



FIELD-Support LWA

Quarterly Report January 1- March 31, 2011

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

Submitted By:



1825 Connecticut Avenue, NW
Washington, DC 2009

Table of Contents

1	Introduction	3
2	Leader Activities	4
2.1	Pilot Activities	5
A.	ACCIÓN (CFI) & the SEEP Network: SMART Campaign	5
B.	IPA: Graduating the Poorest into Microfinance Evaluation	8
C.	SEEP Network: Market Development Working Group	9
2.2	Strategic Learning Initiatives (SLIs)	10
A.	ACDI/VOCA: Behavior Change Perspectives on Gender in Value Chain Development	10
B.	ACDI/VOCA: Value Chain Finance Analysis and Financial Product Guides	11
C.	AFE: Value Chain Facilitation Handbook with Lead Firms	13
D.	CARE: Staff Capacity Building in Value Chain Development through Coaching	14
E.	IRIS: Achieving Food Security through Water Security: Evidence from Kenya	15
F.	Opportunity International: Agricultural Finance Development in Malawi and Uganda	15
2.3	Other Leader Activities	18
A.	SEEP Network: Collaborative Learning Networks	18
B.	African Diaspora Marketplace (ADM)	20
2.4	Knowledge Management and Learning Dissemination	22
A.	Internal Communications	22
B.	External Communications	23
3	Associate Awards	24
3.1	APTS (Ukraine).....	25
3.2	ECYMP (Eastern Caribbean).....	25
3.3	ESAF (West Bank & Gaza).....	27
3.4	FACET (Africa).....	30
3.5	GEMSS (South Sudan).....	30
3.6	HIFIVE (Haiti).....	31
3.7	LBLI (Lebanon).....	33
3.8	LIFT (Global).....	35
3.9	P3DP (Ukraine).....	38
3.10	PRODEL II (Ecuador).....	39
3.11	STRIVE (Afghanistan, Philippines, Liberia, Mozambique).....	41
4	Staffing	45
5	Next Steps	46
	Annexes	47
	Annex A: List of Current Pilot Activities.....	47
	Annex B: List of Strategic Learning Initiatives (SLIs).....	48
	Annex C: List of Current Associate Awards.....	50
	Annex D1: ACDI/VOCA Value Chain Brainstorming Sheet.....	53
	Annex D2: ACDI/VOCA Value Chain Illustration.....	54

1 Introduction

FIELD-Support is a Leader with Associates (LWA) Cooperative Agreement between the Office of Microenterprise Development in USAID (EGAT/PR/MD) and AED. FIELD-Support's consortium includes nine core partners and 17 resource organizations:

Core Organizations

- AED
- ACCION International
- ACDI/VOCA
- Action for Enterprise
- CARE
- FINCA International
- IRIS Center-University of Maryland
- Opportunity International
- Save the Children
- World Council of Credit Unions

Resource Organizations

- Alternative Credit Technologies
- Americas Association of Cooperative/Mutual Insurance Societies
- Cornell University-Base of the Pyramid Laboratory
- Development Training Services
- Freedom from Hunger
- Georgetown University-Center for Intercultural Education and Development
- International Development Enterprise
- International Real Property Foundation
- Mennonite Economic Development Associates
- Michigan State University-Agricultural Economics Department
- Microfinance Opportunities
- Rainforest Alliance
- Small Enterprise Education and Promotion (SEEP) Network
- TechnoServe
- University of Michigan-William Davidson Institute
- Women's World Banking
- World Vision International

FIELD-Support encompasses both a core **Leader** award and a mechanism for USAID missions to issue **Associate Awards** and, since its inception, has grown to include a portfolio with a total value of more than \$272 million. The purpose of the Leader award is to advance the frontiers of practical knowledge in relation to microfinance, microenterprise development, and sustainable rural livelihoods, working in close collaboration with the USAID MD Office in Washington DC, USAID Missions and Operating Units, and the broader community of development practitioners. FIELD-Support Associate Awards are designed by the consortium with the awarding USAID Missions and Operating Units and are designed to serve USAID's broader economic growth and microenterprise development objectives. (See Section 3 for updates on each of the current Associate Awards.)

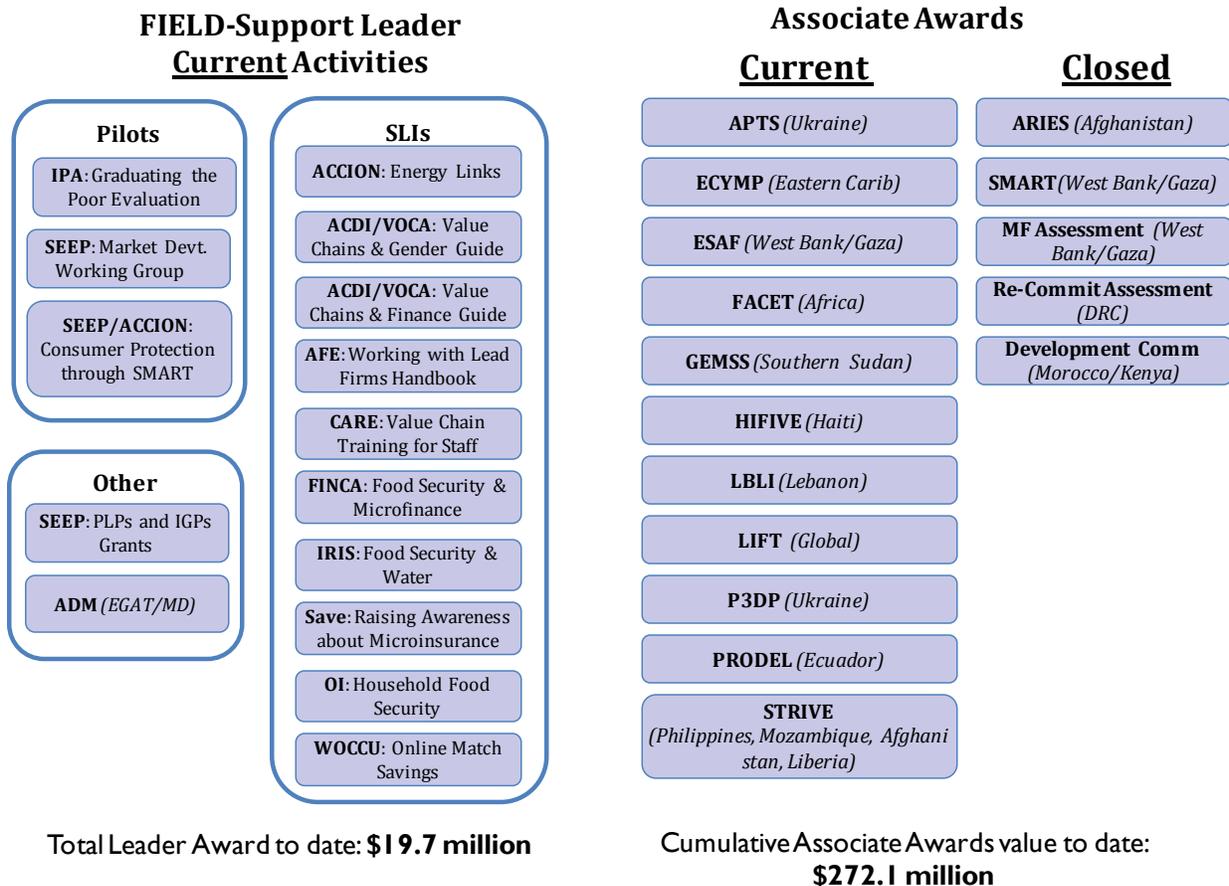
As described in Section 2 below, the Leader award includes activities that seed innovation, demonstrate better practices, document results, and disseminate findings that advance the global state-of-the-practice. These are in the form of **Pilot Activities**, **Strategic Learning Initiatives (SLIs)** and **Design/Assessments** for USAID Missions and Operating Units, as well as other special initiatives, such as the African Diaspora Marketplace, a GDA between USAID, Western Union and AED. See Annexes A, B, and C for an overview of all of FIELD-Support's current Pilot activities, Strategic Learning Initiatives and Associate Awards, respectively.

In the first quarter of Calendar Year 2011, current FIELD-Support activities included:

- **3 pilot activities** with a total portfolio valued at **\$772,706**;
- **6 SLIs** with a total portfolio valued at **\$1.54 million**;
- **2 other activities under the Leader** (including three pass-through grants to the SEEP Network and the African Diaspora Marketplace or ADM);

- On-going **Knowledge Management and Learning Dissemination** activities; and
- **11 Associate Awards**, with a total current portfolio value of **\$163 million** (69% of which has been obligated to AED).

Each of the current activities, illustrated in the illustration below, is discussed in further details in the following sections.



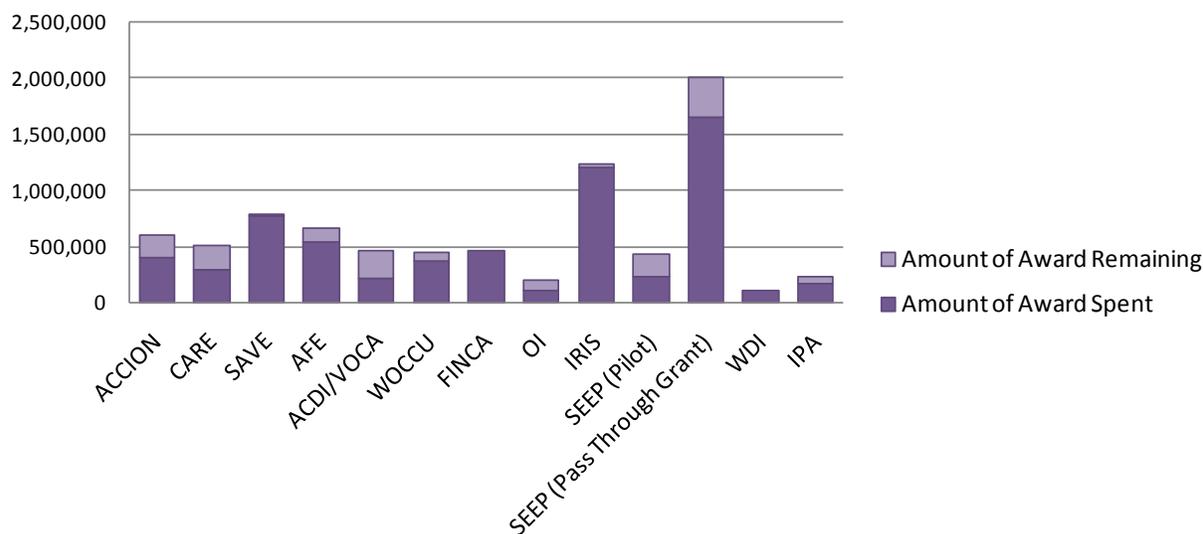
Note as of March 31, 2011: On March 8, 2011, AED's Board of Directors announced that it will pursue a process to transfer all programs and assets to another corporate entity. The Board and Senior Management believe this is the best option to ensure the continuity of our programs and to provide a new home for AED's staff. Through this transition, AED continues to be financially solvent and stable and will continue to implement its current portfolio of programs as usual.

2 Leader Activities

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

members coordinate day-to-day communications with the Core and Resource organizations and assisted with the administration of this complex contractual mechanism.

Since the beginning of the program in 2005, the FIELD-Support Leader has supported the implementation of 18 Pilot activities and 10 SLIs. In addition, each of the 9 core members of the consortium has used core management funds to support FIELD-Support related activities. The pilots and SLIs that are still currently being implemented are discussed in Sections 2.1 and 2.2 below.



2.1 Pilot Activities

Below are progress updates from the two remaining pilot activities under the original FIELD-Support award, in addition to one new activity by the SEEP Network and ACCION/CFI in support of the SMART Campaign to increase the adoption of consumer protection protocols, which was launched in October 2010. The 3-year extension to FIELD-Support that launched in October 2010 includes funds for additional pilot activities to be implemented by partners in 2011-2013. The process by which new pilots are selected will be determined following a participatory FIELD-Support Partners Meeting, which will be held after the acquisition agreement has been completed.

A. ACCION (CFI) & the SEEP Network: Consumer Protection Principles (SMART Campaign)

(October 2010 - October 2011)

The SMART Campaign is a global campaign to embed client protection practices into the institutional culture and operations of the microfinance industry. Under the FIELD-Support LWA, the Center for Financial Inclusion (CFI) at ACCION International and the SEEP Network are conducting a training of trainers for nearly 50 participants from microfinance networks around the world in basic consumer protection principles as well as more in-depth protocols for conducting self-assessments. The activity is designed to equip regional microfinance networks and national microfinance associations to advance the implementation of the Client Protection Principles (CPPs) through a “Putting Principles into Practice (PPP)” and “SMART assessor” trainings, which will be followed assessments of their member MFIs.

This quarter, a total of 20 national and regional microfinance association networks participated in the CPP training held in Mexico City, Mexico January 24-28, 2011, which included five new associations who finalized memorandums of understanding in February 2011. One of the main project goals is to build capacity within each regional microfinance association through a Training of Trainers so that they can continue outreach, training, and assessments of their members. A key aspect of building network capacity involves training network staff on the concepts, tools, and implementation of better client protection practices.

The activity is designed to deliver these skills through a mix of classroom training and field work. Using the Training of Trainers model, each network receives classroom training and assigns one association member to perform an apprentice assessment in the field accompanied by a Smart Certified Assessor, so that they can become certified on the client protection assessment methodology and implement full assessments for their member MFIs. As of the end of March, six networks had held their training workshops, which trained a total of 167 practitioners from 150 MFIs on the client protection principles and the self assessment tool. The remaining networks are planning their workshops for the next quarter.

The main event this quarter was the training held January 24 -28 in Mexico City, which included a two-day course on “Putting Principles into Practice,” a field day hosted by *Compartamos Banco*, and a two-day “Smart Assessor” training. Both trainings were offered in English and Spanish in order to ensure that network staff from different regions would get the most out of their training and participation. The “Putting Principles into Practice” training reviewed the six Client Protection Principles and their indicators. Participants also learned how to assist their member MFIs in completing the Smart Campaign’s “Getting Started Questionnaire,” which is a tool that MFIs can use for self assessment and strategic planning purposes. The field day offered the participants the chance to practice interviewing practitioners on the client protection indicators and see how one MFI has modified its practices over the last two years in order to more fully incorporate the Client Protection Principles. Participants visited a branch office, questioned loan officers, observed a group meeting, talked with clients, and heard presentations from senior bank managers at headquarters. The “Smart Assessor” training prepared participants to apply the methodology for conducting a week-long Smart Assessment.

Learning and Dissemination:

Originally, the project proposal called for two separate trainings—one on the Client Protection Principles (CPP) and the self assessment tool, and a separate one on the Smart Assessment methodology to allow network staff to carry out a full client protection assessment of their member MFIs. This quarter, however, to foster peer learning and exchange among network staff from different regions, the activity team decided to schedule the two trainings back-to-back in Mexico City, and with high interest in both tracks, the project found that it could support more than the originally planned 10 Level 1

Progress At a Glance:

- MOUs finalized with 5 new networks;
- 27 participants from 17 networks have completed CPP training;
- 19 participants from 11 networks have completed Smart Assessors training;
- New training materials were created for the Mexico City 5-day Client Protection training – the first of its kind;
- **167 practitioners from 150 MFIs** have been trained in Client Protection Principles by 6 participating networks.



Training participants brainstorm ideas in teams during a session at the “Putting Principles into Practice training. *Photo courtesy of John Rae, SMART Campaign.*

networks. Project funds will pay for an international consultant to support the first full client protection assessment in each network so that network staff can become Smart certified Assessors. Currently the project includes 13 Level 1 networks, which will increase the number of people who will become Smart Certified Assessors and the number of MFIs that will receive full client protection assessments.

Several new stakeholders have been brought into the project this quarter. As the networks begin to hold their CPP workshops, a wider variety of stakeholders are being engaged. Staff from the member MFIs of networks is receiving training and some networks are also inviting government officials, policy makers and other industry stakeholders to their workshops as well. What started with 20 networks is now expanding and information about the Client Protection Principles is starting to be more broadly disseminated among the microfinance stakeholders in the 20 project countries.

Next Steps:

Priorities for the next quarter include supporting the remaining networks to successfully carry out their CPP workshops and schedule the Smart Assessments for all the Level 1 networks. All networks hosting CPP workshops will have technical support available from project staff as they prepare the agenda, content, and responses to questions for their workshops and as they assist their members in completing the Getting Started Questionnaire. Many Level 1 networks have already identified those MFI members who will receive the full client protection assessments. These first assessments will require extra logistical and technical support as they will be accompanied by a Smart Certified Assessor so that network staff can learn the Smart Campaign philosophy as well as how to apply the assessment protocols in practice. Currently, the Smart Campaign is in the process of contracting consultants to accompany these assessments. All contracts with consultants should be signed and all 13 Level 1 networks' first assessments should be completed by the end of June 2011.

The focus for next quarter will be on assisting the networks to carry out both their workshops and their first full client protection assessments. One challenge will be to manage the diversity of activities taking place with limited project staff that is responsible for contracts/invoicing remote technical support, field work, tool refinement, and project management. All of these activities require that there be strong communications and responsive project partners in order to be implemented successfully, especially given the tight timeframe for completing all project deliverables. The 13 Smart Assessments that will be scheduled will require close coordination between the selected MFI, network staff, the international consultant, and the project staff in terms of logistical preparations and institutional document review.

Mexico City's "Putting Principles into Practice" Training Creating Consumer Protection Leaders

"This training is very important for leaders in microfinance and even for practitioners because they need to be equipped to translate the six principles into real assessment among the microfinance industry. This is where we are trained in a different methodology to make our message come out clear at the MFI level, at the network level, even at our own level as practitioners." - **Mila Mercado Bunker, Chair of the Board for the Microfinance Council of the Philippines.**

"The Smart Campaign is a very important part of social performance management and client protection is a big issue for us and we are trying to improve the performance in Central America." - **Tomás Rodríguez, Red Centroamericana de Microfinanzas (REDCAMIF).**

"Client protection is important to every organization because the client is everything. If there are no clients, there is no business. If clients are not satisfied, you cannot succeed." - **Elena Amerova, consultant for the Microfinance Centre (Poland).**

The project also anticipates challenges with the capacity of some staff sent to training. Although we requested staff with a background in assessment, experience in interviewing, and a commitment to the philosophy of client protection, not all the attendees possessed the necessary technical skills to get the most out of the training. Some of these participants likely will not demonstrate sufficient mastery of the concepts during their apprentice assessments to become Smart Certified Assessors.

B. IPA: Graduating the Poorest into Microfinance Evaluation *(August 2009 - August 2013)*

The Evaluation pilot led by Innovations for Poverty Action (IPA) in Ethiopia is testing a methodology for graduating the most vulnerable households in Ethiopia out of extreme poverty. The supported households who are being monitored will be members of Ethiopia's National Productive Safety Net Program (PSNP), a country-wide program aimed at reducing food insecurity. Focusing on households who are not benefitting either from the Ethiopian government-led package program or the government direct support program, selection is managed by The Relief Society of Tigray (REST) and IPA, and based in part on those who are considered to be amongst the poorest but also on who have the potential to engage in economic activities.

Following the conclusion of primary pilot activities last quarter, which included final beneficiary asset transfers, training, and completion of the baseline survey, this quarter IPA continued to analyze data from the baseline report, conduct monthly monitoring visits to ensure that the partner organization's activities comply with the research design and record implementation activities in general. REST facilitators, now implementing the program, have begun conducting individual weekly or bi-weekly meetings with all beneficiaries at the *tabia* level.

During the last quarter, REST introduced some new project components for pilot beneficiaries. The first of these is the Voluntary Savings and Loans Associations (VSLAs), which aims to encourage and enable beneficiaries to save small amounts of money on a more regular basis. In general, it is not practical to save small amounts at the partner microfinance institution since the cost of travelling to DECSI, the project's local MFI partner, may exceed the savings amount. Instead, all beneficiaries in a given *tabia* agree on a set amount of money that they will contribute to the group saving, ranging between 2-5 ETB (up to US\$0.13). After group savings reaches a critical number, the group can then provide members with credit. Each *tabia* nominates a chairman, an accountant and a cashier for the VSLA. Overall, the *tabias* are at different stages of implementing this process—some groups have already begun saving, while others are still in the process of getting buy-in from the beneficiaries.

The second component introduced to the beneficiaries is a Micro-Garden initiative. REST already has an ongoing Micro-Garden project in a nearby *tabia* which they have found to be very successful and is interested in expanding this project and replicating in other areas. All of the activity's facilitators have been trained on the concept behind the Micro-Garden initiative and have been given seeds, provided by REST, to grow green peppers, lettuce, and cabbage. At the time of the last monitoring visit by IPA, REST facilitators were in the process of communicating the information to the beneficiaries.

Finally, REST held a three-day basic business skills training for all the beneficiaries from February 11-13, 2011. The training components consisted of business plan development, financial literacy, and information on cooperatives, and a total of 493 beneficiaries participated.

Of note this quarter, the sale/purchase and savings cycle for all beneficiaries, except those engaged in bee-keeping, has continued successfully. Overall savings per *tabia* are as high as 47,000 ETB for Abreha Atsbeha (at the time of the last monitoring visit in early March), which means an average of 940 ETB (US\$54) worth of savings per household. Currently it is fasting period in Ethiopia leading up to Easter (no meat is consumed during this period for those who are fasting), so households are in the process of fattening shoats and cattle for sale during and after Easter when prices will rise.

Next Steps:

The Ethiopia Steering Committee meeting is planned for early May 2011 in Mekelle where representatives from BDI, CGAP, IPA and REST will begin work planning for the project's final year and IPA will present the baseline report. As funding conversations carry on, IPA will continue conducting routine monitoring visits (on a monthly basis) to ensure compliance with the research design and to log project activities that may help us understand eventual results from the impact assessment. Furthermore, IPA will start preparing the endline survey instruments. Weekly project monitoring and support visits by REST staff will also continue throughout the project.



A male beneficiary who selected shoats fattening as his livelihood asset in Awaleo, sold 8 shoats in the first round of sales and currently has 12 shoats in the fattening process. Photo Courtesy IPA staff

C. SEEP Network: Market Development Working Group *(July 2007 – March 2011)*

The SEEP Network's Market Development Working Group, which has been primarily funded through FIELD-Support, has spearheaded the development of the *Minimum Standards for Economic Recovery After Crisis* (the "Standards"). By coordinating the development of these guidelines with the SPHERE Project, SEEP facilitated the incorporation of the guidelines into the latest revision of the SPHERE Handbook. This approach has allowed both SPHERE and SEEP to expand the adoption of standards and include a wider range of stakeholders and experienced practitioners.¹

During this quarter primary project activities included dissemination of the revised edition of the "*Minimum Economic Recovery Standards*" and a review of the *Standards* by experts in the humanitarian and economic recovery community to further the Sphere companionship process. The second edition of the *Standards* was launched at SEEP's 2010 Annual Conference held in November. Since the launch, the focus has been on creating greater awareness both within the SEEP membership and the economic recovery and humanitarian aid communities about the *Standards*. SEEP's quarterly newsletter, which is sent to over 1,500 individuals and 120 organizations, highlighted the second edition, as did the Microlinks Connections e-newsletter.

Widespread Dissemination of the Standards:

- The revised **Standards** publication was used by UNHCR in developing their microfinance guidelines for refugee communities and on livelihood programming in urban situations. The guidelines will be used across all UNHCR programs;
- The **Standards** were used as the main textbook for a course entitled "Development Practice in Conflict Zones" at the Elliot School at George Washington University during the Spring 2011 semester;
- A 2-day training of the **Standards** will be taught at the School of International and Public Affairs (SIPA) at Columbia University in summer 2011;
- Mercy Corps purchased 50 copies of the **Standards** in March 2011 and plans to incorporate the guidelines globally.

¹ Find out more about the *Standards*, how they were developed and download the document at <http://seepnetwork.org/Pages/EconomicRecoveryStandards.aspx>

Following the second edition's release, SEEP has been approached by a number of individuals interested in incorporating the *Standards* into their work. Mercy Corps recently purchased 40 copies for trainings and internal protocols and has expressed interest in adopting the *Standards* in their programs by the end of 2011. Additionally, CARE International and Relief International have expressed an interest in conducting a *Standards* training for their staff in the summer of 2011. SEEP has also been approached by the Pakistan Microfinance Network to conduct a *Standards* training as a part of their efforts in dealing with the post-floods recovery in Pakistan. The training is scheduled for June – July 2011.

As a part of the Sphere Companion process, a review of the *Standards* was undertaken by an expert panel comprised of members from the Sphere Board and other agencies that play a critical role in post-crisis economic recovery. The reviewers will be submitting their comments in mid-April to the Sphere project manager who will then recommend the acceptance of the companionship application to the Sphere board. Excerpts from reports to date have been very encouraging.

“Until recent years it has been difficult to promote appropriately timed economic recovery within humanitarian contexts, where programming which is considered life saving takes precedence. Although there is a greater recognition of the value of livelihoods support and economic recovery within acute crises there remains significant work to be done in collating evidence to support this and ensuring that support is timely and appropriate. If disseminated appropriately this guide may serve to support greater impact through more consistent approaches, greater awareness of issues and better join up with other sectors. Save the Children will be working on developing training along these lines over the next 6 months and look forward to incorporating MERS into that.”

– Save the Children UK

Learning and Dissemination:

SEEP began dissemination activities for the revised *Standards* in the last quarter and will continue this effort throughout 2011. SEEP is committed to wider dissemination of the *Standards* in the field and will continue to organize trainings based on the revised curriculum to create a qualified pool of trainers in the field. These trainers can then help disseminate the *Standards* further, not just in their own organizations, but among their peers.

2.2 Strategic Learning Initiatives (SLIs)

During the last quarter, FIELD-Support continued to work with Core partners to implement SLIs using each partner's unspent core management funds. SLIs allow core partners to invest resources toward understanding and/or solving a problem of their own choosing within the broader rationale of improving microenterprise development good practices and sharing what has been learned with others. In contrast to FIELD-Support pilots, which tend to have a more directed learning agenda, SLIs represent each partner's priorities for their particular organization but have a clear learning output to serve the practitioner community. See Annex B for brief introductions to each SLI.

A. ACDI/VOCA: Behavior Change Perspectives on Gender in Value Chain Development

One of two SLIs being implemented by ACDI/VOCA, this activity is collaborating with a well-respected consultant specialized in gender issues in enterprise development to create a tool for including gender analysis as an integral part of value chain analysis. The tool being developed consists of sample question guides, matrices and mapping guides, together with a brief discussion of the importance of gendered value chain analysis and practical advice on how to conduct the analysis. The team is building on work completed under USAID's Greater Access to Trade Expansion (GATE) project as well research by the International Labor Organization (ILO), the UK's Institute of Development Studies, the Danish Institute for International Studies and others. The tool is being tested in two different field locations (Ghana and

Kenya) in order to refine the tool, identify best practices and generate lessons learned—in addition to contributing to the effectiveness of the programs in these two locations. Information gathered supplements existing research and provides material for an upcoming FIELD Report that will provide best practice recommendations illustrated with examples from the field.

This quarter, ACIDI/VOCA's Gender team, which includes Ruth Campbell, Hannah Schiff and consultants Cristina Manfre and Jennefer Sebstad, finalized a framework for applying behavior change perspectives when analyzing gender in value chains, incorporating feedback from experts on the topic gathered through an e-consultation, and finalized a research plan for field testing the framework.

Field projects in Kenya and Ghana have agreed to provide technical assistance while field testing the tool, and in Ghana, the framework was tested in the citrus value chain with ACIDI/VOCA's ADVANCE project. A draft preliminary report from the Ghana field work was produced with feedback from the e-consultation (now available for download on Microlinks.org)², and feedback has been given to the consultants for their incorporation into the Kenya field work and synthesis in the final report.

In Kenya, the framework has been tested in the sweet potato value chains with local partner FINTRAC. The project anticipates that the draft field interim report on the Kenya research submitted by the consultants will be finalized in May 2011.

Next quarter, the Gender team will present at USAID's Breakfast Series seminar and finalize the interim Kenya field report.

B. ACIDI/VOCA: Value Chain Finance Analysis and Financial Product Guides

The second SLI for ACIDI/VOCA proposes to develop and field test two tools for practitioners, including a user guide for assessing financial service needs in priority value chains. This tool would be used by practitioners in project design activities. Often designers ask how to expand lending to the small farmers or other small firms within the chain, assuming automatically this is a constraint to value chain development. A straightforward tool—a pamphlet which combines concise steps, check lists and decision tree elements—could guide designers through the key questions including:

- What are the key opportunities for expanding sales and upgrading in this value chain?
- What are the key financing requirements to pursue these opportunities?
- What are the key constraints to their delivery?
- Who has the incentives to deliver the services?
- What project interventions are necessary and with whom?

The second tool proposed is an expandable set of two-to-three page “product guides” of value chain finance products, services and alliances to be used by project staff in conjunction with a value chain finance analysis and needs assessment exercise. The primer focuses on four products with detailed cases. Our tools section will link products to a value chain map, organizing products around the economic opportunities and transactions that they facilitate. The framework will visibly reinforce the notion that these financial services are tools effective for particular economic purposes. This framework can be expanded as material on new pilots and applications are identified. Our tool will also increase the number of product guides, in a concise and standardized format that helps practitioners think through whether and how to use a given mechanism, and linking to multiple short case studies. Finally, the tool will be more tied to project learning: it will be used during project design and implementation but also integrated into training and ongoing organizational learning processes.

² <http://www.microlinks.org/genderinvaluechains>

This quarter, Robert Fries travelled to Tajikistan to field test progress made on the Value Chain Finance tool with the Tajikistan Productive Agriculture Project, which had been in the work planning process evaluating its strategies for identified value chains and specific market segments. There was an identified need for a process to help prioritize critical upgrades and orient project interventions in a more thoughtful way. The feedback from initial application of the tool led to several adaptations which have pushed progress forward towards its development.

Some of the steps to the tool have been defined as follows:

1. **Value Chain Brainstorming:** The user identifies a market opportunity for a particular value chain and market, and determines how key actors (Wholesalers/Exporters; Consolidators/Processors; Producers; and Input Suppliers) must change behavior in order for the value chain to pursue this opportunity. For each change in behavior or practice, the user then identifies the key constraints which prevent the actors from making the change already. A brainstorming guide was developed to facilitate this step, see Annex D1.
 2. **Graph Market Opportunity:** The user then refines his or her articulation of the market opportunity by illustrating how the value chain as a whole must move out of its status quo to become more competitive to reach its goals and take advantage of opportunities. The value chain is graphed along X (quantity) and Y (price) axis depending on whether it must increase output by expanding production (quantity), or increase price through productivity (more output per unit), or take advantage of new markets that offer a higher prices, or some combination of X and Y (as show on right).
- The figure is a 2x2 matrix with 'Price' on the vertical axis and 'Quantity' on the horizontal axis. The bottom-left quadrant is shaded and labeled 'Status Quo'. The top-right quadrant is unshaded.
3. **Articulate Value Chain Objective:** The user refines the value chain objective based on the articulated market opportunity. The definition should specify the specific product (i.e. variety, value-added), the market segment (i.e. import, export, season), and the rationale for how value chain as a whole will become more competitive (i.e. higher quality, greater efficiency, improved relationships, etc.). User should define target indicators which will measure success for each objective.
 4. **Prioritize Key Upgrades and Project Interventions:** The user identifies the critical/key upgrades for each value chain objective. The user then defines the interventions which would support these upgrades according to category: facilitating investment, transferring knowledge and building VC capacity and partnerships. A fourth category, policy and enabling environment may be added as applicable.

To illustrate Steps 2 through 4 above, another tool was developed. See Annex D2 for an illustrative example of the tool filled out from the Tajikistan field test.
 5. **Group Financing Interventions:** If the user is evaluating multiple value chains with numerous financing interventions, especially ones that are overlapping in some way across value chains, it may be useful to group the interventions and rank their importance across value chains. These groupings may be defined as financial products, tools, or relationships with institutions/partners.
 6. **Defining Sustainable Interventions:** The user explores who has incentive to directly provide financial intervention or possesses an interest to facilitate its provision. The user is prompted to identify entities which are: a) project; b) bank/financial; c) NGO/governmental; and d) private sector. The purpose of the exercise is to push user thinking from direct project interventions towards more facilitative actions.

In mapping out finance-related interventions in steps 4 and 6, a menu of value chain oriented products and services can be consulted. Our original organization of these products, based on a balance sheet structure, has proved to be less user-friendly than was hoped. We have decided to regroup them according to the purpose of the financing, the events that dictate the term (e.g., from planting to payment for harvest, from delivery to payment, from purchase of capital equipment for three production cycles, etc.) The revised table will identify the purpose and terms, a list of likely products, and notable

benefits and limitations. We will also provide links to descriptions and cases already available on line, in order to build on the work of FS Share, Microlinks.org, FAO work on value chain finance and other related sources.

Next quarter, the project anticipates finishing the final draft of the Value Chain Finance tool. Now that the six-step process is logically mapped and draft tools have been produced, the project will refine these tools for ease of use and clarity of presentation, as well as produce the financial products table with links to existing resources so that financing options can be considered using a menu approach or by consulting available online resources.

Additional activities planned for next quarter include: supporting the MAJIC project in Jamaica which seeks to prioritize financial interventions in horticultural value chains and identify factors that have limited use of lines of credit for small horticultural producers; producing a short users guide for the tool that will incorporate and explain the six steps, related graphics and online reference resources; and host a training session that will introduce the tool and guide to ACDI/VOCA staff from the agribusiness, enterprise development and financial services practice areas.

C. AFE: Value Chain Facilitation Handbook with Lead Firms

Working with value chain “lead firms” that can provide needed products, services, and markets to MSME producers in a commercially viable and sustainable manner is becoming a common activity of value chain development practitioners. There is little documentation, however, of effective tools and methods for doing so. The FIELD-Support working group on Facilitation, led by AFE, has made valuable contributions to fill this gap through its publications over the last few years. This SLI is focused on further filling the gap by producing a user-friendly handbook and training materials that development organizations can use to train and orient their staff. Materials will be designed in such a way that they can be used with both novice and experienced market development practitioners.

“Lead Firms” in Value Chains

Lead firms are defined as:

- small, medium, and large firms that have forward or backward commercial linkages with targeted micro, small, and medium scale enterprises (MSMEs);
- dynamic market actors that can promote greater integration of MSMEs into value chains and provide them with important products and support.
- By promoting relationships between lead firms and targeted MSMEs, development organizations can promote industry competitiveness and achieve leveraged and sustainable impact for targeted MSMEs.

Notable activities during the last quarter included review, development and editing of training materials based on the Handbook which include session plans, powerpoint slides, and participatory, adult learning methodologies like cases, skits, group work and question/answer sessions.

Learning Dissemination and Next Steps:

Activities to date have helped to consolidate learning and best practices in how development organizations can best work with lead firms to promote industry competitiveness and sustainable impact with MSMEs. This includes identifying lead firms and applicable interventions, facilitating lead firm interventions, and structuring and managing collaboration. In the next quarter AFE will continue revising the Handbook and developing new Handbook materials based on recommendations during the write-shop, begin preparing for and conduct the pilot workshop, and update training materials based on the experiences and feedback in the pilot workshop.

D. CARE: Staff Capacity Building in Value Chain Development through Coaching

CARE's SLI aims to improve its internal capacity to successfully implement value chain programs using peer mentoring and coaching techniques on market development approaches. CARE's objectives are broken into two stages of implementation:

- **Phase I** includes development of a formalized coaching system that will enable remote coaching, supported by mentee field visits. The system will include a mentee assessment tool that can be used by the coach and the mentee's manager to determine the mentee's coaching needs following the intro training and to track progress, and a set of modules/exercises on a range of different hard and soft skills that need to be re-enforced based on the mentees assessment results, which is selected by the coach during the year.
- **Phase II** will begin with the selection and development of CARE staff members as coaches and mentees, and include a nine-month coaching program using the formalized coaching system developed in Phase I. Additional objectives in this second phase will include the promotion and scaling of the coaching system into CARE's human resources, field management, and new business development operations, and documentation of CARE and partner MEDA's process to both refine the coaching system and inform other organizations coaching system development.

Activities last quarter began with the official project kick-off January 17 -21 in Atlanta, GA with partners Accenture Development Partnerships (ADP) and MEDA. During this week, the ADP team met with a series of stakeholders across CARE including the Economic Development Unit (EDU), senior leadership in human resources, finance, strategic partnerships, operations and program quality and impact. ADP was briefed on CARE experiences and planning including: Lessons Learned/Challenges in first two years of scaling market approaches; Vision for strategic goals; Understanding today's practices versus tomorrow's practices in value chain programs; Understanding CARE current HR and learning practices for institutionalizing staff capability program. Also, a video conference with the GROOVE Network (CHF International, Practical Action, and Conservation International) was held to introduce the ADP team, discuss work planning, and gather GROOVE Network perspectives on what they see as the key challenges and needs within their respective organizations to support staff in successfully implementing VC programs. Additionally, planning efforts including delineation of roles and responsibilities; reviewing and updating deliverables, scope and schedule; and setting up status reporting and issue resolution processes were finalized.

Additionally, ADP, with input from CARE, MEDA, the GROOVE and Accenture SMEs, developed and conducted capacity mapping to inform the development of the coaching curriculum in three countries, Ethiopia, Ghana and Malawi. Proficiency levels for each competency within a Competency Assessment Tool were used to score individuals across the multiple factors within a competency to identify both strengths and opportunities for improvement. The average scores against each competency assessed were collated into a table and ranked and ADP reviewed the top strengths with the EDU against the strategy for market engagement initiatives, and the critical requirements for building the capacity of mentees as market facilitators. The table below highlights professional skills and their corresponding modules in the draft coaching curriculum:

Module Name	Professional Skill
Engaging with Lead Firms	Executive Conversations
Building Stakeholder Commitment	Social Styles
Developing Effective Messages	Effective Presentations
Driving Decisions through Financial Analysis	Decision Making Styles
Facilitating New Solutions	Presenting Executive Summaries
Speaking a Business Language	Using Business Language
Innovate for Impact	Creative Brainstorming

Thinking Strategically and Critically	Strategic Issue Communication
Addressing Market Opportunities	Planning for Action
Resolving Issues, Risks and Conflicts	Managing Risk

Next Steps

During the next quarter the project aims to finalize the curriculum, engage key internal stakeholders at CARE on issues such as the sustainability plan and work with GROOVE members to finalize the launch details. A launch is scheduled for the last week of July in Kigali, Rwanda, wherein Phase II of the SLI Program will begin.

E. IRIS: Achieving Food Security through Water Security: Evidence from Kenya

IRIS's SLI sought to examine the effects of a community-based water project on the water security and food security of vulnerable households in a rural part of Kenya. For this study, IRIS conducted fieldwork in Kenya in collaboration with local partner Kitui Development Centre (KDC), a local non-profit organization operating in the Kitui district in the Eastern province of Kenya which has primarily been involved in rural development activities with a focus on poor and vulnerable communities.

Last quarter marks the completion of the project's fieldwork in Kenya in collaboration with local partner, Kitui Development Centre (KDC). KDC started the water project in 2007 as a community-run (and eventually community-owned) fee-based water system that sought to provide a clean and easily accessible source of water. The IRIS team applied a mixed-methodology approach, using both qualitative and quantitative tools to gather in-depth information. In April 2010, nine locally-hired Kenyan assistants were trained to conduct focus groups and/or assist with interviewing local community members to better understand the empirical and anecdotal impacts of the water project on water security, community development and food security. The team conducted the field research, including seven focus groups sessions in the water project area, eight deep-dive household case studies in the water project area, and 14 key informant interviews. In March 2011, IRIS held a brownbag discussion with members of AED's FIELD-Support team in Washington DC, including several food security specialists, to present initial findings of the study, receive feedback, and confer on the final report. Given AED's comments and revisions, IRIS anticipates submitting the projects final report as a FIELD Brief early next quarter.

F. Opportunity International: Agricultural Finance Development in Malawi and Uganda

Opportunity International (OI) is implementing an agriculture finance program that will take a comprehensive view of farming household's needs, production capacity, crop cycles, and revenue potential. This program will also incorporate a large knowledge component that will document all activities and refine a comprehensive rural model that can fully account for the risk and costs at each bank implementing this strategy. As part of its SLI, Opportunity plans to evaluate the effectiveness of strategic partnerships with extension service providers for the agriculture sector, including the impact that these services have on clients. As learning activities are directly tied to experience gained through the implementation of the rural model in Malawi and Uganda, the bulk of OI's research will be conducted in later periods once agricultural lending activities and data collection are fully in place.

Last quarter, the project decided to transfer of SLI activities from Uganda to Ghana, partnering with Opportunity International Savings and Loans (OISL). This was due to recent program challenges and limited time to complete goals in Uganda, and the sense that the Ghana program is better positioned to take on the program activities for sustainable impact. Both OISL and Opportunity International Bank of Malawi (OIBM) have successfully completed their 2010 agricultural loan season and have begun

planning for the 2011 growing season. Additionally, the project is ramping up the custom-developed Customer Relationship Management (CRM) system at OIBM and OISL as a key strategy to qualify clients, track their household status and profile through detailed data collection, and monitor the performance of both clients and loan officers, and plans to incorporate this data into the learning agenda for the project.

OISL's agricultural finance program began in March 2010 in Ghana's Kumasi region and has led the way for the agricultural industry with its specialized lending model. OISL commenced agricultural lending activities through a pilot activity in conjunction with two key extension service providers (ESPs) specializing in cocoa—the Millennium Village Project (MVP) and the Cocoa Livelihoods Program (CLP). In 2010, OISL served 536 agricultural loan clients, primarily cocoa growers organized within the group-lending model and with an average loan size of US\$315. Repayment on these first loans began in October 2010, and due to intense monitoring of the agricultural loan book, the bank reaped a repayment rate of 100% with MVP and 95.5% with CLP. To date, OISL's strong relationships with MVP and CLP have paid off as these ESPs provide solid training to farmers in Good Agricultural Practices (GAP) and credit schemes for accredited agricultural inputs. These partnerships provide farmers with ease of access

to technical assistance and agricultural inputs, which would have otherwise been hard to come by. Extension service providers (ESPs) assist OISL staff in acquiring agricultural loan clients and providing technical support, as well as helping to monitor and sensitize clients on the importance of repaying loans. In the 2011 growing season, OISL plans to diversify the crop portfolio to include palm oil in addition to cocoa and has already registered 2,502 cocoa farmers for the new season, with lending to begin in April.

Learning and Dissemination:

Customer Relationship Management (CRM) Implementation

As part of this project, Ron Jenkins - Opportunity's Project Manager responsible for the development and implementation of CRM - created two data assessment tools to verify the quality of the data from their banking system before the CRM integration went into system transfer activities during the first CRM rollout at OIBM. These tools compared expected results from ongoing agricultural finance projects with the current data in the banking systems. The value of the tools has proved immeasurable as they provided visibility on significant gaps in business processes and data quality control. Other OI partners will use these same tools during the CRM implementation process in other countries, notably OISL - which was the second partner to install CRM. As reported previously, Mr. Jenkins conducted an agricultural finance general training session in late 2010 for 30 participants from five African partner institutions. During this training, he taught the business model and analysis process for qualifying farmers into the program. Participants also learned how to synchronize the software with their business objectives, thus allowing them to use CRM as a tool to facilitate efficiency, accuracy, and ease of use for end reporting.

Following these two key efforts, Mr. Jenkins compiled lessons learned from early CRM rollouts into a CRM Implementation Methodology document. Mr. Jenkins wrote this guiding paper to direct activities

Key Accomplishments to Date:

- To date, OI has served 7,055 agricultural loan clients at OIBM and 536 agricultural loan clients at OISL as of December 31, 2010, a combined total of **7,591 clients**;
- OISL has **mapped and profiled** all of its 536 cocoa farmer loan client households;
- OISL is working with MicroEnsure, (Opportunity International's insurance subsidiary), to develop a savings account linked to free insurance, which they will roll out in late 2011;
- Both OIBM and OISL **have implemented and tested CRM**, with only a few remaining system interfaces to finalize before the core banking system is operational. Both banks have also entered data into CRM for the upcoming lending season.

and encourages best practices for OI partners wishing to leverage their existing loan products by capturing more data via expanded client and household profiles. Through CRM, Opportunity partners will be equipped with quality data to understand their customer base better. This document maps out the CRM implementation life cycle from business process mapping and solution design to training and go-live support. Once a final version is completed, Opportunity will share this document as part of learning activities for this project.

Strategic Partnerships in Agriculture

In addition to CRM developments, OI's Agricultural Advisor, John Magnay, continues to work diligently with Opportunity's in-country agricultural teams to expand the finance program through additional partnerships, and monitoring lending, mapping, and profiling activities. The team has already learned a number of key lessons as OI moves deeper into rural areas and grows its agricultural loan portfolio beyond the traditional customer. Agricultural financing is a high-risk endeavor, which is why many past entities have tried and failed to create sustainable programs. Nevertheless, with OI's well-developed hub-and-spoke rural model in place, OI has leveraged existing business models with strong outside partnerships to forge successful new ventures in agricultural lending.

For example, in Ghana where OISL has worked with CLP and MVP, the extension service provider, Technoserve, was instrumental in a number of key activities:

- Farmer group formation;
- Selecting the best groups for the pilot based upon their activities during training and implementation of the Good Agricultural Practices;
- Assisting OISL during the initial client sensitization and mapping & profiling activities;
- Sharing part of the cost of mapping and profiling; and
- Identifying an input dealer to join the partnership who would ensure timely delivery of key inputs (agrochemicals/pesticides, fertilizer and protective clothing) to maximize crop productivity.

An OISL Client Gets Involved

Elizabeth inherited her three-acre farm near the Oda River in Kumasi, Ghana from her uncle, where she and her husband have six children, all of whom have completed their education up through junior high school (and some are now attending senior high school). Elizabeth first heard of Opportunity International Savings and Loans (OISL) through the Millennium Village Project (MVP). OI visited her village to explain the pilot to farmers and encourage them to start a group, which they did in April of 2010. Subsequently, Elizabeth received a loan from OI for US\$263 dollars and successfully paid it back during the last loan cycle. Along with loans, Elizabeth has received training on how to manage her money, how to pay it back and how to save it.



"I have [learned] that it is important to save a lot of money [for] a long time before the payment is due to ensure that I have money when the payment is needed. Because I now have money in the bank, I am able to manage [my whole life] better, and it is good to know that I have money in the bank if I need it."

— Elizabeth Afrakoma, a cocoa and palm oil farmer. Photocredit OI

Next Steps:

Next quarter both OIBM and OISL will continue to distribute agricultural loans and enter the harvest period. During this season, farmers will sell their crops, make loan repayments and be encouraged to save excess funds in order to prepare their families for emergencies and seasonal lags in income.

Additionally, OI's banks in Malawi and Ghana will also increase their financial literacy training and marketing activities, in order to better inform existing and potential clients on the full range of products and services that the banks can offer them, including savings, loans and other services, such as money transfers or newly-piloted electronic/cell phone banking services. These targeted financial products are especially powerful in rural areas where most communities have never had a full range of banking services available to them in the past. Financial literacy is as crucial an activity in rural areas as risk mitigation—many of those engaged in agriculture have previously received some type of aid or subsidy from the government or NGO. Initially, they may not understand the difference between this support and the bank-client relationship inherent to OI's process whenever lending out money. Both OI banks then will develop these training activities in the coming project period, especially as they expand their footprint through additional physical branches and smaller field offices and kiosks, mobile banks, and other low cost solutions, including ATMs, point-of-sale device agent networks, and further cell phone banking services.

With CRM implemented at both OIBM and OISL, the project will be able collect key agricultural lending data that will be synthesized later to meet the learning objectives of this project. Finally, as the agriculture finance program develops into a more mature lending program, OI will document the effectiveness of each bank's strategic partnerships through a number of surveys with bank staff, partner staff and even clients. OI is confident that these surveys will show that partnerships are not only sustainable for all stakeholders involved, but they also provide the most benefits to small-holder farmers, who are able to access funds for high-risk activities while receiving expert technical assistance and first-rate agricultural inputs. This activity will evolve in the coming quarters of the project, with the goal of presenting results in a formal learning paper by the conclusion of this project.

2.3 Other Leader Activities

A. SEEP Network: Collaborative Learning Networks

(October 2006 – August 2011)

The Collaborative Learning Networks to Advance Microenterprise Development Knowledge and Practice consists of two components which are pass-through grants under the FIELD-Support LWA directly to the SEEP Network, each of which are described further below:

Practitioner Learning Programs (PLP)

Implementation Grant Programs (IGP) Learning Networks

The Practitioner Learning Programs (PLP)

The SEEP Practitioner Learning Program (PLP)³ on Rural and Agricultural Finance and Food Security (RAFFS) is an action-oriented learning activity that is focused on approaches to and the interconnection of rural and agricultural finance (RAF) and household well-being, including food security. SEEP selects organizations to become PLP participants who form a learning network to document and disseminate good practices and lessons learned to the sector at large. The RAFFS PLP included five implementing NGO partners:

- Aga Khan Rural Support Programme – India

³ Find out more about SEEP's PLP at <http://www.seepnetwork.org/Pages/Initiatives.aspx>

- Catholic Relief Services (CRS) – Sierra Leone
- Floresta-Tanzania
- Food for the Hungry – Kenya
- Kazhi Kadaimadai Farmers’ Federation – India

During this last quarter, SEEP and the project partners finalized two more electronic learning products exploring the linkages between rural agricultural finance and food security. Significant work on the final remaining electronic learning product, an online comparative case study, was also completed this quarter. In March 2011 SEEP was approved for a no-cost extension for the RAFFS PLP through September 30, 2011 which will allow additional time to finalize the remaining learning products and engage targeted dissemination activities in coordination with the FIELD-Support Knowledge Management team.

Learning and Dissemination:

Two electronic learning products documenting lessons learned from KKFF (India), and Food for the Hungry (Kenya) were completed this quarter. The first is a **video**⁴ by PLP partner Kazhi Kadaimadai Farmers Federation (KKFF), who is exploring the relationship between rural finance, value-added services and food security for rural farmers in south India. KKFF’s hypothesis is that by providing value-added services such as agro-advisory services, insurance, and delayed marketing options coupled with finance, farmers will be able to customize and expand upon traditional rural finance products to improve crop production, increase income and, as a result, improve household food security. KKFF administered surveys in January and April 2010 to members and non-member farmers in the area to analyze whether there were significant differences in key areas such as cultivation cost, crop yield, acreage, crop diversification, sales prices and access to external credit. Although KKFF gathered a large amount of data, the analysis period proved that it was difficult to attribute certain value-added services to improved rural livelihoods because non-members also received select value-added services, like agro-advisory services and insurance. Another contributing difficulty was the absence of specific indicators related to income and food security in KKFF’s research methodology.

Another learning product completed this quarter was a **podcast**⁵ created by Food for the Hungry (FFH), who documented their experiences in developing a loan guarantee product for rural livestock traders in northern Kenya. The objective of the project was to improve livelihoods and food security for rural trader households through better efficiency along the livestock value chain by creating a targeted loan product. As a result of unanticipated project delays, Food for the Hungry was not able to fully observe the effects of their loan guarantee product on the food security of their beneficiaries. However, interviews conducted by FFH with participants along the value chain point towards a strong linkage between rural finance and improved household food security through increase household income.

Dissemination of the “suite” of RAFFS learning products will continue into the next two quarters. Activities planned for next quarter include finalizing one remaining learning product (April/May 2011), and targeted dissemination activities:

1. Creation of a CD with learning products (May 2011)
2. Advertisement of learning products on external industry websites including Microlinks, CGAP’s Microfinance Gateway Library, IFAD’s Rural Poverty Portal, USAID’s FS Share and FAO’s Rural Finance Learning Centre (May 2011)
3. Announcements about learning products through regular SEEP communication channels like the monthly news bulletin and quarterly SEEP member newsletter
4. Translation of selected learning products into one or more languages (June – September 2011).

⁴ To access the KKFF video, visit <http://seepnetwork.org/Pages/RAFFS/Video.aspx>

⁵ To view the FFH podcast, visit <http://seepnetwork.org/Pages/RAFFS/Podcast.aspx>

B. African Diaspora Marketplace (ADM) (April 2009 - September 2011)

The African Diaspora Marketplace (ADM) is a business plan competition managed by the FIELD-Support Leader that was designed to support the entrepreneurial spirit and resources of the U.S.-based African diaspora community to promote economic development in Sub-Saharan Africa by facilitating diaspora direct investment in viable small and medium enterprises (SMEs). Specifically, ADM is intended to be a catalyst for job creation, income generation, and the delivery of vital goods and services by providing matching grants to African diaspora members working in partnership with African-based enterprises and/or entrepreneurs. Sponsored by USAID and Western Union Company/Foundation, ADM was launched in response to the diaspora's significant and growing contribution to Sub-Saharan Africa's development.

During the last quarter, USAID's activity manager for ADM Mr. Romi Bhatia from the Office of Development Programs (ODP), and AED program manager Laura Barland, conducted site visits for 13 of 14 ADM grantees. Unfortunately, due to continued delays for ESM Engineering, a site visit was not conducted as there was no further development during this quarter for the grantee. Highlights of grantee progress this quarter includes⁶:

- **Sproxil, Inc.:** Two new employees were hired, increasing sales capacity at the office operations in Nigeria. On Feb 3, 2011 the White House recognized Sproxil by awarding it as one of the start-up companies of the Start Up America Campaign. Sproxil received \$1.8 million in equity funding, and has also signed another multi-national pharmaceutical company to utilize the Sproxil technology.
- **AACE Foods:** AACE is a food processing company with a mission to provide nutritious and good tasting food made from the best of West Africa's fruits and vegetables. Last quarter AACE received approval from NAFDAC (the Nigerian FDA) for five of its food products. This approval allows AACE to move forward with formal labeling and selling of their products on a larger scale.
- **Palm Fruit Processing:** This quarter, it completed construction on its property, making it ready to accept the equipment and begin producing palm fruit oil.
- **ANSA Systems, Ltd.:** One technician was trained, and preparations have begun for participation in the April Ghanaian Trade Show with Eaton, the main supplier of the UPS and AVR products. With the conclusion of this trade show, and the formal training of an additional staff member (two are now trained as of this quarter), ANSA will be able to begin selling the Eaton Powerware UPS 1,100kVA.
- **Ghanian Student Card:** Student Card was launched to enable a mechanism for processing and reconciling school fees through remote billing and payments, thereby creating a cashless, and therefore safer and more efficient, environment for schools in Ghana. During the last quarter, one new staff member was hired and an office was rented to house business operations. Fidelity (20 branches in Ghana) and Ecobank Ghana (40 branches in Ghana) have confirmed their interest in partnering with the Student Card solution and a partnership agreement has been signed. However,



USAID activity manager Romi Bhatia, right, receives a goat feeding demo at Aceritas Goat Ltd's "Green Acres" farm. Photo Courtesy of ADM.

⁶ Visit www.diasporamarketplace.org for brief profiles about each of the ADM grantees/winners.

negotiations with the banks have been very complex and time-consuming and have contributed to the delay in launching a pilot.

- **Aceritas Goat Ltd.:** *(pictured above)* Aceritas is a commercial goat farm that will meet the growing and unmet demand for goat meat and help fill the important gaps in Ghana's protein consumption. The first breeding season for the goats occurred during this quarter. Construction of the farm manger's quarters and the office location were completed.
- **MicroClinics:** Microclinics was originally intended to expand a franchise business model that empowers local entrepreneurs, targets the most frequently occurring diseases, and standardizes operating practices between clinics to improve access to underserved areas of Ghana. Unfortunately, during the last quarter, delays continued due to permits required to operate the KojoKrom clinic. Based on information from the progress report submitted, the site visits conducted in October 2010 and January 2011 and after a review by AED in consultation with USAID and Western Union, AED has concluded that the award should be discontinued and that no additional funding will be made available to the grantee. The reason for the termination is the failure of progress on franchises, which was the decisive basis for selecting the Grantee's application. In addition to noting that the funding thus far made available has not resulted in the expected progress in franchising, the donors and AED have reached a consensus that allocating additional funding could not achieve the level of franchising that would result in the growth of clinics anticipated at the time of the award.
- **AMAD Metal Manufacturing:** AMAD is establishing a metal fabrication plant to manufacture a variety of metal products and components from raw materials. Unfortunately, factory construction delays continued this quarter due to an increase in the price of cement for the foundation. It is anticipated that construction will pick up next quarter.
- **Global Telecommunications/Fleet Management System:** The firm offers organized fleet dispatching, traffic monitoring, real-time delivery information using satellite GPS and GSM/GPRS. 67 GPS-tracking devices have been ordered and installed during the quarter. On January 28, 2011 a contract agreement was signed with Coca-Cola in Ethiopia.
- **Earthwise Ferries Uganda, Ltd.:** Earthwise Ferries was launched to reestablish, manage, and operate a fast-ferry transportation system on Lake Victoria, with destinations in Uganda, Kenya, and Tanzania. Last quarter, the company successfully completed the construction of the ferry. A soft launch was expected in late February, but was delayed due to continued problems moving the ferry from the land to Lake Victoria. After renting two cranes to lift the ferry, a successful water trip was conducted. Additionally, six staff members have been hired to run the initial ferry runs. A formal launch is expected for May 2011.
- **Cooking Solar Ovens/Tek Consultants:** A temporary location (until the final location in the Kampala Industrial and Business Park) for the factory was determined during this quarter. The equipment was installed in the factory and operations are expected to begin in April 2011. Location within the Kampala Industrial and Business Park (KIBP) was assigned and provided to owner Mr. Ronald Mutebi on February 14, 2011. The land was awarded to Mr. Mutebi in 2005.
- **TAF Biotechnology Plc:** TAF is a commercial-scale plant tissue culture business focusing on the cultivation and multiplication of cells, tissues and organs of plants with the objective of increasing the yield and quality of produce for Ethiopian agriculture producers. Construction has continued on the office building. The TAF staff conducted a successful trip to India to procure the equipment needed for the laboratory.
- **E&M Capital Tek's Uza-Mazao:** Uza Mazao is a virtual marketplace via SMS messaging designed to give sellers the ability to find willing buyers and vice-versa and thereby increase the efficiency of buyers or sellers of crops, farm produce, livestock or livestock products. Uza-Mazao was successfully launched this quarter, with results expected next quarter.
- **AA DT Consultants:** AADT plans to provide construction material testing and quality assurance services in Liberia to ensure that the materials and techniques that are used conform to standards required and therefore that the ongoing redevelopment of Liberia benefits from geotechnical input, oversight and third party inspections. Last quarter, however, building delays continue.

2.4 Knowledge Management and Learning Dissemination

During the last quarter, the FIELD-Support knowledge management team continued to work across the portfolio working with the partners on the pilots, SLIs and Associate Awards to document and disseminate key findings, lessons learned and best practices. As discussed in previous issues, at the core of the FIELD-Support KM strategy is improving internal and external communications in order to build a reliable platform for information dissemination and exchange that will ultimately improve the state-of-the-practice of microfinance and microenterprise development. Some of the key ways the Knowledge Management (KM) component of the project is doing so are described here.

A. Internal Communications

FIELD-Support e-Bulletin

The KM team continues to draft and disseminate its monthly e-bulletin with brief activity updates. The e-bulletin is distributed directly via email to more than 100 FIELD-Support implementing partner representatives. Email trackers indicate that primary recipients then typically forward each issue to an additional 100 people each month. After one year of monthly e-bulletins, the rate of emails that are opened each month (“Open rate”) and links within email that are clicked on by readers (“Click rate”) remain consistent and well above industry standards.

FIELD-Support Program Review

During the last quarter, FIELD-Support’s team of external consultants completed the Program Review, and submitted a final report with key recommendations for the LWA going forward. The Review was not considered an in-depth evaluation but rather an assessment based on review of key documents and reports as well as interviews of principle USAID and NGO players who have been involved in the Program. The two person team included Mr. James Dempsey and Mr. Mike O’Donnell.

Select highlights of the key findings and recommendations of the review process include:

The Leader Award:

- **What went well:** Strong knowledge generation in FIELD Leader Award Activities through 18 pilot projects and 10 Strategic Learning Initiatives; and use of prime-funded Assessments for USAID Missions have been critical to the formulation of their local strategy and new programs in this sector.
- **What can be improved:** Better knowledge capture and dissemination of the knowledge generated by the activities above, although this has improved with the hiring of a Knowledge Management Coordinator; more robust prime-funding for assessments and design studies.

Associate Awards:

- **What went well:** Flexibility and speed of support met and most often exceeded the expectations of the USAID and the NGO consortium; operation in high priority and critical USAID countries such as Afghanistan and Palestine; “consistently solid technical strength of implementers; and increased role of MD office and consortium members in design of Mission-based programs.
- **What can be improved:**
 - Associate Award management: A more transparent system is needed for deciding which NGO takes the COP position; better sharing among partners of all associate award documentation; STRIVE learning program should be better defined.

- Associate Award Proposal Development and RFA process: establish a system to better share information with partners pre-RFA and regarding partnering decisions on proposals; while maintaining an open process for partner selection that remains responsive to client needs.
- Associate Award Marketing: ensure adequate prime funds for future design/assessments and seek cost sharing with Missions for such activities; and increase marketing and knowledge sharing with a focus on USAID Mission staff as the target audience.

Other cross-cutting issues:

- Undertake an assessment of operational problems related to accounting and contracting actions for awards, modifications and consultancies
- The LWA needs to hire a full time M&E Officer to work on the Leader and Associate Awards, especially final evaluations for the associate awards, and put in place a Performance Monitoring Plan (PMP) for the LWA with the substantial involvement of MD.
- Establish annual work plans and complete quarterly and annual reports that monitor the provision of LWA inputs, outputs and progress toward outcomes and results.

The report was finalized in February 2011 with AED's and USAID's input and was shared with the consortium members in April 2011. Further action planning, based on the recommendations summarized above, will take place during the next two quarters as AED moves forward with the acquisition process.

B. External Communications

In coordination with the QED Group's efforts to redesign the microLINKS platform, AED continued its efforts to ensure that all FIELD-Support products, including reports, white papers, case studies, videos, podcasts, manuals, guidelines, success stories, etc., are centrally filed and indexed. In line with USAID's mandate, this process now also includes that all public products comply with Section 508 to ensure that they are accessible to the visually disabled or hearing impaired.

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

- **FIELD Brief #10:** "Spurring Entrepreneurship Through Business Plan Competitions"
- **FIELD Brief #11:** "Exploring the Linkages between Food Security and Microfinance"
- **FACET Learning Brief:** "ICT Application for Distribution and Supply Chain Management in African Agriculture"
- **FACET Learning Brief:** "Mobile Banking to Enhance Agriculture in Africa"
- **HIFIVE Success Story:** "Bringing a Technological Revolution to Haiti"
- **HIFIVE Success Story:** "Building Skills to Improve Access to Finance for Haitian Entrepreneurs"
- **HIFIVE Success Story:** "Helping Haitian Entrepreneurs Create a Brighter Future"
- **HIFIVE Success Story:** "Entrepreneurs Shaping the Future of Haiti"

ESAF⁷ Knowledge Series: In line with FIELD-Support's commitment to enhancing the state-of-the-practice of microfinance and enterprise development, the ESAF Knowledge Series continues to produce periodical learning products to highlight innovations, important lessons learned, and beneficiary success stories that allow the program to remain evidence-based. Last quarter, new products included:

- **ESAF Report:** "Assessing Opportunities for Increasing Acceptance of Electronic Money in Palestine"
- **ESAF Report:** "The Future of Financial Inclusion through E-banking Models in Palestine."
- **ESAF Brief:** "E-banking Challenges and Opportunities in the West Bank & Gaza"

⁷ See Section 3.3 for more details about the ESAF Associate Award.

On March 10, 2011, AED hosted its second Roundtable Discussion series on **Social Marketing for Economic Development** with core partner Save the Children and AED's Center for Environment, Energy and Economic Development (CE3D). The Event recap is available online here:

<http://microlinks.kdid.org/learning-marketplace/blogs/can-you-hear-me-now-aed-hosts-social-marketing-economic-development-round>.

All of FIELD-Support's learning products are available online on the original microLINKS website www.microlinks.org/field and on the recently launched KDID 2.0 website:

www.kdid.org/projects/field-support.

As before, in line with the KM team's commitment to leveraging existing networks in order to optimize dissemination, FIELD-Support content was highlighted this quarter in Connections (microLINKS monthly newsletter), the SEEP Members Only Quarterly Connector and Monthly Networker, and Zunia.org (Development Gateway).

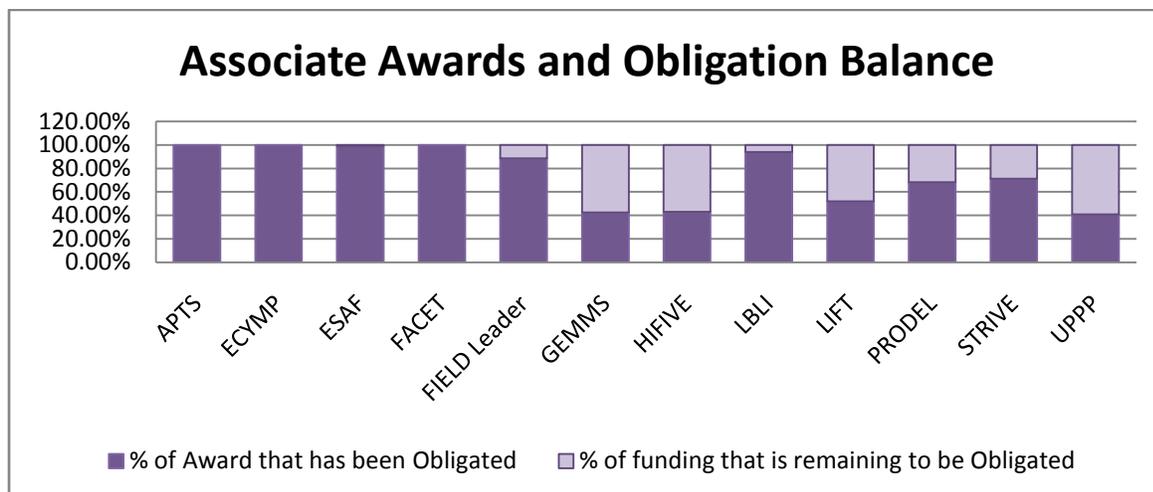


AED's interactive roundtable discussion included panelists Ntongi McFadyen from Save the Children and Jennifer Baker from AED's Global FISH Alliance who shared some of the innovative ways they have used social marketing principles to enhance economic development outcomes in their projects. *Photo Courtesy of Angelina Gordon, FIELD-Support*

3 Associate Awards

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

FIELD-Support is currently implementing **11 Associate Awards**; the following section provides brief highlights of major accomplishments in each Associate Award this quarter. The Figure on the right illustrates the relative value (in US\$) and the figure below illustrates the relative period of performance of each Associate Award.



3.1 APTS (Ukraine)

(September 2010 – May 2011)

The Agricultural Policy Transition Support (APTS) program in the Ukraine will build on the work done to date in Ukraine by USAID and other stakeholders to bridge some necessary gaps in agricultural development in Ukraine through locally-driven policy research and reform. AED is implementing APTS through the Agrarian Markets Development Institute (AMDI), a non-partisan Ukrainian think tank which was established in 2005 to engage the private sector, mobilize financial and regulatory reform, and more effectively engage civil society in the policymaking process. This short-term (nine-month long) project includes providing targeted assistance to AMDI support its long-term efforts to support Ukraine realize its untapped economic potential in the agriculture sector and therefore strengthen broader economic growth for the country.

This quarter, AMDI shared a briefing paper which outlined issues, recommendations and corrective actions on capacity building with the Mission and AMDI's senior management. As part of its goal to assist the Government of Ukraine in developing a market-oriented policy agenda, AMDI also worked on developing a policy paper on the State Regulation on Export Pricing and presented its paper on Warehouse Receipt Utilization and State Regulation on Export Pricing. APTS is scheduled to conclude on May 31, 2011.

3.2 ECYMP (Eastern Caribbean)

(May 2010 – November 2011)

AED is implementing the USAID-funded Eastern Caribbean Youth Microenterprise Program (ECYMP) which is an 18-month, \$1.848 million program seeking to accelerate the creation of sustainable livelihood and self-employment opportunities for vulnerable youth. The program is being implemented in two distinct components:

- Component 1: Strengthening a **school-to-work** transition strategy, which is assessing the activities of JA operations in the OECS countries as a basis for determining the establishment of JA operations in Barbados? The target group is primary and secondary school youth, 10-16 years old; and
- Component 2: Strengthening **livelihood and self-employment** strategies for vulnerable, out-of-school youth through institutional capacity building: institutional capacity building of youth-serving microenterprise developing organizations in Barbados and the OECS to better support employment through self-employment opportunities for vulnerable, unemployed youth. The target group is youth 16-24 years.

Progress against Select Indicators

- Established **22 strategic partnerships** between ECYMP and local partners across 5 targeted countries;
- **73 partner staff** members participating in Youth Market Opportunity based Program Design Workshops (PDW);
- **10 youth-serving organizations** have received one-on-one TA;
- **5 Youth Livelihood Training Tools** (YLTT) have been identified and adapted for local partner youth organizations and **20 organizations** have participated in a TOT for the tools.

Under the first component, the assessment of the performance of the Junior Achievement (JA) programs in the OECS was completed and the report shared with key JA personnel and stakeholders. The program has identified 8 strategic members of the Barbadian business and education community to comprise the Junior Achievement Advisory Task Force (JAATF). As a next step, an audience is being sought with the Ministry of Education (MOE) to secure the sanctioning for establishing JA in Barbados which will serve to facilitate the achievement of the target of eight stakeholders to comprise the JAATF.

During this quarter, key ECYMP activities included the first official meeting of the Junior Achievement Advisory Task Force (JJAFT) and the selection of a parent company for JA Barbados; and a very positive response to, and demonstrated support of the re-launch of JA Barbados by key stakeholders such as the Government's Ministry of Education and the Ministry of Youth.

Relating to the second component which pertains to youth enterprise development, implementing partner EcoVentures International (EVI) designed and conducted a comprehensive Youth Market Opportunity Assessment (YMOA) in Barbados, Dominica, St. Vincent & the Grenadines and Antigua & Barbuda with the following objectives:

- to map existing youth enterprise development efforts and opportunities;
- to assess the local capacity of systems to support youth;
- to assist local youth-serving organizations (YSOs) to better understand the economic opportunities that can support youth; and
- to identify the economic sectors that can create the greatest opportunities for young entrepreneurs.

Achievements this quarter included the completion of the Program Design Workshop in all six participating ECYMP countries, including St. Lucia, which was postponed due to the effects of Hurricane Tomas in late 2010; implementation of a Training of Trainers workshop to build the capacity of Youth Serving Organizations to facilitate youth entrepreneurship training; increased response to the outreach efforts of the ECYMP team and subsequent submission of approximately 60 expressions of interest to apply for funding for Youth Microenterprise Development; and a four-day Training of Trainers workshop conducted by Eco-Ventures International to facilitate youth entrepreneurship training, wherein a total of 22 individuals from 20 organization across five countries attended the workshop and were certified as youth entrepreneurship facilitators.

Lessons Learned and Next Steps

Although an official letter of support for Junior Achievement programming was received from the Ministry of Education and Human Resource Development, it is clear that gaining support from senior as well as junior education officials is vital to the success of the project. A face-to-face meeting stating the importance of the support, experience, and input from Senior Education Officers and Education Officers resulted in a demonstrated appreciation of being included in the process in addition to the official support given by the MEHRD. Next quarter the project will host the official launch of the pilot project for Junior Achievement in Barbados, with an address by the Minister of Education and Human Resource Development or his representative. The call for the flagship program of the Caribbean 'JA Company' program has been recognised and will be piloted in the secondary schools if enough funding can be realized to support this effort. ECYMP will continue to develop proposals and strategies for funding of JA Barbados.

Additionally, final approval of the ECYMP Grants Manual is expected in next quarter. Selected organizations will develop and submit Concept Papers in May for the grant fund. ECYMP expects the demand for assistance to exceed its capacity to respond given the current funding level, resources and remaining implementation period. Grants are expected to be made next quarter and implementation to rapidly be underway.



Postponed due to damage by Hurricane Tomas, the Program Design Workshop in St. Lucia was held March 9 -11, 2011 at the National Skills Development Center for 10 JA participants from 12 organizations.
Photo courtesy of AED/ECYMP

3.3 ESAF (West Bank & Gaza) (September 2008 – September 2011)

The Expanded and Sustained Access to Financial Services (ESAF) program supports USAID/WBG in its efforts to build a more inclusive financial sector that increases sustainable access to financial services for Palestinian households and MSMEs. Based on USAID priorities and ESAF's sectoral analysis, ESAF implements activities in six intervention areas: The first three are major sub-sectors within the financial industry—banking, insurance, and microfinance—and the fourth is a set of cross-sector activities that include consumer protection and financial literacy, sector regulatory capacity, and nonbanking financial services. The fifth is a package of livelihoods activities in Gaza that aim to link beneficiaries to financial services.

Through these interventions, ESAF addresses identified weaknesses in the financial system at the consumer, institution, and enabling and regulatory environment levels that inhibit the delivery and appropriate utilization of financial services. These activities will lead to the sustainable expansion of services to at least 38,000 households over the three-year life of the program. Lastly, the program also includes the Palestinian Investment Partners (PIP) component, a fixed capital financing mechanism that funds SME equipment upgrades, assists with creation of joint ventures and technology transfer as well as facilitates other forms of capital inflow to profitable businesses that can expand immediately and provide expanded economic activity and sustainable jobs.

Highlights from the achievements and activities from the previous quarter include the following:

Microfinance Sub-Sector

- MFI FATEN received a very positive preliminary assessment from Planet Rating as a result of the wide-ranging technical assistance from ShoreBank International (SBI) on business plan and financial statement preparation, human resources development, marketing strategy, and staff training. FATEN is now in the final negotiation stages with the International Finance Corporation for a loan, which will enable the MFI to expand its lending.
- CHF Ryada drafted a new salary scale for all positions that was linked to a career path policy, and carried out internal audits in three branches, under a grant from ESAF to support its planned transformation into a for-profit company.
- AED signed a grant with the Palestinian microfinance network Sharakeh, which will offer a comprehensive package of funding and capacity building. The grant will be complemented by technical assistance and training from SBI.
- AED and subcontractor IRIS Center developed Lending and Finance Companies (LFC) Regulation, MFI categorization scheme, and draft instructions in support of the Non-Banking Financial Institutions Unit of the Palestinian Monetary Authority.

Banking Sub-Sector

- Bank of Palestine's microfinance unit disbursed 52 loans, for a value of over \$138,000 (average of \$2,650). The unit has received extensive technical assistance from SBI. The bank's Board of Directors adopted the loan officer incentive scheme designed by SBI which should improve their results by motivating loan officers to source more potential clients.

Progress to date against Indicators

- **8,654 Palestinian households and enterprises** accessing financial services (credit and savings) through FIs
- **US\$128.7 million in lending** to Palestinian households and MSMEs (**35% of which is for agriculture**)
- **42,002 jobs created** or sustained by program activities
- **3 MFIs** have reached operational sustainability and **2 MFIs** have reached financial sustainability with ESAF TA

- Palestine Commercial bank (PCB) conducted a pilot launch of their new children's savings account—designed with technical assistance from SBI—in two branches, and opened 46 accounts with a combined balance of \$18,463 (average of about \$400 per account). Based on pilot results, bank management approved a full product launch.
- SBI finalized both a green paper on the future of electronic banking models in Palestine, and a research paper on the acceptability of electronic banking solutions. The results of both papers were presented at the PMA retreat to 50 – 60 Palestinian banking stakeholders. In addition, both reports were disseminated through the ESAF Knowledge Series, along with an ESAF Brief that summarized the findings for a general audience.⁸
- CHF LGF conducted 132 on-the-job training sessions with loan officers at both branch and regional levels of partner banks, 60 of which were on-site at the bank premises. LGF also held 13 formal training workshops for 8 partner banks and 200 participants. Benchmarking and financial tools for four growing sub-sectors (hotel/lodging, construction, automobile rental, and poultry) were finalized, which will strengthen banks' credit analysis for SMEs in those sub-sectors.
- AED subcontractor Solutions for Development finalized 15 agricultural sub-sector information sheets and four value chain briefs in Arabic, which will inform agricultural lending by three technical assistance financial institution partners. The tools will also be made available across the banking and microfinance industries.
- Bank of Palestine (BoP) distributed 410 electronic Point of Sales (POS) terminals to merchants, 267 in the West Bank and 143 in Gaza. Cumulatively, BoP has now distributed 1,332 units (967 in the West Bank, 365 in the Gaza Strip), out of 2,150 POS terminals that were purchased with ESAF support on a cost-share basis.
- The CHF Loan Guarantee Fund's Mortgage Market Development Program (MMDP) has trained 139 participants from six partner banks in mortgage underwriting; finalized Model Homeowner's Association By-Laws and Articles of Association, which will strengthen the framework for condominium self-governance; and trained 26 home appraisers in advanced appraisal techniques through a 2.5 day course.
- Finance Instructor Elias Mukarker from Bethlehem University, a WDI Faculty Exchange participant, applied his learning from a semester at the University of Michigan's Ross School of Business by developing the curriculum for the newly launched and accredited Minor in Finance program.
- With WDI's support, the Palestinian Institute for Financial and Banking Studies (PIFBS) completed two out of three phases of the Training of Trainers program. PIFBS delivered 50 hours of training to over 22 of its trainers from Ramallah, as well as 7 trainers from Gaza who were linked by videoconference.

Insurance Sub-Sector

- 2,644 FATEN clients obtained Credit Life microinsurance policies, the design of which was developed with technical assistance from ESAF.
- Subcontractor Microinsurance Centre trained 17 FATEN staff and eight REEF staff in microinsurance product design and delivery.
- AED signed a grant agreement with the Palestinian Insurance Federation (PIF) to build PIF's complaint resolution capacity, including a phone line for handling complaints along with a supporting web page.
- WDI sponsored two international training trips for staff of the Palestinian Capital Markets Authority, one on securities and investments and the other on financial supervision.

⁸ See www.kdid.org/projects/field-support/esaf

Gaza Livelihoods

- CARE distributed 150 tons of sheep fodder to 223 livestock farmers, and provided 251 lambs to 63 farmers, and has trained 370 greenhouse farmers, 196 livestock farmers, and 77 poultry farmers in Marketing as well as Farm Management. CARE also trained approximately 170 sheep farmers and 25 poultry farmers in Finance and Credit, and in Animal Care.
- Of the 486 beneficiaries of AED and Save the Children's Microenterprise Grants activity, 327 (67%) received the full grant amount by expanding their businesses and starting to repay defaulted loans, 164 have now paid off their defaulted loans completely, and 17 have taken new loans. A total of \$68,619 in loans has been repaid.
- Save the Children trained 851 young adults on financial literacy and life skills through a 30-hour training course. Save has verified 148 start-up business grants applications and selected 80 beneficiaries to receive grants.
- Save the Children received 6,081 applications for only about 1,500 spots in a new round of financial literacy and life skills training and start-up business grants opportunities, under a second sub-contract from AED.

Fixed Capital Financing (Palestine Investment Partnership PIP)

- 12 new PIP grants were signed with a total value of US\$2,225,820, benefiting companies in six economic sub-sectors.
- Grantees increased revenues against the baseline by US\$6 million.
- 34 permanent jobs opportunities were created.

Cross Sector Activities to Raise Awareness

- AED and four financial regulator and industry association partners carried out the second phase of a comprehensive and nationwide media campaign on financial consumer awareness. This was performed through utilizing billboards, newspaper advertisements, and informational stands with brochures, TV, radio, a campaign website, and other online tools.
- MMDP finalized the design of a Homebuyer Education Manual, and developed and piloted training material for homebuyer education sessions.
- As part of AED's capacity building initiative on behalf of the PCMA, subcontractor Price Waterhouse Coopers submitted draft Standard Operating Procedures, and Shehadeh Legal firm provided a draft mortgage law.
- WDI delivered a workshop on the "Fundamentals of Leasing and Risk Management" for the PCMA's Mortgage and Leasing Directorate staff and representatives from the Palestinian leasing industry.

Gaza Livelihoods

- Implementing partner CARE installed nylon as part of greenhouse rehabilitation for 214 farmers, and distributed 124 lambs to 31 farmers.
- AED disbursed over \$40,000 in second grant installments to 122 microentrepreneurs, reaching a cumulative total of 326 who qualified for second grants (67% of the total). 50 beneficiaries (15% of the total) have now received new loans from MFIs after restoring their credit standing as a result of the activity.
- Implementing partner Save the Children provided a 40 hour Training of Trainers course in financial literacy and life skills to 58 prospective trainers. Selected candidates trained 432 youth on the same topics through a 30 hour course.



Trainer Abd Al Rahman Abu Hasanein instructs aspiring youth entrepreneurs on life skills and financial literacy in Gaza City. Photo courtesy of Save the Children/ESAF

- As part of AED's Individual Development Accounts (IDA) initiative for unbanked young adults, 2,637 participants made at least one deposit and 2,537 (76%) were on track to receive matching funds by quarter end. The average balance among participants who made at least one deposit was 400 NIS (~\$110).

3.4 FACET (Africa)

(October 2009 – September 2011)

The Fostering Agriculture Competitiveness Employing Information and Communication Technologies (FACET) associate award helps USAID Africa Missions improve competitiveness and productivity across the agriculture sub-sectors through the use of information communications technology (ICT). The organization of best practices and successes in the areas of agriculture and ICTs address the following 6 key thematic areas, as outlined by the FACET AOTR:

- market information systems
- supply chains
- index insurance
- farm extensions
- m-payments
- commodity exchanges

Knowledge Sharing, Analysis, and Toolkits

In partnership with USAID, key project activities this quarter included: distribution of two of six briefing papers entitled "ICT Applications for Distribution and Supply Chain Management in Sub-Saharan African Agriculture" and "Using Mobile Money, Mobile Banking to Enhance Agriculture in Africa" through the program listserv, the USAID Ag and ICT website, Microlinks.org, and e-agriculture.org; and participation in a brownbag lunch seminar entitled "Achieving Truly Sustainable, Scalable ICT Capacity in Agriculture and Other Sectors with Web/Mobile Hybrid Applications: DataDyne's Experience in Chile, Kenya, Peru, Canada and Elsewhere." All materials are available online at <http://kdid.org/projects/field-support/facet>

Project Management

In addition, FACET administered a survey of its mailing list to assess the impact of the six briefing papers that have been issued. A total of 25 USAID mission and implementing partners from seven countries in sub-Saharan Africa were identified as a test group for the demand survey. Out of that total, two were selected from each country (one USAID mission staff and one implementing partner staff) and invited to participate in the test group. The survey was distributed to them along with an invitation by email in January 2011. Only two individuals from the original pilot pool responded, and FACET has subsequently made changes to the survey based on those recommendations, and has sent a revised survey back to USAID.

Next Steps

Next quarter FACET will facilitate a webinar presentation on at least one topic related to ICT and Agriculture; continue to produce briefing papers and contract consultants to write four newly proposed briefing papers; administer the ICT demand survey to USAID missions and implementing partners in Sub-Saharan Africa; and continue to add resources to the USAID Ag and ICT website.

3.5 GEMSS (South Sudan)

(December 2008 – September 2011)

The purpose of the Generating Economic Development through Microfinance in Southern Sudan (GEMSS) associate award is to build the foundation for 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.

During this reporting period, GEMSS continued to work on capacity building with Southern Sudan's microfinance institutions. GEMSS fielded a consultant to help Finance Sudan Limited (FSL) develop and test its SME loan product. The GEMSS COP gave a presentation at Finance Sudan's very successful International Deposit Taking, Transformation and Investors Conference to elaborate on FSL's progress over the last two years and responsiveness to technical assistance and direction. Finance Sudan attracted several international investors that were very keen to invest in the MFI as it considers transformation to a deposit-taking institution GEMSS is extremely pleased with the progress made by Finance Sudan. The MFI has continued to meet its sub grant milestones, and has made an impressive turnaround. Some of the key performance indicators include:

Progress against Performance Indicators

- At the end of last quarter, GEMSS-supported MFI Finance Sudan reported having 5,907 clients, 45% of whom are women.
- 1,149 Finance Sudan borrowers took out loans during the last quarter.
- These loans are valued at approximately US\$2.75 million, which represents a 300% increase since the baseline was conducted in Nov. 2009

	Pre-Grant November 2009	Post-Grant March 2011
PAR (portfolio at risk)	<70%	10%
Sustainability index	44%	70%
No. of Clients	1,342	5,907
Portfolio Size	900,000	2,749,434.21

The complex situation with partner SUMI remained a significant focus for GEMSS for the duration of the quarter. The SUMI partnership consultant submitted his report outlining SUMI's way forward. It gives a breakdown of monthly milestones leading to a new SUMI under different registration that allows for new partners to own part of the institution. South Sudan Microfinance Development Facility (SSMDF), a non-profit organization established by the Government of Southern Sudan (GOSS), Multi Donor Trust Fund (MDTF), and the Bank of Southern Sudan (BOSS) is being considered as a shareholder/trustee in the new company.

Additionally, James Small, Senior Private Enterprise Officer at USAID conducted research to determine the future of funding/assistance to SUMI. With his input, USAID requested a meeting with GEMSS and SUMI. The outcome of the meeting is as follows: 1) The SUMI Fixed Obligation Grant (FOG) will be revised to extend the time period within which SUMI will achieve its milestones, and some of the milestones will be slightly revised; 2) The SUMI Managing Director reaffirmed his commitment to seeing the data verification completed by the end of May 2011; 3) SUMI is only interested in technical assistance from GEMSS for the MIS activity and selection; and 4) GEMSS proposed that SUMI submit a proposal for the recruitment of a new consultant to manage the partnership assignment. Next quarter GEMSS will consult with ACDI/VOCA on the possibility of providing SUMI a grant.

3.6 HIFIVE (Haiti) *(June 2009 - May 2012)*

The Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE) Project was launched in 2009 to promote economic growth and job creation, especially in the rural areas of Haiti. After a successful launch and productive first quarter, program activities were affected by the earthquake which struck on Tuesday, January 12, 2010. We are grateful to report, however, that the entire HIFIVE staff has been accounted for and have resumed program activity in two local offices. During the last quarter, Haiti and its population continued the work of recovery and stabilization. The earthquake impact on HIFIVE's partners, which has been significant in many cases, continues to be felt, but there is also real progress being made as operations return to "normal."

The \$22.5 million **HIFIVE Catalyst Fund (HCF)** is the primary tool for achieving project targets. Disciplined use of the fund has targeted activities that lend strong support to USAID/Haiti objectives of financial service supply enhancement and expansion to targeted populations and zones and has fostered linkages between other USAID project beneficiaries, MFIs, and private sector entities. The HCF documents have been amended to include Earthquake Recovery and Stabilization Grants, to provide funding for specific types of MFI needs. ICT Push Fund grants will help to support HMMI objectives. To date, HCF grants totally \$4.0 million have been approved and contracted, and another \$5.3 million in HCF grants are awaiting USAID approval.

During this quarter, the financial sector and our counterparties have moved beyond the ‘earthquake’ recovery stage and have returned to normal operations, including development of long term strategic and capital plans and their implementation, new product development, client service improvements, and technology investments. The earthquake impact on some in the microfinance and caisse sector is still significant, but in most cases operations have regained positive momentum.

Key achievements

- HIFIVE’s efforts to support to SMEs have had great success both via HIFIVE’s Mon Entreprise Mon Avenir (MEMA), business plan competition and the direct delivery of targeted BDS services. Although MEMA concluded in December with an awards ceremony, a day-long training for MEMA participants was held in January with successful entrepreneurs sharing their experiences and financial institutions improving their understanding of the credit process.
- HIFIVE’s Haiti Mobile Money Initiative (HMMI) completed the verification process of the claims and presented the \$2.5mm “First to Market’ award to Digicel for TCHO TCHO Mobile on January 10, 2011.
- In March, HIFIVE concluded a grant agreement with its partner, *Caisse Populaire de la Fraternite* (CPF) for a grant to support the improvement and repositioning of the artisan market at Labadee, based on a significant strengthening of the artisan value chain. Work on this project was initially conceived in 2009 in collaboration with MarChe, which was subsequently closed.
- HIFIVE also successfully completed work with 20 women growers who had received support from the USAID project DEED but needed finance to expand/improve their production. They are now clients of SOCALAVIM, a *caisse populaire* in St. Marc.
- HIFIVE has awarded three grants from the HIFIVE Catalyst Fund (HCF) to support the development of applications and solutions that will contribute to reaching HMMI goals.

HIFIVE Catalyst Fund (HCF) Results:

- **32 grants approved**, totaling \$7,844,639
- 16 grants directly supporting value chain finance and **rural expansion of financial services**;
- 3 grants supporting **ICT improvements** that will expand financial inclusion/client outreach;
- 3 grants supporting **HMMI objectives**;
- 5 MFI **Earthquake Recovery and Stabilization grants**.



On January 10, 2011, HMMI awarded the “First to Market Award” to Digicel, valued at \$2.5 million, signaling that mobile money services had arrived in Haiti. “This service is very important to us merchants. It reduces the risk we face with thieves in downtown Port au Prince,” says Marjorie Raphael, a merchant at the newly restored Iron Market in downtown Port au Prince. *Photo Courtesy of WOCCU/HIFIVE*

HIFIVE's Use of ICT Solutions to Increase Financial Inclusion

HIFIVE has a broad range of activities supporting the use of ICT solutions to expand financial inclusion. ICT Push Fund grants from HCF support financial institutions efforts to improve their MIS environment and to prepare for mobile platforms that can support expanded geographic outreach and product distribution at lower costs. The Haiti Mobile Money Initiative (HMMI), implemented by HIFIVE, falls within this group of HIFIVE activities.

Launched on June 15, HMMI, a partnership between USAID and The Bill and Melinda Gates Foundation, was created to provide incentives to encourage the rapid launch of mobile money services that could deliver affordable and convenient financial services for Haiti's poor. Competition criteria for HMMI require the development of a cash wallet using the telephone to conduct payment services and will offer up to \$10mm in prizes to those competitors meeting the criteria for "First to Market" and "Scaling" award. Additionally, there will be up to \$5mm in technical assistance grants from HCF that will support innovations and solutions that will help mobile money services succeed.

Learning and Next Steps

Under the Haiti Mobile Money Initiative (HMMI) component, both mobile network operators (MNOs) redesigned key parts of their programs to improve results in marketing campaigns, pricing models, client acquisition processes, and product design. Despite the shifts in program activities, the introduction of new activities and the closedown of other USAID programs, HIFIVE has been able to successfully identify financial needs for some USAID projects and to launch appropriate solutions for their clients. Next quarter HMMI will award the first "Scaling Award" and continue program activities per the projects approved workplan.

3.7 LBLI (Lebanon)

(August 2008 - December 2011)

By targeting market driver firms in agribusiness, tourism and information and communication technology, the Lebanon Business Linkages Initiative (LBLI) was designed to build on USAID's previous investments in Lebanon and further its goal of fostering sustainable growth and reducing poverty in rural Lebanon. With technical leadership from ACDI/VOCA and AFE, LBLI is supporting the efforts of industry groups to develop competitiveness strategies, identify solutions to business bottlenecks that constrain backward linkages, and encourage increased productivity and coordination. LBLI, which is currently focused on two key industries—Agribusiness and Tourism—has three overarching objectives:

- to expand market access through business linkages;
- to improve access to finance and other supporting markets; and
- to address systemic constraints to industry and SME growth.

Progress to date against Select Indicators

- 12 supplier firms in **agribusiness** and 16 in **tourism** have established business linkages to larger-scale firms
- **44 SMEs** have applied for bank loans or private equity as a result of USG assistance
- An estimate **570 jobs** have been created as a result of expanded business by the participating firms
- **146 agricultural and food related enterprises** have directly benefited from activities (including training and assistance).

This quarter marked a transition from the projects first two years of implementation. Now in year three, major programmatic and operational changes included a greater focus on higher valued foods, the development of a Lebanese brand; continued export facilitation to the US specialty market; and the introduction of a new Chief of Party and Business Advisor. LBLI is proud of its accomplishments this

quarter, particularly the improvements made in vertical and horizontal relationships among farmers, processors and marketing agents. Improvements in these relationships contribute to the overall increased competitiveness of our targeted value chains. Additional activity highlights this quarter are listed by sector.

Key Accomplishments

During this quarter, the LBLI team helped to strengthen the Lebanese agribusiness sector through creating new market opportunities in the US specialty food market, by facilitating backward linkages from processors to farmers to source needed product volume and quality, and through identifying and addressing key value chain constraints. One critical intervention included facilitating compliance training to farmers in order to meet Global GAP standards.

In tourism, ***Beyond Beirut***, a rural tourism support initiative originally sponsored by LBLI, became a fully operational non-governmental organization. The initiative conducted an internal review of the their website and developed a plan to restructure it to better reflect the organization's updated objectives to become the rural tourism industry's growth driver; and they signed an agreement with a prestigious Lebanese publishing firm to produce the first quarterly "Beyond Beirut" magazine, select an editorial board to review content, set content categories and develop an outline of the first issue. Beyond Beirut created an Event Planning Committee that has planned Beyond Beirut's first "Annual Forum on National Sustainable Tourism Development" in collaboration with the Ministry of Tourism. The 2011 forum topics include trends in international rural niche tourism; local initiatives with potential for international marketing, and identifying gaps and initiating "competition" approaches. Beyond Beirut began implementing its "Destination Development Support and Grass Root Expansion" program, which is strategic for the long term sustainability of the organization, and held workshops in two communities, Upper Man and Jezzine, in collaboration with municipalities and tourism stakeholders with the goal of assisting the communities and surrounding regions to become responsible rural tourism destinations.

The project has also made significant strides in facilitating loans to small farmers. All field trips aimed at developing linkages between producers and market driver firms (MDF) consisted of conducting presentations on loan application procedures, meetings with local financing institutions and bank branches to inform loan officers of informational sessions LBLI held with producers and processing companies. Based on previous experience working on improving the coordination between the bank home office and branches responsible for collecting loan file information, and to increase sustainability of linkages, LBLI took an innovative approach by inviting the regional manager and a loan officer from the closest branch to be present along with the head office representatives during the meetings with farmers. In response to the need to build capacity among both banks as well as farmers on facilitative loan procedures, LBLI coaches farmers how to be more patient with long loan processes and advises banks how to work more closely with farmers to gain credibility through being more supportive to farmers as they work their way thru their loan process. LBLI also took steps to introduce the concept of crop insurance to financial institutions (Byblos Bank, Fransabank and MFIs) and to Kafalat as a way to reduce risk, both for the producer/tourism provider as well as for the banks. Subsequently, a series of four events (roundtables and workshops) have been planned for next quarter to further explore access to finance potential with banks, additional financial institutions, insurance companies, the LIM and DHAIM projects and local NGOs on how crop and tourism insurance products could be one way to increase rural level investments in Lebanon.

LBLI's administration team focused on establishing a GIS-based M&E support system by:

- Researching system requirements and contacting specialists in the field
- Establishing contacts with local suppliers for the procurement of GPS handhelds and GIS Software
- Collecting data from all the partners and establish parameters and data sets required to produce
- GIS maps, and locating clusters of project beneficiaries by occupation
- Reviewing local training facilities in GIS
- Producing an initial map for Q10

In the next quarter, the LBLI team will focus on promoting exports to the Gulf states, expand exports to the US fancy food/specialty market, increase the number of MDFs and producers benefiting from backward linkages, continue the Global Gap compliance initiative and follow-up on the implementation of existing upon backward linked contracts. In tourism, LBLI team will collaborate with Beyond Beirut in realizing the objectives of the NGO and meeting the seven milestones of described in the FOG sub-grant.

3.8 LIFT (Global)

(September 2009 - September 2014)

The Livelihood and Food Security Technical Assistance (LIFT) project, a five-year associate award with FIELD-Support core partners CARE and Save the Children, was designed to work in close collaboration with US Government agencies, implementing partners, and other key stakeholders with the ultimate goal of supporting food security in vulnerable households by improving their livelihoods and economic circumstances. The goal of the LIFT project is to increase food security through sustainably improving vulnerable households' economic circumstances. LIFT aims to heighten the impact of USG work and enhance investments in food security made by agencies and initiatives such as USAID, PEPFAR, Feed the Future, USDA, CDC and Peace Corps, and their implementing partners, by providing high-impact technical assistance in linking food security to sustainable, market-led economic activities.

To achieve its goal, LIFT offers **country-level** and **global** and technical assistance services to US government entities and implementing partners, as well as governments, civil society and the private sector, and provides leadership in the development of good policy and practice. Key activities over the last quarter are presented below.

Country-specific activities

Ethiopia

LIFT and USAID/PEPFAR worked together to finalize the 2010 assessment report, integrating feedback from the mission and exploring potential technical assistance based on recommendations.

Swaziland

The LIFT team consolidated feedback from stakeholders and USAID and submitted two drafts of the assessment report to Natalie Kruse-Levy of PEPFAR/Swaziland. The final public version is expected to be available in May 2011.

Nigeria

Benjamin Rinehart (AED) and Ntongi McFayden (Save the Children) conducted a LIFT scoping mission to Nigeria in February, where they met with PEPFAR (USAID and CDC) and several government and implementing partners. This five-day, in-country mission identified USAID's objectives in economic strengthening and, preliminarily, types of technical assistance its partners would need to meet these objectives. Primary field activities included:

- Consultations with USAID's OVC, HIV/AIDS, and Economic Growth and Environment (EGE) team members, and CDC.
- A half-day workshop on the emerging Standards of Practice for ES/HIV programming with approximately 24 representatives from USAID and CDC OVC implementing partners.
- Individual meetings with 8 current implementing partners and 2 potential new partners.
- Two individual meetings with Government of Nigeria (GON): including the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) and the Office of the Senior Special Assistant to the President on Millennium Development Goals (MDG).
- A debrief presentation with approximately 16 members of PEPFAR's Senior Management Team in Nigeria

Since March, LIFT has been in discussions with USAID/Nigeria about prioritizing among several possible technical assistance activities and participating partners. LIFT has initiated discussions with MSH about assisting in the design of economic strengthening activities as part of its PEPFAR-funded Community Based Support Project for Orphans and Vulnerable Children (CUBS). Similar discussions will be held with other partners in the next quarter. LIFT will continue to work with USAID Nigeria to determine which partners and activities to support in the third and fourth quarters of 2011, while developing more comprehensive technical assistance and guidance to deliver in 2012.

Democratic Republic of Congo (DRC)

The USAID/DRC mission has requested a joint FANTA-2/LIFT technical assistance activity, which is proposed to take place in May 2011. Objectives include: (1) reviewing existing nutrition, food security and economic strengthening activities in the DRC targeting HIV-affected populations, linking to HIV services, or operating in areas of high HIV prevalence, (2) identifying opportunities to strengthen programming; and (3) preparing a scope of work with PEPFAR/DRC detailing future food security, nutrition and HIV technical assistance activities, to be implemented using PEPFAR resources.

Global Activities

Global Fund Toolkit: LIFT has been asked to provide technical expertise to country teams on Global Fund proposals toolkit to build capacity of consultants working in the field. LIFT will team with FANTA-2, WFP and other international organizations to incorporate livelihoods into the nutrition model.

MicroLinks Wiki: LIFT has been invited to contribute to the development of a MicroLinks Wiki related to Vulnerable Populations. LIFT Consultant Ben Fowler has been working together with Technical Specialist Ben Rinehart, beginning with a focus on the Food Security component. LIFT has also been requested to provide additional resources and technical expertise related to Value Chain and Enterprise development areas of practice.

Promising Practices Linking Livelihood Interventions and Clinical HIV Services: The LIFT team engaged in discussions with the PEPFAR Care and Support Technical Working Group to move forward with a project requested and funded by the TWG on identifying promising practices in linking livelihood interventions and clinical HIV services. In the course of discussions, Ethiopia was identified as a productive site for field research, and Save the Children, which has current programming in both clinical HIV services and livelihood interventions in Ethiopia, will lead the LIFT effort on this initiative.

Breakfast Seminar Series Presentation: On January 28, Margie Brand and Ben Fowler presented "Using Value Chains to Move Vulnerable Households up the Economic Ladder." The seminar was the 55th installment of the Linking Small Firms to Competitiveness Strategies Breakfast Seminar Series, sponsored by the USAID Microenterprise Development office. The presentation centered on the Livelihoods and Vulnerability pathway that LIFT is developing, and how understanding this pathway can help value chain practitioners better understand and meet the needs of vulnerable populations.

Vulnerability and Livelihoods Framework Presentation: Based on the USAID Breakfast Series presentation, World Vision invited LIFT to discuss the Livelihoods and Vulnerability Framework with their global staff via a WebEx remote seminar. On February 16, Margie Brand and Ben Fowler discussed the thinking behind the framework with World Vision.

USG Livelihood and Household Economic Strengthening Symposium: On February 17-18, 2011, LIFT supported USAID in presenting a Livelihood and Household Economic Strengthening Symposium for US government officials. The symposium provided an opportunity to discuss the current state of knowledge about cross-sectoral programming involving economic strengthening, identify gaps in the knowledge base, strategize around next steps for USG activities and investments, and build cross-government networks with colleagues. Participation spanned representatives from USAID, PEPFAR, CDC, Department of State, PL109-95 and other USG bureaus and initiatives.

Key Learning

The LIFT team is seeing indications of a shift in LIFT's role and activities at the country level. At the start of the project, LIFT was receiving many requests to conduct assessments for missions. While the initial assessments have been extremely useful and provide a strong learning experience for the country USAID missions and LIFT global activities, the team is increasingly seeing a need for improving the implementation quality of ES activities offered to HIV affected communities by providing direct technical assistance to one or more partners, as well as strategic support to the mission. The February scoping activity in Nigeria is an example of this approach. This presents a challenge and an opportunity, in that individualized technical assistance often requires specialized tools. While this can bear significant resource costs, identifying, adapting or developing tools will also help LIFT create a body of learning products to be used in the field. What we are learning is that the quality of ES activities varies immensely and can be significantly improved not just for HIV related work, but for livelihoods improvements at large.

Plans for Next Quarter

Global

- Continue to develop the Livelihood and Food Security Conceptual Framework, incorporating feedback from key stakeholders, and expanding on the linkages between livelihoods and food security and other relevant technical areas.
- LIFT, Save the Children and CARE will meet to discuss future priorities and roles.
- LIFT will further expand its pool of high-quality consultants for both global and field-based technical assistance provision.
- LIFT will identify publications to prepare and distribute to a global audience. These publications will include guidance and other learning materials related to the standards of practice and conceptual framework. The intent will be to apply them to in country technical assistance. LIFT will also review its previous assessment reports, and with the benefit of additional research, will prepare a single report outlining major themes in livelihoods programs for OVC, PLHIV, caregivers and their families.
- Save the Children will conduct field-based research in Ethiopia into promising practices in linking livelihood strengthening and clinical HIV services. LIFT received funding from the PEPFAR Care and Support Technical Working Group for this activity, which will involve a global literature review in addition to the field work, and will result in a summary presentation of finding, a guidance document on promising practices, and a brief case study on referral systems between clinical services and livelihood programs.

Country Specific

- Continue planning short and long-term technical assistance activities with USAID/Nigeria. Finalize the SOW for and conduct an initial field-based TA activity as part of an overall TA plan. Assist USAID/Nigeria in developing a work plan for LIFT's support to PEPFAR, and participate in specific technical support activities. Potential participating implementing partners include MSH/CUBS, Save the Children, HOPE World Wide/Accord and MEASURE.
- LIFT is discussing conducting an outreach visit to Malawi in conjunction with another field-based technical activity. LIFT will continue to work with USAID staff in Malawi to develop a plan for technical assistance activities.
- Complete input into USAID/South Africa's Nutrition Strategy.
- Continue outreach and discussions around TA needs with USAID/Kenya and USAID/South Africa.
- Finalize assessment with USAID/Ethiopia.
- Finalize assessment with PEPFAR/Swaziland.
- Finalize follow-up plans with USAID/Namibia
- Work with FANTA-2 to provide technical assistance to USAID/DRC.
- Begin discussing potential TA activities with USAID/Zambia.

3.9 P3DP (Ukraine)

(September 2010 – September 2015)

The goal of the Public-Private Partnership Development Program (P3DP) for Ukraine is to promote the use of public-private partnerships, with an expanded role of private sector finance and operational expertise in public infrastructure development, to improve infrastructure and public services in both urban and rural areas. The program is supporting the promotion of public-private partnerships by: 1) undertaking necessary legal and institutional reforms; 2) establishing a national public-private partnership unit to serve as a bridge between government and private sector interests; 3) undertaking a capacity building and stakeholder communications program; and 4) creating a project development facility to build and finance a sustainable pipeline of PPP projects.

Illustrative Indicators and Life of Program Targets

- 13 laws will be reviewed in light of PPP Law requirements
- 70 stakeholders will participate in familiarization tours regarding PPP Unit implementation and operations
- 205 government employees and 55 nongovernmental employees will receive training in PPPs
- 10 PPPs will be USAID- approved for implementation using P3DP resources

P3DP registration was approved March 12, 2011 by the Ministry of Economic Development & Trade (MOEDT). While an important achievement, the date of this milestone underscores how long full P3DP implementation has been delayed due to obstacles related to the Government of Ukraine (GOU) bureaucracy. A ministerial reorganization in early December 2010 meant all program registration documents had to be resubmitted and a Presidential decree several weeks later resulted in a request by MOEDT that additional lengthy detail action plans be developed and submitted.

Although implementation during this quarter was impeded, under the guidance of COP Alan Pieper, P3DP efforts focused on making progress where possible. Memorandums of Understanding (MOUs) were negotiated and signed with six potential P3DP partners and follow-on communications are defining the documentation and budget information needed to support the issuance of sub-awards. A Terms of Reference (TOR) and Request for Proposals (RfP) was developed for a comprehensive review of the PPP Legal Structure in Ukraine. Such a complete view had not been conducted previously, resulting in the piecemeal approach to legislation adopted by the Rada. In addition, P3DP collected information on potential pilot PPPs and staff conducted exploratory meetings with local municipal officials in Trostianets and Slavutich. A total of 14 cities are targeted, from which a short-list of high-potential PPP pilots will be presented to USAID.



Participants in Trostianets discuss possibilities of PPP pilot projects during a city tour March 2011. Photocredit P3DP

A total of 14 cities are targeted, from which a short-list of high-potential PPP pilots will be presented to USAID.

At a meeting with the MOEDT to discuss options for establishing a PPP Unit, it was decided that a study tour to successful PPP Units operating in neighboring countries would allow Ukrainian Government officials to better understand PPP Unit operations and those most appropriate for Ukraine. Additionally, technical consultant Chris Shugart delivered a presentation to representatives of the PPP Interagency Work Group (IWG) regarding the different roles and functions various “PPP Units” in other countries have deployed. In preparation for the initial awareness-raising and capacity-building of the IWG, various potential PPP Units in other countries were evaluated as to applicability and value for visitation and observation. It was determined that the initial Study Tour would include PPP Units (and certain of their

PPP projects) in St. Petersburg, Russia and in Zagreb, Croatia. Final conceptual plans were completed by the end of the period for the targeted trips in mid-June.

3.10 PRODEL II (Ecuador) (September 2009 – September 2012)

The Ecuador Local Business Development program, known locally as PRODEL, is managed by prime recipient AED and administered in the field by lead implementing partner ACDI/VOCA, and was recently awarded a 3-year extension. The project's objective is to improve livelihoods for families living along the northern and southern border regions by supporting the expansion of private enterprises that have the potential to rapidly generate income and employment by strengthening local private producer groups and associations. The program seeks to impede the spread of the narco-economy into Ecuador by building higher-value economic opportunities for border communities, and is an integral element of USAID's two-part strategy for alternative development through a balanced combination of

community development and economic strengthening activities which, when combined, provide communities with strong incentives to participate in licit production. Select highlights of PRODEL's major achievements and activities during this past quarter are presented here.

Progress to date against Indicators

- 44 urban and rural anchor firms engaged (includes 20 from PRODEL I and 24 from PRODEL II)
- 17 PRODEL anchor firms have provided technical assistance to 5,680 producers, through 250 Farmer Field Schools (FFS)
- 12 Municipalities served and are contributing to improving the business environment
- 17,072 beneficiary families
- 14,790 new full-time jobs created

Developing Anchor Firm Marketing Management Skills:

This quarter, PRODEL signed a Memorandum of Understanding with the Ecuadorian Politechnical Military School (ESPE) to train students in marketing, technical assistance, research, community service, knowledge management and other initiatives that generate demand for raw materials produced by PRODEL anchor firms and producer groups. Students who complete the six month training program will receive credits and a certificate, which they can apply toward a Master's in Marketing offered through ESPE. This collaboration with ESPE marks an important achievement for PRODEL as it will further a long-standing effort to integrate the value chain model into the Ecuadorian higher education system.

Additionally, PRODEL worked within cacao value chains to increase access to new markets and gain greater coverage within Ecuador, as well as in North America and Europe. Fish producer cooperatives also established a number of new contracts with Colombian firms and cooperatives that exclude traditional intermediaries and enable direct sales.

PRODEL also continues to work directly with financial institutions to establish mechanisms and contacts that facilitate access to appropriate and specialized financial services for different value chain stakeholders. This quarter the project engaged in



The Calvas Municipal Government, with participation from PRODEL anchor firms, hosted the event in which 59 farmers received certificates for successfully completing the Financial Literacy Program. Following the ceremony, three farmers received loans from the National Development Bank, having demonstrated interest and need for such credit. Photo Courtesy of PRODEL staff

a variety of activities as part of the Financial Services Value Chain Pilot Project, including identifying the CoDesarrollo Savings and Loan Cooperative as its financial partner in Southern Sierra. The team conducted an institutional assessment to establish baseline data about existing products, services, and operations, and with favorable results from the assessment, Codesarrollo signed a Memorandum of Understanding to carry out the Financial Services Value Chain Pilot Project with PRODEL producers in the region. PRODEL is working closely with CoDesarrollo to develop a financing mechanism that responds to local demand, based on information collected from the participants in the PRODEL Financial Literacy Program currently being implemented in the region. If necessary, PRODEL will conduct a more in-depth study of the local market to complement the data from the Financial Literacy Program.

Strengthen Vertical and Horizontal Linkages:

To date, 17 PRODEL anchor firms have provided technical assistance to 5,680 producers, through 250 Farmer Field Schools (FFS). PRODEL uses the FFS methodology as its main strategy for transferring technology and providing technical assistance to the anchor firms. The PRODEL team provides supervision and technical support to the local trainers who facilitate the FFS. A total of 51 full-time field technicians facilitate the 250 FFS within PRODEL's regions of influence. On average, each FFS trains approximately 23 local producers. Through the FFS, the PRODEL local economic development advisors are able to monitor and ensure the nurseries provided by the Program are being used appropriately and with adequate technical supervision.

A total of 784 producers finished a complete FFS Program cycle during the this last quarter. The PRODEL team and field technicians are working with these producers to follow up on activities and technologies introduced during the FFS series. As the Program progresses, some of the anchor firms expect to provide a new round of FFS workshops.

Leveraging Additional Resources

PRODEL's initiatives have had a multiplier effect among economic development actors as new entities join efforts to promote the value chain model throughout the country. Local governments and other entities have committed significant resources through Public-Private Partnerships (PPP) that increase the impact of the original proposal. In Esmeraldas, for example, the fish producer organizations and cooperatives have partnered with other firms, local governments, and development agencies to complement existing PRODEL support. The UCOOPANE fish producer's association receives contributions from the Italian-Ecuadorian Fund, the Ministry of Economic and Social Inclusion (MIES), and PRODEL in the form of freezers, fishing boats and technical training. The combination of complementary assistance has the potential to strengthen the overall seafood value chain.

Meanwhile, local governments are also helping to improve local value chain conditions. PRODEL has conducted a series of meetings and workshops with representatives from Provincial governments in the program's area of influence focused on systemic competitiveness using a value chain approach. These encounters allowed for the sharing of information of where program producers are located and their needs for infrastructure development. For example, the Provincial Government of Esmeraldas has prioritized improving roads connecting the rural communities with urban centers, in order to facilitate product transportation between producer groups and anchor firms. Such local government initiatives are co-financed by larger governmental and intergovernmental agencies, including the Ministry of Public Works as well as the International Organization for Migration (IOM). A similar situation has developed in the Municipality of San Lorenzo in northern Esmeraldas, along the Ecuadorian-Colombian border. Such works have helped the PRODEL producer group, UCOOPANE, transport and sell its products.

Similarly, in Carchi and Imbabura Provinces, the local governments have developed strategies to strengthen the more marginalized producers and sectors and support greater access to national and international markets. A total of three Provincial Governments are seeking to establish PPPs that stimulate the production of goods and services in strategic sectors in these communities so that the entire society will benefit (GPC, 2011). The Imbabura and Carchi Governments have prioritized

improving public roadways, as well as facilitating direct linkages between producers and buyers. For example, in Carchi, the government has co-financed collection and storage centers and financed the transportation of products from farms to the collection centers. Significant support comes from Ecuadorian Governmental Ministries, to include, the Ministry of Agriculture and Livestock (MAGAP), the National Institute for Agricultural Research (INIAP), MIES, and others, who provide important funding and technical assistance through Farmer Field Schools (FFS) and government subsidized food programs.

PRODEL has been working with local producer organizations to leverage support from local governments to help improve production among small producers. The donation of tools by the Joyas de los Sacha municipal government to the San Carlos Association represents one example of this financial leveraging. Finally, with help from USAID, the PRODEL team generated interest from the InterAmerican Development Bank (IDB) in leveraging resources to support PRODEL anchor firms that are uniquely positioned to benefit from complementary IDB support and funding. The IDB expressed specific interest in supporting the Deprodemar seafood anchor firm.

Learning and Next Steps

In collaboration with the Trade Facilitation Office of Canada (TFO Canada), PRODEL developed and hosted an event, entitled “Doing Business in Canada,” for PRODEL anchor firms. The workshop was part of a training series, entitled “Training Trainers in Product Promotion and Exports.” The training series is intended to provide Ecuadorian agricultural businesses with information and strategies for a more effective penetration of Ecuadorian products into international markets. TFO Canada is an institution funded by the Canadian International Development Agency to increase international imports to Canada. TFO Canada co-financed the event, covering the costs of logistics, materials, and consultants.

One of the main initiatives that PRODEL supported this quarter to prepare the Ecuadorian firms for the Fancy Food Fair was a visit by the consultant Janis Grover to Ecuador. In collaboration with the Ecuadorian Ministry of Foreign Relations, PRODEL helped bring Ms. Grover to Ecuador to host a series of seminars on “Commercial Opportunities in the US” in three cities to include, Quito, Guayaquil and Manta.

The PRODEL team also organized a workshop in Quito to train representatives from PRODEL anchor firms in the use and application of the Program’s business planning and analysis tools. The anchor firm executives learned to use Qlikview to improve their information systems, administrative strategies, managerial models, and overall planning. They also learned to use the “4 Plus” tool to conduct strategic assessments and develop business plans and financial projections. Each anchor firm left the workshop with a draft business and financial plan.

Next quarter, the project will work to further develop and prepare documents for publishing as part of the knowledge management component; facilitate a Training of Trainers workshop using the FFS methodology for the technical personnel of new PRODEL anchor firms; lead a workshop on cacao grafting in the Northern Amazon region and produce technical materials to support follow-on actions in the field; continue working with the CoDesarrollo and Mushuk Kawsay Savings and Loan Cooperatives to develop and offer the value chain financing mechanism among their local producer partners, focusing on the agricultural credit review process; and, in close coordination with its financial services partners, including the Rural Financial Network and the pilot project financial institutions, identify new and alternative financing mechanisms for value chain stakeholders that will further facilitate their access to appropriate financial resources and increase cash flow within each value chain.

3.11 STRIVE (Afghanistan, Philippines, Liberia, Mozambique) *(September 2007 - September 2012)*

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

vulnerable children, their households, and their communities. Under STRIVE, AED manages a multi-partner team of leading child-focused and economic strengthening organizations to implement and document replicable economic development approaches that demonstrably improve the wellbeing of vulnerable children. The four country-based programs being implemented under STRIVE are:

- **STRIVE Philippines**, a value chain development project managed by **Action for Enterprise (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 by applying a “lead firm” approach that is working through larger scale firms to create more sustainable economic opportunities for vulnerable producer groups and households;
- The **Afghanistan Secure Futures (ASF)**, implemented by **MEDA and AED**, is a construction value chain project that is focused on strengthening workshops that employ youth apprentices to increase their business opportunities and improve youth workforce development opportunities.
- The **Liberia Agriculture for Children’s Empowerment (ACE)** agricultural value chain project, 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
- **STRIVE Mozambique**, managed by **Save the Children**, which is exploring the links between increasing household income and social capital through villages savings and loans (VSLs) and rotating labor schemes and the effects on children’s nutritional outcomes;

Highlights from Last Quarter

STRIVE Philippines—AFE

The approach taken in STRIVE Philippines is to upgrade key private sector actors (exporters, suppliers, etc.) and thereby expand opportunities for rural producers/collectors to increase income and improve the well-being of their families. The project develops and promotes sustainable private sector-driven solutions to increase the growth of selected value chains; builds on existing market-based activities and relationships; and serves as a catalyst for private sector innovation and competitiveness.

Last quarter, STRIVE Philippines conducted an overarching strengthening activity for multiple lead firm partners by facilitating the trip of an international product design consultant, Ernie Owens, who is an expert in international product sourcing and market-based design. Mr. Owens assessed selected lead firm product lines and conducted a seminar on “Trends and Opportunities in the U.S. Home Furnishings Market.”



Weavers participating in the program attend a training and prepare for quality control checks. Photocredit AFE

Next quarter, STRIVE Philippines will focus on supporting lead firm initiatives to develop and expand their market access over the next quarter, and efforts will also be made to conduct a needs assessment with lead firms in order to prepare a series of cross-company workshops that would address topics of mutual interest, such as how best to structure relationships with rural suppliers.

Afghanistan Secure Futures (ASF)—AED and MEDA

ASF promotes business development and market linkages in the construction industry (primarily in the carpentry and metal working sub-sectors). The project works to build workshop capacity in a range of areas and to link strong and strengthened workshops to higher-value markets. In addition to strengthening Afghan markets and improving income for workshops and apprentices, the project seeks to enable improvements in the safety and well-being of children working as apprentices in these businesses. ASF is currently reaching 363 workshops and 1,080 apprentices. To date, all workshop

owners who have received loans and capacity building trainings through ASF have received multiple business contracts. In addition, ASF has helped establish seven literacy centers that are providing supplementary education to youth apprentices. The centers have trained 220 youth and the tailored curriculum will eventually be approved by the Ministry of Education. Once approved, the curriculum, which is the first of its kind for street and working children in Afghanistan, will be printed and disseminated to all agencies and NGO partners working with children.



A literacy workshop for youth apprentices in Kabul. Photocredit MEDA

ASF's strategy of focusing on Business Development for the workshop owners in the first year—and thereby establishing a solid rapport with them—also reaped benefits as the project began to implement activities for apprentices in the second year. The workshop owners willingly supported the literacy classes for apprentices, and they are seeing business benefits in the improved support apprentices are able to provide within the workshops.

Agriculture for Children's Empowerment (ACE), Liberia—ACDI/VOCA

ACE's approach focuses on improving agricultural upgrading in targeted communities, integrating the value chain system and facilitation tactics to foster incentives and relationships that result in on-going upgrading. One way ACE does this is by strengthening the linkages between input providers and farmers, for example through crop trials for farmers. During the last quarter, The higher-value vegetable crop demonstration exercise was successfully concluded on the two "mother" and ten "baby" trial sites set-up at the Central Agricultural Research Institute (CARI) and on smallholder farms in Bong, Nimba and Montserrado. Trials were conducted on six varieties of tomato, two varieties of carrot and one of sweet pepper—all known for their resistance to local diseases. The "Mother and Baby" trial concept, introduced by visiting vegetable expert Vickie Morrone, has gone a long way to bridging the knowledge gap between smallholders and other actors in the agriculture sector by bringing together small farmers and a research institution in a joint project.

Another key objective of ACE is increasing production of rice, therefore last quarter ACE continued planning to supply improved rice seed varieties and technical support to 800 smallholders during the upcoming upland rice production season. ACE worked closely with the Ministry of Agriculture (MoA) and CARI to identify reliable suppliers of certified rice seeds and stay abreast of the latest developments on the changing weather conditions.

ACE also supports information sharing and using a variety of channels to disseminate information about techniques and technologies, such as radio broadcasts on the impact of regular water supply on crop yields during the dry and outreach through on-farm extension visits. The knowledge shared during extension visits was reinforced during formal training sessions with groups of farmers, which also provide an opportunity for farmers to exchange best practices and develop networks in their communities. Smallholders working in Montserrado now seek extension knowledge with each other when dealing with crop and pest diseases and have started sharing seeds together. Likewise, exchanges that ACE initiated during the "mother" trial in Montserrado created a link between smallholders and the lead farmer, who they now contact for technical advice. A total of 128 farmers received training in crop production.

Next quarter ACE will work with smallholders in Montserrado to grow the targeted crops on a marketable scale, targeting the weekly U.S. Embassy Farmer's Market for sales. This will minimize the production and marketing risks inherent to high-value crop value chain and build farmers' confidence in their capacity to successfully supply quality crops for a niche market.

Agriculture for Children's Empowerment (ACE): Client Success Story Samuel Kweyie



A farmer shows his bumper lettuce harvest, the result of applying wood ashes to his farm in Careysburg, Montserrado County.

Mr. Samuel Y. Kweyie joined ACE in 2009 and is considered a “die hard” farmer. He is a young adult with a passion for farming who is eager to adopt innovative practices. After two unsuccessful attempts to grow high-value crops in his field, Samuel was considering dropping out of the project, but after participating in two Farmer-to-Farmer exchanges, Samuel decided to give it a final chance. He utilized the techniques he had learned, patiently fertilized his soil with wood ashes, selected a site that hadn't been previously cultivated, applied pre-treated and enriched homemade compost, weeded and watered the fields on schedule, kept the surrounding sites clean, and swiftly controlled pests.

Mid-way to the harvest, Samuel and his family could see the results, and they were jubilant over the prospects of a bountiful harvest, which they realized this quarter. Samuel said that he spent fewer financial resources on this harvest and yet received a return much higher than he could anticipate. Samuel has been sharing his experience with friends and neighbors and intends to continue using this approach for his future farming activities.

STRIVE Mozambique—Save the Children

The STRIVE Mozambique project is designed on the premise that village savings and loan (VSL) groups and rotating labor groups (called Ajuda Mútua, or AM) reduce food insecurity for households and thereby improve nutritional outcomes for children. The project will measure, evaluate, and document the impact of VSL groups on participating households, while comparing outcomes for households who participate in smaller Ajuda Mútua rotating labor groups and households that do not participate in either type of group. Through the project's experimental design, a new body of evidence will be generated to document the specific impact that VSL and Ajuda Mútua groups have on child nutritional status, household income, and social capital.

Currently 9,250 community members are actively participating in VSL groups, an increase in participation of 633 members from the previous quarter. Approximately 6,712 belong to self-managing groups while the remaining 2,538 continue to receive technical assistance from the project. During the last quarter, STRIVE Mozambique organized exchange visits among the Extension Officers from all the project's target districts. The exercise aimed to improve Extension Officer performance levels in implementation of the VSL methodology and to exchange experiences from each district about how to confront challenges in disseminating the VSL methodology, while empowering self-management by groups. In addition, STRIVE Mozambique developed a guide to aid graduating groups in evaluating how well cash-box operations are functioning, particularly in terms of the distribution of funds (savings and earnings).

Project staff continue to discuss the future of the communities where STRIVE Mozambique activities have been implemented, with consideration to where more sustainable interventions can be introduced with positive results in the medium and long term. One of the measures the project has taken is gradually reducing the provision of VSL start-up materials (cashbox, ledger books, passbooks) to the groups, with the intention of stimulating the development of local-level initiatives to supply these materials. Even small decisions like these provide communities an opportunity to develop the habit of doing things for their own benefit and public good. For example, some communities have begun making their own cashboxes.

STRIVE Overall:

Last quarter, STRIVE also worked with ACDI/VOCA and IRIS on a proposed addition to the STRIVE Learning Agenda: adding a child-focused M&E component to the PRODEL program, an existing FIELD-Support economic strengthening project in Ecuador. PRODEL, which is managed by ACDI/VOCA, is expanding activities to new lead firms, which offers an opportunity to create an evaluation design with a counterfactual, and thus add value to STRIVE learning through an additional rigorous evaluation. Clifford Zinnes of IRIS traveled to Ecuador in January and met with PRODEL staff to determine if a rigorous impact assessment design was feasible. IRIS shared a brief based on this document, and DCOF provided approval for the research design.

In addition, STRIVE supported USAID in planning and conducting a Livelihood and Household Economic Strengthening Symposium in February, which was attended by participants from across the U.S. Government, including USAID, the State Department, the Department of Labor, CDC, and the Department of Defense. Discussion at the HES Symposium in February highlighted the fact that there is a strong market for learning in cross-sectoral programming involving economic strengthening, and that the evidence base for economic strengthening impacts on child well-being is very much in the process of being built. Symposium participants who took part in a small group discussion about economic strengthening and vulnerable children registered particular interest in understanding small-group savings activities and their effects on household economic and social capital. Furthermore, several interesting questions were raised around what the U.S. Government's goal is or should be when supporting cross-sectoral programming with economic strengthening aims:

- Is the goal to raise all households above the poverty level, or is it to enable households to achieve other goals or lower their risks?
- Does income smoothing allow a family to remain intact?
- What is needed beyond income generation to achieve some of the prevention or protection benefits that USG programming seeks, such as reducing transactional sex?

While STRIVE is not in a position to address all of these questions, the project will keep these and others raised in conversation with USG staff in mind in examining learning from field implementation, in order to maximize the value STRIVE adds to USG knowledge around economic strengthening.

4 Staffing

The staffing structure for the FIELD-Support AED HQ staff (as of **May 1, 2011**) is presented below by the Projects they support:

Person	Title	Project(s)
Paul Bundick	FIELD-Support LWA Project Director	All
Carrie Keju	Associate Award Project Director	ESAF, GEMSS, LBLI, APTS
Laura Barland	Program Officer	LBLI, ESAF (PIP)
Rada Lankina	Program Officer	GEMSS, APTS, P3DP
Liz Layfield	Program Officer	ESAF
Sarah Mattingly	Associate Award Technical Director	ECYMP, HIFIVE, PRODEL
Kelly Keehan	Program Officer	ECYMP, HIFIVE, PRODEL
Margie Brand	Associate Award Project Director	LIFT, STRIVE
Ben Rinehart	Senior Specialist	LIFT
Jennine Carmichael	Program Officer	LIFT, STRIVE
Clint Curtis	Program Officer	STRIVE
Lam Hyunh	Program Officer	LIFT, Leader

Person	Title	Project(s)
Nick Wedeman	Associate Award Project Director	P3DP
Sam Ackerson	Program Officer	P3DP
Nussi Abdullah	Technical Manager	Leader
Angelina Gordon	Program Officer	Leader

5 Next Steps

On December 8, 2010, USAID’s Office of Procurement temporarily suspended AED from receiving new US Government awards and contracts until the findings of an Office of the Inspector General (OIG) investigation had been completed and reviewed. During the suspension period, work under existing USAID-AED agreements has continued to go forward in line with their respective program descriptions and approved work plans. In March 2011, facing the prospects of a continuing temporary suspension, AED announced that it would sell its assets to a new acquirer and wind up its operations later in the year. This private sale is anticipated to be to a single buyer and completed by the end of June 2011. It is anticipated that USAID will then legally transfer AED-held USAID cooperative agreements and contracts to the buyer as a part of the acquisition deal, and that the FIELD-Support LWA will be among the cooperative agreements transferred later this year.

We anticipate that the next quarter will cover the acquisition process and hopefully will include the transfer of FIELD-Support to a new corporate entity. During this period of uncertainty it is incumbent upon FIELD-Support to remain focused on the job at hand, effectively manage our current portfolio and learning agenda and make preparations to re-launch the program when it becomes possible to do so. To that end, AED’s priorities for the FIELD-Support LWA are as follows:

- **Associate Award (AA) Management:** Continue oversight and management of existing Associate Awards to ensure best possible results and client satisfaction during the suspension period.
- **African Diaspora Marketplace (ADM):** Continue phone and site monitoring of grant recipients and prepare for the second tranche of payments to grantees
- **Pilots and SLIs:** Continue to monitor and support pilot projects and SLIs.
- **Knowledge Management:** Continue developing, reporting and disseminating learning from leader activities and AA, through FIELD Briefs, FIELD Reports and events, etc. Engage consortium experts to develop learning documents about emerging areas of interest for microenterprise development.
- **Partnership Relations and Re-Launch:** Continue to strengthen internal communication, and discuss and implement recommendations from the FIELD-Support internal review process. After the transfer of FIELD-Support to a new corporate entity (the buyer), hold consortium workshop to re-start FIELD-Support and re-energize partner commitment to and USAID confidence in the LWA.

Annexes

Annex A: List of Current Pilot Activities

(Current as of March 31, 2011; presented in alphabetical order by implementing partner)

	Pilot Activity	Implementing Partner(s)	Country	Period of Performance	Status	Award Value
A	Consumer Protection Principles (SMART Campaign)	ACCION (CFI) and SEEP	Global	10/15/2010 - 10/31/2011	Open	\$199,361 (ACCION) \$199,658 (SEEP)
	Led by the Center for Financial Inclusion (CFI) at ACCION International and the SEEP Network, under this activity, the SMART Campaign will lead a training of trainers for nearly 50 participants from microfinance networks around the world in basic consumer protection principles as well as more in-depth protocols for conducting self-assessments. The project is designed to equip regional microfinance networks and national microfinance associations to advance the implementation of the Client Protection Principles (CPPs) through a "Putting Principles into Practice (PPP)" and SMART assessor trainings.					
B	Graduating the Poorest into Microfinance: Linking Safety Nets w/ Financial Services	IPA	Ethiopia	8/3/2009 - 08/30/2013	Open	\$224,224
	Based on the CGAP/Ford Foundation global initiative that combines safety net programs with entrepreneurial activities to develop a graduation model for the poorest households, Innovations for Poverty Action (IPA), in collaboration with USAID, the Consultative Group to Assist the Poor (CGAP), and the BRAC Development Institute, is testing a methodology for reaching the most vulnerable households in Ethiopia. Through FIELD-Support, IPA is conducting an assessment of the impact of the graduation model in Ethiopia. The assessment is designed to determine the social and economic impact on targeted households of the intervention, including changes in income, assets, school attendance of children, health and food security. In addition, the study will provide some evidence regarding the viability of "graduating" the ultra poor to food security, and potentially traditional microfinance.					
C	Market Development WG: Economic Recovery after Crisis	SEEP	United States	7/1/2007 - 03/31/2011	Open	\$149,463
	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.					

Annex B: List of Strategic Learning Initiatives (SLIs)

(Current as of March 31, 2011; presented in alphabetical order by implementing partner)

	Partner	SLI Title	Activity Budget
A	ACDI/VOCA	Increasing Awareness of Gender Issues in Value Chain Development	\$149,208
	<p>ACDI/VOCA proposes to collaborate with a well-respected consultant specialized in gender issues in enterprise development to create a tool for including gender analysis as an integral part of value chain analysis. The tool will consist of sample question guides, matrices and mapping guides, together with a brief discussion of the importance of gendered value chain analysis and practical advice on how to conduct the analysis. The team will build on work completed under USAID’s Greater Access to Trade Expansion (GATE) project as well research by the International Labor Organization, the UK’s Institute of Development Studies, the Danish Institute for International Studies and others. This tool will be tested in two different FIELD project locations (possibly Ecuador and Liberia) in order to refine the tool, identify best practices and generate lessons learned—in addition to contributing to the effectiveness of the programs in these two locations. Information gathered will supplement existing research and provide material for a brief FIELD Report that will provide best practice recommendations illustrated with examples from the field.</p>		
B	ACDI/VOCA	Value Chain Finance Analysis and Financial Product guides	\$151,268
	<p>ACDI/VOCA proposes to develop and field test two tools for practitioners:</p> <p>1) A user guide for assessing financial service needs in priority value chains. This tool would be used by practitioners in project design activities. Often designers ask how to expand lending to the small farmers or other small firms within the chain, assuming automatically this is a constraint to Value Chain development. A straightforward tool—a pamphlet which combines concise steps, check lists and decision tree elements, could guide designers through the key questions:</p> <ul style="list-style-type: none"> • What are the key opportunities for expanding sales and upgrading in this value chain? • What are the key financing requirements to pursue these opportunities? • What are the key constraints to their delivery? • Who has the incentives to deliver the services? • What project interventions are necessary and with whom? • <p>2) An expandable set of two-to three-page “product guides” of value chain finance products, services and alliances to be used by project staff in conjunction with a value chain finance analysis and needs assessment exercise. This tool will complement the work done by FS Share in three ways. The primer focuses on four products, with detailed cases. Our tools section will link products to a value chain map, organizing products around the economic opportunities and transactions that they facilitate. The framework will visibly reinforce the notion that these financial services are tools effective for particular economic purposes. This framework can be expanded as material on new pilots and applications are identified. Our tool will also increase the number of product guides, in a concise and standardized format that is helps practitioners think through whether and how to use a given mechanism, and linking to multiple short case studies. Finally, the tool will be more tied to project learning: it will be used during project design and implementation but also integrated into training and ongoing organizational learning processes.</p>		
C	AFE	Facilitation Working Group Phase II	\$144,571
	<p>This SLI is for a continuation of the FIELD Facilitation Working Group, an initiative to capture and share the knowledge of FIELD LWA consortium members on effective facilitation in enterprise development, particular in the context of dealing with lead firms. This will allow us to build on the results to date,</p>		

	pursue the continuation of further cycles with the working group (including how working with Lead Firms can have a systemic impact on value chains), conduct a conference entitled “Working With Lead Firms” next year (tentatively planned for May 2010) and put together a publication to share our work with the wider development community.	
D	CARE	Capacity Building Concept for CARE Staff on Implementation of Value Chain Programs
	CARE proposes to use its SLI funds, in collaboration with current partners MEDA, to develop a mentoring system for CARE staff in market facilitation. The system will enable CARE to develop a process for internal staff development, leveraging field staff experienced in the approach to mentor CARE colleagues. By the initiative’s end, CARE will have a cadre of experienced mentors, equipped with a system and tools that enable them to take the market development approach to scale within CARE. The larger industry will also benefit from this initiative, as CARE and MEDA will document the approach undertaken and the resources developed and share these out through a case study of our experience. We will also closely coordinate on this effort with the other New Partners in Value Chain Development grantees, sharing our experiences and as applicable presenting our findings at different conferences and other events.	
E	IRIS Center	Achieving Food Security through Water Security – Evidence from Kenya
	<p>IRIS Center proposes research to study the food security effects of improving access to water through innovative community-based efforts for benefiting vulnerable farm enterprise households in Kenya. There are a number of innovative projects that have been implemented to improve food security; many have become defunct, others have become sustainable. One very promising approach to improve food security, implemented by the Kitui Development Centre (KDC), which started in 2007. It is now a community-run and -owned, fee-based water system that aims which has now become self-sustaining, with no additional donor funding required for operations. The SLI research study will seek to understand the effects of the water project on improving food security through increased agricultural production and households’ purchasing power of food by exploring whether:</p> <ul style="list-style-type: none"> • The innovative project (i.e. the community-based water project involving collective action) facilitates sustainable agricultural production and better food access and intake, and eventually has the potential to reduce need for food aid? • The project helps with the creation and expansion of small water-dependent enterprises? • The water project contributes to a reduction in loss of productive time due to transactions costs to access water from alternate sources and due to waterborne illnesses? 	
F	Opportunity International	Smallholder and Rural Household Agriculture Study
	<p>Opportunity International has embarked on a comprehensive rural and agriculture strategy to help smallholder farmers and rural households improve crop productivity and increase household income. As part of this initiative, Opportunity will evaluate the effectiveness of strategic partnerships with extension service providers for the agriculture sector, including the impact that these services have on clients. Key questions to be addressed include:</p> <ul style="list-style-type: none"> • What is the effectiveness of strategic partnerships between microfinance institutions or banks and extension service providers in delivering complementary services to rural and agriculture households? What are the challenges? What are important steps to be taking in forming these partnerships? • What is the impact of these strategic partnerships on farmer households? Has crop productivity increased? Have household incomes increased? • How do key value chain interventions mitigate risk and support the extension of financial services into rural areas and into the agriculture sector? • What are the critical success factors to delivering financial services in rural areas and to agriculturally-dependent households? 	

Annex C: List of Current Associate Awards

	Implementing Partner(s)	Countries of Implementation	Period of Performance	Award Value
1	Agricultural Policy Transition Support (APTS)			
	Agrarian Markets Development Institute (AMDI)	Ukraine	9/2010 – 5/2011	\$383,193
<p>Building on the work done to date in Ukraine by USAID and other stakeholders, the Agricultural Policy Transition Support (APTS) project seeks to bridge some necessary gaps in agricultural development in Ukraine through locally-driven policy research and reform. AED is implementing APTS through the Agrarian Markets Development Institute (AMDI), a non-partisan Ukrainian think tank which was established in 2005 to engage the private sector, mobilize financial and regulatory reform, and more effectively engage civil society in the policymaking process. This nine-month long project includes providing targeted assistance to AMDI support its long-term efforts to support Ukraine realize its untapped economic potential in the agriculture sector and therefore strengthen broader economic growth for the country.</p>				
2	Eastern Caribbean Youth Microenterprise Program (ECYMP)			
	AED, EcoVentures International	Barbados, St. Kitts & Nevis, Antigua & Barbuda, Dominica, St. Lucia, Grenada, St. Vincent & the Grenadines	5/2010 – 9/2011	\$1,848,000
<p>ECYMP is designed to accelerate the creation of sustainable livelihoods and self-employment opportunities for vulnerable youth (ages 10-24) by supporting both increased income-generating opportunities and the establishment of micro-businesses by and for youth in Barbados and 6 OECS countries. ECYMP will develop partnerships with local youth-serving organizations and the private sector, and apply proven evidence-based and market-driven approaches to support local institutions to design and deliver market-oriented youth entrepreneurship programs.</p>				
3	Expanded and Sustained Access to Financial Services (ESAF)			
	AED, the William Davidson Institute (WDI), Shorebank International (SBI), Save the Children, CARE, CHF International	West Bank/Gaza	9/2008 – 9/2011	\$36,299,966
<p>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.</p>				
4	Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET)			
	AED, ACDI/VOCA, AFE, IRIS	Sub-Saharan Africa	10/2009 – 9/2011	\$400,000
<p>FACET will help USAID Sub-Saharan Africa Missions to improve competitiveness and productivity across the agriculture sub-sectors through the use of information and communication technologies. FACET is designed to provide expert technical support to USAID missions and their implementing partners. The project will develop analytical tools and provide technical support to assist development practitioners in the field on how to design and employ various kinds of ICT to upgrade agricultural value chains being supported by mission programs. The project will also establish a learning network to share results, detail what works, what doesn't and how to improve ICT applications in value chain development.</p>				

5	Generating Economic Development through Microfinance in Southern Sudan (GEMSS)			
	AED, ACDI/VOCA	Southern Sudan	12/2008 -9/2011	\$11,999,162
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.				
6	Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE)			
	AED, World Council of Credit Unions (WOCCU), TechnoServe	Haiti	7/2009 – 5/2012	\$37,169,702
HIFIVE is a financial sector service project designed to encourage a dynamic Haitian economy by increasing the availability of financial products and services to its people and to its enterprises. A catalyst and a facilitator, HIFIVE will work primarily on the supply side of the financial sector to empower Haitians by providing access to innovative financial products and services with a focus on rural areas, targeting high potential value chains, encouraging Diaspora investments, supporting the use of technology while maximizing synergies with other USAID projects.				
7	Lebanon Business Linkages Initiative (LBLI)			
	ACDI/VOCA, AED, Action for Enterprise (AFE)	Lebanon	8/2008 – 12/2011	\$7,528,332
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.				
8	Livelihood and Food Security Technical Assistance (LIFT)			
	AED, CARE, SAVE	Kenya, Namibia	9/2009 – 9/2014	\$4,136,862
LIFT is five-year project provides rapid technical support, in close collaboration with PEPFAR USG collaborating agencies, on the integration of food/nutritional security and livelihoods strengthening with HIV/AIDS interventions in order to sustainably improve the economic circumstances of highly vulnerable children and the families and communities that care for them.				
9	Ukraine Public Private Partnerships (P3DP)			
	WDI, IRIS Center	Ukraine	9/2010 – 9/2015	\$12,500,000
The goal of the Public-Private Partnership (PPP) Development Program for Ukraine is to promote the use of public-private partnerships, with an expanded role of private sector finance and operational expertise in public infrastructure development, to improve infrastructure and public services in both urban and rural areas. The program is promoting the use of public-private partnerships through: 1) undertaking necessary legal and institutional reforms; 2) establishing a national public-private partnership unit to serve as a bridge between government and private sector interests; 3) undertaking a capacity building and stakeholder communications program; and 4) creating a project development facility to build and finance a sustainable pipeline of PPP projects.				
10	Ecuador Local Business Development (PRODEL)			
	ACDI/VOCA, CARE, AED	Ecuador	11/2007 – 9/2012	\$16,093,000
PRODEL promotes the competitiveness of Ecuadorian enterprises along the southern and northern borders and create licit employment opportunities. The overall objective of PRODEL 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.				

11	Supporting Transformation by Reducing Insecurity & Vulnerability with Economic Strengthening (STRIVE)		
	CARE, SAVE, World Vision, MEDA, AFE, IRIS, ACDI/VOCA, DTS	Philippines, Afghanistan, Mozambique, Liberia	9/2007 - 9/2012
<p>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 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.</p>			

Annex D1: ACDI/VOCA Value Chain Brainstorming Sheet

Value Chain Brainstorming Sheet	
<p>Step 1: Describe the specific end market opportunity in the cell below. This should serve as an organizing framework and help to convey the requirements in terms of price/output/productivity that are necessary for the value chain to reach this market. Example: The sale of (key attributes: quality or variety) (crop) to (location) market in (season, if timing is critical) ...</p> <ol style="list-style-type: none"> 1 when it enjoys a competitive advance against (competition because of (reason), or 2 which will generate more income than (current product/market) because it (reason). 	
Market Opportunity:	
<p>Step 2: What new behaviors or upgrades are needed by actors to reach the market objective (change from X to Y)? <i>** It is not necessary to fill out every cell. You should however consider each cell and not focus only at the producer level.</i></p>	<p>Step 3: Why aren't actors making this change now? What specifically is constraining them? <i>** Keep asking yourself "why not" to get to the root causes. Consider not only lack of knowledge and resources, but also incentives (what do they get out of making the change), trust and confidence in being able to link a neighboring buyer or supplier along the chain.</i></p>
Wholesalers / Exporters	
Consolidators / Processors	
Producers	
Input Dealers	

Annex D2: ACDI/VOCA Value Chain Illustration

