disciplines available at the University of Maryland, and we will continue to do so as we face new challenges.

If others were pursuing the same project we would tell them not to reinvent the wheel. Whether it is using relatively new technology to create online videos, an online course, or other training materials, be sure to seek out experts with experience in the medium of communication being used, even if there are no such experts within your field (such as microfinance), and then adapt the material to the medium. Also, it's important to periodically take litmus tests of your audience. Assumptions that may have proved true at the beginning of a project may change as it evolves. We have in place several mechanisms for gathering feedback from our online participants and it is important to check them regularly and make adjustments accordingly.

The PAT Team will continue to disseminate knowledge about the availability and uses of the PATs at the annual SEEP Conference in November--including participating in an all-day seminar on poverty outreach, hosting a discussion group on poverty measurement and also an information table on the PATs, and attending all workshops relevant to poverty measurement. In addition to the SEEP conference, IRIS will also seek to identify and register for at least one other significant microfinance conference in order to participate in a workshop discussion and/or to host a mini-training on PAT implementation.

The PAT Team will also continue monitoring of the online e-learning course for PAT implementation. Evaluation will be ongoing and adjustments will be made accordingly. Additional resources (beyond what is essential for PAT implementation) will continue to be added as the training evolves. This includes resources and materials for implementation team trainers, videos, online chats and design enhancements. The offline version of the PAT Training will be distributed more widely, and new, more durable USB drives will be used to distribute the content to the USAID Missions.

The team will continue to work on tool-specific implementation guides, share them with practitioners for feedback, and finalize them for practitioners to use during training and implementation.

Financing Water: Using Financial Systems to Improve Access to Irrigation and Markets in Rural Peru – CARE with ACDI/VOCA (October 2006 – February 2010)

The National Sub-sectoral Irrigation (SSI) Program has signed agreements with an additional 14 lead farmers to use their plots as demonstration plots under an SSI-driven expansion of the irrigation scheme. This brings the total number of lead farmers working with SSI, rather than CARE, to 20.

SSI managed the execution of two educational visits in order to support experiential learning between lead farmers and non-lead farmers. These two educational visits were the first of four visits planned to be managed and led by SSI. The visits allow farmers to visit and learn from lead farmers and see how the

irrigation schemes have worked. SSI has committed to taking on this role on an ongoing basis beyond the close out of the project. In addition to supporting farmers, the initial two visits have helped to build SSI's capacity in organizing and conducting these.

There is an important replication in the community of Llutacancha, where the local government of Tambillo and the regional government of Ayacucho are already involved in funding the joint-construction of major infrastructure. Organized producers in that community have invested in technified sprinkler irrigation systems for their parcels using a credit scheme.

CARE has continued to execute the exit strategy as planned. Field visits continue to support project activities but SSI and other stakeholders are taking on increasing responsibility. CARE has met its target goals for all indicators. The exceptions being activities to which the focus has now turned – ramping up the exit strategy, documentation and dissemination of lessons learned.

CARE has been collaborating with the following local organizations:

State organizations

- DAP-MINAG- Directorate of Agrarian Promotion of the Ministry of Agriculture (entity that promotes and sets standards for the agrarian sector with which we have a framework agreement for mutual cooperation).
- SIP- Sub-sectoral Irrigation Program (Promotes competitiveness of agriculture under irrigation in the country with which we are developing training events).
- Local governments of the districts of Tambillo and Luricocha (promote and generate development initiatives in their areas of intervention).

Financial organizations

- “Los Libertadores” Rural Savings and Loan of Ayacucho
- Agrobanco
- EDYFICAR

Companies that supply equipment and materials

- TECSAGRO (company with which we are currently working)
- Amanco
- Todo Riego

During the quarter, 67 clients received support in the elaboration of their irrigation files by the CARE extension agent; 4 clients had loans approved by the “Los Libertadores” Rural Savings and Loan; 31 clients accessed loans from the financial entity Edyficar; 2 clients accessed loans from the financial entity Agrobanco; and 37 clients have irrigation equipment installed by the company TECSAGRO.

Two tools or protocols have been elaborated that have made credit access viable were presented in the previous report. These are: a) General protocols in the flow of intervention of the “Financing of Irrigation Systems for Production” Project; and b) Specific protocols in the flow of the loan process. These protocols are viable with the support of CARE or another NGO. On the basis of experience, however, and with the intention of building a more sustainable model, a new improved protocol is being elaborated that would act as a proposal at the end of the project and would be a suitable advocacy tool for future replication.

Two teaching guides have also been prepared. One of them illustrates the benefits of technified irrigation and the main components of the system. The second guide is a manual on the operation and maintenance of the pressurized irrigation system.

The main lessons learned over the past quarter are summarized below. These augment lessons learned within these categories submitted in earlier reports:

From a social and technological view point

- In the span of about a year, producers in the area of Tambillo have learned to install their irrigation systems in annual crops such as peas, collect the drip tape after the harvest, and install it again at the beginning of the following campaign (Favorable weather conditions).
- The versatility of drip systems implemented permits the establishment of crop rotations, producers who planted peas are rotating with crops of potato, amaranth and purple corn, which also report a good level of profitability.

From the perspective of credit

- Producers who already paid off their loans are processing new loans for complementary investments and improvements in the processes of production.

From the perspective of advocacy

- The Sub-sectoral Irrigation Program is using the installed plots as demonstration plots to disseminate the experience throughout the Ayacucho Region, for which 2 educational visits have been developed with new leading producers and irrigation authorities.
- There is an important replication in the community of Llutacancha, where the local government of Tambillo and the regional government of Ayacucho are involved through their economic contribution to the construction of major infrastructure, and the organized producers of that community financed their system of technified sprinkler irrigation in their parcels through the use of credit.

Implementation of exit strategies

- In consensus with the producers involved, the attributes are being transferred to the Sub sectoral Irrigation Program of the Ministry of Agriculture, so they can use the fields that have been installed by the Project as demonstration plots and that this becomes a space where they can share their experiences on credit access and on the results of technified irrigation. To accomplish this, 20 acts of agreement were signed between the SIP and the producers participating in the project from the communities Secllas Alto in the district of Huanta and Uchuypampa in the District of Tambillo.

Market Development Working Group Economic Recovery after Crisis – SEEP Network (July 2007 – July 2010)

During this quarter, SEEP completed its second regional consultation, in Quito, Ecuador for the Latin America region. The workshop was held in Spanish using the Spanish translation of the Standards (see below). Attendees included representatives from international NGOs, MFIs, local and national government entities for emergency response, USAID/OFDA, and the World Food Program. One hundred percent of respondents reported that their voice was heard in the consultation. The consultation also included a half-day event to review the Sphere Common Standards, at the request of the Sphere Project.

SEEP continued active recruiting for field-testers, and will begin to receive its first reports on field testing in the coming quarter.

The planned Steering Committee has been repurposed after careful consideration of what value it could add to the process at this time. Instead of a Steering Committee, SEEP will invite individuals (donors and others in addition to the practitioners active in developing the Standards) to constitute a Review Committee. This committee will convene in mid-2010 to assist SEEP in revising the Standards based on the feedback received over the past months and in the coming year.

During this quarter, SEEP also received external funding to develop a training curriculum. The training, which lasts two-days with an optional one-day Training of Trainer module, was completed this quarter and will be launched in early 2010. In the previous quarter, SEEP also received external (AMAP) funds to translate the Standards into French, Spanish, Portuguese, Arabic, Bahasa, and Dari. These were published this quarter on SEEP's website at <http://communities.seepnetwork.org/econrecovery> (click on Translations).

In the coming quarter, SEEP will begin to receive field-testing feedback; sign on additional field testers; and hold an extra consultation, this one in the UK to receive input from the large number of humanitarian NGOs based there. For SEEP's two remaining regional consultations (Asia and Middle East/North Africa), SEEP is pleased to report that it is partnering with the EMMA consortium (IRC and Oxfam) and the Cash and Learning Program (British Red Cross, Oxfam UK, and Save the Children UK) to offer the "Economic Recovery Training Institute," a two-week program for practitioners that will be offered in January 2010 in Jordan and February 2010 in Indonesia. Consultation questions will be integrated into the training. The planned events are still tentative and have not yet been announced, however the initial planning has been positive and SEEP anticipates this will be implemented successfully.

Deliverables	Qty.	Date	Status
Dissemination/promotion events (online or in-person)	2+	By end of project	1 completed (May 8, 2009)
Note from the Field	1	August 2009	Postponed until later in 2009. Also submitting an article to EDM Journal for March 2010 issue.
Four stakeholder consultation events held	4	2 in 2009 and 2 in 2010	2 completed to date. 3 additional consultations planned: Dec 2009; Jan and Feb 2010.
Stakeholders reached through consultation, field-testing, and dissemination	1,000+	By end of project	In progress. 273 reached to date.
Programs participating in field testing	10	By November 2009	Current field-testers are: 1. Empower Pakistan: Entrepreneurs (ACDI/VOCA, MEDA, JE Austin) 2. Khartoum State Poverty Reduction Programme (CR S) 3. ASAL Programme – northern Kenya (Oxfam GB) 4. Increased Resilience program – Darfur (CRS) SEEP expects additional field tests from Mercy Corps, IRC, and possibly Care and an additional test from ACDI/VOCA.
Organizations adopting the Standards	10+	By end of project	In progress
Revised Standards for Economic Recovery	1	By end of project	N/A At this time

The *Standards* were created with the active involvement of 25 development organizations, including seven FIELD partners: AED, ACDI/VOCA, CARE, FINCA, IRIS, Save the Children, and World Vision. Other organizations include ARC, Banyan Global, CCF, CHF International, CRS, DAI, FEG Consulting, InterAction, International Alert, IRC, JE Austin Associates, Mercy Corps, ODI, OTF Group, Oxfam,

Practical Action, and ShoreBank. SEE is also collaborating with the Women's Refugee Commission and the EMMA consortium (Oxfam, Save the Children, IRC) on consultation events, as well as with various stakeholders in the recovery field (e.g., the Sphere Project).

One event during the quarter was held: a consultation (Latin America region) on September 16 to 17, 2009 in Quito, Ecuador. In addition, through knowledge events 11 stakeholders were reached, mainly field-based practitioners from: international NGOs; national government agencies involved in emergency response; and USAID. One knowledge publication was produced, the training curriculum for the *Minimum Standards for Economic Recovery after Crisis*. This has not been published on SEEP's website but will be launched at the first training in January 2010.

This quarter continued SEEP's efforts to gain buy-in from a large number of organizations. Several efforts, notably the outside funding to translate the Standards and develop a companion training curriculum, should lay the foundation for this well. SEEP is particularly excited about the training partnership with EMMA and CaLP and expects this will result in heightened awareness, interest, and commitment to the Standards in the MENA and Asia regions.

SEEP's learning on the importance of tailoring its message and contextualization deepened with the Latin America consultation. The results of this consultation were quite different than the Africa event. Crisis response in Latin America is overwhelmingly disaster-focused rather than conflict-related, and in general, the microfinance and enterprise development industry in Latin America is better developed than in other regions. This (along with several language and terminology issues with the Spanish translation) spurred much of the debate at the consultation.

Microfinance & Renewable Energy – FINCA with IRIS (March 2008 – December 2009)

From July to date, 120 additional customers have purchased energy systems as part of FINCA Uganda's microenergy initiative. FINCA Uganda is also actively expanding into three additional areas- Masindi, Arua, and Fort Portal. Three new "energy officers" have been recruited to promote the solar products and the micro energy loans, using funds that were reallocated from Afghanistan to Uganda with AED's approval. Three "energy week" promotional events were also held in these areas in order to increase awareness of the loan products and educate potential customers on the benefits of using micro energy loan products.

FINCA has also faced several challenges along the way. One problem has been one of the energy officers continued to under-perform in terms of monthly sales despite having been employed since last December. He was replaced last quarter.

Impact assessment field activities are scheduled to begin in November, with final results analysis to be completed by end of December. The main goals of the impact assessment activities are to: 1.) Determine what impact FINCA's microenergy loan program is having on its clients (in terms of income, business productivity, health, etc.); and 2.) Determine how FINCA Uganda can improve the uptake of its current energy product and improve the profitability of the micro energy program.

FINCA plans to utilize the impact assessment results in order to deliver a final report to AED on its project activities, and also to make changes to its current operations and marketing activities in order to scale up its renewable energy initiative even faster.

Integrating Small farmers into Productive Value Chains – AFE with TNS (March 2008 – September 2009)

Over the last quarter AFE was able to review the draft and produced final version of “Manual for Facilitating the Development of Outgrowing Operations”. AFE also coordinated the production of several hundred copies for distribution and prepared and conducted dissemination events of the manual in Tanzania (Sept 15th), Kenya (Sept 17th) and Washington DC (Sept 24th). Dissemination events included development practitioners from different international organizations as well as representatives of USAID and other donors. All events were successful with participants expressing great interest.

Over seventy participants (from diverse development organizations and donors) participated in the dissemination events. They will then share the knowledge and manual with others in their organizations.

A new publication entitled “Manual for Facilitating the Development of Outgrowing Operations” was produced and disseminated.

AFE has recently requested a no-cost extension of 12 months. This request is currently being processed.

Sustained Market Access for Subsistence Farmers in Bolivia – SAVE and AFE (March 2008 – November 2009)

The final quarter of the project has focused on three main activities. In the fruit value chain, the focus has been securing future selling arrangements and supporting both companies and producers in investing in their relationship with each other. In the milk value chain, the main focus of the activities has been in coordinating with balanced feed supplier, Molinos Guadalupe, to ensure that the company can continue working in the zone, working with diary Pil Andina, as well as strengthening the organization of producers, APROLEC. The third activity has been in showcasing the project and lessons. A draft of the case study final deliverable was sent to FIELD-Support LWA.

SAVE has been collaborating with several local organizations as well: 1.) La Asociación de Productores Lecheros el Carmen (APROLEC): an association of milk producers. It represents approximately 300 families that sell milk to the diary Pil Andina. The leadership of APROLEC with support from members is participating in the project by participating in the organization of the fair, which will be held on November 18th, 2009; 2.) Molinos Guadalupe: a private company that supplies balanced feed. Molinos Guadalupe works in the field with Save the Children to provide training as well as work out the logistics of how to distribute and collect payment for balanced feed; 3.) Ketal: a supermarket located in La Paz. Like Molinos Guadalupe, Ketal has agreed to organize a fair to showcase peaches and other natural, fresh produce from Sapaquai and Luribay. Ketal is overseeing the location details as well as the display and sales of the fruit.

This quarter the project has participated in more knowledge events as word spread of Save the Children’s work in value chains, and Save the Children generated lessons learned:

- July 7th - Interchange Visit:

Producers organized an exchange visit to another community in order to see how producers in similar conditions were succeeding. The trip was interesting because it was completely organized by producers without intervention from Save the Children.

- July 10th - Project Site Visit:

Save the Children organized a field visit for USAID and International Resource Group (IRG). Researchers from the World Food Program and the Rand Corporation also participated. The researchers were interested in how to make the transition from large assistance programs to programs focused on

sustainability and economic development. Their research was intended for populations living with HIV/AIDS, but they found the visit to rural sites and project methodology interesting. The visit opened with a short office presentation, and then visited 2 communities- one on the fruit value chain and one in the milk value chain. It was an important visit for IRG who is organizing a similar project.

- July 28th - Invitation to Present to Chemonics:

The 5th quarter report reported on a presentation to 6 senior level project staff at Chemonics. During the 6th quarter, Chemonics invited Save the Children to present a “business model” to development. Chemonics explained that technicians often had trouble grasping the concept of facilitation, value chains, and what exactly a “business model” implied. Save the Children presented its work since Title II, and then spoke to the work in the current project. It was a noteworthy event because many of the participants were skeptical about the use of a value chain model in very poor regions. However, Save the Children works in some of the poorest regions of Bolivia, and was able to make a persuasive case about the use of value chains. Participants included senior project staff working in the ARCO Project, field technicians from ACDI/VOCA, and micro-finance specialists.

- August 10th - Semester Evaluation:

The internal semester evaluation is considered a knowledge event as internal Save the Children personal participated. In Bolivia, Save the Children’s flagship program is called *Tomando Decisiones* (Making Decisions). The program works to build the self-esteem and leadership skills of adolescents. As the program grew, it also started offering financial planning skills. However, without a solid source of income, many of the youth face difficulties in putting into practice the skills they have learned. As such, program staff are looking for a way to support youth livelihoods. *Tomando Decisiones* project managers participated in the semester evaluation in order to understand the methodology, monitoring and evaluation, and ask questions.

- September 30th - Working Breakfast:

Save the Children invited embassies, international organizations, local development organizations, international development cooperations, and private companies in hear about its value chain work. The event included presentations by rural producers in both the milk and fruit value chains as well as presentations by the companies Delizia, Molinos Guadalupe and Ketal. There were a total of 37 participants including the World Bank, Inter American Development Bank, and Japanese International Cooperation among others. For the event Save the Children designed and printed a brochure.

- October 9th - IRG to visit Save the Children beneficiaries:

The International Resource Group (IRG) is implementing a project with natural resource management and income generation components. In previous visits, IRG saw positive results in Save the Children’s work in value chains and milk production. As such, IRG organized a visit for approximately 30 of their project beneficiaries to Save the Children project sites. IRG is working with populations that do not have experience in milk production, which is a good income for producers as well as more environmentally friendly than many of the other economic activities.

Number and description of stakeholders reached through knowledge events

Knowledge Event	Description of Stakeholder	Number
July 7 th : Interchange Visit	Rural milk producers	45
July 10 th – Project Site Visit	Senior project managers from USAID and IRG, and researchers from the World Food Organization and Rand Corporation	8
July 28 th - Invitation to Present to Chemonics	Participants included senior project staff working in the ARCO Project, field technicians from ACDI/VOCA, and micro-finance specialists.	20
August 10 th - Semester Evaluation	Project staff and managers from other programs	12
September 30 th - Working Breakfast	Private companies, rural producers, international organizations, and international aid cooperations	40

October 9 th - IRG to visit Save the Children beneficiaries	Rural milk producers from Save the Children project and IRG project	45
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One knowledge publication was created. It is a brochure that compares “traditional” commercial arrangements to commercial arrangements organized under a value chain focus. The brochures include quotes by both producers and buyers that show how their relationship changes when they start working together.

The most interesting point of learning has been solving the distribution bottleneck for balanced feed in the milk value chain. At the beginning of the project, Save the Children worked to develop the demand for balanced feed through a model producer program. The model producer program offered balanced feed to producers at half its real price for approximately one month. During that time, producers experienced an increase in milk production and an improvement in the condition of their animals, which successfully grew demand in the zone for the product. At the same time, the company Molinos Guadalupe was also investigating whether the demand from the zone was sufficient to open an office or hire personal specifically designated to sell and distribute balanced feed. The company decided to invest in hiring a veterinarian to provide technical assistance, but was not able to secure an office. As such, the distribution of balanced feed was at risk. Save the Children worked with the milk company Pil Andina as well as with Molinos Guadalupe, and the producers in order to design a functioning and market based distribution system. In the system, the president of each community collects orders for balanced feed and passes the orders to the president of the milk association, APROLEC. The president of APROLEC places the order with Molinos Guadalupe. Molinos Guadalupe sends the feed to the milk collector for Pil Andina. This collector visits the communities each morning. The price of balanced feed includes a portion to pay the milk collector as well as a portion to each community. The producers are able to pay for balanced feed through discounts. That is, the milk company makes a direct transfer to Molinos Guadalupe for the balanced feed. This system also shows the importance of the producer association in the milk value chain because it relies on bulk ordering to function. The importance of distribution systems in the milk value chains has thus been the most interesting point of learning.

In the fruit value chains, the interest of the supermarket Ketal has been interesting. Ketal is interested in organizing a producer fair with suppliers of fresh fruits and vegetables. In the past, Save the Children organized successful fairs, and producers wanted to continue. However, funding was a question in some municipalities. Ketal stepped up and is organizing a fair with the producers. This is interesting because it is the first time a company has shown such deep interest. In addition, it shows how the formal market and informal market can form a hybrid; formal markets and informal usually compete.

The largest challenge during the last quarter has been working with companies in order to facilitate activities. Coordinating schedules is one difficulty since Save the Children activities end in November while companies continue. This is also difficult because the relationships are relatively new, and the team as well as the company must get used to working together. Frequent coordination is how we are getting around these issues. The team meets almost weekly with Molinos Guadalupe in order to coordinate the fair and distribution system

In the next quarter Save the Children hopes to successfully facilitate producer fairs in the fruit and milk value chains. These fairs led by two companies in each value chain with support from Save the Children. For example, in the milk value chains, Save the Children is responsible for approximately 60% of budget support while the other 40% is shared between the company Molinos Guadalupe and the association APROLEC. The company is coordinating the various aspects.

Save the Children will also present at the FIELD Conference. The home office has invited personal to participate in a strategic planning session. The Bolivia office has not planned on attending, but will be in response to a direct invitation and funding.

Finally, Save the Children will close project activities and withdraw personal from the work area.

Mobilizing Remittances for Enterprise Finance – William Davidson Institute (December 20098 – December 2009)

The William Davidson Institute's Team continued to obtain feedback on the migrant-backed loan facility during July and August in Quetzaltenango and Huehuetenango in Guatemala, Grand Rapids, MI and Washington D.C. to assess demand for the loan facility and to improve our understanding of product characteristics of interest to migrants.

The WDI team also met with Micro Finance International Corporation (MFIC) to discuss the partnership between WDI and a Guatemalan financial institution and jointly sought loan product mix to develop.

Overall, there was a high level of interest in the migrant-backed loan facility and WDI learned a substantial amount about the MBL product features that were important to both migrants and beneficiary entrepreneurs. Therefore, we anticipate that a properly-designed loan facility will see high demand on the part of Guatemalan migrants.

In July, the team carried out a focus group with Hispanic Center of Western Michigan in Grand Rapids, MI, to offer migrant backed loans (MBLs) to Guatemalan migrant workers there. The Center was selected on a basis of proximity to the WDI's office in order to conduct focus groups readily and have extensive contact with the migrants. MFIC believes that even without its retail branch presence in Grand Rapids, it would be possible to offer loans there if the Hispanic Center provides assistance with paperwork processing (such as notarization and mailing of documents).

As mentioned in the previous quarterly report, we reassessed our partnership with our original partner, Banco G&T Continental. Due to the persistent lack of commitment on their part stemming from the global credit crunch, in August the team suspended talks and instead secured commitment from ACREDICOM in September. ACREDICOM is the fifth largest Guatemalan credit union, and it offers loans and savings services to its members of MICOOPE, the former FENACOAC.

We are in an advanced stage of arrangements with two organizations that we believe will be excellent partners for the project. ACREDICOM is a large Guatemalan credit union with a substantial presence in microfinance and a large remittance operation. Microfinance International Corporation (MFIC) is a Washington, D.C.-based financial institution that has been pioneering transnational loan facilities for Hispanic immigrants in the U.S.

The tripartite memorandum of understanding (MOU) with these two institutions to implement this project will be signed during the week of Oct. 19. In brief, MFIC would market the loans to Guatemalan migrants in the DC area via the retail branch network of Alante Financial (a wholly-owned subsidiary) and take care of loan processing on the U.S. side. Migrant collateral deposits would be placed in ACREDICOM accounts in Guatemala, and ACREDICOM would then release the loan to the identified entrepreneur in Guatemala.

Some key insights from the focus groups with migrants in Washington DC were as follows:

- Migrants showed a high level of sophistication in their thinking and questioning related to the loan facility. For example, the discussion of the loan facility among the migrants immediately probed the value of a bank-mediated loan facility, in comparison to an informal loan made directly from the migrant to the Guatemalan entrepreneur.
- The discussion among the migrants clearly revealed that one of the most attractive aspects of the migrant-backed loan facility is that it makes repayment of the loan much more likely. Many migrants said that they had lent money themselves to family members in Guatemala but the likelihood of getting repaid was very low.
- Several migrants indicated that they would find the facility more attractive if they earned interest on the funds deposited as collateral for the loan.

Key insights from the focus groups among Guatemalan entrepreneurs were as follows:

- Focus group participants in Guatemala were generally enthusiastic about this new potential opportunity to obtain funding/credit. Some were skeptical due to the economic recession/slowdown in the US/Guatemala.
- Most participants saw the bank involvement in the product as favorable. This was surprising to us. None had ever asked for a loan from a relative in the US, and several of them recognized that they never did it because they don't feel comfortable doing that, but this type of product would make them feel more comfortable.
- In terms of the marketing, participants mentioned that it would be important for the facility to be marketed both in Guatemala and the US, so that the beneficiaries feel more confident about the product.
- When asked about the most important term that this type of financial product should have (i.e. interest rate, tenure, amount, collateral requirement, etc.) all of them mentioned that the most important is a low interest rate.
- In addition, several saw the MBL as a positive financial improvement, because it seems easier to get a loan via remitters than through a standard process at a commercial bank which requires a cosigner (fiador), proof of income, etc.

Microfinance Energy Links – ACCION with SEEP (October 2007 – September 2009)

ACCION International and its Center for Financial Inclusion (CFI) initiated the Energy Links Project late in 2007. As detailed in earlier reports, project activities focused initially on developing distribution channels for the sale of inexpensive solar lamps to people living at the bottom of the pyramid in Uganda, because lamps are the clean energy product that we think is the most likely to find large market soon. The Energy Links Project staff established contacts between Ugandan MFIs and NGOs and a manufacturer of lamps, Barefoot Power that had what we assessed to be the most affordable and appropriate product at the time. The Project also conducted a pilot test of the acceptance of lamps with 35 individuals living in peri-urban and rural districts in Uganda. In large part because of the introductions we had made, Barefoot Power opened their East Africa office in Uganda; we maintain a good relationship with them, but judged that for the experimental nature of Energy Links, it made more sense for us to work in a country where we had more control over events. Therefore, following the Uganda pilot, another market test of the product was done in Mali with 51 households in the last quarter of 2008. The Mali project aims at developing a successful commercial chain involving local and international partners, in order to set-up distribution schemes on a large commercial scale with an objective of selling 600,000 lamps in five years.

In the third quarter of 2009, we conducted a 12-day field trip to Mali to advance an agreement between potential partners in the solar lamp distribution business and we organized a short visit to Uganda to

monitor the progress of viral replication of biomass briquetting with our partner UWESO. We are hoping to multiply greatly the results of the training workshop given last March to generate uptake in that charcoal substitute and the generation technology.

Mali Field trip (July 2009)

During the first two weeks of July, the Energy Links team (Paul Rippey and David Levai) led a visit to Bamako, Mali where they arranged a series of meeting with the various potential actors. The objective was to clarify and formalize the various expressions of interest. Therefore, our goal was to have the principal actors – importer, distributor, financier, public agency - sit around the same table, affirm their commitment and agree on the way forward individually and as a group. For that purpose it was fundamental to meet, first, individually with each partner in preparation of such a roundtable.

USAID in-country office

Following previous conversations with Alexander Newton, departing for a new assignment in Afghanistan, we met with Paul Sabatine, acting mission director at the time, and the new mission director now. He renewed his support to the activities Energy Links are leading towards providing access to solar lanterns in rural areas and recommended that we get in touch with his education grantee, Thelma Khelghati, which we did and have remained in contact with since then. Mrs. Khelghati expressed interest in purchasing a number of solar devices, once available in the country, and suggested three different options that could combine solar lantern and education:

- One would be to measure the impact of owning a solar lamp at home on school results, by offering or selling solar lamps to students and their families.
- Another was to improve teachers' productivity by providing them a tool that allows them to work at night (preparing classes or correcting assignments)
- The last was to invest in larger solar home systems that could provide the whole school with light afterhours

The Energy Links team also successfully met with the following organizations:

- Kafo Jiginew- The CEO of Kafo Jiginew, Mr. Alou Sidibe, assured us of his total support. Mr. Sidibe committed his organization to supporting the distribution of the lamps by offering them to his members through his network of branches.
- ACCESS (Mali Folke Center)- Met with the head of MFC, Ibrahima Togola and his colleague Mahamadou Dirara, in charge of the for-profit company ACCESS Sarl, it was decided that their group of company/NGO could play the critical roles of both importer and distributors of the solar devices in the early stages of the business.
- Nyetaa Finance- The Energy Links team went on a one-day field trip to the region of Bougouni (170km south east of Bamako) at the invitation of ACCESS and Nyetaa Finance who have operations there and a large staff. The purpose of the trip was to meet local actors and assess the potential for starting the diffusion of solar lamps in this area.
- AMADER- Rippey and Levai made two visits to the Malian Agency for Development and Rural Electrification, a World Bank funded project. There met with Alhousseini Maiga, in charge of testing the resistance and durability of the product and its components, as well as with Mr. Adama Cissoko, General Director for Rural Electrification who reaffirmed what the director, Mr. Toure, had stated on a previous visit: AMADER would support the project by granting an exemption to customs duties for the solar kits, a prerequisite for opening the Malian market and selling devices at an affordable price (below \$20).
- CAEB- Met with Gahoussou Traore, the general manager of CAEB, an NGO organizing a large number of village savings groups known as "Saving for Change".

On the last day of our visit to Mali, we organized a roundtable of all actors who would be involved in the business of solar lanterns. All parties were present and decided to organize themselves in a “Steering Committee” from which the AMADER would take the presidency, while Energy Links would be the secretariat when present.

Uganda Field Trip (September 2009)

The purpose of this trip was twofold: 1.) To monitor the efforts to popularize biomass briquetting and the successes encountered so far; 2.) To engage in an agreement with our partner there, UWESO, that would allow them to promote the technology, help their members and other Ugandans to acquire a press, and to support the development of fuel microenterprises.

During his stay in Uganda, Energy Links’ chief consultant, Paul Rippey, made a visit to Bushenyi and Masaka with Bosco Epila, Program manager and acting Program Director for UWESO. Mr. Epila did an outstanding job promoting Village Savings and Loan Associations at UWESO, and was our host for the briquette training last March. In Busheyi, we were met by the regional office staff who guided us to the various producers we visited.

Energy Links and UWESO are on the verge of signing a contract to improve supervision, support and reporting in the diffusion of biomass briquettes in Uganda. Energy Links will furnish ten Peterson Presses to UWESO for sale to its members and other producers. The proceeds of these sales will be reserved by UWESO for a revolving fund for new producers for a period of at least one year, and Energy Links will supplement with an additional contribution, stated below. It is anticipated that growth in the program will be largely funded by participants taking loans from their VSLAs.

Energy Links will also supply UWESO with the sum of \$4,800 to carry out the various tasks foreseen under this agreement. UWESO will spend the money in accordance with the following budget. Reporting requirements will be communicated to UWESO before disbursement of funds.

INDICATIVE BUDGET	USD
Loan fund	500
Meetings (2 times 2 zonal meetings - participants transport and lunch)	700
Monitoring by regional office (fuel, airtime, stationery)	2,400
Monitoring by Head office (\$50 fuel X 4 quarterly trips X 6 regions)	1,200
Total	4,800

To honor their side of the contract, UWESO will prepare monthly reports detailing the progress of the program, which will include as much as possible reports of field visits, training sessions, and when possible photographs.

More than a hundred micro energy entrepreneurs have been trained in Uganda (retail sales force for lamps in Uganda) to date, and at least 30 of them are still active.

All the entrepreneurs who have been selling lamps in Uganda were trained and provided with supplier credit as a form of working capital to develop their lamp selling business. After providing training to 25 community based organizers and other UWESO staff in March, at least 1,600 people have now benefited from some training in biomass briquette making and small-scale energy enterprise development, most of them in the last quarter.

The Peterson press is having its first real test in this project. Energy Links worked closely with Barefoot Power in developing the rural entrepreneur model. Five Ugandan entrepreneurs have ordered biomass

presses which should all lead to commercial production and 10 Peterson presses are now available for purchase in Uganda (if not already sold).

This quarter deepened the launch of a new cycle initiated last quarter: After a first approach was researched and tested in Uganda during 2008, Energy Links wants to use the learning from that experience to replicate and expand in Mali by being a broker between energy device providers and MFIs holding massive pools of potential client. Market tests promised enormous success with a high uptake of the product among local population and a capacity to acquire the product, while they showed the biggest challenge in the need for continuity in supply, for which access to working capital is critical. It confirmed that the training of micro-entrepreneurs to be the ultimate distributors to the end-client was one successful approach worth capitalizing on. The challenge of this experience is to set-up a whole for-profit value chain, from the factory to the end-user that can hold without our involvement passed a launch period. And local partners are found very responsive and are moving towards setting up specific activities inside their business lines.

In our recent discussions, we have envisioned four specific reports that will be produced before the end of the project: 1.) The experience of promoting solar lamps in Uganda; 2.) Lessons learned while promoting solar lamps in Mali; 3.) The Promotion of biomass briquettes in Uganda; and, 4.) The case for a project broker: what we have learned about the necessary inputs and levels of effort.

ACCION has recently requested a no-cost extension of 12 months. This request is currently being processed with AED contracts.

Collaborative Learning Networks to Advance Microenterprise Development Knowledge and Practice – SEEP Network (October 2006 – September 2009)

The *Collaborative Learning Networks to Advance Microenterprise Development Knowledge and Practice* consists of two components:

- The Practitioner Learning Program (PLP)
- The Implementation Grant Program (IGP) Networks

The Practitioner Learning Program (PLP)

During this quarter, both the Youth and Workforce Development PLP and the BASICS PLP worked intensively on their learning products. At quarter's end, these were completed; the Youth PLP learning products were completed and the BASICS PLP products were completing graphic design for publication at the 2009 SEEP Annual Conference the following quarter. In the next quarter, this will be complete and both the Youth and BASICS PLPs will be closed. SEEP collected final reports on the Youth PLP sub-grants; selected findings are shared in the Learning section of this report. The BASICS PLP sub-grants ended this quarter; the final reports are due next quarter.

The Rural and Agricultural Finance and Food Security (RAFFS) PLP had an active quarter. In July, the concept paper was approved and the Request for Applications released; in August, applications were collected and participants selected; in September preparations were carried out for the opening workshop (scheduled for October 5 to 8, 2009 in Nairobi, Kenya). This PLP includes five partners from Sierra Leone, Kenya, Tanzania, and India (see next section for further details).

The new grantees selected under the RAFFS PLP are:

- Aga Khan Rural Support Programme –India: AKRSP is participating in the PLP through its Household Impact through Financial Inclusion – (Hi-Fi) Program. This project works with small-holder farmers and landless and impoverished households on agriculture and animal husbandry.

This project encompasses three different mechanisms for rural and agricultural financing: (1) financing to promote income diversification through dairy; (2) financing agricultural inputs; and (3) creating an alternate market structure. This project aims to test how the dairy loan products smooth and increase income, thereby improving food access, utilization and stability.

- Catholic Relief Services (CRS)-Sierra Leone: CRS' project in Sierra Leone melds its Savings and Internal Lending (SILC) methodology with several Farmer Field Schools (FFS) in operational areas. These schools target poor smallholder producers with the purpose of building their capacity to increase agricultural productivity. The FFS approach spans an entire year and helps community members learn by doing. Farming groups are provided with post-harvest equipment and livestock as a capital grant. The approach will test to see if it improves food access and availability (through production).
- Floresta-Tanzania: Floresta organizes village community banks (similar to VSLA) in the Kilimanjaro region of Tanzania and uses them as a conduit to provide training and information on deforestation, soil conservation, food crop production, and energy efficiency. The hypothesis is that these inputs improve food access and availability (production) for clients in this region.
- Food for the Hungry - Kenya: FH's Pastoral Livelihoods Program has identified a major gap in the value chain between pastoralist livestock production in northern Kenya with the high demand in the affluent central region of Kenya. The livestock trade is not consistent or regular, often due to poor capacity among traders. FH Kenya has approached Equity Bank (a commercial bank in Kenya) and is providing a guarantee fund for the bank to provide a new product, which administers capital to livestock traders in order to increase the volume and consistency of livestock marketing. They will conduct research to see if this improves economic access to food among pastoralists.
- Kazhi Kadaimadai Farmers Federation-India: KKFF provides financial services to its member farmers in Tamil Nadu state, bundled with a wide variety of complementary services to improve crop production (such as custom weather reports, access to better seeds for purchase, etc.). In this PLP they will explore whether this integrated service model increases income and food access for farmers, along with increased availability and stability of food in the market (through increased food crop production).

Five learning products were published this quarter; four more will be published next quarter. The five learning products released were: 1) Guidelines and Experiences for Including Youth in Market Assessments for Strong Youth Workforce Development Programs; 2) Monitoring and Evaluation for Youth Workforce Development Projects; 3) Scaling Up Market-Driven Youth Workforce Development Programs; 4) Market-Driven Youth Programs and the Bottom Line; and 5) Staying Connected: Partnerships That Keep Youth Workforce Development Programs Market Driven.

The final reports from the Youth PLP sub-grantees were collected this quarter. Several important lessons were revealed in the narrative reports: specifically, the importance and difficulty of the learning product development process; and the number of unintended positive outcomes – largely in creating opportunities for PLP partners to work together outside of the scope of the PLP. In general, PLP participants felt that the PLP was of benefit, despite a high level of effort required at times.

Enterprise Development IGP Learning Network

This past quarter saw high activity on producing learning products as the IGP nears its close. The learning products (all currently in final or late-draft stage or completed and awaiting publication) are as follows:

- Learning from Pilots: The Case of ShoreBank International/AMPER in Pakistan (already published).
- Cost-effective Household Surveys: Key Lessons for Implementing a Household Livelihood

Survey on a Budget (ShoreBank) (already published).

- Implementing a Household Livelihood Survey in a Post-Disaster Environment (ShoreBank) (already published).
- Linking Youth with Knowledge and Opportunities in Microfinance (LYKOM) Project, Morocco: A Youth Livelihoods Case Study (already published).
- Case Study: Bank-MFI partnerships (FINCA Mexico) (submitted to USAID for approval).
- Field workbook on value chain finance (WOCCU) (final draft).
- Overcoming Back-end Barriers: Bank Switching Solutions (Opportunity International) (submitted to USAID for approval)
- Expanding Outreach in Malawi: OIBM's Mobile Banking Program (OI) (submitted to USAID for approval)
- Developing a Cost-Benefit Analysis Tool: Experiences and Lessons from Malawi and Mozambique (OI) (submitted to USAID for approval)
- Blazing a Trail, Addressing Obstacles: Lessons from Save the Children and Fondation Zakoura's Youth Microfinance and Training Program (awaiting approval from organizations)

This quarter also saw the beginning of two additional learning products: a web-based case study from FINCA on training clients to use new technologies; and a case study from ShoreBank and NRSP on MFI transformation. All of the learning products will be completed and published in the next quarter, as well as the beginning of dissemination events (breakfast events, MicroLINKS Speaker's Corners) for the learning products.

Participant organizations in the Enterprise Development IGP Learning Network include: ACDI/VOCA and local partner GME India; Conservation International-Madagascar; and SDCAsia-Philippines. Participant organizations in the Financial Services IGP Learning Network: FINCA Mexico; Opportunity International Malawi; ShoreBank International-Pakistan; Save the Children-Morocco and local partner Zakoura; and WOCCU-Peru.

As with the past quarter, nearly all of this quarter has been focused on the completion of learning products – now up to 15 products, counting those already published. The lessons shared in the past quarter's report still apply.

At the midpoint of this IGP, it was not clear that the process would be able to produce quality learning products, so the completion of these deliverables will be a considerable success. However, the length of time that this process takes is considerable: even once learning products have been written and edited; it can be difficult to receive final edits and organizational approval to publish, due to other commitments and heavy workloads of IGP participants. Several learning products also experienced delays due to 'too many cooks' – with three or four representatives from one organization involved in the development of a learning product, the editing and revision

Graduating the Poorest into Microfinance: Linking Safety Nets with Financial Services – Innovations for Poverty Action (IPA) (August 2009 – August 2010)

This was the first quarter for the project. The pilot launch trip was originally planned for the beginning of August, 2009, but due to delays in finalizing the LWA award the launch had to be postponed until September-October. Therefore the project is running about six weeks behind schedule. The Implementation Plan and draft Baseline Questionnaire, due August 31 and September 30 respectively, will be delayed accordingly.

Since the awarding of the LWA IPA hired a project coordinator, Sana Khan, to manage the pilot evaluation from Ethiopia. In September 2009 Sana and IPA project director Nathanael Goldberg traveled to Mekelle, Ethiopia to launch the pilot evaluation. The IPA team had the following set of goals for the mission:

- Staff Logistics: Install Sana as resident of Mekelle, Ethiopia, with appropriate legal status.
- Survey Firm: Identify a high-quality survey firm to carry out the baseline survey.
- Intervention Design: Work with the implementing partner, REST, to finalize the implementation plan, including: Village selection; Participant targeting criteria
Definition of program benefits and rules; Staffing; and Program launch.
- Research Design: Develop quantitative research design.

The IPA team made substantial progress in each of these activities:

- Sana is now based in Mekelle, working closely with REST on the pilot launch.
- We identified four potential survey teams including two based in Mekelle.
- The pilot design is underway and near completion.
 - 10 sub-districts (tabias) have been selected.
 - Targeting criteria have been developed.
 - The program continues to be defined; with savings requirements to be determined based on expected enterprise returns.
 - REST is committed to hiring 10 field staff as soon as implementation funds are in place.
- A randomized controlled trial had already been selected for the evaluation. In consultation with IPA REST has decided to use public lotteries to select program beneficiaries.

The Relief Society of Tigray (REST) is the implementing partner for the pilot. REST will deliver the services to the program beneficiaries.

Given that the pilot is in the launch phase relatively little learning has taken place as yet. The region is experiencing a drought, with insufficient rains falling in the annual growing season ending in September. It will be interesting to see how the program can help households to cope with such shocks, though the evaluation results are not expected for a couple years to come. An important operational challenge for the pilot is a Tigray district government prohibition on handouts to the poor (so as not to create dependency). REST's solution to this requirement is to require participating households to make savings deposits as if they are paying off the productive asset as a loan. The households will keep both the asset and their savings at the end of the program, so it is obviously a good deal for them; nonetheless we expect some number of households to be wary of making such a financial commitment. This has important implications for the research and the program implementation, as too many households declining the program will mean too small a treatment group. We tried to estimate what the take-up rate would be by conducting a focus group among target households. All indicated they would be interested in participating. This is a very positive indication but we can't be sure until we truly offer the product.

ASSOCIATE AWARDS UNDER IMPLEMENTATION

Agriculture, Rural Investment and Enterprise Strengthening Program (ARIES) USAID/Afghanistan (September 2006 – December 2009)

AED and its implementing partners - ACDI/VOCA, the World Council of Credit Unions (WOCCU), the Foundation for International Community Assistance (FINCA), Microfinance Investment Support Facility for Afghanistan (MISFA) and ShoreBank International (SBI) - continue to expand access to financial services in the Alternative Development Program (ADP) regions of Afghanistan and to create a strong

private sector foundation for a sustainable financial system capable of providing a range of financial services to rural areas.

Since the program began, ARIES has created over 200,000 jobs in the ADP regions through September 2009. Over the same period, cumulative loan disbursement has reached over US\$122 million expanding access to financial services for micro, small, medium, and large enterprises in 24 of Afghanistan's 34 provinces. Thirty financial service outlets were created and 85 others received financial support in the form of loan capital and/or operating cost. Three of the ARIES created financial institutions have already achieved operational self-sufficiency.

During the reporting period, ACDI/VOCA's Afghan Rural Finance Company (ARFC) disbursed and/or committed nearly US\$3.9 million to 29 borrowers in the northern and southeastern provinces. WOCCU-Afghanistan continued to support its 28 Islamic Investment and Finance Cooperatives (IIFCs) and points of service. The IIFCs disbursed over 4,000 loans in the total amount of US\$2.8 million. The number of members of IIFCs increased to 41,300 generating a total amount of US\$1.8 million in share savings and deposits. FINCA-Afghanistan disbursed US\$470,000 in loans to 1,650 borrowers. MISFA, with SBI's assistance, disbursed US\$1.2 million to 45 small and medium enterprises (SMEs). In addition, US\$9 million, disbursed to over 35,000 clients in the previous quarters, was being recycled through MISFA's partner MFIs. ARIES partners deserve enormous credit; they have accomplished a series of remarkable successes especially in light of the harsh economic realities of the market and the deteriorating security situation in Afghanistan.

AED continued to provide leadership and program management services to the ARIES program. Activities during the quarter included monitoring and evaluation of partner activities, generating success stories of the program, coordinating program activities with various financial sector development stakeholders, regular narrative and statistics reporting, and providing an overall financial management services. AED organized a two-day SME Development Workshop in Kabul to identify major issues and barriers to SME growth and to chart a path forward with specific solutions. Another workshop to discuss expansion of M-Commerce (branchless banking) in Afghanistan was also organized by AED during the quarter.

Through the end of 2009, the ARIES program will continue its existing operations. In particular, MISFA, with the assistance of SBI, will work with four bank partners to manage a US\$15 million SME lending portfolio; A new bank partner, offering *Sharia*-compliant SME loans will join the program next quarter; Activities to upscale MFIs to provide SME financing will continue; ACDI/VOCA plans to increase its loan portfolio to over US\$17 million targeting rural SMEs that will result in significant job creation; WOCCU-Afghanistan will create an additional IIFC to increase outreach together with the existing IIFCs to achieve an outstanding portfolio of nearly US\$9 million. WOCCU-Afghanistan will also work to establish a national apex organization that will provide long-term support to the network of IIFCs. The ARIES-funded US\$9 million microfinance portfolio of MISFA that was disbursed to over 35,000 borrowers in the ADP regions will be recycled throughout the life of the Program. Under AED's leadership, a branchless banking initiative will be launched in November 2009. To help build human and institutional capacity of MFIs, AED will hold a series of five Microfinance Best Practice trainings in cooperation with MISFA on the following topics: Designing and Implementing Staff Incentive Systems, Market Research/Innovations in Micro Agri Lending, Product Development Process, Internal Controls and Fraud Prevention, Cash-Flow Analysis for MFI Loan Officers. AED will also complete research studies on Agriculture Finance, SME Development, Pros and Cons of Separating Financial Services Development from Enterprise Development, and Designing a Financial System from the Ground Up. Additionally, as part of the ARIES knowledge management activities, AED will publish a series of project briefs discussing the business model and strategic development associated with its partners' activities in Afghanistan.

Expanded and Sustained Access to Financial Services (ESAF) (September 2008 – September 2011)

ESAF was awarded on September 30, 2008 and will support USAID's goal of developing a modern, high wage, high value added private sector in the West Bank and Gaza by improving access of Palestinian households and micro, small and medium enterprises to financial services, especially credit. This initiative is a follow-on to SMART and will benefit from the work and studies undertaken under SMART. Within this project, AED is also managing the Palestinian Investment Partners (PIP), which is engaged in helping expand existing business activities in current or new product lines, transfer technology, improve equipment and infrastructure, expand domestic and international markets, and create a sustainable private sector which generates employment through capital assistance.

In-country implementation for this award was launched in early October 2008 and is being led by AED in partnership with ShoreBank International (SBI), the William Davidson Institute (WDI), and CHF International. ESAF team in Ramallah comprises three units – one, a core admin and finance team, two, an Access to Finance technical unit, led by the COP, and three, a Palestinian Investment Partners (PIP) technical unit, led by the DCOP Russell Diehl.

On September 29th, USAID expanded the scope of the project by awarding an additional \$13m for expanded assistance in the Gaza sector. In Gaza many microenterprises have struggled to continue due to the difficult economic conditions or Israeli military incursions. With more family members out of work and less business overall, microentrepreneurs have gone into arrears on loan payments and been forced to decapitalize their businesses to make ends meet. To kick start enterprises' economic activity, AED will consider in-kind or cash grant programs that will help businesses get started, restore their good credit standing and build assets (in stock or savings) that will help them generate income and mitigate future risk. Through its new partners, Save the Children Federation and CARE, ESAF will also consider supporting niche activities that may meet gaps in value chains (e.g. local composting) or respond to local markets (e.g. micro desalination) through grant funding linked to lending.

During the reporting period, ESAF carried out following activities as per its implementation and Management plan:

- The Development Innovations Group concluded its consultancy for *Financial Literacy and Consumer Protection in the West Bank*. A workshop was held on August 4th to discuss the findings and the final report was disseminated to stakeholders.
- ESAF signed a grant agreement with the Palestinian Insurance Federation to fund the organization of the first Insurance Conference and a series of workshops related to that conference.
- ESAF signed an in-kind grant agreement with the Palestinian Network for Small and Micro Finance (Sharakeh) to support participation of one of its representatives in the SEEP conference.
- ESAF signed a contract with an IT company to develop a unified loan management and financial system for one Micro Finance Provider.
- ESAF hired a polling company to conduct a survey regarding the public awareness towards the insurance sector. This was done in cooperation with the Palestinian Capital Market Authority.
- AED prepared work plans, together with its partners (Shorebank, Save the Children and CARE International) to implement activities in Gaza for the year 2010.
- ESAF signed a grant agreement with CHF International for the transformation of its micro finance lending unit to a strong and independent organization.
- WDI consultants continued working with the Palestinian Institute for Financial and Banking Services (PIFBS), and Capital Market Authority (CMA) on introducing new training curricula and capacity building of Insurance and leasing directorates at the CMA.

- ESAF and IFC agreed on the engagement with the Ministry of National Economy, whereby IFC will work on the secured transaction law, and ESAF will be responsible for the technical specifications, and eventually the purchase of movable assets registry.
- Shorebank consultants continued their TA activities to partner banks and MFIs on issues related to governance, internal audit, risk management, product development and market research, and market strategies.
- Palestinian Investment Partners (PIP) identified 8 additional grantees, and obtained the approval of the investment committee to go ahead and sign Grant Agreements with them.
- During the reporting period, ESAF/PIP signed Grant Agreement with 131 farmers in Jenin area to provide them with green houses, and signed 3 additional grant agreements with medium sized enterprises to update their fixed assets. Additionally PIP identified nine new additional grantees.

Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening Program (STRIVE) (September 2007 - September 2012)

STRIVE aims to demonstrate effective means of strengthening the well-being of highly vulnerable children, their households, and their communities. AED is managing 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. From 2007 to 2012, STRIVE will implement multiple projects in Africa and Asia with the goal of sustainably reducing economic vulnerability among the target population. In addition to AED, FIELD-Support partner organizations CARE, Save the Children US, ACDI/VOCA, MEDA, Action for Enterprise, and the University of Maryland's IRIS Center are engaged in the design and implementation of STRIVE activities.

STRIVE's rigorous project design process under the guidance of the Technical Advisory Committee (TAC), has resulted in four field projects being approved for implementation. Current field projects are: STRIVE Mozambique (managed by SAVE), which is exploring the links between increasing household income and social capital through VSLs and rotating labor schemes and the effects on children's nutritional outcomes; STRIVE Philippines, a value chain development project managed by AFE that seeks to measure the effects of increased household income on children's health and education outcomes in poor coastal communities in the Philippines; the Agriculture for Children's Empowerment (ACE) agricultural value chain project in Liberia, managed by ACDI/VOCA, which aims to improve upgrading behaviors on smallholder farms and increase the value proposition of education and learning in communities; and the AED/MEDA Afghanistan Secure Futures (ASF) construction value chain project, which focuses on strengthening workshops that employ youth apprentices to increase their business opportunities and improving youth workforce development opportunities. A fifth project in Sierra Leone, proposed by CARE, moved to the proposal stage in this quarter. STRIVE continues to manage and grow the Children, Youth and Economic Strengthening (CYES) Network Learning Platform at www.cyesnetwork.org and to regularly distribute newsletters to the CYES Network.

Generating Economic Development through Microfinance in Southern Sudan (GEMSS) (December 2008 – September 2011)

The purpose of GEMSS is to build the foundation of an inclusive financial sector in Southern Sudan that provides poor entrepreneurs and households with permanent access to a range of financial services delivered by a number of MFIs. In-country implementation for this award was launched in early December 2008 and is being led by FIELD-Support partner organization ACDI/VOCA.

During the reporting period, the consultant, Mr. Kamau Kabbucho, who travelled to Sudan in June to conduct an in-depth assessment of the two MFIs (SUMI and Finance Sudan), worked on developing a series of recommendations for project support. According to the consultant's recommendations, GEMSS should hold off investing in Finance Sudan given their poor portfolio quality, instead putting in place special pre-award conditions, through which Finance Sudan would address key pre-agreed performance issues. Following meetings at Finance Sudan discussing the findings, GEMSS received a revised application from the MFI for six months of operational and technical support. Performance resulting from this support will determine continued GEMSS support beyond the initial six months.

SUMI Assessment findings led to a conclusion that SUMI needs to make some adjustments at both the management and leadership levels, and as its main donor, GEMSS has been trying to influence change in management which would be critical to the survival of this MFI. The SUMI Board, however, seems resistant to any changes. The Board asked for additional time to study the full report when available, and will develop its own recommendations. Direct sub grant funding for SUMI and Finance Sudan has not therefore gone forward as originally scheduled.

During the reporting period, GEMSS has also been reviewing AMURT MFI's financial statements to see if it qualifies for GEMSS assistance and received application for funding from BRAC. BRAC is interested in operational support only during the current year.

In August, GEMSS conducted grant training for 12 potential sub grantees from SUMI, Finance Sudan, AMURT, and BRAC MFIs. The training was conducted by ACDI/VOCA HQ Awards and Compliance Vice President Deborah Hanley.

In August two AED consultants, Mary Virtue and Carol Coren visited Juba and worked with GEMSS to develop the Strategic Plan for Southern Sudan Microfinance Forum. The consultants held meetings with various stakeholders, which culminated in a discussion with the Forum at the end of the week.

In September, AED/GEMSS Project Director Ms. Carrie Keju visited the project in Juba to familiarize herself with the field operations, project personnel and hold meetings with the ACDI/VOCA as well as USAID Mission to discuss project implementation.

Lebanon Business Linkages Initiative (LBLI) (August 2008 – August 2010)

LBLI is a key component of the USAID Economic Development Strategy for the Government of Lebanon (GOL). This two year, five million dollar program, is addressing economic growth and poverty reduction by working directly with the private sector to expand market access, support sector strategies, and strengthen the supporting private sector framework in three Lebanese industries: agribusiness (primarily high value foods), ICT, and tourism.

Most notably during this quarter, the LBLI field team, consisting of two local implementing partners, was solidified through cooperative agreements between AED, IJMA3, and the BADER Foundation. In addition to our long-standing partnership with key implementer, ACDI/VOCA, and core partner AFE, the LBLI program now stands to make successful, impactful progress in our targeted sectors.

A highlight of LBLI's progress in each sector, during this quarter, is as follows:

Agribusiness: LBLI's activities in Quarter 4 led to a positive economic impact of \$3.1 million and supported the creation of 244 new jobs. Highlights of this work included the facilitation of six new formal linkages between Market Driver Firms (MDFs) and local suppliers, three of which were related to sourcing fresh produce from local farmers that replaced imported inputs; the finalization of an

Agribusiness Competitiveness Strategy with the Syndicate of Lebanese Food Industrialists (SLFI); and the provision of training, technical assistance, and coaching to 37 MDF staff members with respect to targeting their products to new market segments, designing new marketing and sales strategies, and creating more efficient line operations.

Other achievements for LBLI are new finalized MOUs with Willani SARL (an olive oil processor) and Cortas Canning & Refrigerating (a processed fruits and vegetable processor). Both of these firms are considered critical to expanding local buyer-supplier relationships and fill gaps identified within the LBLI Competitiveness Strategy.

Tourism: On September 24th, the LBLI Tourism Committee finalized a tourism strategy that will form the basis for tourism development over the coming years. An action plan for future activities was agreed upon and sub-committee groups were organized and began meeting to address each strategic objective. Under this strategy the first “Beyond Beirut” tourism package was developed establishing four linkages between tourism providers and tour operators, as well as hotels and restaurants.

LBLI also signed four MOUs with tourism MDFs that are also members of the Tourism Committee: Rida Travel, Saad Tours, Responsible Mobilities, and World Wide Travel. In the coming quarter, LBLI will work with these tour operators to improve their inbound tourism (travelers coming to Lebanon) and develop new business with the use of the “Beyond Beirut” tourism packages. By strengthening existing inbound tourism offerings and creating new packages that will focus on non-traditional tourism sites, LBLI will increase sales volume in target supply chains and create 35 new jobs in the tourism sector.

Highlights of LBLI activity in tourism during the third quarter are as follows:

- The www.BeyondBeirut.com website “went live” on September 15, 2009 and is now serving as a platform for tour operators to promote their tourism offerings, on-line packages, and to establish business linkages with international tour operators. The website offers LBLI an opportunity to track interest levels in different types of packages as well as requests and purchases.
- Established a linkage between Gardenia Grain D’or and Aoun that resulted in a strategy to introduce Gardenia products into the Aoun supermarket chain, the largest retail supermarket chain in Lebanon with 12 regional branches. This will lead to an estimated 10% growth in local demand for Gardenia which will translate into increased economic activity within the value chain. The 10% increase is equivalent to a direct impact of \$170,000 annualized sales and the creation of 13 new positions. The impact to the entire value chain (including direct impact to Gardenia and its supply chain) is \$385,798 and the creation of 28 jobs.
- Coordinated 3 buyer contracts for sourcing fresh produce from local farmers for inputs previously imported, including: a) Ahmad Dirani Company and Aarsal Cherries & Fruits Cooperative for fresh cherries; b) Fresh World International (FWI) and a local supplier of onions; and c) Conserves Modern Chtoura (CMC) and local supplier of tomatoes. These linkages will result in an estimated 6% increase in sales for the associated local suppliers. The direct economic value of these links is \$153,333 with an associated direct creation of 11 new jobs.
- Assisted in the finalization of the Lebanese Agribusiness Competitiveness Sector Strategy that was developed with, and adopted by SLFI members. The strategy is a road map for improving competitiveness through firms’ entry into the high value, specialty foods market in the U.S. The Strategy includes an action plan that denotes responsible parties for all activities. Dates will be assigned once a replacement consultant can be found for John Roberts who withdrew due to health reasons. The project is currently finalizing a contract Mr. Derryck Cox as a suitable replacement.
- Provided technical assistance to two MDFs that directly led to increased sales, specifically: *Gardenia Grain D’or* reported annual sales increases of 6% and *Sonaco* reported annual sales growth of 5.6%.

- Completed value chain analyses for 10 firms. These value chain assessments revealed processors' lack of knowledge about local market demand as a significant constraint to growth. Consequently, the LBLI Advisor completed a retail audit analysis for canned food in Lebanon and shared the findings and recommendations with key firms including CMC, Sonaco and Gardenia Grain D'or. Based on this audit, LBLI assisted the MDFs develop more targeted strategies to reach new market segments resulting in a reported 6% increase in sales for Gardenia which translates to an annualized value of \$420,000. Similarly, Sonaco reported an increase of 5.6% which translates to an annualized value of \$448,000.
- Conducted capacity building workshops and technical assistance support to approximately 37 beneficiary professional staff on sales and marketing best practices, in-store merchandising techniques, lean manufacturing and Six Sigma training. Firms receiving assistance included Sonaco, Cortas, CMC, FWI, and Al Baba Sweets. These interventions were directly linked to addressing critical constraints identified by LBLI during firm-level assessments, noted above.
- Initiated linkages development and marketing support activities with four tourism sector MDFs through MOU's with Rida Travel, Saad Tours, Responsible Mobilities and Lebanese Adventure. The joint commitments made by these firms will result in a 10% estimated increase in sales volume in target supply chains and create 35 new jobs in the tourism sector.
- Supported the Tourism Sector Growth Committee in finalizing and adopting the tourism strategy during a meeting held on September 24. Subsequently, LBLI assisted in the same Committee approving an action plan to establish three sub committees to develop tourism packages for the Beyond Beirut Campaign. The first package resulted in four newly created linkages and will be marketed extensively in the next quarter.
- Facilitated three new business relationships in the tourism sector that resulted in tourism providers contracting with tour operators to provide services on an ongoing basis; these relationships were developed based on a Tourism Business to Business meeting held in Ehden Country Club that LBLI organized on July 1st. LBLI gathered tourism providers and tour operators marketing Lebanon in international markets in a workshop in Ehden to develop a "North Lebanon as a Destination" initiative to connect North Based tourism businesses with strategy developers like academicians, private consultants, and government representatives. North based providers of new tourism products were introduced and links were established with tour operators representing Lebanon in international tourism trade shows. The formation of the North Tourism Committee was a direct result of LBLI's facilitation and has resulted in sustainable business relationships among key tour operators.

Ecuador Local Business Development (LBD) Program (November 2007 – September 2009)

This report covers activities undertaken and results achieved during the fourth quarter of the Fiscal Year (FY) 2009 (July 1–September 30, 2009). The indicators for PRODEL goals and objectives are being reported on a cumulative annual basis. PRODEL's main achievements during this quarter include the following:

- The annual income 2,658 jobs were created as a result of improved farm management techniques for existing plantations in addition to the creation of new farms during the quarter, providing a cumulative PRODEL program figure of 8,290 jobs, 207% of the program target.
- A total of 2,658 jobs were created as a result of improved farm management techniques for existing plantations in addition to the creation of new farms during the quarter, providing a cumulative PRODEL program figure of 8,290 jobs, 207% of the program target.
- 4,541 hectares were improved through pruning techniques, shade management, fertilization, and pasture aeration, and 730 new hectares of crops were established during this past quarter for a total of 13,109 new and improved hectares for the first phase of PRODEL.

- 826 participating PRODEL producers were trained through Farmer Field Schools for a total of 3,888 to date. Producers participating in the farmer field schools demonstrate a 75% adoption rate of production improvement techniques which is a vast improvement over more traditional training methods where adoption rates are approximately 25%.
- As of September 30, 2009, Enterprise Partnership Fund (EPF) disbursements for 20 PRODEL anchor firms and their producers totaled \$2,287,559. This is equivalent to the entire amount assigned to the EPF. This figure reflects a cut in the original amount due to overall budget cuts to the program in the 3rd quarter of FY 2009.
- PRODEL has facilitated the provision of credit to 1,677 PRODEL participating producers by 70 financial institutions during the period from March 1, 2008 to September 30, 2009. The National Development Bank (BNF) led the list with more than 57% of the loans being approved by this bank superintendent regulated agriculture sector financial institution.
- Specialty Coffee Consultant, Tracy Allen traveled to Ecuador to help PRODEL coffee sector anchor firms and the Ecuadorian specialty coffee sector with quality and production, as well as marketing strategy advice and guidance. Mr. Allen has broad skills and knowledge in the coffee industry and is a World Barista Championship Judge, a Specialty Coffee Association of America Super Taster, Certified Coffee Cupper and a Licensed Q Grader from the Coffee Quality Institute (CQI).
- The PRODEL team partnered with The Rainforest Alliance to jointly sponsor a seminar entitled “Innovative Ideas in Sustainable and Competitive Tourism” held at the Marriott Hotel in Quito. A total of 76 representatives from the tourism industry and participating PRODEL anchor firms attended the event designed to motivate tourism sector representatives to incorporate the offer and sale of PRODEL anchor firm winning products through their businesses and establishments. The event featured stands from PRODEL anchor firms and presentations by Marriott Hotel chefs, which focused on the use of anchor firm products in restaurant and hotel food preparation. Additionally, Allen delivered a lecture on “Market Trends and the Challenges Faced in the Current Global Marketplace”.
- The PRODEL technical team, in conjunction with Allen, also sponsored a workshop at the Quito Marriot. The 25 participants who attended the event included representatives from PRODEL coffee sector anchor firms, Anecafé, the Ecuadorian National Coffee Council (COFENAC), CORPEI and the Technical University of Loja. The attendees performed a SWOT analysis of the Ecuadorian coffee industry focusing on the areas of commerce, finance, quality and production.
- The CARE PRODEL Management Model for Improving the Business Climate, developed in coordination with municipal office personnel, was formally submitted and follow up was provided to promote its implementation with mayors and municipal officials in the 12 participating municipalities for the program.
- A total of eight inaugurations in coordination with eight anchor firms and their network of producers were held in all PRODEL regions of intervention to celebrate the successful completion of the first phase of the program.

5.1 Knowledge Management

In the third quarter of 2009, FIELD consolidated KM gains achieved in calendar year 2008, continued to pursue a number of ongoing initiatives and engaged USAID in discussions for priorities in 2009.

As of September 30, 2009, key FIELD KM indicators include the production and dissemination of:

- 9 FIELD Briefs
- 6 FIELD Reports
- 12 FIELD Casts
- 9 Notes from the Field

- 10 presentations

In August 2009, the final version was produced of a practitioner’s manual entitled “Manual for Facilitating the Development of Outgrowing Operations.” This manual was developed based on the field experience of specialists brought together by AFE (through FIELD-Support), as well as learning from four case studies that were conducted of successful outgrowing operations in Africa and Asia. The manual provides specific tools and advice that can help development organizations serve as effective “facilitators” of outgrowing operations and implement programs that result in sustainable and mutually beneficial commercial relationships between companies and farmers.

During the month of September AFE conducted a series of dissemination events designed to share the contents of the manual with development practitioners. Half-day events were held in Bangladesh (Sept 1st) Tanzania (Sept 15th), Kenya (Sept 17th) and Washington DC (Sept 24th). During these events AFE representatives presented the contents of the manual, including key lessons learned from the perspective of companies, farmers, and development organizations. The overseas events also included presentations by the managers of the outgrowing companies that were highlighted in the manual’s case studies.

More than one hundred people participated in the dissemination events, including representatives from USAID missions and other donors, government, development programs, and local/international consulting firms and NGOs. The response to the manual was very positive with many participants stating that it “filled an important gap” in knowledge and tools needed to understand and promote mutually beneficial and successful outgrowing organizations between companies and farmers. The presentations from the companies also helped participants see the advantages of collaborating with private sector market actors as means of generating sustainable impact with producers.

6. FIELD-Support Team Staffing

The AED management team added increased by one staff member during this quarter, thereby bolstering the number of staff members to 14. It is expected during the next quarter that an additional 3 staff members will be added to the management team to help support upcoming projects. The current staffing pattern can be found in the table below:

Position	Function	Incumbent
CORE STAFF		
Director	Provides overall direction and leadership for the LWA and partner relations. Drives mission outreach and new award development. Coordinates all LWA functions with USAID.	Paul Bundick
Finance Manager	Provides monthly financial reports to USAID and provides financial management for pilots and associate awards in the field.	Robert Steiner
ASSOCIATE AWARD STAFF		
Project Director	Provides technical and management support to field-based associate awards (currently ARIES and ASF) as well as intellectual input into the learning agenda.	Donald Henry
Project Director	Oversee all levels of the STRIVE program, including program management, operations and technical components.	Margie Brand
Project Director	Provides programmatic and technical support to the field-based LBLLI, GEMSS, and ESAF associate awards, as well as intellectual input into the learning agenda and AED grants manual.	Carrie Keju
Operations Manager	Contributes to the overall administration and management of the LWA, including operations, procurement and contracts management.	Claudia Gray

	Supports Associate Awards as assigned (currently ARIES and ASF).	
Program Officer	Supports the learning component of the STRIVE program, as well as other learning activities for the FIELD-Support LWA.	Jennine Carmichael
Program Officer	Contributes to the overall administration and management of the LWA, including proposal preparation; backstopping and monitoring of FIELD-Support Associate Awards ESAF and GEMSS.	Rada Lankina
Senior Program Associate	Contributes to the overall administration and management of the LBLI Associate Award and KM function, including organizing learning events and publications, as well as backstopping and monitoring the FIELD-Support LWA pilot activities, contracts, and reporting.	Angelina Gordon
Senior Program Associate	Contributes to the overall administration and management of the HIFIVE Associate Award, as well as backstopping and monitoring the FIELD-Support LWA pilot activities, contracts, and reporting.	Will McPhail
Senior Finance Associate	Supports the financial and operational activities of Associate Awards LBLI and LBD. Assists the Senior Financial Manager in ensuring that the financial transactions of the cooperative agreements are correctly administered.	Ilenia Alvarez
Program Associate	Provides administrative and operational support for the ARIES Associate Award.	Caitlin Reinhard
Senior Program Assistant	Works across five FIELD-Support LWA projects to provide additional administrative and operational support.	Maria-Cristina Ventresca

Annex 1: Deliverables and Learning Activities

<i>Type</i>	<i>Activity/Deliverable</i>	<i>Comment</i>
Management	USAID Reporting	Delivered
	Financial Reporting	Delivered
	Partner Coordination	<p>Regular phone contact or meetings to discuss implementation of STRIVE, Ecuador LBD, GEMSS, ESAF, LBLI, ADM, ARIES and pilot projects.</p> <p>FIELD program updates disseminated information to all FIELD partners on a monthly basis, if not more frequently.</p> <p>Partners provided with opportunity to create and organize sessions for FIELD Day 2009, with the subject of Food Security.</p>
Technical	FIELD Casts	<p>Energy Links Podcast Series</p> <ul style="list-style-type: none"> ◦ No. 10: Jay Thompson Interview – United States ◦ No. 11: Patricio Boyd, Director for Rural Operations at Emprenda - Argentina ◦ No. 12: Nick Snowden is Tough Stuff - Madagascar
	Events	◦ Began strategy and design for FIELD Day 2009 – Keynote Speaker Dr. Stuart Hart.
Knowledge Sharing	CYES Network	◦ 2,133 unique visitors from 121 countries visited the site a total of 2,237 times, resulting in a total of 6,674 page views from July 1 - Sept. 30.
	Webprofile (microlinks.org/field)	<ul style="list-style-type: none"> ◦ Established April / May of 2007 ◦ New FIELD content (project descriptions, KM products, and capabilities) added monthly, if not more frequently.

Annex 2: Summary of Activities

The following table outlines all FIELD Leader-managed activities. New activities launched in 2009 are noted by * next to the name of the activity. Activities that are completed are noted by ** next to the name of the activity.

FIELD-Support Pilot Activities			
Activity/ Learning theme	Funding	Partners	Description & Significance
<i>Financial Services Products & Tools</i>			
**Health Sector Pilot, Bangladesh	\$67,030	AFE	The Assessment consisted of a study to identify opportunities to support commercial initiatives and assess the application of a market development approach to overcoming challenges of delivering specific health care products to underserved populations in Bangladesh. The assessment was focused on understanding the role and dynamics of the commercial private sector in the value chains of targeted healthcare products in Bangladesh.
**Savings-Led Financial Services Working Group	\$77,517	CARE & SEEP	Community Managed Savings and Loan Fund programs, in which groups of people save small sums on a regular basis and in turn lend larger sums to group members, have proved to be one of the most successful, sustainable and cost-effective methodologies for providing financial services to the poorest households. CARE, in collaboration with the SEEP Network and its members, worked to develop a set of industry standard performance management ratios for community based microfinance programs. These performance measures would allow donors and formal financial institutions to rate and compare community managed microfinance programs.

** Integrating the un-banked through Remittance-Linked Product Development in Guatemala	\$134,676	WOCCU	<p>With an annual influx of more than \$2 billion, remittances are vital to Guatemala's economic growth as well as its largest source of foreign exchange. WOCCU and the Federacion Nacional de Cooperativas de Ahorro y Credito (FENACOAC) are working with five federation members to design and market new remittance based products and encourage those who receive remittances to join a credit union. Together, WOCCU, FENACOAC, and the credit unions are developing easily-managed products that are attractive to remittance recipients and upgrading the Credit Union's management information system to track the rate at which non-members join credit unions and the types of services they use. This project adds to our understanding of how remittances can be used to bring the un-banked portion of the population into the formal financial system. It has particular relevance for other countries in Latin America that received large amounts of remittances from workers in the United States.</p>
** Islamic Microfinance	\$86,850	FINCA with IRIS	<p>The goal of this activity is to facilitate expansion of Islamic financial services in Muslim countries by providing guidance to microfinance practitioners on how to effectively design and implement sharia-compliant microfinance services in their institutions.</p>
Microfinance Energy Links	\$196,012	ACCION with SEEP	<p>ACCION is working with local partners to develop, test, refine, document, and publicize holistic integrated approaches to financing and marketing clean energy products to large numbers of people in developing countries. This work is being carried out with two financial institutions, initially in Uganda, and with a single product, a solar home lighting solution.</p>
Regional Training of USAID Poverty Assessment Tools	\$801,605	IRIS	<p>The lack of widely applicable, low-cost tools for poverty assessment makes it difficult for USAID to determine whether it is meeting mandated targets that half of all USAID microenterprise funds benefit the very poor. In 2003, USAID/EGAT/MD contracted IRIS to develop, test and disseminate poverty assessment tools that meet Congressional requirements for accuracy and practicality. Under this pilot, a number of Training of Trainers workshops (TOTs) are being offered to those implementing USAID funded microenterprise programs. The participants of the TOTs will then be available to train local organizations in their home countries on the use of the poverty assessment tools.</p>

Financing Water: Using Financial Systems to Improve Access to Irrigation and Markets in Rural Peru	\$124,931	CARE with ACDI/VOCA	Water for productive uses – particularly for small-scale agriculture – is an essential element in improving the lives and livelihoods of the rural poor. The project will increase the yields and product variety of small-scale agricultural enterprises’ by financing irrigation systems. The project also links farm families with markets to maximize the value of increased quantity and quality of production. The project will also develop models of appropriate products and services that microfinance institutions can develop to increase access to water in rural areas.
** Social Performance Pilot Assessments	\$44,744	ACCION with SEEP	This project provided additional examples of practical ways to measure social performance for the practitioner community. Pilot’s activities focused on evaluating the success of selected microfinance institutions in fulfilling their social mission and contributing to broadly accepted social goals. Social performance is an important factor in leveraging private investors for microfinance and alerting practitioners to “mission drift”.
**Social Performance Management Working Group	\$89,992	SEEP Network	This activity supported the development of a Social Performance Management (SPM) Map. The map, or state of the practice paper, summarized SPM experience, knowledge, initiatives, and approaches to date from the NGO, private, and microfinance sectors. The map provided stakeholders with comprehensive information to make more informed (and presumably better) decisions, regarding, for example, program management or social investment, and it will help align expectations with what is feasible and/or desirable.
* Energy & Microfinance	\$204,983	FINCA with IRIS	With existing experience linking energy to microfinance in Uganda and a growing affiliate in Afghanistan, FINCA aims to explore opportunities for improved access to appropriate renewable energy technologies under this activity. Given contextual differences, FINCA will approach its work in each country differently. However, the combined effort aims to shed increased light on the opportunities for – and challenges to – improved access to appropriate energy solutions among poor clients.

* Integrating Small Farmers into Productive Value Chains	\$180,029	AFE with TNS	Through this pilot activity, AFE is studying how development programs can facilitate sustainable and mutually beneficial outgrowing operations between smallholder farmers and agribusiness companies. The pilot also assists participating companies (active in contract farming) to consolidate their learning and document their operations, policies and procedures in a user friendly format.
* Sustained Market Access to Subsistence Farmers in Bolivia	\$299,666	SAVE with AFE	Through this pilot, Save the Children (SC) and its partners seek to expand financial services in selected underserved areas of the <i>Altiplano</i> and adjacent Valleys. Pilot activities support improved agricultural technology and market access; provide technical assistance to small producers and businesses to meet international standards demanded by both domestic and export markets; and generate economic sustainability in food-insecure areas.
* Migrant-Backed Loans: Mobilizing Remittances for Enterprise Finance	\$110,903	WDI	The William Davidson Institute at the University of Michigan plans to design and test an innovative financial facility that allows migrants in the United States to act as guarantors for micro and small enterprise loans in Guatemala.
<i>Working effectively in Conflict and Fragile States</i>			
Developing Economic Recovery Guideline	\$149,463	SEEP Network	This activity brings together practitioners from relief and development agencies working in enterprise development and financial services, including nonprofit institutions and private contracting organizations, to develop a set of guidelines for practitioners operating in the “relief to development continuum” in post-conflict, conflict, natural disaster and other crisis settings.
** Microenterprise Development in Fragile states	\$190,563	IRIS with CARE, Save, and World Vision	The IRIS Center, working in partnership with CARE, Save the Children and World Vision, developed <i>model guidelines</i> for sustainable microenterprise development work in fragile states (or what are now called rebuilding states), and tested these guidelines in <i>pilot activities</i> . The project focused on finding practical ways to improve <i>local institutional arrangements</i> (“enabling environments”) as they impact enterprise development, and the related areas of financial services and delivery of public services. Pilots were implemented in Mozambique, Angola, and Ethiopia.
<i>Economic Strengthening for Underserved Populations</i>			

**Developing Guidelines for Economic Strengthening of Orphans and Vulnerable Children	\$114,844	Save with MEDA, Eco Ventures	Building on previous work, this activity assessed and provided analysis on the state of the economic strengthening practice pursued by OVC programs. Working with USG missions and practitioners implementing ES components in Kenya and Uganda, the goal was to provide them with guidance and recommendations to upgrade current approaches and bring them more in line with successful practices in the field.
Total Pilot Value	\$2,873,808		
FIELD-Support Grants for SEEP Learning Networks			
Practitioner Learning Programs (PLP)	\$1,305,165	SEEP	The PLP explores the key challenges facing the microfinance and microenterprise development fields through targeted grants in priority thematic areas that resonate strongly with both practitioner needs and USAID interests. FIELD funds three PLP activities: Building Alliances to Serve HIV/AIDS-Impacted Communities in Sub-Saharan Africa, Youth and Workforce Development, and Rural and Agricultural Finance.
Innovation Grant Program (IGP) Learning	\$500,240	SEEP	The IGP Learning Networks will emphasize collaborative, peer learning to improve implementation of USAID-funded projects in enterprise development and financial services. Under the Project, learning networks are being set up for the recipients of Enterprise Development Implementation Grants and for the recipients of Financial Services Implementation Grants.
Total SEEP Grant Value \$1,805,405			
FIELD-Support Associate Awards			
Agriculture, Rural Investment and Enterprise Strengthening Program in Afghanistan (ARIES)	\$99,999,219	AED, ACDI/VOCA, WOCCU, FINCA, SBI MISFA	The ARIES project in Afghanistan is the largest rural finance program ever funded by USAID. This project aims to establish a full spectrum and commercial viable rural finance system consisting of microfinance, credit unions, agricultural cooperatives and commercial bank financing of small and medium enterprises. This remains an important laboratory on the learning front understand best practices in the roll-out of Islamic financial products and services which make up a large part of this program.
Supporting Transformation by Reducing Insecurity &	\$15,935,785	CARE, SAVE, WV, MEDA,	Through the STRIVE program for the benefit of Orphans and Vulnerable Children (OVC), AED is working to demonstrate an effective means to strengthen the economic circumstances of highly

Vulnerability with Economic Strengthening (STRIVE)		AFE, IRIS, ACDI/VOCA, DTS	vulnerable children and the families and communities that care for them. To achieve this, AED works in close collaboration with the Displaced Children and Orphans Fund (DCOF) and a team of leading child-focused organizations and economic strengthening (ES) organizations to partner on producing a replicable methodology for economic development that demonstrably benefits vulnerable children.
Expanded and Sustained Access to Financial Services (ESAF) - WBG	\$36,299,966	AED, WDI, SBI	The Expanded and Sustained Access to Financial Services program (ESAF) supports USAID in its efforts to build a more inclusive financial sector that increases the sustainable access to financial services for Palestinian households and MSMEs. Through a variety of interventions, ESAF will address identified weaknesses in the financial system at the consumer, institution, and enabling and regulatory environment level input.
Ecuador Local Business Development (LBD)	\$16,093,000	ACDI/VOCA, CARE, AED	This activity supports USAID in its efforts to promote the competitiveness of Ecuadorian enterprises along the southern and northern borders and create licit employment opportunities. The overall objective of the LBD program is to increase income and employment for families along the southern and northern borders by supporting the expansion of private enterprises that will rapidly generate income and employment.
Lebanon Business Linkages Initiative (LBLI)	\$4,494,932	AED, ACDI/VOCA, AFE, BADER	In support of achievement of USAID/Lebanon's goal of fostering growth and reducing poverty in rural Lebanon by building on previous activities in agribusiness, tourism and ICT, the Lebanon Business Linkages Initiative program will be implemented through activities focused on objectives including expansion of market access, improvement of access to financial markets, and elimination of restraints to industry and SME growth.
Generating Economic Development through Microfinance in Southern Sudan (GEMSS)	\$11,999,162	AED, ACDI/VOCA	AED, in partnership with ACDI/VOCA, aims to support USAID in its effort to build the foundation of an inclusive financial sector in South Sudan that provides poor entrepreneurs and households with permanent access to a range of financial services delivered by a number of MFIs. It is the projects goal to give entrepreneurs access to financial services that will enable them to mitigate risk and invest in a variety of livelihood activities that will increase household income and employment, and thus, contribute to economic growth in South Sudan.

