



## **FIELD-Support LWA**

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### **Quarterly Report January-March 2013**

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 nearly \$337 million, which includes both the Leader cooperative agreement (\$19.7 million over eight years), and 21 Associate Awards to date.

The purpose of the Leader award is to advance the frontiers of practical knowledge in relation to microfinance, microenterprise development, and sustainable rural livelihoods, working in close collaboration with the USAID/Micro-enterprise and Private Enterprise Promotion (MPEP) Office in Washington DC, USAID Missions and Operating Units, and the broader community of development practitioners. FIELD-Support Associate Awards are designed by the consortium in close collaboration with the awarding USAID Missions and Operating Units and are designed to serve USAID's broader economic growth and microenterprise development objectives. (See Section 2.1 for updates on ongoing Leader-funded Partner implemented activities, Section 2.2 on the development of new Associate Awards, and Section 3 for brief updates on each of the current Associate Awards)

As described in Section 2 below, the Leader award includes activities that seed innovation, demonstrate better practices, document results, and disseminate findings that advance the global state-of-the-practice. These are in the form of **Leader Activities, Design/Assessments** for USAID Missions and Operating Units, **and Knowledge management and Learning Dissemination activities**. See Annexes A and B for an overview of all of FIELD-Support's current Leader activities and Associate Awards, respectively.

### *At a Glance:*

Since its launch in 2005, FIELD-Support has:

- Developed and managed nearly **\$337 million** in 21 Mission- and USAID Operating Unit-funded Associate Awards (AA);
- Funded FIELD-Support partners to **implement more than 35 Leader activities** 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;

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## 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 more than 35 Leader-funded activities. In addition, each of the nine core members of the consortium has used core management funds to support FIELD-Support related activities. The Leader Activities that are still currently being implemented are discussed in Sections 2.1 below.

## **2.1 Leader Activities**

### **A. IPA: Graduating the Poorest into Microfinance Evaluation**

*(August 2009 – August 2013)*

Innovations for Poverty Action (IPA) is conducting a rigorous evaluation of the Ethiopia Microfinance Graduation Pilot, a holistic livelihood development program designed to move households out of extreme poverty. The evaluation activity led by 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.

IPA is using a randomized controlled trial to measure the impact of the graduation pilot on livelihoods, consumption and income, and assets. IPA completed end-line data collection in August and completed data cleaning and analysis of the Ethiopia pilot in January. Impacts have been measured on a large number of variables and aggregated into totals. From January to March IPA has been working with other graduation pilots to compare impacts across sites. IPA has identified which indicators are available across pilots and jointly agreed on standardized indicators to enable uniform comparisons. Results were presented at a prominent microfinance industry conference on savings with approximately 60 people in the audience.

#### ***Learning and Dissemination:***

Nathanael Goldberg presented results from the graduation pilot at the Savings Groups Conference in March. The panel was attended by microfinance practitioners and donors with an interest in building assets for poor and vulnerable households.

#### ***Next Steps:***

With data analysis complete, IPA is now producing a brief on the graduation pilots and social protection. IPA is planning for a follow-on study in the next quarter.

### **B. World Vision: Field Guide for Integrating Very Poor Households**

*(June 2011 – August 2013)*

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.

This quarter, the progress toward reaching these objectives has consisted primarily of dissemination of the Field Guide through the second of three Webinars, and a West Africa Regional Workshop.

### *Learning and Dissemination:*

#### Articles and Blog Posts

In January 2013 Agrilinks posted a blog drafted by World Vision regarding the Field Guide (See Annex A). This blog is accessible at <http://agrilinks.org/blog/integrating-very-poor-producers-value-chains-field-guide>.

#### Events & Trainings

*February 21 Webinar #2* (Available to view at <http://vimeo.com/60278784>)

This Webinar focused on the facilitation of vertical linkages between producers and buyers and suppliers. In addition to the content presented by Dan Norell and Margie Brand, participants engaged in a chat format asking a number of questions of others regarding their experiences and thoughts.

Forty-three representatives of 16 organizations attended this event and were logged in for 56 minutes on average. The video of this Webinar has been posted on SEEP's Market Facilitation Initiative (MaFI) and their Strengthening the Economic Potential of the Ultra Poor Initiative (STEP UP) microsites. Additionally, the SEEP Network disseminated links to the video of the webinar through social media platforms.

#### *Regional Field Workshops*

West Africa Regional Workshop took place March 13-15, 2013 in Ghana. Forty-one participants were trained in the *Integrating Very Poor Producers into Value Chains Field Guide* and had the opportunity to visit an ACDI/VOCA project to see value chain methodologies in action. Based on the use of a knowledge assessment, participants on average gained a more robust understanding of enterprise development and value chains as a result of participating in the workshop. The participant feedback was also positive, with participants remarking that they felt as though the workshop was very participatory and relevant to their work.

#### Dissemination

From October 23 2012 – March 18, 2013 1,036 users visited the Microlinks site containing the Field Guide. Of this number, 883 represented unique page views. These users spent an average of over ten minutes on the site, which is significantly higher than the Microlinks average of 2 minutes. This data, provided by QED gives an insight into who is accessing the Field Guide and indicates that the Field Guide is not only being accessed by users in developing countries. For a list of the top ten visiting countries over this time period, please view Annex C.

### *Next Steps:*

#### Articles and Blogs

A draft blog has been submitted to the Center for Financial Inclusion. It is anticipated that once revisions are made, this blog will be posted in the next quarter.

An article proposal has been submitted to *Monthly Developments Magazine*. Should they be amicable to the proposal, an article will be drafted for inclusion in the June or July issue.

#### Dissemination

The Southern Africa Regional Workshop will be held April 24-26 in Malawi. This will be the second regional workshop where World Vision will have the opportunity to distribute knowledge assessments to participants to gauge their value chain development knowledge at the beginning and conclusion of the

workshop. This will greatly help in increasing our understanding of the impact of the regional workshops on the intended Field Guide user.

On May 16<sup>th</sup> we will hold our final scheduled SEEP Webinar. This Webinar will focus on how frontline field staff can facilitate the horizontal linkages between producers. Innovative steps for including women in horizontal linkages will also be covered. Given the participation that we have had in the previous two Webinars, we anticipate this event will be useful and well attended.

#### Feedback and Review

Surveys and questionnaires have been developed to distribute to Webinar and regional workshop participants. We anticipate that during the next quarter these documents will have been circulated and compilation of the results can begin. To date the questionnaire has already been distributed to the November 5, 2012 Field Guide Training of Trainers workshop participants.

Next quarter, World Vision expects to have a successful Southern Africa Field Guide Workshop in Malawi from April 24-26. There is a lot of interest from World Vision and other NGOs for the workshop. The May 16 SEEP Network webinar on horizontal linkages should be well attended.

The challenges include the lack of budget to distribute the Field Guide widely. Dan Norell is working with the Field Guide Coordinating Committee on exploring different options for making the Field Guide live over an extended period of time.

### **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, funded separately from the FIELD-Support LWA, 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.

In this quarter the focus of IGP learning network to start work on planning for end of project evaluations and wrap up of the project , as well as discussion on what key lessons have been learnt during this process. SEEP had calls with each of project teams to review progress till date and also discuss the scope for the upcoming evaluations for HFHI and AKF projects. There is no final evaluation scheduled for the OI- Sinapi Aba trust project in Ghana but they will be producing two short learning outputs by the end of august.

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

#### **Habitat For Humanity (India):**

- Slower upstart because of issues with partner. Don't have a lot to report yet because of all the market issues in India, specifically the sharp decline in growth of the microfinance sector after the 2010 Andhra Pradesh Crisis. As a result the project has not met targets.
- They are doing a wider evaluation of partnerships and would like to frame study about the challenges issued with Partnership related to Housing

- Have recently commissioned a paper through the Finmark Trust to study HMF in 6 countries, and this will be finished in June. They will share with the rest of the project partners and this information can also inform the final joint learning output.
- Draft outline for HFH paper to be available by end of May
- Nisha to schedule a Google Hangout with Patrick for June

#### **Opportunity International – Sinapi Aba Trust, Ghana:**

- Property folio paper and business viability papers are the individual deliverables to USAID
- Have been working on the Costing tool which is currently in a draft form, in collaboration with AKF
- Property Folio not as sustainable for MF institutions at this time, based on current results , but they are looking at it more closely
- As the review the data they will try to build a larger biz case so that it includes benefits to the bank.
- Sashi (Technical Facilitator) provided Genzo with an outline of the type of project information needed for the final joint learning output
- Plan to have another call after the field visit to Ghana. This will likely be early July.

#### **Aga Khan Foundation (AKF) – First Microfinance Bank , Afghanistan**

- FMFB is seeking to hire a consultant to complete the evaluation (SOW is currently being circulated in AKF network).
- Requested an extension until December from USAID
- Will start evaluation only in Sept if they get the extension

While no new tools have been created yet, it is expected that by the end of the project period there will be at least 1 new learning output from each of the partners which will consist of 3 case studies on innovation in housing microfinance. In addition, there will be a common learning paper that draws form the experiences for each of the projects to discuss some of the key issues and challenges. We will also have 3 video interviews that will profile the key aspects of each project.

While no events have been held this quarter, the partners have been discussing an in-person and virtual seminar for all three project partners to present. Given the timing of the final evaluations and paper's, this is expected in early September, pending the LWA's extension.

#### *Next Steps:*

- Over the next quarter, the main goal is to obtain the information required for the joint learning products from each of the partners and circulate a first draft of the paper.
- In addition each of the project teams will continue working to finalize their individual learning outputs and share it more broadly.
- The main challenge at the moment is to make sure that all the projects are able to provide the information needed, on time.
- The period of performance for each of the projects has been extended which has impacted the overall project timeline beyond the life of the LWA, but the SEEP Network is working with teams to have everything wrapped by the end of August 2013.

#### **D. African Diaspora Marketplace (ADM)**

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 ADM I saw the extension of both of the remaining ADM Grantees—which are both funded out of the Western Union portion of the ADM funds—from an initial end date of January 2013 through May 2013.

- **AACE:** In Nigeria, AACE requested an extension in their period of performance from Jan 19, 2013 through April 12, 2013 as AACE purchased quality control machinery but have had to wait for the delivery and the training on the machinery and due to delays in working with farmers during the fall because of AACE staffing schedules. AACE works with farmers in the Benue and Plateau States and with the additional ADM funds, AACE looked for ways to strengthen their relationships with farmers to identify win-win solutions. During this latest quarter AACE expanded its range of farmer groups from which to purchase raw materials, conducted trial purchases of ½ ton each of soy beans from Katsina State Apex Multi-Purposes Farmers Union and ½ ton of chili pepper from the Katsinawa Nakunne Women Multi-Purpose Cooperative Society in Kaduna State. AACE also set-up its own quality control lab during this quarter. This lab will allow AACE to test products (moisture content, pH, and Brix analyses) on a more regular basis which is important to the team to ensure that they have the highest of standards for their products.
- **Aceritas:** Green Acres Goat Project requested an extension in their period of performance from Jan 19, 2013 – May 3, 2013 due to delays in the delivery of equipment that was purchased. The chaff cutter, that was purchased in the last quarter, has continued to work towards providing an adequate food supply during the dry season to help ensure the health of the growth of the goats. This quarter saw the purchase of the rear-tine Honda tiller and a rotor-tiller to complete the requirements of the grant.

## **E. Women's Leadership in SMEs (WLSME)**

*(October 1, 2012 - September 29, 2013)*

Under the FIELD-Support, FHI 360 is contributing to the evaluation of the impact of three interventions that are designed to enhance women's leadership and other business indicators in the context of small and medium enterprises. Small and medium enterprises (SME) provide an important source of employment and innovation in developing countries, playing an important role in economic growth and poverty reduction. Worldwide, women are under-represented within the SME sector. Improving the representation of women within the SME sector is important in further promoting economic growth and poverty reduction. Evidence is lacking on what type of program interventions are more likely to lead to creating more female-led SMEs and in helping women grow their businesses. Nor is there evidence on why certain interventions might succeed while others fall short. Based on this context, in 2012, USAID competitively selected three interventions designed to address specific constraints to the development of women's leadership in SMEs and committed to having the interventions' impact rigorously evaluated, part of which is being led by FHI 360.

The WLSME interventions will be carried out in three sites, implemented by three different organizations: CARE (India), GRADE/NeVo (Peru), and ACDI/VOCA (Kyrgyzstan). The organizations and their intervention designs were previously chosen and funded by USAID for implementation. While FHI 360 is contracted to design the entire evaluation for each site, FHI 360 will currently only manage the baseline data collection and analyze the baseline data for each of the 3 sites.

Over the last quarter, FHI 360's Principal Investigator Dr. Greg Guest and Research Coordinator Jennifer Headley traveled to the three sites to begin working with the implementing partners to launch the research design and base line data collection. The study in Peru is being overseen by Dr. Claudi Martinez, who is based in Chile, and coordinates closely with Dr. Guest. Key activities during Q2 include:

- Development of draft protocols with USAID approval for each of the three sites.
- Identification of local survey firms to test the protocols and collect data or the baseline, and in some cases the mid-line and end-line data.

An overview of each country's survey design is presented below:

### *1) Peru:*

In Peru, **Nexos Voluntaries (NeVo)** and **Grupo de Analisis para el Desarrollo (GRADE)**, two non-profit organizations based in Lima, will be conducting a three-year intervention designed to enhance women's leadership and other business indicators in the context of small and medium enterprises that are owned/managed by women. NeVo will train, and provide targeted capacity building for, female business owners/managers so they may contribute to the growth and competitiveness of the small enterprise sector of Peru. The project aims to increase the current presence of female entrepreneurs and improve their performance by reducing the human capital gap (formal business training) and the social capital gap (formation of improved social networks and increased self-esteem). The program will be implemented over a three-year period.

The target population for the project is women who own or manage small businesses from formal and informal sectors that have 2-30 full-time employees. All participants must have completed high school. Women will be recruited based on GRADE and NeVo's networks: from existing client databases of local GRADE and NeVo partner organizations, MFI client databases, and from large corporation suppliers with whom GRADE and NeVo have worked. Recruitment is intended to reach female entrepreneurs who are not being reached currently through intervention programs.

Recruitment will be divided into six cohorts of 180 women (1,080 women total). Cohorts will be recruited and enrolled on a sequential basis over an 18-month period. Each cohort of 180 women will be divided across four industries – textiles, handicrafts, restaurants, and food processing. Five cohorts will be recruited from Lima and one cohort from Arequipa. The program contains four components to be delivered chronologically. In this solicitation we refer to Components 1 and 2 only, which will be administered to women who own/manage small businesses

- **Component 1** consists of two Management Excellence Workshops, each four hours long, designed to establish baseline skills and tools applicable to small businesses. Emphasis will be placed on defining goals and creating action plans. All program participants will receive this component.
- **Component 2** is the main piece of the intervention and the only component to be evaluated in an experimental manner. Women in each cohort will be randomly allocated to one of three groups – Individual Mentoring (Treatment 1), Peer Working Group (Treatment 2) and control group by industry. Eleven paid specialists (SME consultants with at least 4-5 years of experience) will administer the interventions. If possible, all 11 specialists will have one-on-one mentoring and group facilitation expertise, so they can work across both interventions. The program and evaluation timeline is presented below.

### *Peru Evaluation Description*

For the primary evaluation we will use a randomized controlled design. All women will be administered a baseline and at least one endline survey. FHI 360's scope of work is for the baseline survey only. Pending FHI 360's agreement with USAID, this scope may be extended to include Phases II and III described below.

### **Recruiting and Randomization Procedures**

NeVo will do initial recruitment of the 180 participants in each cohort, and then provide the participants' contact information to FHI 360. FHI 360 will then randomize individuals within each cohort and send the randomized list back to NeVo. To ensure a balanced allocation across the three arms randomization will

be stratified by industry (textiles, handicrafts, restaurants, and food processing) and firm size (2-15 employees or 16-30 employees). NeVo will use this randomized list to invite participants into the study arm to which they have been randomized. Each of the six cohorts will undergo the same randomization procedures.

**Phase I: Baseline Survey Implementation, Cohorts 1-3:** The contractor will first pre-test the survey among 10 women from the target population. This initial pre-test will assess comprehensibility of content and question wording, and the instrument revised as necessary. The contractor will then pilot the survey among 50 women within the target population, to assess variability of responses. Interviewers will make note of any problematic questions. A brief descriptive analysis will also run to assess the degree of variability among responses to outcome measures. Based on this information the survey will be revised if necessary.

The baseline survey will be administered to all program participants in cohorts 1-3 (n = 540) across the three study arms – control, treatment 1, and treatment 2. The survey will be administered face-to-face, at the participants' places of business (or other location convenient for the participant) after enrollment in the intervention, but prior to intervention exposure. This period of time will be approximately 10 days for each cohort of 180 women.

When participants are initially enrolled in the intervention, oral consent will be administered if they are willing to have a researcher contact them directly to collect evaluation data. Survey implementation will be conducted on a rolling basis – by cohort – to mirror the intervention. We expect the survey to take approximately one-hour to administer.

**Phase II: Baseline Survey Implementation, Cohorts 4-6:** Due to USAID's contract schedule, baseline data collection for the second three cohorts (n = 540) will take place pending availability of funds following launch of the interventions in December 2013. This baseline will use the same tools and methodology as Phase I above.

**Phase III: Endline Survey Implementation:** Due to USAID's agreement schedule, endline data collection under this scope of work will include only three of the six cohorts of program participants (n = 540), and for the 6-month follow up only. Surveys will be administered to the first three cohorts of women 6 months after they have completed the intervention. The same survey procedures from the baseline data collection activities will be used. With the exception of a few questions, the same survey instrument will be used that was implemented at baseline. The endline survey will be administered in Lima only.

The survey firm identified and contracted for the Peru Evaluation is **Costa, Sierra y Selva en Red S.A.C. (Cosise)**.

## *2) India:*

**CARE India**, in partnership with **Loyola Institute of Business Administration (LIBA)** is conducting a three-year intervention designed to promote women's leadership and sustainable growth of 210 cashew processing micro and small and medium enterprises (SMEs), owned or managed by women in the Panruti cluster, Tamil Nadu, India. The program focuses on the barriers these businesses face by addressing 1) the human capital gap; 2) information and social capital gap; and 3) external constraints within women-led or managed SMEs. The intervention will focus on two segments of women/enterprises in the cashew processing sector: 1) SMEs owned and/or managed by women (N= 150), and 2) Micro enterprises owned and/or managed by women, to help them grow their business into SMEs (N=60).

To address the three constraints pointed out above (human capital, social capital and external constraints), the program established three objectives, outlined below. (LIBA will be in charge of the activities

associated to objective 1, while CARE-India will be in charge of the activities related to objectives 2 and 3.) FHI 360 will be leading a third-party evaluation of the effectiveness of the intervention.

### *India Evaluation Description*

For the primary evaluation we will use a randomized controlled design, with 210 women split between a total of five different arms – treatment A (human capital), treatment B (information and social capital), treatment C (external constraints), treatment ABC (all three treatments combined), and a control. All women willing to participate will be administered a baseline survey prior to receiving the intervention.

### **Recruiting and Randomization Procedures**

CARE India will recruit the 210 women, and then provide the participants' contact information to FHI 360 and to the vendor hired to conduct the baseline survey. FHI 360 will then randomize individuals and send the randomized list back to CARE India. To ensure a balanced allocation across the three arms randomization will be stratified by enterprise size (micro vs. SMEs). CARE will use the randomized list to invite participants into the study arm to which they have been randomized.

### **Baseline Survey Implementation**

FHI 360 will provide the vendor with a draft baseline survey instrument. However, to improve the instrument's validity in the local context, our local survey firm will carry out mini- focus groups (4-5 participants each) among the study population and make revisions as necessary, in consultation with FHI 360 and CARE-India. The survey firm will then pre-test the revised instrument among 5-10 women within the target population. The survey will be revised once more if necessary, in consultation with FHI 360 and CARE-India.

The baseline survey will be administered to all 210 program participants across the five study arms. The survey will be administered face-to-face, at the participants' places of business, home, or other location convenient for the participant, after enrollment in the intervention, but prior to intervention exposure. The survey will take approximately one hour to complete and survey data collection will last for approximately 30 days. Oral consent will be administered by the data collector from each participant to assess if she is willing to participate.

The survey firm identified and contracted for the India Evaluation is **Sigma Research and Consulting**.

### *3) Kyrgyzstan*

In Kyrgyzstan, **ACDI/VOCA**, in partnership with the **Bai Tushum Fund (BT Fund)** is conducting a three-year intervention to to promote women's leadership and sustainable growth of 750 micro and small and medium enterprises (SMEs), owned or managed by women across the country. For this study, SMEs are defined (per USAID and World Bank) as having between five and 250 employees. Micro-enterprises are defined as having less than five employees. ACDI/VOCA and Bai Tushum Fund are developing a program to promote the growth of women- owned small and medium enterprises (SMEs) in the Kyrgyz Republic by targeting assistance to potential high-growth female entrepreneurs. All of the women that will be part of this study will have access to loans from the fund.

The purpose of the project is to reduce the human and social capital and information barriers that limit the growth of women's enterprises, and to increase access to finance. The project strategy consists of providing capacity building, training and technical assistance to women who have the potential to grow their businesses into SMEs. As a result of the participation in the program these women will not only grow their businesses, but will also increase their demand and access to appropriate financial services, aligning benefits and incentives for the women borrowers, BT Fund and Bai Tushum & Partners (BT&P) partners.

The program will be implemented nationwide. The intended clients will be women who own enterprises in three priority sectors and meet minimum employee and/or loan size requirements. These sectors are: 1) garment production, 2) agro-processing, and 3) tourism. The purpose of including women micro-entrepreneurs is to encourage these enterprises to grow into the SME category. Those clients identified as promising high-growth entrepreneurs will be invited to participate in the program. The program will progressively focus on promising entrepreneurs to offer different layers of support including training, access to networks and large size loans. As activities become more tailored and specialized, they will progressively focus on fewer women. The most intensive mentoring and skills development activities will be reserved for the 100 most promising female entrepreneurs.

The intervention has four components: initial assessments, women's entrepreneurship development, association strengthening and access to finance. The first component gender, associations and market assessment will be fed into the design of the entrepreneur's development component. The third component, association strengthening, is aimed at building the capacity of organizations and institutions providing non-financial services to women entrepreneurs.

### ***Kyrgyzstan Evaluation Description***

For the primary evaluation of this program, FHI 360 will employ a randomized controlled design, with 750 women in the initial treatment arm and 375 women in a control arm (Total N = 1,125). All women willing to participate, including the control group, will be administered a baseline survey prior to receiving the intervention. FHI 360 is seeking a survey firm familiar with the local context to administer the baseline survey.

### **Recruiting and Randomization Procedures**

ACDI/VOCA will receive written applications from potential participants on an ongoing basis. Applications will be screened by ACDI/VOCA for eligibility, and eligible participants will be grouped into one of four geographic regions – Bishkek, Osh, Jalalabad, and Karakol (subject to change, depending on characteristics of participants). We expect approximately half of the women to attend workshops in the Bishkek region, and the other half distributed evenly between the other three regions.

Once 33-36 eligible women in a particular region have been identified they will be randomized at a ratio of 2 to 1 (22-24 women to the intervention and 11-12 to the control) and eligible to completed the survey. The batch size of 33-36 is based on the anticipated size of the capacity building workshops. The optimal size for these workshops is 20 participants. A batch of 33-36 individuals will generate 22-24 participants for each workshop. This resulting number is large enough that it can account for attrition/no-shows of 2-4 women per workshop, but also small enough to accommodate all 22-24 women if all invitees show up for a workshop. This batch size can be adjusted (down to 33, or up to 36) depending on observed attrition rates early on in the intervention.

Randomization of participants will be done by ACDI/VOCA staff, using sealed randomization envelopes provided by FHI 360. Envelopes will be created in batches of 33-36. Before any women receive the intervention, the survey firm will implement the baseline survey to all 33-36 women in a given geographic batch. This process will continue until up to 1,125 women have been surveyed, or the anticipated project end date of October 2014. To ensure a balanced allocation across the two arms, randomization will be stratified by enterprise size (micro vs. SME).

### **Baseline Survey Implementation**

FHI 360 will provide the vendor with a draft baseline survey instrument. However, to improve the instrument's validity in the local context, the contracting agency will carry out up to five mini- focus groups (4-5 participants each) among the study population and make revisions to the instrument as necessary, in consultation with FHI 360 and ACDI/VOCA. The survey firm will then pre-test the revised instrument among 5-10 women who own/manage SMEs in one of the three industries included in the

study, but who otherwise do not meet eligibility criteria for enrollment in the program. A list of such women will be kept as an output of the screening process. The survey will be revised once more after the pre-test, if necessary, in consultation with FHI 360 and ACIDI/VOCA.

The baseline survey will be administered to a total of up to 1,125 women: 750 program participants and 375 women in the control group. The survey will be administered face-to-face, at the participants' places of business, home, or other location convenient for the participant, prior to intervention exposure. The survey will take approximately one hour to complete and survey data collection for each batch of 33-36 women will take no longer than 10 days. Oral consent will be administered by the data collector for each participant to assess if she is willing to participate.

The survey firm identified and contracted for the Kyrgyzstan Evaluation is **M-Vector Consulting**.

#### *Next Steps:*

Over the next quarter, FHI 360 will focus on the following:

- Finalize study protocols and survey tools/questionnaires for Peru, India and Kyrgyzstan
- Submit final Protocols to FHI 360's IRB for review and approval
- Launch baseline data collection in Peru, India and Kyrgyzstan

#### **F. Poverty Assessment Tools (PAT) Helpdesk**

In 2000, the U.S. Congress passed the Microenterprise for Self-Reliance and International Anti-Corruption Act, which mandated that half of all USAID microenterprise funds benefit the very poor. To verify that USAID meets this target, subsequent legislation requires USAID to develop and certify low-cost tools for assessing the poverty status of microenterprise beneficiaries, and to require its implementing partners to use those tools to measure and report the share of their beneficiaries who are very poor. Each USAID-developed Poverty Assessment Tool (PAT) consists of a short, country-specific household survey—administered in twenty minutes or less—and a data entry template. Using such a tool, an implementing partner can gain an accurate estimate of the share of its beneficiaries who are very poor. In all countries with a USAID-certified Poverty Assessment Tool, USAID's microenterprise implementing partners must use their country-specific tool to measure the share of their beneficiaries who are very poor, and must report the results to USAID through the Microenterprise Results Reporting (MRR) system

To assist implementing partners in the use of the USAID-certified poverty assessment tools (which are all available online at [www.povertytools.org](http://www.povertytools.org), FHI 360 agreed to monitor the USAID Poverty Assessment Tool (PAT) Help Desk. The helpdesk is run by Margaret Richards, who currently serves as a part-time employee to provide support to the PAT helpdesk from May of 2012 until May of 2013.

This quarter, the Help Desk continued responding to requests, communicating with USAID about the PAT project and reporting requirements, updated its Implementation Manual, and finalized a user feedback report, which it shared with USAID. The Help Desk responded to 19 requests relating to 12 country tools and several other topics. A key lesson from this past quarter is that more and more organizations wish to analyze PAT data using software other than that included in the Manual. The Help Desk is responding to such requests as they come and working on a general data analysis manual.

The user feedback report demonstrates that PAT users who responded to the PAT survey were satisfied with their implementation experience and the PAT itself. Most used PAT data for point-in-time analysis (how poor are people now?) and several expressed interest in learning more about uses of PAT data, both what they can do and what others have done. The Help Desk continues to send out the feedback survey to users.

The PAT Help Desk has engaged other stakeholders in its activities throughout the quarter. It has done so through ongoing conversations with Microcredit Summit's 100 million project and Seal of Excellence for Poverty Outreach, cooperation with MIX Market's research on poverty assessment, and discussions with USAID staff on applications of PAT outside microenterprise. Help Desk has also been involved in SEEP's Strengthening The Economic Potential of the Ultra Poor (STEP UP) Initiative, providing information to various researchers who make requests through Help Desk.

Next quarter, the Help Desk plans to continue responding to Help Desk requests, help MRR follow up with PAT reporters, work with USAID to make plans for PAT for coming year, and participate in the SPTF Annual Meeting by giving a presentation on poverty data use and PAT with MCS.

## **G. 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 (DOs) can collaborate with Value Chain "Lead Firms" (LFs) as a means of creating sustainable impact for MSME producers they buy from or sell to. AFE refined and updated its LF training materials in preparation for a one-day workshop conducted for 30 participants from the Aga Khan Foundation in Aswan, Egypt on Monday March 11th. As these training materials are being updated AFE continues to update the practitioner's handbook as well.

AFE also prepared three proposals in response to the FIELD Support LWA Call for Proposals to "expand the evidence-base" for integrated, market-based approaches to sustainable economic growth with poverty reduction. Through the AFE training program during the period more than 30 development practitioners have gained skills and knowledge on how to effectively manage collaboration with Lead Firms and foster sustainable impact for the small-scale producers that these firms transact with.

### *Learning and Dissemination:*

AFE presented the LF training materials during a one-day workshop on March 11th, 2013 in Aswan, Egypt. AFE will continue to update both the training materials and "Working with Lead Firms Handbook" and conduct a value chain training that incorporates Lead Firm training materials for 30 participants in Addis Ababa. Participants will be FAO managers from several African countries.

Through the three AFE training programs conducted over the period, more than 60 development practitioners have gained skills and knowledge on how to effectively manage collaboration with Lead Firms and foster sustainable impact for the small-scale producers with whom these firms transact.

## **2.2 Prime-Funded Design/Assessments**

### **H. Jordan Assessment:**

Under the Prime Funds, a small team led by FIELD-Support LWA AOR Anicca Jansen worked with the USAID Mission in Jordan to continue USAID's efforts to develop a program description for a new 5-year \$40 million Associate Award to enhance MSE Competitiveness and Local Economic Development in Jordan. After FHI 360 received and reviewed expressions of interest and proposed staff from the partners, a team was selected by FHI 360 and USAID that included Nussi Abdullah from FHI 360 and Sashi Selvendran from MEDA.

The team traveled to Jordan for two weeks in February-March and met with USAID and various stakeholders including USAID staff (in Economic Growth, Democracy & Governance, Environment, and the Political Office), as well as other donors including EU, CIDA, WB/IFC, and project implementers

(JTD Siyaha, Eco-Tourism, CSP, UNCDF, LGF) and a handful of other stakeholders such as MFIs, BDS providers, and former USAID staff. At the end of the TDY, the team presented the program description to the Mission Director. Next Steps are for the USAID Mission to review and approve the program description which will then be released to the LWA so that a cooperative agreement for operationalization of the program description can be developed.

The program is designed to protect vulnerable populations in Jordan from further harm due to regional political and economic instability and support a better distribution of the benefits of economic growth to ensure long term prosperity, especially of vulnerable populations.

To that end the program will focus on two key components:

- 1) Improve micro and small enterprises (MSEs) competitiveness in strategic/selected sectors and geographies, through an enhanced policy, greater capacity and market linkages of MSEs; and improved access to financial services for MSEs; and
- 2) Support Local Economic Development (LED) to build the capacity of local government to drive and implement plans that result in economic growth and increased investment in their regions.

Overall, in this project USAID seeks to develop a more business-friendly regulatory framework at the national level as well a more robust local business environment at the governorate and municipal levels; target sectors and geographic areas to reach community-based businesses and services; improve the linkages between the small, medium and large firms, the local governments that represent them, the financial sector, and other value chain actors; develop stronger business support services; and diversify the financial products and services offered to MSEs; and foster an empowered local government structure that is capable of driving local economic development.

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

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

### **A. Internal Communications**

#### ***FIELD-Support e-Bulletin***

The KM team continues to draft and disseminate its monthly e-bulletin with brief activity updates. The e-bulletin is now distributed directly via email to more than 120 FIELD-Support implementing partner representatives and over 200+ external practitioners. Email trackers indicate that primary recipients then typically forward each issue to an additional 100 people each month. After over 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.

FHI 360 sends two versions of the e-bulletin each month: one to a general list serve that includes news and announcements about the LWA program activities, including Leader and Associate Awards; and one limited to the consortium member representatives that also includes LWA specific announcements and updates on upcoming Associate Awards, prime-funded activities and calls for concepts and proposals, as appropriate. The general list serve generally has a slightly lower “open-rate” than the consortium list, but both have held steady over the last two years. This quarter, FHI 360 has made efforts to tailor content to

be more applicable to subscribers by expanding links to new events and learning products for practitioners

## B. External Communications

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

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

- **Knowledge Series:**
  - [FIELD Report 16: Guidance and Best Practices for REDD+ Transactions](#)
  
- **Other Learning Products**
  - [Monitoring and Measuring Change in Market Systems - Rethinking the Current Paradigm](#)
  - [Interactive Radio for Agricultural Development Projects: A Toolkit for Practitioners](#)
  - [Integrating Low-Cost Video Into Agricultural Development Projects: A Toolkit for Practitioners](#)
  - [Monitoring and Measuring Change in Market Systems: Rethinking the Current Paradigm](#)
  - [Time Use PRA Guide and Toolkit for Child and Youth Development Practitioners](#)
  
- **FACET White Papers:**
  - [ICT and AG Profile: GeoTraceability](#)
  - [ICT and AG Profile: SmartMoney](#)
  - [ICT and AG Profile: Tanga Fresh](#)
  - [ICT and AG Profile: aWhere Weather](#)

### *Next Steps:*

Over the next quarter, FACET plans to produce several new ICT and Ag profiles, finish and distribute at least 3 new briefing papers, continue to add resources to the USAID Ag and ICT website, and conduct a workshop on interactive radio for USAID practitioners in Malawi. It will also continue to expand use of social media platforms, such as Twitter and Facebook, and conduct at least two additional webinars/events.

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## 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 **8 Associate Awards**, one of which awarded during the quarter. The following section provides brief highlights of major accomplishments in each Associate Award this quarter.

### 3.1 *FACET (Africa)* (October 2009 – May 2013)

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 AOR:

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

#### *Knowledge Sharing, Analysis, and Toolkits*

According to Google Analytics, from 1/1 to 3/31 the FACET managed Allnet page received 4,744 total visits (of which 3,155 were unique visitors, a 35% increase over the previous quarter), with the average time spent on the site 00:02:45. The top 5 geographical locations of visitors were: US, India, Kenya, UK, and Ghana. In total, 1,215 visits were from locations in Africa (a 23% increase over the previous quarter). Analytics for the low-cost video toolkit (<http://www.ictforag.org/video>) and interactive radio toolkit (<http://www.ictforag.org/radio>) were tracked separately from the Allnet site since they are hosted on a separate domain. From 1/1 through 3/31, the low-cost video site had 1,607 visitors and the interactive radio toolkit had 1,208 visitors.

Between 1/1 and 3/31, our Twitter stream gained 385 followers, to reach 885 followers total. This represents a 69.6% jump in follower growth rate over the previous reporting period. During the reporting period, the ICTforAg Facebook Fan Page on Facebook gained 73 likes to reach 2091 ‘likes,’ with an average “virility” of posts of approximately 3.37% - a large increase in engagement of more than 31% over the previous period. Our online activities have resulted in significant online presence – achieving a peak Klout score (the leading cross-platform measure of online influence) of 59.12. For comparison sake, this ranks behind major online presences like CIMMYT (61) and e-Agriculture FAO (60), but ahead of much larger online operations: DAI (57), GSMA Mobile for Development (55), ACIDI-VOCA (56), and Souktel (49).

There were 3 briefing papers published during this quarter:

- ‘[Key Lessons for Mobile Finance in African Agriculture: Three Case Studies](#)’ was posted on 1/2
- ‘[ICT-enabled Outgrowing Operations: Highlights from Africa](#)’ was posted on 1/4
- ‘[ICT Applications and Agricultural Input Supply Companies: Highlights from Africa](#)’ was posted on 2/5

There were 11 ICT and Ag profiles published during this quarter:

- Profile on [SmartMoney](#) was posted on 1/2
- Profile on [Agrimanagr](#) was posted on 1/4
- Profile on [Tanga Fresh](#) was posted on 1/4
- Profile on [GeoTraceability](#) was posted on 1/4
- Profile on [Armajaro's Input Tracking System](#) was posted on 1/4
- Profile on [MRI Agro](#) was posted on 1/23
- Profile on [Crop Nutrition](#) was posted on 1/23
- Profile on [Angaza Mkulima](#) was posted on 1/23
- Profile on [Shamba Shape Up](#) was posted on 1/24
- Profile on [Plant Agrichem Services](#) was posted on 1/30
- Profile on [aWhere Weather](#) was posted on 2/22

FACET also held a number of webinars. “ICT Applications for Agricultural Outgrowing Operations” was held with partners from ACDI/VOCA and AFE, and 49 participants were in attendance. A total of 15 participants responded to a brief evaluation of the webinar. Of those, 67% rated the quality of the webinar a 5 out of 5 (extremely useful), 20% rated it a 4 out of 5, and 13% a 3 out of 5 (moderately useful). FACET hosted “ICT Applications for Agricultural Input Supply Companies” with partners from AFE, drawing 28 participants. FACET held “Interactive Radio for Agriculture”, including presenters from Farm Radio International, UNESCO, and the FACET project, drawing 34 participants. Finally, From 3/19 to 3/21, FACET co-sponsored CRS’ ICT4D Conference in Accra, Ghana. The conference attracted around 350 practitioners. During the conference, we shared FACET resources via an exhibition booth. In addition, on 3/21 we led two hour-long master classes on low-cost video for a total of 44 individuals.

### *Next Steps:*

The next quarter will primarily be focused on synthesizing the learning and products developed over the life of the project through knowledge sharing events and content sharing partnerships. The FACET team will also produce some new resources during this period as well.

## **3.2 FORAS (Iraq)**

**(February 2013 - February 2015)**

USAID/IRAQ Foras is an economic growth project with the goal of improving economic opportunities for Iraqis with special emphasis on youth, women and vulnerable populations. Foras employs a dual-customer approach to meet the needs of both employers and job seekers. On the demand side, the program ensures that employers at the national and local level have better access to skilled employees. On the supply side, Foras works with local service providers to provide accelerated skills training.

Start-up activities began on February 6, 2013. Progress during the first quarter included the opening of the Baghdad Headquarters and Erbil Regional office, start of programmatic activities included completion of the initial catchment area assessments and submission of the Annual Work Plan (AWP) and Performance Management Plan (PMP) for Year 1.

Foras sponsored field visits by Microsoft, which will design the project’s web-based Employment Portal, to meet with various stakeholders in workforce development, such as the University of Basrah, the Basrah Chamber of Commerce and Small Business Development Centers (SBDCs) in Basrah and Erbil. In addition, Foras met with intermediary organizations, including: job placement agencies, training institutes and event organizers such as TEDx-Baghdad, Mselect and Erbil Manpower to discuss and identify workforce requirements of local businesses.

Microsoft and Souktel provided technical support to the Foras Management Information Systems (MIS) planning team to develop the design framework for an integrated web portal and mobile phone SMS solution, which will connect job seekers and employers in Iraq.

Souktel has worked in cooperation with USAID, UN and World Bank employability programming in more than six countries across the Middle East and Africa. It provides mobile phone SMS connectivity between job seekers and employers, which supports



*March 25: Donald Henry, Foras Acting COP conducting site visit of vocational training center in Basrah*

outreach to the 78% of Iraqis that own mobile phones. Foras will integrate a mobile phone strategy to complement the Microsoft web-based solution, given the low usage of the Internet in Iraq (5-7 percent).

### **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.

The core of the program is the **HIFIVE Catalyst Fund (HCF)**, a \$22.5 million grant pool to increase financial services in rural and agricultural zones. These targeted grants promote innovation and experimentation in development of technology solutions, capacity building, financial services and products, and risk mitigation. Following the January 12, 2010 earthquake, HIFIVE also has responded by prioritizing those areas that were mostly heavily affected, and initiating activities to help damaged businesses get back on their feet and restart the Haitian economy.

Conditions in the financial service sector have continued to improve dramatically since the entry into the market by large MFIs in agricultural lending as well as the expansion of these services by other institutions. In this quarter, agricultural credit portfolio has experienced a significant growth of 14.5%, and as result 3,651 new agricultural value chain participants have benefited from access to credit products. Besides providing direct loan capital support to institutions, the HIFIVE project has also focused on expanding financial points of services into agricultural corridors such as Plaine du Nord, Saint Raphael and Marchand Dessalines.

There are several significant sectoral developments that bode well for access to finance in Haiti:

1. MCN, the MFI subsidiary of Unibank, with the support of HIFIVE continues to expand its agricultural credit activity
2. The IFC supported initiative of Sogebank to create a Small and Medium Enterprise (SME) lending unit is now in the market and Unibank is expected to follow with its own new SME lending unit.
3. Based on information gathered, there still exists a large demand for support to launch new products addressing the needs of enterprises in agricultural value chains and to extend outreach of services in rural zones

In addition, the development of mobile money service platforms and their evolving "ecosystem", encouraged by **HIFIVE's Haiti Mobile Money Initiative (HMMI)** activities, has compelled all parts of the financial service sector to develop strategies that will position themselves within that ecosystem. With the completion of HMMI's competition phase, HIFIVE is focused on activities that will promote sustainability for mobile financial services in Haiti during the rest of its contract period. The expanded outreach of these services will help to provide better access for all Haitians to financial products and services that are affordable, convenient, secure, and transparent and that enable them to better manage their resources.

### *Key Results of HIFIVE to date*

- 27 financial institutions newly engaged in value chain finance
- 28,665 participants in value chain finance have received access to agricultural credits from HIFIVE partners.
- 53 new credit products addressing the needs of a variety of value chains
- 98 new agricultural and non-agricultural products and services now available in rural areas
- 442,665 rural clients of reporting MFIs
- \$13,389,386 in rural agricultural loans made by HIFIVE partners

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

- The **Business Development Services (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: 456 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.
- In addition, HIFIVE activities have had a dramatic impact on the **availability of financial products and services in rural areas**. For example, 37 of HCF's 66 grants directly contribute to this objective, whether by providing support for the development of new products and services needed in rural areas, the expansion of services to these areas, the opening of new points of services (POS), or through providing support to ICT improvements that will facilitate expansion to rural areas. 64% or 230 POS devices supported by HIFIVE are in rural zones and provincial towns.
- Supporting a **robust microfinance sector** whose institutions have the capacity to design, implement and manage a broad array of financial products and services, HIFIVE provides support to individual institutions and networks contributing to the vitality of the sector. During the last quarter, HIFIVE contributed to the sector through its Presentation of Census of the Haitian Microfinance Sector, 2010-2011, October 2012; and presentation of the first of a series of workshops on the important issues of interest rates in microfinance: "Interest Rates, a Critical Factor in Assuring the Sustainability of Financial Institutions" on December 18, 2012.

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

ICT activities of financial institutions and HIFIVE's groundbreaking work with HMMI to introduce mobile money services in Haiti have resulted in over 1,301,567 clients benefitting from ICT innovations. Under the **Haiti Mobile Money Initiative**, the following key developments have taken place:

- HMMI has recently completed its first phase, that of the competition. A "5 million Transaction Scaling Award" Event, marking the milestone of the 5 million transaction level in Haiti, was held in July 2012 and was the final event of the competition phase. The rapid uptake of the services and their increasing transaction volume, as well as the outreach and promotional activities of the Mobile Network Operators (MNOs) in response to HMMI helped make reaching this benchmark a reality. As HMMI advances into its second phase, the emphasis has shifted from "service introduction" to reaching scale and achieving sustainability for mobile money services.
- Since its acquisition of Voila was completed earlier in 2012, Digicel's Mobile Financial Services (MFS) group has been focused on implementing its new strategy which was approved in September by the global Digicel board of directors. It focuses on brand merger (TI-Cash disappearing and TchoTcho Mobile [TTM] moving forward) and a technology migration to a new platform that will

provide more robust capacity to support the expansion of mobile money. Other key elements include redevelopment of the agent network, the launch of merchant services, and a new marketing campaign.

- With the competition phase completed, HIFIVE/HMMI has provided substantial technical assistance support to the development and implementation of Digicel MFS's new strategic plan. Areas of active support by HMMI include the development of use cases that encourage the broader penetration of mobile money services, marketing research and strategic plan development, agent network development, and other aspects that are key contributors to sustainability for mobile money.
- Following the major "relaunch" workshop held in December with Digicel to inform all stakeholders about the new look and capacities of TTM, HIFIVE continued to host small events and one on one discussions for Digicel with various user groups or potential user groups.
- HMMI will continue to play a key role in encouraging the private sector, NGOs and the government to develop mobile money service applications, products and uses as we support the development of the mobile money sector.

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

**(October 2012 - September 2015)**

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

During the last quarter of 2013, La Idea partners met in Miami and agreed to modify the scope and implementation process for the La Idea initiative. This process resulted in a revised competition design and outreach strategy. The program description is still being finalized in collaboration with USAID and Department of State; however activities are underway to reach the May 2013 application launch date and identify fundraising opportunities. Community engagement in the form of roadshows continued and adapted to new program messaging, with 4 events held this quarter in Texas and California, and over 500 Latino entrepreneurs reached since December 2012.

### *Next Steps:*

Priorities for the next quarter include the finalization and launch of the La Idea Business Pitch online application and recruiting and training of reviewers/judges for the submitted applications. La Idea will also continue executing the Online Engagement Strategy, including biweekly engagement through emails and the launch of the La Idea Online Community on Facebook, with a goal of obtaining approximately 6,000 Facebook likes by December 2013.

La Idea will also be pursuing its Communications/Outreach Strategy, including the completion of the new LaIdea.us brochure site and Facebook page; working with Univision to create content for the La Idea page on Univision.com; and dissemination of communications around the application launch with both U.S. and international partners.

Finally, La Idea will continue executing the remaining US roadshows and begin implementing international roadshows. The goal is continue roadshows in Chicago, Boston, New York, New Jersey, Florida, Arizona, Indiana and Las Vegas. However, these roadshows are largely dependent on the willingness of local SBDC centers to sponsor/organize events. The La Idea Team is still exploring the possibilities around international events. La Idea is in conversations with our partners of Accion International in Latin America to work out logistics of hosting La Idea events in Bogota, Mexico City, and potential third or fourth markets. Groundwork and planning for semi-finalist and finalist events including continued sponsorship efforts to off-set the costs associated with those events and securing monetary and non-monetary value added services to competition finalists.

### **3.5 *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:*

#### *Research, Monitoring and Evaluation (M&E)*

**Define a Research Agenda and Approach to Case Studies:** During this quarter LIFT conducted a number of data collection activities—both trainings in household economic strengthening (HES) and village savings and loan associations (VSLAs), as well as an organizational network analysis (ONA)—that inform a research agenda. LIFT’s training work in Nigeria and the Democratic Republic of the Congo (DRC) informs the key questions about training needs that exist in LIFT countries. LIFT’s work in Malawi, through the organizational network analysis, helped capture a baseline of network interaction among ES/L/FS service providers in the Balaka District and consequently informs two key research questions: 1) to what extent will LIFT support strengthen network connectivity, and 2) what kinds of support (technical, human resources, financial, etc.) are most needed to ensure a referral network is viable?

LIFT plans to collaborate with MEASURE Evaluation on case studies which will help build the evidence base for NACS. In particular, LIFT hopes to explore issues around nutrition support and the extent to which participation in a LIFT referral network mitigates household food insecurity.

**Data Collection and Sharing with LIFT Partners at Country Level:** LIFT further refined relationships with in-country partners during this quarter to ensure that not only were all necessary data collected for LIFT sponsored activities, but also that these data were used to develop partner capacity. In Malawi, LIFT completed an ONA that will bring together (in the next quarter) 27 local stakeholders to form a new referral network. Once the ONA data are shared with stakeholders, they will then use that information to decide (with LIFT support) what kinds of monitoring data they wish to collect, in addition to basic LIFT data on household food security. The Malawi ONA referral network will serve as a learning platform for subsequent network development, notably in DRC during summer 2013.

**Support for the Guidance on the Role of NACS in Health Systems:** LIFT provided comments and feedback to Dr. Tony Castleman’s outline for the revised NACS Guidance, meant to support application of nutrition assessment, counseling and support and planning the role of NACS and its relation to other nutrition programs, notably community-based management of acute malnutrition (CMAM).

#### *Technical Leadership*

**Situational Analysis Tool:** The first LIFT situational analysis (SA) was completed in Malawi in December 2012 closely followed by SA for the DRC conducted in January 2013. Based on the transition and lessons learned from Malawi and DRC (including language issues), a revised version of the situational analysis was developed for Namibia. While the initial versions of the SA tool did not include the appropriate questions to gain the understanding of community values, concerns and cultural norms as well as current barriers to service as the project intended, the most recent version of the SA tool has addressed these issues.

**Organizational Network Analysis:** During this quarter, LIFT successfully completed the data collection phase of an organizational network analysis in Balaka District, Malawi. The ONA methodology was adapted from MEASURE Evaluation’s previous work studying health referral systems in Ethiopia and Thailand, and LIFT was pleased to have the assistance of MEASURE Evaluation Director Jim Thomas and Geospatial Analyst Jen Curran during the ONA design, data collectors training, and subsequent data collection in Balaka District. More specific information can be found in Section 2d (country-specific

information for Malawi) below. By the end of the quarter, LIFT also adapted the ONA protocol for use at two sites in DRC.

**Diagnostic Tool:** Over the quarter, LIFT began crafting a research protocol to test a diagnostic tool to aid in making referrals for NACS clients to community-based services and vice-versa. The goal of this study is to complement LIFT's earlier ONA, conducted in Balaka District, Malawi, by testing a series of tools which can help LIFT-mentored staff to make efficient, effective, appropriate referrals, while also classifying clients using LIFT's Provisioning-Protection-Promotion framework. LIFT anticipates the tool to be a combination of tools that have already been created and tested, including the Progress out of Poverty Initiative (PPI) scorecard and the Poverty Assessment Tool (PAT) for household poverty status, the Household Hunger Scale (HHS) for food security, and several other demographic/vulnerability measures.

**Referral System:** In this quarter, LIFT collected additional referral tools being used by projects and other stakeholders in Malawi and Tanzania, as well as data management systems that have been used to manage referral data. In order to promote the sustainability of LIFT's referral process, rather than introducing independently developed tools and processes, the project will instead build on the existing referral tools and systems being used by the health facilities and/or other partners in the various countries and communities where LIFT works.

**Process Flow:** In the last quarter, LIFT developed a process flow of operationalizing the LIFT model in country. To date LIFT has begun operations in Malawi, DRC and Namibia following the detailed operational model. This model has been adjusted to meet the realities on the ground of implementing a program in four or more countries with very different operating environments.

**Household Economic Strengthening (HES) Training:** Towards the end of this quarter, MSH/Lesotho requested that LIFT provide support through delivering a one-day "HES 101" economic strengthening for vulnerable households training in April. This will be the first training provided since LIFT formalized the "HES 101" training last summer. LIFT will provide the "HES 101" training in both Lesotho and DRC in the next quarter. The training in DRC will be adapted to meet the specialized audience of high-level ministry officials. LIFT will also work with the FHI 360 Gender Department to ensure that the "HES 101" training has a gender lens included in its training.

**LIFT Guidance Toolkits:** LIFT has contracted Social Enterprise Associates and Margaret Richards, along with SC staff, to develop a HES for vulnerable children (VC) resource guide. The HES guidance sheets cover cash and asset transfer, village savings and loans (VSL), and enterprise development (microfinance, business skills, etc.). The documents are designed to provide OVC implementing partners with guidance on how to design appropriate economic strengthening interventions for VC and their caregivers. The resource is not a 'how to' manual but instead provides key issues that OVC implementing partners need to understand and directs them to resources to find out more detailed information about ES/L/FS interventions. Once completed, LIFT will facilitate a final virtual review of the guidance sheets and then develop and provide an in-depth training on their use. This training is currently planned for June 2013.

**NACS Partner Coordination:** In March, LIFT's Technical Director and M&E Specialist participated in the Partnership for HIV Free Survival (PHFS) launch meeting in Pretoria, South Africa. PHFS is a country-led initiative designed to assist countries with their current national efforts to improve maternal and infant care and support in the postnatal period through effective implementation of the 2010 WHO Guidelines on HIV and Infant Feeding. A key outcome of the PHFS meeting was the country-led action planning processes which highlighted important next steps in establishing the partnership in the respective countries.

**Harnessing the Power of Cross-sectoral Programming to Alleviate HIV/AIDS and Food Insecurity:**

During this period, the LIFT team began planning for a one-day learning event, “Harnessing the Power for Cross-sectoral Programming to Alleviate HIV/AIDS and Food Insecurity”, to provide practitioners and policymakers a forum for sharing sound practices for collaboration across health, nutrition, food security, economic strengthening and social protection programs to ensure the best possible outcomes for people living with HIV and food insecurity. Due to the inclement weather and office closures, the original event was unfortunately postponed and has been rescheduled for next quarter.

### **Collaboration with the Strengthening the Economic Potential of the Ultra Poor (STEP UP)**

**Initiative:** LIFT has been meeting on a regular basis with the STEP UP group to provide ongoing feedback to the working group’s two-phase, four year initiative to enhance opportunities for the ultra-poor by organizing and sharing practical knowledge, piloting new ideas and scaling up proven approaches.

Currently the LIFT team is spearheading an inventory of economic strengthening tools. The first step of the process has been completed with the canvassing of tools from LIFT partner organizations which have contributed their information. The second step of the process is ongoing especially among organizations that actively participate and contribute to the STEP UP group like CRS, World Vision, Trickle UP, Banyan Global and others.

**LIFT website:** The LIFT team made significant progress in developing the project website, [www.theliftproject.org](http://www.theliftproject.org). In January, LIFT received word that the Legislative and Public Affairs Office (LPA) had given approval for the project to move forward with launching a project site. The website will provide information about the LIFT project’s approach, access to a variety of resources related to ES/L/FS, LIFT publications and research reports, and updates on LIFT activities.

### *Country-specific Activities*

**DRC:** LIFT plans to revise and resubmit the joint LIFT-FANTA work plan to USAID/DRC based on the shift in priorities. LIFT will also finalize the situational analysis report and conduct the organizational network analysis in one of two sites in June. LIFT will also provide a “HES 101” training to high level Ministry officials.

**Nigeria:** LIFT will finalize the Economic Strengthening for Vulnerable Children Resource Guidance and provide training in June 2013 during/after the HESCOP quarterly meeting. LIFT will also provide targeted support to the HESCOP facilitator on work plan implementation follow up, charter finalization support and knowledge management and communication development and support.

**Malawi:** LIFT’s plans for next quarter include finalizing the diagnostic tool protocol for IRB review, continued planning and hosting of the Balaka Organizational Network Analysis stakeholder meeting scheduled for June 17-18, 2013, and providing cross-cutting support to FANTA-3 for Malawi’s Food Security Country Framework.

**Namibia:** LIFT plans to continue coordination activities with MOHSS in strengthening the HEW program, revising BDR tools, and providing support to expand the SUN implementation plan. Additionally, LIFT plans to help lead the development of a NAFIN technical working group on food security and livelihoods as well as to ensure continued coordination with FANTA in order to strengthen the capacity of government and implementing partner health workers to improve the provision of NACS services and facilitate linkages from clinical to community services to increase the food and livelihood security of HIV affected households.

**Haiti:** LIFT plans to return to Haiti in June 2013 with FANTA in order to delve more deeply into the potential to roll-out LIFT in Haiti and possible opportunities and challenges to doing so. The subsequent TDY will have as primary objectives: (a) continued stakeholder engagement with MSP, USAID/Haiti, PEPFAR/Haiti, SPRING, FANTA, other PEPFAR Partners, and key stakeholders to better understand the landscape and identify opportunities for and challenges to collaboration; and (b) visits to additional NACs

sites in order to understand the implementation context. Based on this future joint TDY, LIFT envisions development of an illustrative work plan for consideration by USAID/Haiti for the design and implementation of a ES/L/FS referral system.

**Mozambique:** LIFT plans to conduct an assessment to explore current areas that present challenges as well as opportunities related to ES/L/FS over the course of the next quarter with a goal to possibly carry out the activity in June 2013.

**Uganda:** LIFT will meet with SPRING/Uganda to determine how LIFT can collaborate with OHA implementing partners in Uganda to implement the LIFT operating model.

**Tanzania:** LIFT plans to conduct an assessment to explore current areas that present challenges as well as opportunities related to ES/L/FS over the course of the next quarter with a goal to possibly carry out the activity in June 2013.

**Lesotho:** LIFT will recruit and engage a consultant to deliver a “HES 101” training on the importance of HES for vulnerable households to MSH OVC program implementers in mid-April.

### **3.6 MMAP (Malawi)**

**(October 2012 – November 2014)**

The Mobile Money Accelerator Program (MMAP) is a two-year associate award that seeks to increase mobile money adoption in Malawi and enhance product development through collaborative, targeted interventions that demonstrate the advantages of mobile money.

#### ***Program Intermediate Result 1: Demand for Mobile Money Increased***

- **Public Awareness and Outreach Campaign:** MMAP is in the process of issuing an RFP to hire a firm to manage the public awareness campaign. The pre-pilot launch phase must highlight the existence of m-money services generally, their value to the public, and why they are viable alternatives to existing options. Once specific pilots have been finalized and launched, the campaign will reinforce aspects of m-money that directly relate to specific pilot activities. The campaign would also be part of broader financial literacy initiatives and incorporated into ongoing training and outreach initiatives.
- **Financial Literacy Training:** MMAP is in the process of hiring an intermittent short-term technical advisor to perform financial and mobile literacy trainings prior to the launch of several planned pilot activities over the next few months. MMAP will develop mobile money training modules and establish partnerships with organizations positioned to execute field-based training.

#### ***Program Intermediate Result 2: Mobile Money Infrastructure and Systems Strengthened***

- **MMAP Evaluation of UN WFP Mobile Money Transfers:** The MMAP team evaluated the United Nations World Food Program (WFP) Mobile Money Transfer program, conducted from November to March 2013, in coordination with Airtel to deliver emergency cash relief to food insecure households via its mobile money product. This initiative was the largest M-Money Pilot to date. In total the pilot reached 20,000 households.
- **Mobile Network Operators:** Airtel. The MMAP team is in the process of developing an MOU and a scope of work to partner with Airtel on financial and mobile literacy training for the unbanked and under-banked populations that they will be targeting in select pilot activities. TNM. TNM is planning to officially launch its mobile money product, called Mpamba, in early May 2013. The MMAP team is in the process of developing an MOU and a scope of work to partner with TNM on financial and mobile literacy training for the unbanked and under-banked populations that they will be targeting in select pilot activities. Potential activities include a pilot activity with the Tea Association, to pay their employees via Mpamba.

- **Financial Institutions:** Opportunity International Bank of Malawi (OIBM) is finalizing the details of their partnership with Airtel to serve as an agent and super-agent for Airtel Money. OIBM is planning on rolling out a mobile money savings product in the next 6-12 months. The MMAP team is providing OIBM with guidance, international best practices, and lessons learned on other mobile savings products that have been tested, such as mShwari, and mKesho. FMB has rolled out FMB Mobile which they are promoting as a convenient way to access their bank accounts from mobile phones. Customers have the ability to check their balances, review mini-statements, transfer funds, buy airtime as well as pay utility bills. The FMB service is compatible with any mobile phone. Service fees are charged to the FMB account and not the mobile phone account.

For more, see:

[https://www.fmbmalawi.com/index.php?option=com\\_content&view=article&id=111&Itemid=233](https://www.fmbmalawi.com/index.php?option=com_content&view=article&id=111&Itemid=233).

- **Interoperability:** Stakeholders have stressed the need for interoperability at the system level coupled with non-exclusive usage of agent networks. The underlying objectives for interoperable systems and non-exclusive agent networks is to enable transactions to take place across multiple Bank and MNO platforms, and for end-users to access a broad agent network regardless of the service provider. In this context, this initiative will be undertaken within the existing deliberations and options that will be developed for setting up a shared Bank switch in Malawi under the World Bank FSTAP program. MMAP will continue to facilitate the discussion on interoperability within the Mobile Money Coordinating Group, and through meetings within individual stakeholders.

### *Program Intermediate Result 3: The Legal and Regulatory Framework to Enable Mobile Money Strengthened*

- **Administrative Support to MMCG:** The Mobile Money Coordinating Group (MMCG) was established in December 2011 under the auspices of the Reserve Bank of Malawi. Its primary purpose is to promote the uptake and usage of mobile financial services in Malawi and represent the broad needs of a wide range of stakeholders. Specifically, the MMCG will facilitate donor activity, assist in addressing key sector issues (e.g., interoperability), support public awareness and financial inclusion training, and engage in selected research projects. MMAP met with this group on February 7, 2013.

### **3.7 mSTAR (Global)**

**(October 2012 – September 2017)**

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

In its first quarter of operation mSTAR assembled a consortium of development organizations composed of both industry leaders and smaller firms that specialize in mobile technology deployment. In this, the second quarter, the corporate capabilities and key personnel of the organizations in the consortium are being further examined to identify their specific competencies regarding the support of mSTAR activities.

Activity plans and budgets for work in Mozambique, Bangladesh, Afghanistan, and through the Regional Development Mission in Asia (RDMA) were developed during the second quarter, as well as a budget and management structure for core activities that mSTAR will be providing.

Since February 2013, mSTAR has produced the below documents and content:

- General Roles and Responsibilities Document

- Bangladesh Activity specific Roles and Responsibilities Document
- General mSTAR Activity Development Process
- mSTAR Partner Engagement Scenario Process
- mSTAR: Description of Cooperative Agreement Mechanism
- mSTAR 2-pager
- Draft work plan
- Draft PMP
- Partners spreadsheet
- mSTAR microlinks site
- TechChange Mobile Data Solutions Course content

### **3.8 *P3DP (Ukraine)*** (September 2010 – September 2015)

The goal of the Public Private Partnership Development Program (P3DP) in Ukraine is to enable national and municipal leaders to establish long-term, contractual partnerships with private companies in order to improve infrastructure and the quality of public services, in key sectors such as health, education, energy and others. Public-private partnerships (PPPs) can help attract much-needed financing, new technology, and modern management skills.

Insufficient legislation is a major barrier to executing PPPs in Ukraine. During Y3Q2, the Program achieved notable success on this front through cooperative efforts with the Ministry of Economic Development and Trade (MOEDT) and other government entities to improve the legal framework and institutional support needed for PPP transactions to be successfully implemented. P3DP also assisted municipalities develop their knowledge and apply new skills to advance multiple Pilot PPP projects towards tendering. A chronological listing of P3DP activities, government actions and results achieved during this reporting period can be found in Annex 1.

P3DP worked this period extensively with key Government of Ukraine officials to complete the PPP Development Strategy for 2012-2017 and the accompanying Strategic Implementation Plan, both of which were incorporated into Ukraine's National Action Plan of Economic Reforms Program for 2010-2014. This significant result provides guidance to officials and, more importantly, motivation for them to take the actions needed to improve PPP legislation and increase the level of support provided to municipalities. The MOEDT now views P3DP as a key advisor in providing professional opinions and recommendations, as evidenced by the Program's input being reflected in updated laws such as On Amendments to the Law of Ukraine Regarding PPPs and On Amendments to the Laws on Leasing or Concessions of District Water, Heating Supply and Sanitation Communal Facilities. P3DP also provided recommendations on legislation impacting municipalities' ability to engage in longer term contracts needed for PPPs to be a more viable option in Ukraine.

The Program continued providing assistance to the PPP Unit within the MOEDT, resulting in the creation and approval of key guidance and policy documents and a cooperative Work Plan, which frames our future cooperation. Of note, P3DP assisted the PPP Unit to create marketing materials and a Web site that promotes its services to municipalities and provides easy access to needed PPP materials, forms, and information.

The Program additionally strengthened government capacity in PPPs. Workshops based on the PPP Practical Training Guide were delivered to over 70 GOU officials and staff in four regions of Ukraine to develop their essential knowledge and practical skills in appraising and preparing PPP projects. To address the lack of awareness among Ukrainian officials about the meaning and benefits of PPPs, P3DP participated in the Verkhovna Rada Information Fair organized by the USAID Parliamentary

- 13 laws will be reviewed in light of PPP Law requirements
- 70 stakeholders will participate in familiarization tours regarding PPP Unit implementation and operations

Development project. Many participants expressed a great interest in learning more about PPPs and requested copies of P3DP reports such as the Diagnostic Review of Legal and Regulatory Framework for PPPs. Stakeholder communication programs were also initiated this period in several PPP pilot cities to raise the public's awareness of PPP benefits as well as ensuring that the municipalities are responsive to their concerns.

To demonstrate the process and benefits of developing PPPs, P3DP is developing pilot PPP transactions. Considerable progress was achieved in moving key PPP pilots towards the feasibility study and procurement phases, with the healthcare initiative in Zaporizhia and the Urban Park Renewal pilot in Simferopol showing the greatest progress. Both pilots are on track for tendering in 2013. Other pilots demonstrating high potential incorporate alternative energy and energy savings, such as introducing biofuels in heating public buildings in Zhytomyr Oblast and improving street lighting efficiency in Dnipropetrovsk. Despite regulatory and financial obstacles, PPPs in solid waste management achieved progress in both Vinnitsa and Ivano-Frankivsk. However, efforts to establish a parking garage PPP in Lviv and a regional solid waste management system in Crimea have stalled due to legislative and regulatory barriers and local political issues.



*Matthew Davis, of ACE microfinance partner, LEAD (standing at right, in red), delivers a motorized irrigation pump to the farmer cluster in Kpai Town, Bong County*

In summary, the P3DP program continues to make excellent progress toward achieving its goals and objectives – improving the PPP environment and the capacity of state and local officials to design and successfully implement PPP projects that improve the quality of life and help stimulate the economy. Annex 3 provides an objective evaluation of our performance and progress.

### **3.9 The STRIVE (Afghanistan, Philippines, Liberia, Mozambique) (September 2007 – March 2014)**

The **Supporting Transformation by Reducing Insecurity and Vulnerability with Economic Strengthening (STRIVE)** Program aims to demonstrate effective means of strengthening the well-being of highly vulnerable children, their households, and their communities. Under STRIVE, FHI 360 manages a multi-partner team of leading child-focused and economic strengthening organizations to implement and document replicable economic development approaches that demonstrably improve the wellbeing of vulnerable children. The three current country-based programs being implemented under STRIVE are:

The following section provides a Quarterly Reports for the STRIVE country project operating during the reporting period, Agriculture for Children's Empowerment (ACE), launched September 2008, managed by ACDI/VOCA in Liberia. Three other projects – Afghanistan Secure Futures (ASF), managed by FHI 360 and MEDA; STRIVE Philippines, managed by AFE; and STRIVE Mozambique, managed by Save the Children – have now closed, so quarterly reports are not provided below.

#### ***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:

<p><b>Objective 1:</b> Strengthening linkages between input providers and farmers:</p>	<ul style="list-style-type: none"> <li>• Two promotional events conducted by JABC and WIENCO in Bong and Montserrado counties.</li> <li>• ACE agricultural radio program launched on two community-based radio stations.</li> <li>• Five motorized pumps delivered to five farmer clusters.</li> <li>• A total of 54 farmers (39 male, 15 female) vegetable farmers bought inputs worth US \$2,992 from both input providers and the open market.</li> <li>• Farmers continue to use soap solution to control insects in their fields and wood ash to treat soil against acidity to make nutrients more readily available to crops.</li> </ul>
<p><b>Objective 2:</b> Increasing rice production</p>	<ul style="list-style-type: none"> <li>• 240 LAC 23 rice farmers completed their rice production activities, yielding a total of 138.3 MT of LAC 23, achieving sufficient yield to provide for the rice consumption needs of an average household throughout the year.</li> <li>• 24 farmers that were involved in NERICA 14 seed multiplication completed harvest and post-harvest handling.</li> </ul>
<p><b>Objective 3:</b> Strengthening linkages between buyers and farmers</p>	<ul style="list-style-type: none"> <li>• 78 farmers (57 male, 21 female) sold assorted crops valued at US \$36,391 in Bong and Nimba and US \$18,813 in Montserrado. Of this, approximately 75% were local vegetables (bitter ball and pepper) and 25% were high value vegetables and fruits (watermelon, lettuce, cucumber, cabbage).</li> <li>• Sales in the quarter represent a 223% increase over the same period in 2012, due to activities enabling farmers to produce fresh vegetables (irrigation pumps) and preserve their harvests (solar dryers) for sale in the dry season.</li> <li>• Analysis of vegetable sales resulting from motorized irrigation pumps shows an average net income of US \$718/farmer.</li> <li>• A new farmers market at Monrovia City Hall is providing farmers in Montserrado County with an additional outlet for vegetable sales.</li> </ul>
<p><b>Objective 4:</b> Technical Assistance</p>	<ul style="list-style-type: none"> <li>• Testing on 12 new varieties of tomato began and 2 strains show signs of resistance to common tropical diseases.</li> <li>• 176 extension visits were conducted and 23 cluster meetings were held throughout ACE’s implementation areas.</li> <li>• Vegetable Value Chain Stakeholders’ Workshops were held in Bong and Nimba</li> </ul>

### *Key Learning*

**Saving to Invest.** There is a common adage that says “seeing is believing.” This appears to be the case in ACE communities, as the results of the irrigation pump loans from LEAD are beginning to become

apparent. Farmers who did not participate in the clustering arrangements and loan agreements are now hearing testimony from farmers in the five clusters that pooling their savings made it possible to deliver the upfront payment of US \$300 to LEAD, and that they are realizing significant benefits from the use of the pumps. These stories have begun generating enthusiasm among community members, especially farmers, to form “susu” clubs, which are a type of village savings group. The key learning is that proving the success of a practice or technology and sharing the participants’ benefits with communities increases the opportunities for replication.

**Success Story from Farmer John Bando: “I never knew that the new rice could be such a large benefit to me and my family.”**

Lack of access to quality rice seeds and high-yield rice varieties is a problem for many rural Liberian farmers. This condition became severe immediately after the civil war, but starting from 2010, farmers in ACE communities experienced some relief, as the project helped introduce high-yielding rice seeds into their communities.

John Bando, who lives in Talk Camp in Nimba County, is one farmer who seized the opportunity to take a rice seed loan. Mr. Bando, in a joyous mood after his LAC 23 harvest said, “In the first year, I planted the new rice (LAC 23) and my country rice (local variety) side-by-side because I was not sure of the new rice. It was during the growing and harvest time that I was convinced that the new rice can produce plenty. From the yield, I was able to pay my seed loan, keep some seeds for the 2012 production, and we eat the balance. For this year (the 2012 rice production season), I increased my farm size which made me to harvest enough rice.”

Mr. Bando increased his 2012 rice farm size to 1.5 acres compared to 1 acre in 2011 and his rice harvest yielded 650 kg, more than enough to repay the loan and set aside seed for next year and rice for consumption. Mr. Bando lives with his wife, Mataye, and three of their five children in Talk Camp. Their other two children live in Monrovia.

When asked what he plans to do with all the rice he has harvested, Mr. Bando responded, “Oh! You don’t know that farming is a business? I sold some (350 kg) of the rice to the WFP school feeding program for US \$175 and paid my children’s national examination and 2nd semester school fees in Monrovia. Some of my farmer’s friends have already contacted me to give them some seeds for credit for them to grow and pay back with interest. That what we call business.”

## ***Overall M&E/IE***

### **Afghanistan Secure Futures**

FHI 360 worked with MEDA to complete their final report and M&E report and learning products. On review of these documents last quarter, FHI 360 was not able to validate some statements made, so MEDA submitted their data sets to FHI 360 data analysts for review and analysis. Findings were presented to MEDA last quarter, and revisions were submitted early this quarter. FHI 360 met with MEDA in March to discuss the reports and documents, as there were ongoing issues with validation. As of the writing of this report, MEDA has resubmitted their M&E report, which is the last required piece of the final report; the report on literacy and numeracy classes is almost finalized; the product on workforce development through apprenticeships is being revised; and the product on indirectly reaching youth through strengthening workshops has been outlined.

### **STRIVE Philippines**

FHI 360 met with AFE to discuss data validation issues in the monitoring data in their final report. The woven sector report was drafted and shared with AFE for comment. The seaweed sector report was finalized and submitted to DCOF.

## ACE

In addition to the activities discussed in the Liberia evaluation section, above, the STRIVE MEIA team submitted a trip report on activities and findings from the endline preparation trip made by Diana Rutherford and Kelly Keehan last quarter. The team also shared the updated Liberia research plan with DCOF.

## STRIVE Mozambique

In conjunction with Save the Children, FHI 360 designed and implemented a study, “Understanding reasons for participation and pathways to change in the STRIVE Mozambique project,” with Dr. Aurelie Brunie of FHI 360. The purpose of the study is to understand 1) the factors linking participation to changes in food security and child nutritional outcomes, and 2) reasons for participation in VSLs. Last quarter, Dr. Brunie and Victoria Shelus, a research fellow at FHI 360, traveled to Mozambique to train data collectors and coordinate field work activities for the study.

The field work yielded 110 interviews, and thematic of coding these interviews was a substantial STRIVE time commitment at the end of last quarter and the beginning of this quarter, with both FHI 360 and Save the Children working to process the interviews for analysis.

Due to challenges with validating Save the Children’s quantitative findings, a planned meeting to present findings was postponed until next quarter. FHI 360 worked with Save the Children closely to address data validation needs. Save the Children’s consultants analyzed the quantitative data from the household survey. They submitted an analysis plan for some of the analysis, which was discussed at length with FHI 360’s team including a senior survey statistician. Agreement on the analysis plan was reached following numerous phone calls and in-person meetings. Following this process, Save the Children submitted a time line for completing their deliverables between March and April.

## Overarching Learning

STRIVE is working with a lead economist at FHI 360 to conduct cost-per-outreach analysis across all projects, with an additional cost-per-outcome or impact analysis for STRIVE Mozambique and ACE. STRIVE Mozambique had been chosen as the pilot analysis, as its activities were judged to be likely easier to cost out than the other projects, so the cost-effectiveness analysis were put on hold until the impact evaluation is complete.

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## 4 Staffing

The staffing structure for the FIELD-Support LWA FHI 360 HQ staff (as of *March 31, 2013*) is presented below by the Projects they support:

Person	Title	Project(s)
Paul Bundick	FIELD-Support LWA Project Director	Leader, All
Don Henry	Technical Director	Leader, Foras
Jason Kajer	Program Officer	Foras
Greg Guest	Principle Investigator	WLSME (Leader)
Jennifer Headley	Research Associate	WLSME (Leader)
Carrie Keju	Associate Award Project Director	Foras, P3DP
Jennine Carmichael	Program Officer	STRIVE, P3DP

Person	Title	Project(s)
Liz Layfield	Program Officer	P3DP, STRIVE
Jacqueline Bass	Associate Award Project Director	LIFT
Laura Muzart	Program Officer	LIFT
Meaghan Murphy	Technical Specialist	LIFT
Clinton Sears	M&E Specialist	LIFT
Mandy Swann	Technical Specialist	LIFT
Cheryl Tam	Program Assistant	LIFT
Sarah Mattingly	Associate Award Technical Director	La Idea, HIFIVE, LIFT
Kelly Keehan	Program Officer	La Idea, HIFIVE, STRIVE, PAT (Leader)
Margaret Richards	Technical Specialist	PAT (Leader)
Diana Rutherford	Technical Specialist	STRIVE
Nussi Abdullah	Technical Manager	Leader
Obed Diener	Technical Specialist	Leader, STRIVE
Samantha Ackerson	Program Officer	Leader
Charles Hess	Program Officer	Leader, mSTAR, MMAP
Whitney Moret	Program Assistant	Leader, Foras
Eric Bolstad	Finance Director	mSTAR, La Idea, All
Elton Talka	Finance Manager	STRIVE, P3DP, Foras
Mary Choong	Finance Manager	Leader, HIFIVE, LIFT, MMAP

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## 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.
- **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 Associate Awards

	Implementing Partner(s)	Countries of Implementation	Period of Performance	Award Value
<b>1</b>	<b>Fostering Agriculture Competitiveness Employing Information Communication Technologies (FACET)</b>			
	FHI 360, ACDI/VOCA, AFE	Sub-Saharan Africa	10/2009 – 5/2013	\$1,300,000
<p>FACET will help USAID Sub-Saharan Africa Missions to improve competitiveness and productivity across the agriculture sub-sectors through the use of information and communication technologies. FACET is designed to provide expert technical support to USAID missions and their implementing partners. The project will develop analytical tools and provide technical support to assist development practitioners in the field on how to design and employ various kinds of ICT to upgrade agricultural value chains being supported by mission programs. The project will also establish a learning network to share results, detail what works, what doesn't and how to improve ICT applications in value chain development.</p>				
<b>2</b>	<b>Haiti Integrated Finance for Value Chains and Enterprises (HIFIVE)</b>			
	FHI 360, World Council of Credit Unions (WOCCU), TechnoServe	Haiti	7/2009 – 5/2012	\$37,169,702
<p>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.</p>				
<b>3</b>	<b>Iraq Job Opportunities Foras</b>			
	FHI 360, ACDI/VOCA, IMC	Iraq	2/2013 – 2/2016	\$30,000,000
<p>USAID/IRAQ Foras is an economic growth project with the goal of improving economic opportunities for Iraqis with special emphasis on youth, women and vulnerable populations. Foras employs a dual-customer approach to meet the needs of both employers and job seekers. On the demand side, the program ensures that employers at the national and local level have better access to skilled employees. On the supply side, Foras works with local service providers to provide accelerated skills training.</p>				
<b>4</b>	<b>Livelihood and Food Security Technical Assistance (LIFT)</b>			
	FHI 360, CARE, SAVE	Sub-Saharan Africa	9/2009 – 9/2014	\$4,135,862
<p>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.</p>				
<b>5</b>	<b>Latin American Idea Partnership (La Idea)</b>			
	FHI 360, Accion USA Network	Latin America	10/2012 – 9/2015	\$999,120
<p>La Idea is a platform that connects entrepreneurs within the Latin American diaspora to each other and to resources that will help them cultivate and grow innovative businesses and startups that will generate employment and economic growth throughout the Americas. La Idea is comprised of three core activities: Bilingual, customized networking and business advising events across the U.S.; a pitch competition promoting partnerships between entrepreneurs in the United States and Latin America; and an online platform providing free, easy-to-access materials, and connections to local and regional organizations.</p>				
<b>6</b>	<b>Mobile Money Accelerator Program (MMAP)</b>			
	FHI 360	Malawi	10/2012 – 9/2014	\$3,000,000

	The Mobile Money Accelerator Program (MMAP) is a two-year associate award that seeks to increase mobile money adoption in Malawi and enhance product development through collaborative, targeted interventions that demonstrate the advantages of mobile money.			
7	<b>Mobile Solutions Technical Assistance and Research (mSTAR)</b>			
	FHI 360, various	Global	10/2012 – 9/2017	\$30,000,000 (ceiling)
	mSTAR is a broad, flexible, and responsive program designed to foster the rapid adoption and scale-up of mobile money, mobile access, and mobile data, in developing countries. Managed by FHI 360 and implemented together with a consortium of approximately 20 other leading economic development and ICT4D organizations, mSTAR provides: technical assistance to USAID and its implementing partners; funding to accelerate promising mobile solutions; strategic partnerships to optimize sustainability; and an action-oriented research and knowledge management agenda.			
8	<b>Public-Private Partnerships Development Program (P3DP)</b>			
	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.			
9	<b>Supporting Transformation by Reducing Insecurity &amp; Vulnerability with Economic Strengthening (STRIVE)</b>			
	CARE, SAVE, World Vision, MEDA, AFE, IRIS, ACDI/VOCA, DTS	Philippines Afghanistan Mozambique Liberia	9/2007 - 3/2014	\$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.			