



FIELD-Support LWA

Quarterly Report July - September 2012

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

Submitted By



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1 Introduction

FIELD-Support is a Leader with Associates (LWA) Cooperative Agreement between the Office of Microenterprise Development in USAID (EGAT/PR/MD) and FHI 360. FIELD-Support encompasses both a core **Leader** award and a mechanism for USAID Missions to issue **Associate Awards**. Since its inception, the LWA has grown to include a portfolio with a total value of more than \$272 million, which includes both the Leader cooperative agreement (\$19.7 million over eight years), and 16 Associate Awards.

The purpose of the Leader award is to advance the frontiers of practical knowledge in relation to microfinance, microenterprise development, and sustainable rural livelihoods, working in close collaboration with the 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 in close collaboration with the awarding USAID Missions and Operating Units and are designed to serve USAID's broader economic growth and microenterprise development objectives. (See Section 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 **Leader Activities**, **Strategic Learning Initiatives (SLIs)** and **Design/Assessments** for USAID Missions and Operating Units, See Annexes A, B, and C for an overview of all of FIELD-Support's current Leader activities, SLIs, and Associate Awards, respectively.

At a Glance:

Since its launch in 2005, FIELD-Support has:

- Developed and managed nearly **\$307 million** in 19 Mission- and USAID Operating Unit-funded Associate Awards (AA);
- Funded FIELD-Support partners to **implement 20 leader activities and 10 Strategic Learning Initiatives (SLIs)** to advance USAID Strategic objectives and explore innovative areas of microfinance and microenterprise development;
- Launched **9 PRIME-funded field assessments** for USAID Missions, assisting in the design of new programs; and
- Established a knowledge management strategy that enhances FIELD-Support learning through internal communications and more than 150 events and publications;

2 Leader Activities

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

Since the beginning of the program in 2005, the FIELD-Support Leader has supported the implementation of 20 leader activities plus 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 Leader Activities and SLIs that are still currently being implemented are discussed in Sections 2.1 and 2.2 below.

2.1 *Leader Pilots*

A. **IPA: Graduating the Poorest into Microfinance Evaluation** *(August 2009 – August 2013)*

The Evaluation activity led by Innovations for Poverty Action (IPA) in Ethiopia is testing the effectiveness of 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.

Progress Highlights

- IPA identified and trained a team of 22 enumerators, 2 auditors, 4 team supervisors and 1 field manager.
- To date, IPA has resurveyed 915 of 925 households from the baseline survey.

IPA completed endline data collection in August using a team of 22 enumerators with netbooks programmed with a detailed household survey. Data cleaning was completed in August and data analysis started. A data programmer was brought onto the project to do more advanced econometric analysis such as controlling for baseline characteristics and village-level fixed effects. The programmer identified errors by the program partner in treating control households, though the number was small and will not jeopardize the project.

IPA is currently drafting the endline report. Impacts appear large though some questions remain, such as a puzzlingly large impact on business profits. They suspect this may be on livestock which was supposed to be reported separately, and are investigating.

Learning and Dissemination:

IPA presented on findings from other graduation programs (Honduras and Pakistan) at the Global Graduation Workshop held in Paris in July. In addition, they submitted a proposal to present their findings at the 2012 Annual SEEP Conference in November 2012 and were accepted.

Next Steps:

Priorities for the next quarter include completing the analysis and report, and beginning dissemination of results.

B. **World Vision: Value Chain Development Guide for Very Poor Households**

The goal of the Reaching Vulnerable Households through Value Chain Development Guide is “to develop a guide that provides methodologies to improve the down reach of enterprise development programming using the value chain development approach.” Particular focus is on strengthening informal and formal producer groups and facilitating market linkages with the private sector.

- Project outcome: to have greater market engagement for very poor households through market development activities.
- Project objective: to advance the state of value chain development tools for down reach to very poor households using an evidence-based approach through the development of a guide.

The Field Guide was finalized in the end of September. It will be posted online and distributed in the October-December quarter. Furthermore, there were monthly meetings with the coordinating committee to discuss the finalization and dissemination of the finished product. In addition, the Field Guide was accepted at the SEEP Conference for a one day training to take place on November 5th, 2012. Marketing for the day training took place.

There has been dissemination within World Vision, including strategizing on how to best disseminate the Field Guide.

A no-cost extension for six months has been requested in order to carry out a thorough dissemination plan.

Next Steps:

As mentioned above, the main goal for the next quarter is to disseminate the Field Guide through as many channels as possible. In addition to the one-day training at the SEEP Conference, events and webinars are being planned to target the USAID, DC practitioner, and front line practitioner audiences.

C. SEEP Network: Learning Network for Housing IGP Recipients

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

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

During the past two quarters, the focus of the IGP learning network has been to plan for a learning workshop that provides the opportunity for the three project teams to share lessons learned with each other based on project implementation experiences over the last two years. The learning workshop will also provide an opportunity for each of the partners to start conceptualizing their own learning outputs that can be shared with the microfinance community at large. SEEP has had calls with each of the project teams to review and provide input into the workshop learning agenda as well as define some common questions that can be addressed based on experiences of all three partners.

A learning workshop was originally scheduled to be held in Haiti during April 2012. However, based on discussions with partners, it was realized that the IGP partners were still in the midst of the implementation process and there were few sharable lessons at this stage. Instead, it was decided that once the projects were completed, any learning outputs could form the basis of a dissemination activity in Haiti.

D. African Diaspora Marketplace

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 this quarter the two remaining ADM grantees AACE and Aceritas Goat Farm provided additional information to their projected program implementation of the grants. It is expected that during the next quarter there will be an increase in activities for both AACE and Aceritas.

2.2 *Strategic Learning Initiatives (SLIs)*

During the last quarter, Core partners continued to implement SLIs. 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.

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

The goal of this SLI is to improve staff capacity to successfully implement value chain programs by developing a cadre of coaches within CARE (as well as its partner organizations in the GROOVE initiative) who can mentor their direct reports and peers in other country offices on market development approaches.

The SLI Objectives are broken up into Stages 1 and 2 of the Program:

Phase 1

1. To develop a formalized coaching system for use by the coaches that will enable remote coaching, supported by one to two visits to the mentee in the country office during that time. The system will include:
 - A kick off training for the cadre of mentees which was held in July 2011.
 - A mentee assessment tool that can be used by coach and the mentee's manager to determine the mentee's coaching needs following the intro training and to track progress
 - 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 the coach can pick and choose from over the year

Phase 2

2. To develop the first cadre of coaches in one region of CARE's operations
3. To promote the scale and continuance of the coaching system by identifying and developing processes to integrate it into CARE's Human Resources, Field Management, and New Business Development operations
4. To document CARE and MEDA's learnings from this process, both the refine the system to developed and to inform the efforts of other organizations wishing to develop such a system for their own staff or partners

The last three months saw CARE and its partners (MEDA and the GROOVE Network) consolidating lessons learned from the pilots and generating a series of final knowledge products including an administrator's guide, a 2-page brochure and final versions of all program materials. The period also saw the acceptance of GROOVE's proposal to SEEP to host a session on the materials during the annual conference as a summative dissemination event.

Progress Highlights

- 10 mentees and 7 mentors applying the curriculum using a range of models
- Mentoring curriculum presented at both the SEEP Annual Conference and the M4P Hub conference in November 2011, increasing visibility for the initiative and practitioner feedback
- 10 mentees have increased knowledge on the VC approach
- Session proposed to SEEP Annual Conference 2012 accepted

Members spent some time during the quarter preparing for that event, which will include representation from all GROOVE members.

Learning and Dissemination:

The initiative is rapidly teaching the GROOVE members what works when it comes to mentoring project managers and other ‘rising stars’ in market facilitation. The general feedback on the content of the curriculum is that it is valuable but often the ‘supporting resources’ are too lengthy and mentees are unable to get through them. CARE and the other partners have adapted to this in part by identifying content to augment the core curriculum including short videos, technical briefs, and simply relying more directly on dialogue with mentees. All of this input has been captured in order to inform the revisions to the materials produced during this final quarter of the initiative.

On dissemination, GROOVE successfully submitted a proposal to the SEEP conference. The administrator’s guide has been finalized along with a 2-page brochure and these are being posted to Microlinks and will be promoted through Connections. Final versions of the modules will also be added to the site in the coming quarter.

Next Steps:

During the coming quarter, CARE will finalize the administrators guide, revise the core materials, post all resources on Microlinks, and wrap up the SLI.

B. AFE: Working with Lead Firms Handbook

During the reporting period, AFE continued implementation of its Strategic Learning Initiative to develop a handbook and training materials on how development organizations can collaborate with Value Chain “Lead Firms” as a means of creating sustainable impact for MSME producers they buy from or sell to. These materials will provide practitioners with the tools and skills they need to effectively manage collaboration with Lead Firms and foster sustainable impact for the small-scale producers with whom these firms transact. In the next quarter, AFE will finalize the training materials and continue work to complete the “Working with Lead Firms Handbook.”

2.3 Prime-Funded Design/Assessments

A. ACDI/VOCA: Agricultural Market Assessment in Honduras

In an attempt to boost income and asset growth for small growers, donor agencies such as USAID, through local and international organizations, have been funding agriculture development programs in Honduras for many years. Most of these interventions have focused on increasing production of either staple crops (maize and beans) or promoting higher value horticulture as well as (to a lesser extent) improving smallholder access to markets. While these projects have achieved broad outreach generally, there has been much less success in building dynamic and sustainable market systems that benefit the smallholder farmer. To break this vicious aid cycle, USAID/Honduras is in the process of developing an approach to strengthen the current market system in which all the functions typically fulfilled by implementers or project-paid intermediaries would be taken care of by the private sector. USAID/Honduras believes that the path to sustainability must be market-based. Once a robust and competitive market exists, the constraints to linking small farmers to buyers will be lifted without the need for continued intervention by USAID. Therefore, contrary to past approaches in which the majority of funds were dedicated to farmers’ capacity building, USAID intends to put more resources into the development of a self-sustaining market system that serves the rural areas and continues to grow and upgrade itself from its own internal dynamics and demand pull.

The USAID Mission in Honduras therefore requested that an assessment be completed under the FIELD-Support LWA to understand the complexity, dynamics, and functioning of the current agricultural market systems for maize, beans, and selected horticulture crops in Honduras and to pinpoint the

optimal ways for USAID to stimulate the development of a truly dynamic and self-upgrading market system that provides easy access to and serves the rural farming communities very well and which benefits (is profitable for) all actors along the selected product value chains, including the extremely poor. An assessment will be made that considers all levels of the value chain, including input suppliers, producers, brokers, end-market buyers, exporters and others. The assessment will include descriptions of end-market channels, volume and sales information, and export data in order to capture the full market system. This information will be used to develop recommendations for developing sustainable and self-upgrading market systems in the selected value chains.

Next Steps:

The resulting study is being finalized and will provide an overview of current market systems and strategies to integrate smallholders into competitive value chains. The final report will be submitted to FHI 360 and USAID and subsequently will be published on Microlinks in the next quarter.

B. FHI 360/ACDI/VOCA: Iraq Livelihood Opportunities

USAID/Iraq called on the LWA to assist in reviewing local needs and “ground-truth” the Mission’s prospective economic opportunities program, FORAS. USAID priorities in Iraq have shifted toward enhancing economic opportunities and creating jobs for Iraqis with special emphasis on youth, women and vulnerable populations. As a part of the planning process, USAID requested a review of its proposed technical approach for new programming as embodied in a preliminary concept paper. A review was carried out by a team from the FIELD-Support Leader with Associates in August and September 2012.

The purpose of the review was to address three broad questions: 1) is the USAID mission in Iraq focusing on the right problem in the concept paper? 2) is the mission proposing the right approaches? 3) if not, what alternatives should USAID be pursuing to address “the problem” in this period of transition? This paper reflects on and answers each of the three questions posed and provides analysis and recommendations for USAID on how they should approach future programming for economic opportunities and job creation.

In general, the review found USAID’s focus on jobs and economic opportunities to be on the right track and validated the mission’s contention that jobs and economic opportunities are currently the most urgent and pressing issue facing the nation. The urgency has been voiced by the Iraqi government, by civil society and by the Iraqi people themselves. The review team found the basic technical approaches to economic opportunities and job creation, as proposed by USAID in its concept paper, to be appropriate but requiring a major shift in priority and several technical modifications. The proposed alternatives are presented below:

- **Demand-led Workforce Development:** A demand-led workforce and skills development program would identify, within selected geographic catchment areas, the demand for jobs among employers using focus groups and surveys employing “smart” technologies. A second part of this program would take a more industry or sector view of workforce needs.
- **Entrepreneurship:** A further activity stream should deal with entrepreneurship training as a special type of skill development need. The final report lays out several options, for example, fostering youth business clubs linked to business service organizations could also increase efficiencies of continued support for new start-ups and expansions.
- **Fast Tracking Jobs for Women:** This cross-cutting theme is recommended in the skills development program to provide gender inclusion in employment and entrepreneurship as well as involve women leaders as change agents and role models to advance women in non-traditional jobs and leadership positions.
- **Special Activity—Transformation of the Microfinance Sector:** Microfinance, as an industry, has reached a point where it cannot further develop without fundamental structural transformation. Though most MFIs are operationally and financially sustainable, the larger structural and legal issues threaten the long-term sustainability of the industry unless major reforms are made.

Next Steps:

FHI 360 and ACDI/VOCA staff spent three weeks in Iraq during August-September 2012 developing a final report of their review and recommendations. An RFA for a new Associate Award was released on September 13th, and is expected to be awarded in FY 2013. The content of the final report was approved by USAID in September and will be finalized for publication and dissemination in FY 2013.

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 Leader activities, 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. After the overwhelming interest demonstrated by participants at the 2011 SEEP Annual Conference, the focus of the e-bulletin was shifted to include an external audience as well as the implementing partner representatives. The e-bulletin is now distributed directly via email to more than 100 FIELD-Support implementing partner representatives and over 150 external practitioners. Email trackers indicate that primary recipients then typically forward each issue to an additional 100 people each month. After nearly two years 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.

B. External Communications

In coordination with the QED Group’s efforts to redesign the Microlinks platform, FHI 360 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:

- **Knowledge Series:**
 - [FIELD Brief 17: Internal Operational Challenges Around Rural and Agricultural Finance](#)
 - [FIELD Brief 18: Increasing Impact with Savings-linked Conditional Cash Transfers-Experiences from Latin America](#)
 - [FIELD Report 13: Value Chain Financing Guide: Tools for Designing Project Interventions that Facilitate Investment in Key Value Chain Upgrades](#)
 - [STRIVE Activity Brief #1: The Afghan Secure Futures \(ASF\) Project](#)

- **FACET White Papers:**
 - [Off-the-grid Energy Solutions for Smallholder Farmers in Africa](#)
 - [Using ICT to Provide Weather Information for Agriculture](#)
 - [ICT and AG Profile: FrontlineSMS](#)
 - [ICT and AG Profile: Lima Links](#)

- [ICT and AG Profile: Freedom Fone](#)
- [ICT and AG Profile: FarmerConnect](#)
- [ICT and AG Profile: MFarm](#)

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.

During the last quarter, FIELD-Support continued implementing **7 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 *ESAF (West Bank & Gaza)* (September 2008 – September 2012)

The Expanded and Sustained Access to Financial Services program (ESAF) supports USAID/WBG in its efforts to build a more inclusive financial sector that increases the sustainable access to financial services for Palestinian households and MSMEs.

In September 2011, the ESAF program was awarded a one year no-cost extension to work with the banking and non-banking regulatory environment within Palestine and to support the development of the Islamic finance sector, all towards increasing access to finance. The original focus of the ESAF program has been to strengthen the financial sector to help increase the resiliency to shock in the short term while increasing access and providing a strong foundation for economic growth in the long term.

The Year 4 programming focus remains the same, with efforts aimed primarily at increasing access to finance through strengthened financial sector regulatory agencies (the PMA and PCMA) while creating greater access to finance through increased market-driven product provision and technical assistance. During this quarter, the PCMA drafted a Strategic Plan update with submission to the Board for approval, and was represented at the IOSCO conference.

To strengthen the PCMA's Insurance Directorate, Directorate staff began working with a contracted actuary. ESAF finalized the SOW for a life and health insurance lines actuarial review with PCMA approval and negotiated for work with Mr. Samih Geha.

ESAF reviewed bidding contractors for the Insurance Law Review contract. PCMA rejected the highest qualified company due to perceived conflicts of interest. ESAF reposted the bid, receiving no new applicants, and worked with the PCMA to address perceptions of conflict and issued contract for work. ESAF conducted a thorough review of existing mortgage and mortgage-related laws completed, creating a strong knowledge base for redrafting the law.

ESAF also held multiple meetings with lead government stakeholders, addressing vested-interest and conflicting-authorities issues, and prior English versions of the law were redrafted accordingly into one, which was submitted to the PCMA for initial review. Later, a new approach was designed—leading with an fully rewritten Arabic law incorporating international best practices from the English drafts. A draft of the New Arabic Mortgage Law was submitted to the PCMA for selected-stakeholder vetting June 10.

As part of its efforts to support building a framework and infrastructure for implementation and monitoring of new leasing law, open competition for a MAR vendor was completed and the contract awarded. The MAR vendor created a User Website, provided MoNE access, and is providing walk-through training, while developing software and full MAR system. ESAF drafted and obtained PCMA approval of a Leasing Licensing Instructions SOW, competed the contract opportunity and awarded a contract. ESAF also identified VAT exposure trip participants and received vetting approval of same.

ESAF also moved forward on its objective to strengthen the PMA's ability to support an active and growing business environment. John Russell completed his assignment, defining with the PMA the National Switch specifications and needs necessary for an RFP document and the evaluation matrix. Both documents were received by ESAF and approved by the PMA and the agency is working internally for competing internationally for the software and hardware procurement. Also, Al Andalus completed the Systems Analysis Report of the web-based Credit Bureau Integrated Services. The report was accepted by the PMA and Al Andalus is now completing actions as agreed between ESAF, the PMA and Al Andalus in the approved workplan. Finally, Dr. Michel Dombrecht completed two successful site visits and submitted two progress reports of his work with PMA's Monetary Policy and Research Department. Dr. Dombrecht's work was approved by the PMA's RMPD as well.

Three focus groups were held—with individuals, businesses through the Hebron Chamber of Commerce—to test the ESAF Islamic Finance Market Survey; adjusted the survey based upon focus group input and outcomes. ESAF also sought input/feedback on the survey from the Palestine Islamic Bank, Arab Islamic Bank, and the PMA. The ESAF Islamic Finance Expert visited West Bank in May to meet with the survey firm, the PMA and the PCMA as well as the Islamic banks.

The PMA hosted a dinner to discuss with ESAF and the PCMA the Islamic finance work; both agencies assigned contact personnel. The ESAF Islamic Finance Market Demand Survey was completed, but the final analysis report is not yet completed by the contractor assigned.

This quarter, ESAF designed a sukuk training workshop and recruited a consultant. Additionally, ESAF contacted over 30 individuals and institutions to seek an Islamic bank product development specialist; identified Dr. Michael McMillen, negotiated travel and workshop dates, issued draft contract for review to consultant, and arranged for travel and workshop preparations.

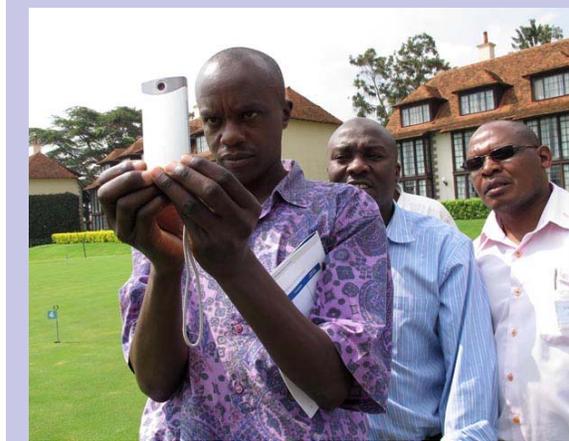
Lessons Learned from Islamic Finance demand survey:

- Most businessmen assert that they do not take interest on deposits and avoid taking interest-bearing credit. The proportion was higher in Hebron than Ramallah, as hypothesized.
- Several businessmen use the conventional banks, and above all Arab Bank then Bank of Palestine, for transactional operations (transfers, checks, etc.) while seeking credit at the Islamic banks.
- Businessmen may report lower use of conventional banking in focus groups (social pressure) and so we should compare reported figures with total PMA figures.
- Several businessmen stated that they invest in informal investment schemes, often organized along professional or social lines (e.g. a lawyers association). We decided to explicitly include a question about such investment schemes in the survey.
- Many businessmen said that they avoided investing in the Palestinian stock market since they viewed it as dominated by vested interests and likely to be unfairly skewed against smaller investors.
- Many businessmen expressed interest in more broadly available shari'ah-compliant investment vehicles.
- Businessmen have trouble clearing Israeli checks through the Islamic banks, especially Palestine Islamic Bank (PIB). We later learned that PIB has had trouble initiating a correspondent relationship with an Israeli bank/

- The cost of banking in Palestine is higher than in Jordan or Israel, and Islamic banking is even costlier. These higher costs serve as a disincentive to expansion of financing.
- Final buyers of financed consumer products (white goods, cars, etc.) tend to be structured in such a way as to disguise any interest payments – usually as post-dated checks with discounts against cash payments.
- No or very little structuring of specifically shari’ah compliant credits.

Next Steps:

- Complete the installation of the Nintex and SharePoint upgrades, and train all the relevant staff at the PCMA
- Sign a contract with AFI to complete the eligibility criteria of the Mortgage Financial Instructions
- Move forward with the development of the Movable Assets Registry—Testing, User Acceptance and finally Deployment of the software at the Ministry of National Economy. Final training now scheduled for October.
- Sign a contract with Dr. Michel Dombrecht in order to set up the Business Cycle Indicators.
- Complete the final deliverables of the Credit Bureau Integrated Services (CBIS), which control the deployment of the software and the finalization of the training kit.
- ESAF Islamic Finance Specialist, Kenneth Dorph, will visit Palestine to meet with all relevant stakeholders and finalize Islamic environmental scan and research.
- Sukok consultant will meet in Palestine with the PMA and the PCMA and will conduct one-day workshop and one day of individual follow-up meetings with the regulators.
- The Market Assessment will be completed and analyzed.
- Islamic bank products training will commence with the initial workshop



Workshop participants try out the lessons learned on video production. Photo credit: FHI 360

3.2 FACET (Africa)

(October 2009 – December 2012)

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 six key thematic areas, as outlined by the FACET AOTR:

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

Knowledge Sharing, Analysis, and Toolkits

According to Google Analytics, from 7/1 to 9/30 the FACET-managed Allnet page received 2,850 total visits (of which 1,964 were unique visitors, a 11.5% increase over the previous quarter). Analytics were tracked for the low-cost video toolkit separately since it is hosted on a separate domain. From 7/1 through 9/30, the site had 2,597 visitors. There has been extensive growth within FACET’s social media campaign. The Twitter stream gained 189 followers, to reach 270 total. In the best week of the quarter, FACET’s content reached 65,563 Twitter accounts. During the reporting period, the ICTforAg Facebook Fan Page gained 367 likes to reach 1488 ‘likes,’ with an average “virility” of posts of approximately

2.25%. Online activities have resulted in a significant online presence – achieving a Klout score (the leading cross-platform measure of online influence) of 55.1 For comparison sake, this ranks behind major online presences like USAID for Global Health (65) and PATH (55), but ahead of much larger organizations with substantial online operations: EDC (51), DAI (50.5) and Chemonics (42).

Josh Woodard presented on low-cost video at the State Department’s TechCamp in Dakar, Senegal on 8/30 and 8/31. The event was focused on mobile solutions for agriculture and included approximately 80 participants from dozens of NGOs and associations in Senegal.

Next Steps:

Over the next quarter FACET plans to publish several materials, including at least four new briefing papers, the interactive radio toolkit, and profiles. The team plans to have at least 2-3 webinars and will be presenting at the SEEP conference.

3.3 HIFIVE (Haiti) **(June 2009 – May 2014)**

Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE), having completed its first phase (2009-2012), is continuing its work to further develop the country’s financial services sector to promote employment generation, support expanded agricultural activities, improve livelihoods, boost the economy, and expand financial inclusion. HIFIVE received a two year extension of its contract to May 2014. Although several of its objectives were completed during the first phase, HIFIVE’s revised objectives for the next two years place renewed emphasis on two key elements of HIFIVE’s work:

- Improving the availability of financial products and services, including agricultural credit adapted to the needs of participants in Haiti’s value chains in rural and agricultural areas.
- Encouraging the use of Information and Communication Technology (ICT) solutions, primarily mobile financial services, to expand financial inclusion.

HIFIVE’s success measured by the following key indicators:

Objective 1: Increase Availability of Value Chain Finance

- **23,720** microenterprises participating in USG assisted value chains
- **22,630** MSMEs have received USG-assistance to access financial services
- **\$9,423,755** in agricultural loans
- **42** value chain finance solutions have been created
- **24** financial institutions are newly engaged in value chain lending
- **79** financial products and services available in rural areas
- **413,407** rural clients
- Increased points of service in provincial cities (66) and rural zones (178) and Port-Au-Prince (123): **367** additional traditional points of service + **1,152** “HMMI qualifying” mobile money agents (400 active)

Objective 2: Increase Use of ICT Solutions for Financial Inclusion

- **1.2 mil** clients served by ITC intervention (largest intervention – the launch of mobile money services in Haiti)
- **15** financial institutions adapting ICT tools to increase access to financial services
- **18** ICT tools introduced to increase access to financial services
- **3.8 mil** in ICT grants

The BDS activities of HIFIVE and TechnoServe (TNS) have struck a responsive chord, resulting in notable advances in improving access to finance for the selected recipients: **372 MSMEs** have now received BDS services from the HIFIVE/TNS activities. The success of the HIFIVE approach has been in its careful identification of key value chain participants whose access to finance can be improved through the delivery of targeted BDS to improve aspects of their governance, management, or marketing. The delivery of BDS is accompanied by work with the HIFIVE team to identify potential financial partners who may provide the needed finance and/or to structure grants that will improve access to the value chain. Ongoing activities include evaluating the impact of a handicrafts program; providing taxi certifications in collaboration with ATH-Nord; and identifying and screening agribusiness related MSMEs upstream and downstream the value chain for future support.

Next Steps:

Key activities for next quarter include reaching agreement on strategy for HMMI activities and resources post competition; ongoing work with NGOs to develop applications for use of mobile money platform for payments; provide Digicel TA support for a viable and sustainable operating mobile money service; and meet with BRH Governor Charles Castel to discuss the progress of mobile money in Haiti to date and requirements for its future.

3.4 LIFT (Global) **(September 2009 - September 2014)**

The Livelihoods and Food Security Technical Assistance (LIFT) project was initiated by the United States Agency for International Development (USAID) Office of HIV/AIDS (OHA) to provide technical assistance (TA) and strategic support to US government agencies, their implementing partners, and other public, private and civil society partners to improve the food and livelihood security of vulnerable households, with a particular focus on people living with HIV/AIDS (PLHIV), orphans, and vulnerable children (OVC) and their caregivers. In addition, LIFT aims to provide global leadership and strategic learning to the field of economic strengthening through development of guidelines, trainings, and other tools to help vulnerable households—and those who serve them—engage in activities that enhance their economic and nutritional security.

The goal of the LIFT project is to build the continuum of care for people living with HIV/AIDS and other vulnerable households by increasing their access to high quality, context appropriate, market-led economic strengthening, livelihood and food security (ES/L/FS) opportunities that improve their economic resilience and lead to better health. An essential component of LIFT's approach is establishing links to integrate economic strengthening and food security as a component of Nutrition Assessment, Counseling and Support (NACS) program approaches.

LIFT meets the customized needs of USAID and other United States government (USG) agencies by undertaking assessments that provide concrete recommendations for strengthening existing economic ES/L/FS programs as well as identify strategic opportunities for new investments. LIFT works with implementing partners to strengthen their capacity to design and implement livelihood and food security interventions that sustainably improve the economic resilience and health of their beneficiaries. Through these approaches, LIFT aims to heighten the impact and sustainability of investments made by USAID, the President's Emergency Plan for AIDS Relief (PEPFAR), Feed the Future (FTF), the United States Department of Agriculture (USDA), the Centers for Disease Control and Prevention (CDC), and the Peace Corps, as well as local governments, civil society, and the private sector.

To achieve its goal, LIFT offers **country-level** and **global** technical assistance services to U.S. 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.

Global Activities

Organizational Network Analysis (ONA): LIFT continued its discussions with MEASURE Evaluation on the use of their organizational network analysis (ONA). LIFT envisions that the ONA will be a key component of its initial engagement in selected pilot sites in supported countries as a way to understand existing services and activities related to NACS and ES/L/FS integration within a catchment area. The ONA will also provide a baseline measure of client referrals between organizations and the overall strength of the network prior to LIFT's support. MEASURE explained the process that would be jointly undertaken to complete an ONA in a LIFT country, including fulfilling internal review board (IRB) requirements, customization of tools, data collection and analysis, and sharing findings with the communities. MEASURE developed a budget outlining the key costs associated with conducting the analysis in one country (two sites). During the initial ONA, MEASURE will train the LIFT team on this tool to enable LIFT to conduct subsequent ONAs. During this quarter, LIFT identified Malawi or the Democratic Republic of the Congo (DRC) as top choices for this initial joint endeavor and anticipates finalizing the country selection as well as an implementation plan in the next quarter.

Chillies for sale in Accra's Makola Market, Ghana. Photo Credit: FHI 360



ES/L/FS Assessment Tool Development: During this quarter, LIFT worked with consultant Ben Fowler to finalize the documentation of good practices from previous large scale LIFT ES/L/FS assessments to create a standard set of tools to guide future LIFT assessments. LIFT remains poised to build on the simulation activity "Life in the Village," referenced last quarter, as the need for this tool is identified in LIFT target countries. Additionally, the team identified the need for a comprehensive inventory of existing LIFT relevant partner tools (i.e. FHI 360, Save the Children, and CARE) and anticipates further work to grow this inventory next quarter.

NACS Partner Coordination: LIFT participated in the second USAID NACS coordination meeting in September aimed at enhancing collaboration among nutrition-focused TA and implementing partners (FANTA-3, Strengthening Partnerships, Results and Innovations in Nutrition Globally (SPRING), Health Care Improvement Project (HCI) and LIFT). LIFT provided feedback to the group on the first joint TDY with HCI and FANTA-3 to South Africa as well as the technical assistance trip to Malawi in July and presented tools developed as a result of the coordinated efforts. In this reporting period, LIFT continued to work closely with FANTA-3 and HCI to further this coordinated approach through joint field work in DRC and Lesotho and worked closely with SPRING to prepare for a NACS workshop in Haiti.

International AIDS Society Conference (IAS) Satellite Session Support to FANTA-3: LIFT supported FANTA-3 in hosting an IAS Conference Satellite Session on NACS. The two-hour session, entitled "Integrating Nutrition Assessment Counseling and Support into HIV Services," took place on July 22 and was attended by approximately 80 people from various backgrounds including USG, multilateral organizations, international NGOs and service providers. The session included lively discussion around integrating gender considerations into the NACS approach and the role of technical working groups in leading the NACS integration process.

STEP UP SEEP Group Engagement: LIFT's Technical Director joined the Advisory Group of SEEP's Strengthening the Economic Potential of the Ultra Poor (STEP UP) initiative. STEP UP will promote cross-learning between financial, enterprise development and human service providers to complement each other's efforts to assist ultra-poor households in moving out of poverty. One of the key products under development for the next year is the creation of an Economic Strengthening for the Ultra Poor (ES4UP) "wiki" and one-stop-shop of resources (including documents, evaluations, training manuals,

and tools from all relevant fields) that will be shared with the larger development community through this knowledge management platform. LIFT will contribute to STEP UP and actively participate in this learning community which represents more than 130 national, regional and global organizations exploring emerging approaches for the ultra-poor.

Mission Outreach: LIFT finalized its first round of outreach materials which summarized LIFT services and expertise in a clear and compelling format so that missions can easily understand LIFT project capacities and how they might be used to meet mission priorities. The final product is a series of one-page briefs describing LIFT technical assistance, including practical applications from project experience in four key areas: NACS ES/L/FS Integration, Opportunity Assessments, Program Quality and Implementation Support, and M&E Support. LIFT used these materials to engage in discussions with USAID missions in Malawi, DRC, Namibia and Lesotho to help them understand how LIFT's TA and support can integrate ES/L/FS activities as a part of the continuum of care. We plan to refine these tools based on mission feedback and as LIFT gains further programmatic experience in these key areas. These tools have also been translated into French and will be shared with the USAID mission in Haiti next quarter.

LIFT website: During this quarter, the development of a project website was put on hold to allow for prioritization of core LIFT field-based activities as well as additional follow-up on the most cost-effective and streamlined way for the project to access communications support for this activity. Discussions were also made to ensure that the LIFT website would align with the redesign of the FHI 360 website. LIFT expects to focus on this activity in the next quarter through purchasing the domain (www.theliftproject.org) and through the engagement of a design and communications consultant to assist with the development and launch of the website.

Country-specific Activities

Namibia: LIFT continued discussions with USAID/Namibia to plan for support in improving the access of NACS clients to ES/L/FS services in two pilot sites. LIFT developed a draft engagement strategy which was sent to USAID/Namibia in July to inform their discussions with the Ministry of Health and Social Services (MOHSS), and this input was used to develop a program description for LIFT by USAID/Namibia. In mid-September, it was agreed that LIFT activities would be coordinated by the Community-based Health Care Division of MOHSS, working in close coordination with the Department of Special Programmes/HIV and Nutrition Units as well as with the Ministry of Gender Equality and Child Welfare and the Ministry of Agriculture, Water and Forestry. With news of this decision, LIFT is planning to provide in-country support in the next quarter to discuss concrete next steps for NACS ES/L/FS integration in Namibia including selecting sites for the NACS and economic strengthening integration pilots and recruiting a local consultant.

Nigeria: LIFT continued to refine the LIFT/Nigeria work plan which was submitted to the USAID activity lead in Nigeria in August. LIFT worked with the mission to complete the USAID/Nigeria Annual Portfolio Review Activity Summary Sheet for October 1, 2011 to June 30, 2012. These deliverables further helped clarify to the mission LIFT's overall objectives in Nigeria, which include: improving the capacity of OVC implementing partners (IPs) to deliver appropriate ES activities; strengthening linkages between OVC IPs and ES Providers, including Government of Nigeria and private sector entities; and facilitating knowledge management of ES programs by OVC IPs.

Democratic Republic of Congo (DRC): In September, LIFT carried out a joint technical assistance visit with FANTA-3 to DRC, building on the previous work in the country and setting the stage for the roll-out of NACS. Both projects worked with USAID/DRC, CDC and Government of DRC (GODRC) counterparts to define site selection criteria which were used to identify 11 likely sites for initial implementation of NACS and conducted site visits to selected health facilities to understand their current nutrition services and referral processes. LIFT consulted with national and provincial program implementers and stakeholders to gain a deeper understanding of broader ES/L/FS activities and services that could be

linked with NACS. The work carried out on this trip strengthened FANTA-3's and LIFT's relationships with USAID/DRC, GODRC, donors, and civil society partners working on HIV, nutrition, food security, and livelihoods. Based on the outcomes of the technical assistance visit, LIFT plans to work with the mission and FANTA-3 to develop an implementation plan for the roll-out of NACS, including the integration of ES/L/FS programs in selected communities.

From September 24 to October 5, LIFT provided TA and training to PEPFAR partner PATH/ProVIC and selected sub-grantees to improve their ES/L/FS interventions to include village savings and lending association (VSLA) programming. LIFT conducted a master training-of-trainers in VSLA programming to equip grantees with the basic knowledge and skills to effectively implement these activities, deliver training to program beneficiaries, and monitor and evaluate these initiatives. LIFT then delivered initial one-on-one TA to each organization to develop VSLA strategies and provided guidance to help implementers measure the effectiveness of VSLA activities. This TA resulted in sub-grantee-specific action plans to implement VLSA activities, co-developed by LIFT and ProVIC sub-grantees. LIFT will provide ongoing strategic support to ProVIC, led by LIFT sub-grantee CARE through their DRC office.

Malawi: During this quarter, LIFT conducted its first trip to Malawi as part of a joint TDY with FANTA-3 and HCI. Through this trip LIFT conducted over 20 meetings and site visits with key stakeholders including USAID, civil society implementers, and the Government of Malawi (Ministry of Health, Ministry of Gender, and the Department of HIV/AIDS in the Office of the President and Cabinet). LIFT attained a clearer understanding of USAID, Government of Malawi (GOM) and community-level priorities, common ES/L/FS approaches and how these activities are linking with health and nutrition services, as well as gaps and challenges. The findings from these meetings informed preliminary recommendations to USAID/Malawi and will form the basis of discussions with the mission to define LIFT's upcoming technical assistance activities. LIFT developed a joint trip report and drafted recommendations and key findings which will be shared with the mission. Preliminary feedback from FANTA-3 and HCI was gathered and efforts were made to coordinate a call about next steps with the mission. LIFT began outlining its approach and plan for activities in Malawi including the efforts needed to finalize the district and site selection where the three projects will align their work to develop learning for the collaborative approach as well as to understand possibilities for scale up in Malawi. LIFT intends to make significant progress in these areas in the next quarter as conversations with partners, country offices, and the mission move forward.

Tanzania: LIFT conducted a review and feasibility analysis of a series of concept notes submitted to USAID/Tanzania by Cheetah Development Inc.

South Africa: LIFT participated in a joint TDY with FANTA-3 and HCI to co-facilitate a workshop with the National and Provincial Government Nutritionists to develop plans to strengthen their existing nutrition work to include more components of NACS. Prior to the workshop, LIFT participated in meetings with USAID, CDC, and the Department of Health and visited a hospital to test FANTA-3's NACS facility rapid assessment checklist. The team found that nutrition is largely addressed at the hospital level, but South Africa is introducing a new cadre of nutritionists who will work at primary health care facilities. The workshop finished with the Provincial Nutrition Managers developing next steps for strengthening the NACS work in their areas. In the next quarter, LIFT will follow-up with FANTA-3 and HCI about next steps for ES/L/FS engagement in South Africa.

Lesotho: In this quarter, LIFT, FANTA-3 and HCI traveled to Lesotho to assess opportunities to integrate NACS into HIV care and treatment services, such as quality improvements of NACS services including referrals of NACS clients between health care facilities and ES/L/FS support. The team met with various stakeholders, including representatives from government, the United Nations, NGOs, and service implementers, to identify key priorities for a joint work plan. Upon the conclusion of the rapid appraisal, the team carried out debriefs with USAID/Lesotho, Ministry of Health of Lesotho, and plans to debrief USAID/Washington in October to share lessons learned and discuss next steps. The team is drafting a joint work plan to improve the health and nutritional outcomes for mothers and children affected by HIV

in Lesotho. This will be achieved by strengthening the continuum of care model for the provision of maternal and child health services focusing on nutrition, food and livelihood security, and quality improvements.

Haiti: Several members of LIFT's team began engagement during this quarter with USAID/OHA, USAID/Haiti, SPRING, HCI and FANTA-3 in preparation for a Haiti NACS workshop scheduled for October 2012. The workshop will review initial findings from SPRING's evaluation of nutrition programming in Haiti, with LIFT scheduled to present in the workshop on how ES/L/FS services can be integrated within the NACS continuum of care. Preparations included the development of a scope of work for LIFT's representative at the workshop, joint calls with the various planning partners, feedback on the workshop agenda, translation of LIFT materials for local dissemination of project resources, and drafting of the presentation for LIFT's contribution to the workshop.

3.5 P3DP (Ukraine)

(September 2010 – September 2015)

P3DP (Public Private Partnerships Development Program) in Ukraine, an associate award under the FIELD-Support LWA, seeks 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.

P3DP emphasizes building institutional capacities by not only working with central and local governments, but a significant aspect of the program is the inclusion of civil society organizations in the dialogue. The primary implementing partners of P3DP are local Ukrainian NGOs. The program relies on international best practices in PPP development, but tailors those best practices to local circumstances.

P3DP has improved the environment for PPP development in Ukraine by pursuing its four interrelated program objectives of: 1) enhancements to the legal and regulatory framework; 2) establishment of oversight and approval procedures for the national-level PPP Unit; 3) raising awareness and developing capacity at the national and municipal levels; and, 4) implementation of pilot PPPs that can serve as models in select industry sectors of importance throughout Ukraine. To date, P3DP has:

- expanded sector-specific support to municipalities to develop PPP solutions to improve delivery of goods and services to their communities (activities that were traditionally the sole responsibility of Government);
- used technical assistance and capacity development initiatives to lay the foundation for private sector participation in PPP projects;
- increased knowledge at the municipal and national levels by utilizing a series of workshops, tailored trainings, and study tours; and
- offered industry experts to directly lead the development of national-level regulations and municipal-level PPP implementation analysis.

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
- 125 government employees and 55 nongovernmental employees will receive training in PPPs
- 10 PPPs will be USAID- approved for implementation using P3DP resources

During year 2, P3DP's key contributions in achieving progress toward PPP tendering included:

1. Established formal assistance plans with six municipalities working in four different economic sectors with PPP implementation analysis¹ completed or substantially underway for PPP pilots in solid waste, private healthcare, city park and street parking (and, initial activities also began for potential pilots in kindergarten care, energy efficiency and water supply sectors);
2. Organized international study tours for Ukrainian officials to accumulate knowledge on international PPP best practices with visits to landfills, hospitals, parking garages, parks and PPP units in neighboring countries of Poland, Croatia, Russia, Hungary and Austria to learn from their experiences in developing and implementing PPP projects;
3. Cosponsored one international conference and two national PPP forums that were heavily attended by municipal and private sector leaders interested in local economic development: “Speed UPPP Ukraine”, an internationally attended PPP conference held in Kiev, “First Ukrainian Forum on Public Private Partnerships” held in Lviv, and, “Ukrainian Municipal Forum” held in Yalta;
4. Delivered capacity development by industry PPP experts to both national and subnational entities, including financial training to MOEDT and the MOEDT of the ARC. At the subnational level, workshops and training seminars were conducted for 205 municipal and oblast leaders, with 55 private firms and 26 NGOs also participating in the capacity development events.
5. Provided technical experts to develop “PPP Appraisal Methodology” procedures (a top priority for MOEDT), adopted as the formal approach for evaluating and approving PPP projects in Ukraine;
6. 6. Contributed to developing documents needed for the operational capacity of MOEDT’s PPP Unit,



three of the most important being a national level “PPP Strategy”, “PPP Strategy Implementation Plan” and “PPP Practical Guidelines”, all of which encountered delays as a result of politically-driven personnel turnover within MOEDT;

7. 7. Published analyses and recommendations for the PPP legal framework in Ukraine detailed in two published reports, “Diagnostic Review of Legal and Regulatory Framework for PPP” and “Most Critical Legal Issues” and directly contribute to legislative and regulatory PPP reforms through active involvement in the Vekhovna Rada’s PPP Working Group;

8. 8. Completed a Baseline Survey detailing awareness and attitudes about PPPs among a

broad spectrum of stakeholders in central, oblast and local government offices, business community members and local NGOs representing key stakeholder groups;

9. 9. Concluded sub-awards with three Implementing Partners: Association of Ukrainian Cities (AUC), East Europe Foundation (EEF) and Kyiv Economic Institute (KEI), each selected for their abilities to be P3DP legacy institutions and continue supporting PPP implementation at the city and municipal levels across Ukraine beyond just the existence of P3DP. To facilitate general PPP awareness and provide information regarding P3DP products, the following implementing partners created PPP page on their site to disseminate P3DP produced materials:

- AUC: <http://www.auc.org.ua/page/programa-rozvitku-derzhavno-privatnogo-partnerstva>
- EEF: <http://eef.org.ua/index.php?page=catalog&id=136&pid=1&prj&lang=ua>

P3DP assistance activities throughout Year 2 confirmed that it is feasible to implement PPPs in sectors such as transportation and parking, recreation, solid waste management, and healthcare. However, it was also learned that each sector involves significant gaps in terms of necessary legislation, municipal

¹ PPP implementation analysis refers to a variety of analytical activities required by decision authorities, such as, concept papers, legal analysis, tariff analysis, action plans and financial models.

capacity, market interest, and access to needed finance. Unsuccessful experiences of many municipalities attempting to implement PPPs demonstrate a general inability to identify high potential projects and an absence of the skills needed to plan and manage the PPP process. P3DP efforts to guide the Municipalities and the PPP pilots through the project lifeline must overcome these deficiencies by playing a leadership role, helping municipalities to identify “high potential” projects and then continually monitoring and motivating actions needed to speed up the process, as well as providing trainings that ensures that key staff develop essential knowledge and skills.

In addition to these Pilots, P3DP evaluated a number of other PPP ideas but removed them from consideration due to lack of local commitment, inappropriateness of project or concept to market realities. For example, a Poltava District Heating PPP Pilot being evaluated was removed from consideration due to the insufficient municipal leadership and inability to overcome restrictive legislation. P3DP is adding to its list of pilot cities and currently evaluating pilot projects in the new sectors of kindergarten care, water supply, energy efficiency and wastewater treatment. P3DP wants to add new projects that can become illustrative examples in sectors requiring significant improvement in delivery of public sector services throughout Ukraine.

Next Steps:

P3DP assistance will continue to be influenced by the changing PPP environment, priorities of the working groups, requests of the MOEDT and other agencies, and issues that are identified during the process of preparing the PPP Pilots for tendering.

Much of the assistance delivered to instill the knowledge and skills needed for municipal leaders to launch and manage successful PPP projects during Y3 will be tailored to needs of municipalities hosting the current PPP Pilots. Topics and timing of the workshops will reflect the specialized skills, knowledge and communication needed to move the pilots through the project lifeline toward tendering and implementation.

3.6 PRODEL II (Ecuador) **(September 2009 – September 2012)**

The Ecuador Local Business Development program, known locally as PRODEL, is managed by prime recipient FHI 360 and administered in the field by lead implementing partner ACDI/VOCA, and was awarded a 3-year extension in 2009. 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.

Progress against Indicators

- **44** urban and rural anchor firms engaged (includes 20 from PRODEL I and 24 from PRODEL II)
- **29,908** hectares of new and improved licit crops
- **12** Municipalities served and are contributing to improving the business environment
- **22,820** beneficiary families
- **17,909** full-time jobs created
- **507** GOE/NGO technicians trained

Key Achievements:

Over its three years of implementation, soon to come to a close, PRODEL helped accelerate economic development in Ecuador, generating permanent employment, increasing income, and improving the quality of life of more than 22,000 families, or approximately 110,000 people (average five people per family), in Ecuador's border regions. By strengthening agricultural value chains through 38 anchor firms, PRODEL helped create 17,909 new jobs, increase family income by approximately 70 percent, and increased farmer group sales to anchor firms by \$10,217,072. To increase productivity, PRODEL worked with a team of field technicians applying the FFS methodology to improve local crop management techniques, planting more than four million seedlings in collective nurseries and improving productivity on 29,998 hectares.

PRODEL focused on increasing the competitiveness of the coffee, cocoa, processed fruits and vegetables, and seafood value chains achieving the following results:

Coffee:

- Supported Ecuador to organize a national pavilion and generate strategic marketing campaigns as part of its annual participation in the Specialty Coffee Association of America (SCAA) Trade Show.
- Cultivated a consumer culture for Ecuadorian specialty coffee by organizing cupping events and investing in processes to improve coffee quality.
- Trained and certified the first group of Ecuadorian judges, cuppers and baristas to meet international standards.
- For the first time in Ecuadorian history, coffee samples from producer organizations met international standards in the Golden Cup National Coffee Competition.
- Producers increased their average yields from 500 to 1,500 kilograms per hectare in partnership with lead anchor firms.
- PRODEL supported the establishment of more than 3 million plants in community nurseries.

Cocoa:

- Helped Ecuador penetrate the U.S. specialty food market by organizing an annual national pavilion at the Fancy Food Show.
- Promoted a consumer culture for high-quality Ecuadorian chocolate by investing in processes to improve chocolate quality and organizing tasting events.
- Established good manufacturing practices in chocolate processing facilities. For the first time in Ecuadorian history, coffee samples from producer organizations met international standards in the Golden Cup National Coffee Competition.
- Established 541,000 coffee plants in community nurseries in partnership with lead anchor firms and producer organizations. PRODEL supported the establishment of more than 3 million plants in community nurseries.
- Helped producers increase average yields from 500 to 1,100 kilograms per hectare.

Cereals and Grains:

- Increased annual sales and exports from \$170,000 to more than \$2,000,000.

- Improved efficiency of post-harvest processing of quinoa, beans and lupine bean! Join Us! Addressing Livelihoods & Food Security for People Living with HIV/AIDS through strategic investments in appropriate technology. Trained and certified the first group of Ecuadorian judges, cuppers and baristas to meet international standards.
- Established good manufacturing practices in quinoa-processing facilities.
- Developed capacities of cereal and grain producer organizations in the northern border regions of Ecuador.

Processed Fruits and Vegetable

- Improved productivity and technical management of Andean gooseberry crops.
- Formalized more transparent and mutually beneficial contracts between anchor firms and producer groups.
- Assisted anchor firms in earning international awards for their innovative packaging and products, such as dried Andean gooseberries and dried vegetable chips.
-

Seafood:

- Improved the cold chain processes of several lead seafood anchor firms. Cultivated a consumer culture for Ecuadorian specialty coffee by organizing cupping events and investing in processes to improve coffee quality.
- Supported establishment of good manufacturing practices for fish and seafood handling in fishing facilities.
- Developed Artisanal Fish Producers' Training Manual.
- Developed capacities of artisanal fish producer organizations in the northern border regions of Ecuador.

Aromatic Herbs

- Improved productivity and technical management of guayusa, an indigenous herbal tea.
- The guayusa processing company, Runa LLC, won the award for best herbal teas in the United States. These products were featured at Fancy Food Show 2012, with the support of PRODEL.

Ms. Esthela Oyagato of Runa Yuyai, at the stand featuring cereals and grains from the Andean highlands during the PRODEL Closing Event. Photo Credit: FHI 360



Dairy

- Improved operations by incorporating innovative transport technologies, such as global positioning systems (GPS), to enhance distribution channels.
- Improved manufacturing practices in dairy facilities.
- Increased efficiency of milk production through investments in new technologies. For the first time in Ecuadorian history, coffee samples from producer organizations met international standards in the Golden Cup National Coffee Competition.

3.7 STRIVE (Afghanistan, Philippines, Liberia, Mozambique) (September 2007 – March 2014)

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, FHI 360 manages a multi-partner team of leading child-focused and economic strengthening organizations to implement and

document replicable economic development approaches that demonstrably improve the wellbeing of vulnerable children. The three current 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 **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 shared project learning through participation on two panels at the Global Youth Opportunities Conference in September 2012.

- MEDA contributed to the session “**Expanding Youth Employability Toolkits in Post-Conflict Contexts: Lessons and Tools from Pakistan, Afghanistan & Uganda.**” MEDA developed this toolkit with Aga Khan Foundation based on work they are supporting in Pakistan; however, many of the lessons that were highlighted in the toolkit are grounded in the work of ASF.
- STRIVE’s experience with child time use in the Philippines contributed to a session on “**Understanding How Youth Spend Their Time and Money,**” co-facilitated by Research and Evaluation Specialist Diana Rutherford of FHI 360. The objective of the session was improve project design by helping implementers base their designs on knowledge gained about how youth spend their time, move between locations, earn, spend and save their money. Rutherford also contributed a blog post on the topic which can be found on the Making Cents Youth Economic Opportunities website.²

STRIVE assistance helped move the CPC Network’s upcoming publication “Children and Economic Strengthening Programs: Current Learning on Maximizing Benefits and Minimizing Harm” forward.

On July 20, STRIVE held a Learning Meeting with participation from the project’s Technical Advisory Committee. The following learning points emerged:

- The STRIVE experience has been mixed with respect to the ability to use a value chain facilitation approach with vulnerable populations in challenging contexts. ACE found they needed to engage in more direct work than originally envisioned. STRIVE Philippines found that AFE was required to engage in their own validation of the relative vulnerability of communities where their lead firm partners proposed to work.
- The STRIVE experience with respect to reaching vulnerable populations with value chain facilitation approaches seems to indicate that reaching vulnerable populations requires multiple interventions/linkages.
- The field needs more work around understanding how vulnerable people make decisions about when they are ready to take on risks. The transition point between securing resilience and building wealth is critical, and not well understood.

² <http://www.youtheconomicopportunities.org/blog/435/how-do-you-target-young-people-effectively-start-knowing-how-they-spend-their-time>

- Donors are a key audience for STRIVE learning. How can the STRIVE experience help donors design more effective programming that links economic strengthening and child well being?
 - STRIVE projects’ experiences with the effects of donor dependency may be worth highlighting
 - FHI 360 will be engaging in upcoming discussions with partners around cost-benefit analysis information needs

STRIVE Philippines—AFE

As technical implementation was concluded in the previous quarter, STRIVE Philippines focused on project close-out activities. AFE also drafted and submitted the final report to FHI 360, which will be finalized in the coming quarter.

FHI 360’s data collection and case study work were completed for the evaluation, and a seaweed sector report was drafted. In the next quarter, the report will be finalized and submitted, once comments from AFE have been integrated.

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

Agriculture for Children’s Empowerment (ACE), managed by ACDI/VOCA, is developing the entrepreneurial mindsets and skill sets and linking Liberian farmers into profitable value chains with the goal of increasing income, improving nutrition, and reintegrating families by enabling caregivers to support their children. The project aims to: increase local production of key staple foods by strengthening the vegetable and rice value chains in Liberia’s Bong and Nimba counties; and magnify impacts on child well-being by targeting communities with public information campaigns about children’s nutrition and the value of education. To that end, activities focus 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.

Major achievements over the last quarter include:

Objective 1: Strengthening linkages between input providers and farmers:	5 promotional events conducted by Jacob Agricultural Business Center and Wienco Liberia Limited, linking farmers to suppliers/buyers. A total of 184 farmers (131 male, 53 female) bought inputs worth US \$2,098 from both input providers and the open market.
Objective 2: Increasing rice production	Followed up with 240 new farmers on LAC 23 production. 24 farmers received technical support in NERICA 14 seed multiplication.
Objective 3: Strengthening linkages between buyers and farmers	295 farmers (237 male, 58 female) sold assorted crops valued at US \$17,961 in Bong and Nimba and US \$8,241 in Montserrado. Of those, approximately 66% were local vegetables (bitter ball and pepper) and 34% were high-value fruits and vegetables (watermelon, lettuce, cucumber, cabbage). The sale represents a 145% increase over the same period in 2011. Sales decreased by 20% against last quarter due to a seasonal drop in prices. ACE facilitated three separate meetings with four regional members of the Liberian Marketing Association (LMA) to discuss market opportunities associated with dried pepper and bitter balls. Two female LMA buyers participated along with ACE farmers in the crop preservation training organized in Garwonpa and Kpaytuo in Nimba County.

Objective 4: Technical Assistance	46 technical extension visits were made by ACE field staff to both vegetable and rice farmers. 47 farmers (31 male, 16 female) participated in on-farm training to control insect/pests using soap solution and ash in Nimba County. 72 farmers (46 male, 26 female) trained in crop preservation and drying techniques using solar dryers. 260 farmers (146 male, 114 female) trained in Farming as a Business (FaaB)
M&E, Learning Products, etc	ACE provided all 240 new rice farmers with Farmer Financial Diariess to facilitate record keeping and tracking against key project indicators. ACE Project Director Laveto Akoi-Forkpa toured ten project communities to monitor project activities and interact with farmers. He held meeting with field staff to discuss PMP targets. M&E Officer Tommy Fofanna also met with farmers to roll out the FFD to new participants.

Key Learning

Floods in July and August negatively affected crops that were planted along the banks of the rivers during the dry season while the harvest was still ongoing. As a result of the flooding, the expected sales dropped by 24% of projected income. Deplorable road conditions, especially in Nimba County, hindered many buyers from reaching the farmers to buy their produce thereby considerably affecting the sales of farmers. This was one reason gross income fell from \$16,771 in the previous quarter to \$5,331.

At the beginning of the solar dryer construction process, the majority of the farmers who witnessed it were reluctant to participate, thinking that fire and wood would be used to carry out the drying. Gathering wood and maintaining fires would have been labor intensive and time consuming, diverting farmers from their normal farming activities. Once the solar dryers had been constructed, farmers became very excited upon seeing crops dried without fire. ACE anticipates an additional 150 farmers will take on solar drying next season, with financing from the microfinance organization LEAD and facilitation from ACE.

ACE provided three motorized water pumps to demonstrate irrigation for the production of vegetables. The entire production process using the pumps was received by farmers with lot of enthusiasm and appreciation. Farmers who participated have served as focal points for strong cluster formation, encouraging other farmers who never participated previously to join them in aggregation and bulk vegetable sales (which also encouraged pre-harvest arrangements). This is a great sign for value chain development, as the pumps have served as focal points for aggregation.

Finally, the introduction of a water pump in each of the three communities was very useful for vegetable production, but production was still ongoing when the floods came. Therefore, the key learning is that there is the need in future activity, to introduce the pumps early enough in November so that production activities will come to an end before the peak of the rainy season, to avoid flooding.

Monitoring and Evaluation and Impact Evaluation: In preparation for next quarter, FHI 360’s M&E/IE team continues to prepare for field work, which will investigate data collection issues found in the baseline. The team will meet with baseline enumerators, as well as treatment and comparison group respondents in Bong and Nimba counties. Focus group discussions will also investigate social and agricultural networks to understand how “spillovers” may occur between treatment and comparison villages and farmers. Analysis will inform how the IE team proceeds with the evaluation.

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. During this quarter, the following activities took place:



Above, farmers stand next to the newly constructed solar dryer in Sengbeta, Jorquelleh District, Bong County. Photo credit: ACDI/VOCA

Endline Survey: The endline was the predominant field activity undertaken during this quarter. The endline surveyed the same households that were interviewed at the baseline (collected in 2008 with 1,659 households), thus creating a longitudinal study. SC worked closely with the local survey firm, ANSA, to update community and participant lists, provide coordination and logistical support, and assist enumerators to engage community members and locate specific households. The team's also used radio announcements to find difficult to locate household members. The attrition rate between the survey rounds was significantly low, at approximately 10 percent for treatment districts and 12 percent for control districts.

Expanded Research Scope: DCOF has identified Village Savings and Loans (VSLs) to be an investment area of interest in its strategy going forward. Extensive due diligence was conducted by SC and FHI 360 to explore the feasibility of expanding the scope of quantitative or qualitative research as part of STRIVE Mozambique's final evaluation, in order to deepen the anticipated learning on the impacts of VSL and the factors influencing participation, which cannot be addressed with the given shortfalls in the quasi-experimental design. Preparations are underway for fieldwork to begin next quarter, including the final research protocol, IRB approval, budget requirements, and field coordination.

Evaluation: FHI 360 Evaluation activities will concentrate on two qualitative case studies. The first will examine causal pathways by investigating "successful" economic households compared with those households identified as "successful" in terms of economics and child nutrition. The second will explore why some people elect not to take up VSLs. This case study will help to improve the matching and explore adoption versus non-adoption of VSLs.

Voice from the Field

“Out of my income from pepper sales, I started a small business to send my children to school” - ACE farmer Nyepue Bondo.

Nyepue Bondo, a resident of Gbenequelleh, Jorquelleh District Bong County. Nyepue – who turned 51 this year – is a level one student of the Gbenequelleh adult literacy school program, a widow, and a mother of five children (two male, three female). She was recruited as one of the ACE farmers in October 2010 and has participated in a series of ACE trainings and technical support in crop production and farming as a business.

Nyepue explained that she had been involved in vegetable production activities on a small scale five years earlier, when she grew pepper on a termite mound in the rice farm. According to her, after planting the pepper, it was left alone to grow. There was no weeding, fertilization, pest management or any form of agronomic practices until the crops were ready to be harvested. This method did not result in any considerable yield for sale due to the primitive method and the lack of best agronomic practices.

She said, “I did not know anything about vegetable production and record keeping. They trained me how to do nursery preparation, planting in line, weeding on time and how to keep my farm records, and they gave me a book (FFD) to record my farm expenses.”

In 2011, Nyepue generated \$371 from pepper sales. Part of the amount was used to settle her children’s school expenses and to start a small dry goods business.

In addition, she participated in the project’s motorized pump demonstration at the beginning of this year and participated in the rainy season vegetable production activities which started in May. She began the harvest in July and has generated an amount of \$286 so far, with harvesting not yet concluded. From that amount, Nyepue has grown her small business while keeping her children in school.

4 Staffing

The staffing structure for the FIELD-Support FHI 360 HQ staff (as of **September 30, 2012**) 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, STRIVE
Laura Muzart	Program Officer	ESAF, LIFT
Jacky Bass	Associate Award Project Director	LIFT
Sarah Mattingly	Associate Award Technical Director	HIFIVE, PRODEL
Kelly Keehan	Program Officer	HIFIVE, PRODEL, STRIVE
Meaghan Murphy	Technical Specialist	LIFT
Jennine Carmichael	Program Officer	LIFT, STRIVE
Diana Rutherford	Technical Specialist	STRIVE
Jason Czyz	Associate Award Project Director	P3DP
Liz Layfield	Program Officer	P3DP, ESAF, STRIVE
Nussi Abdullah	Technical Manager	Leader
Obad Diener	Technical Specialist	Leader, STRIVE

Person	Title	Project(s)
Samantha Ackerson	Program Officer	Leader
Charles Hess	Program Officer	Leader, PRODEL, HIFIVE

5 Next Steps

- **New Associate Award Development:** Targeted outreach to USAID Missions and Operating Units and mobilization of prime funds for new Associate Awards development.
- **Existing Associate Award Management:** Continue oversight and management of existing Associate Awards to ensure best possible results and client satisfaction.
- **African Diaspora Marketplace (ADM):** regular monitoring of grant recipients and prepare for second tranche of payments.
- **Leader Activities and Strategic Learning Initiatives (SLIs):** Continue to monitor and support pilot projects and SLIs. Oversee launch of WLSME Evaluation.
- **Knowledge Management:** Continue developing, reporting, and disseminating learning from Leader activities and AA, through FIELD Briefs, FIELD Reports, and events, etc. Annexes

Annex A: List of Current Leader Activities

(Current as of September 30, 2012)

	Pilot Activity	Implementing Partner(s)	Country	Period of Performance	Status	Award Value
A	Graduating the Poorest into Microfinance: Linking Safety Nets w/ Financial Services	IPA	Ethiopia	2/6/2009 – 8/31/2013	Open	\$598,670
	<p>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.</p>					
B	Value Chain Development for Very Poor Households	World Vision	Bangladesh India Kenya Haiti Afghanistan Sierra Leone Ethiopia Angola	3/1/2011 – 11/30/2012	Open	\$150,000
	<p>For this activity, World Vision will develop a “Reaching Vulnerable Households through Value Chain Development Guide” which is designed to provide methodologies to improve the down reach of enterprise development programming using the value chain development approach. A particular focus of this approach is on strengthening informal and formal producer groups and facilitating market linkages with the private sector. Project objectives include having greater market engagement for very poor households through market development activities and to advance the state of value chain development tools for down reach to very poor households using an evidence-based approach through the development of a guide. The guide will include 8 case studies from a range of USAID- and non-USAID-funded programs.</p>					
C	Learning Network for Housing IGP Recipients	SEEP Network	Ghana India Afghanistan	12/31/2011 – 12/31/2012	Open	\$125,171
	<p>USAID awarded three new Implementation Grant Programs (IGPs) to promote housing microfinance for poor households. As a part of the program, the grantees are testing different models of financing and assisting housing improvements and micro-mortgages. The objective of these IGPs is to allow grantees to develop and implement viable business models and roll out products to a greater number of clients, and to document and share their learning with the program and the industry. Such approaches aim to support improved standards of living as well as asset creation for poor households, while being commercially viable for microfinance institutions.</p> <p>The three grantees are:</p> <ol style="list-style-type: none"> 1- Opportunity International, Ghana 					

- 2- Habitat for Humanity - India, and
- 3- Aga Khan Agency for Microfinance – Afghanistan

The Housing IGP Learning Network, facilitated by SEEP, ensures high quality outcomes with respect to the learning processes of grantees along with the creation of highly relevant learning products for wide scale dissemination. The learning network advances the learning agenda for the Housing MF IGP network and the industry at large. SEEP is providing direct learning support to the three IGP grantees to derive knowledge from their project implementation experiences.

List of Strategic Learning Initiatives (SLIs)

(Current as of September 30, 2012)

	Partner	SLI Title	Activity Budget
A	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, 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.</p>			
B	CARE	Capacity Building Concept for CARE Staff on Implementation of Value Chain Programs	\$192,698
<p>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.</p>			

Annex B: List of Current Associate Awards

	Implementing Partner(s)	Countries of Implementation	Period of Performance	Award Value
1	Expanded and Sustained Access to Financial Services (ESAF)			
	FHI 360, The William Davidson Institute (WDI), Shorebank International (SBI), Save the Children, CARE, CHF International	West Bank/Gaza	9/2008 – 9/2012	\$36,299,966
	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.			
2	Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET)			
	FHI 360, ACDI/VOCA, AFE	Sub-Saharan Africa	10/2009 – 9/2012	\$1,300,000
	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.			
3	Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE)			
	FHI 360, 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.			
4	Livelihood and Food Security Technical Assistance (LIFT)			
	FHI 360, CARE, SAVE	Sub-Saharan Africa	9/2009 – 9/2014	\$4,135,862
	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.			
5	Public-Private Partnerships Development Program (P3DP)			
	FHI 360, WDI	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.		
6	Ecuador Local Business Development (PRODEL)		
	ACDI/VOCA, CARE, FHI 360	Ecuador	\$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.		
7	Supporting Transformation by Reducing Insecurity & Vulnerability with Economic Strengthening (STRIVE)		
	CARE, SAVE, World Vision, MEDA, AFE, IRIS, ACDI/VOCA, DTS	Philippines Afghanistan Mozambique Liberia	\$15,935,785
	Through the STRIVE program for the benefit of Orphans and Vulnerable Children (OVC), FHI 360 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, FHI 360 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.		