

**BDS Knowledge and Practice
A Task Order under the AMAP-BDS IQC**

**Contract No. GEG-I-00-02-00014-00
Task Order No. 01**

**Quarterly Report for the
Quarter ending March 31, 2007**

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1. INTRODUCTION AND SUMMARY OF PROGRESS

In August 2003, the Development Alternatives Inc. (DAI) consortium was awarded one of the AMAP BDS Knowledge and Practice task order contracts under the AMAP BDS IQC. The overall purpose of the project is to generate knowledge that will help the micro and small enterprise development field move forward by developing, documenting, and disseminating strategies to integrate micro and small enterprises (MSEs) into global value chains and by researching and publishing best practices in market assessment, implementation, and impact assessment for enterprise development programs. It is expected that this new knowledge will help increase the capacity of EGAT/PR/OMD and its partner USAID missions to design and strengthen the implementation, monitoring and evaluation of USAID-supported enterprise development projects. This multi-year effort will form part of an overall learning/management system that is intended to facilitate innovation and improvements to on-going projects and the development of new cutting-edge activities.

DAI's Partners in BDS K&P

- ECI Africa
- International Management and Communications Corporation (IMCC)
- J.E. Austin Associates, Inc.
- The QED Group, LLC
- The SEEP Network
- The Services Group
- Bannock Consulting, Ltd.

The AMAP BDS K&P project comprises seven¹ major components, of which the first four have been the major focus of activities:

- Component A: Research on Clients and Markets
- Component B: Tools for Market and Other Pre-design Assessments
- Component C: Intervention Design and Implementation Research
- Component D: Impact and Other Post-intervention Assessments
- Component F: Training
- Component G: Short-term Technical Services
- Component H: Knowledge Management and Component Collaboration

The value of the contract awarded to DAI for BDS K&P to complete our work under these components is \$2,699,800 with \$2,400,000 obligated to date.

So far, DAI has completed and had approved 15 written deliverables, listed below. Four additional deliverables have been completed and are awaiting approval and/or posting. Deliverables under production are listed in the tracker.

- 1) *Hidden sources of growth? Looking at Microenterprises Through the Competitiveness Lens*, Ulrich Ernst

¹ Component E: Broader Research was cancelled

- 2) *Examination of Business Linkages in the Namibian Garment and Tourism Industries*, Cuan Opperman
- 3) *Review of Impact Assessments of Selected Enterprise Development Projects*, Lily Zandniapour, Jennefer Sebstad, Donald Snodgrass
- 4) *Summary of Findings AMAP K&P Component B Stocktaking Exercise*, Linda Nemece, Aly Meihlbradt, Lara Goldmark
- 5) *Review of Donor-Sponsored MSE Development Programs*, Don Snodgrass
- 6) *AIDS-Affected MSEs in Productive Markets*, Bronwyn Irwin, Bill Grant, Joan Parker and Mary Morgan
- 7) *Competitive Strategies for MSEs: From Seeds to Supermarket Shelves*, Lara Goldmark, Cynthia Steen and Rich Magnani
- 8) *Trade, MSEs, and Global Value Chains*, Lara Goldmark and Ted Barber
- 9) *The New Generation of Private Sector Development Programming: The Emerging Path to Economic Growth with Poverty Reduction*, Snodgrass, Downing, Northrip, and Woller
- 10) *Removing Barriers to Formality*, Gamser, Welch, Hastings, and Waddington
- 11) *Understanding Small Enterprise Growth*, Simeon Nichter and Lara Goldmark
- 12) *Global Market Assessment for Handicrafts, Volume 1*, Ted Barber
- 13) *Evaluability Assessment of PROFIT Zambia*, Don Snodgrass and Gary Woller
- 14) *Evaluability Assessment of the Micro and Small Enterprise Trade-Led Growth Project of Brazil*, John Magill, Don Snodgrass, and Andrea Chartock
- 15) *PROFIT Zambia Research Plan*, Don Snodgrass and Gary Woller.

The *Brazil Sector Selection Historical Review* written by Emily Gerry and Lara Goldmark has been submitted and is awaiting approval. The “Developing A Causal Model for PSD Programs” and “Collecting and Using Data for Impact Assessment” components of the Impact Assessment Primer Series have been completed and are awaiting publication on microLINKS.

Deliverables completed in this quarter include:

- Private Sector Development Impact Assessment – Briefing Paper

Papers and activities currently underway include:

- *Selecting Sectors Successfully* paper;
- *The Myth of the Malicious Middleman* paper;
- Global market study of Tanzanian high value horticulture;
- An integrated series of articles outlining methodological approaches for impact assessment;
- Impact assessments in Brazil and Zambia;
- Briefing Papers: “Conducting Global Market Analysis”, “Selecting Sectors”, and “The Role of Market Intermediaries/Middlemen”.

2. PROJECT MANAGEMENT

BDS K&P has been structured in a unique way. Members of three different consortia are expected to work collaboratively across the project. Of the four principal project components, two are managed by ACIDI/VOCA (components A and C) and two by DAI (components B and D). DAI has work under all components and the other contractors are also doing work under components B and D. In theory, there should be complete sharing of information between contractors and the lead manager of the component. In practice, this information sharing takes place more often at the inception phase, during brainstorming meetings, and once the deliverable has been accepted and approved by USAID.

In the beginning of the program, there was no process for how cross-consortia insights would be gathered for written deliverables. Since then, USAID and DAI have developed a more comprehensive AMAP BDS K&P process for deliverable development.

Project management at DAI takes place at two levels. The first level of management takes place at DAI's head office. Zan Northrip is DAI's Director for AMAP BDS K&P and is responsible for overall project quality and reporting, as well as coordination with USAID and project collaborators. Marina Krivoshlykova, the project's Deputy Manager, assists him in these tasks. Andrew Fitzpatrick is the DAI associate for the project, providing administrative support, and Kristin Jenkins is the DAI contractual representative. This management team is responsible for interacting with the CTO and CO and for ensuring overall quality management of the contract. This team is also responsible for submission of quarterly and annual reports, work plans, managing the budget, meetings with the clients and subcontractors, management of independent consultants and all staff approved to bill on the project. They are also responsible for managing cross-component collaboration (Component H), and all short-term technical services (Component G) or training (Component F) delivered under the task order.

The project management team meets regularly to coordinate project management activities, including:

- Finalizing and gaining approval for subcontractor task orders;
- Drafting, reviewing, submitting, revising, and securing approvals for work plans;
- Managing research teams and moving research forward;
- Coordinating with USAID and other donors engaged in similar research and applied research activities;
- Coordinating with fellow contractors ACIDI/VOCA and Louis Berger International;
- Coordinating with the AMAP Knowledge Management contractor on research formats, research branding, style and design, processes, and dissemination; and
- Communicating with the DAI consortium about activities.

The following changes have taken place in the DAI project management team this quarter:

1. Marina Krivoshlykova, a DAI development staff member, has replaced Andrea Chartock as the project's Deputy Manager;
2. Andrew Fitzpatrick, a DAI project associate, has replaced Carmel Prior as the project associate for AMAP BDS K&P;

3. Kristin Jenkins, a DAI contracts administrator, has replaced Stephen Macleod as the DAI contractual representative for AMAP BDS K&P.

The second layer of management consists of the component managers. Gary Woller is the manager for Component D. This quarter Lara Goldmark has left her position as the manager of Component B. Component B activities are currently being managed by Zan Northrip, DAI's Director for AMAP BDS K&P. The primary responsibility of the component managers is the timely production and submission of high quality deliverables for their respective components. This includes managing the timeline and work plan for all deliverables, providing technical direction and staying in regular contact with contributors, reviewing technical content for quality, and providing inputs to quarterly reports and work plans as necessary. They communicate directly with the CTO and the various AMAP institutional partners as required. They also develop and manage the vision and dissemination plan for their components. In the case of Component D, Gary Woller is assisted in the latter tasks by Don Snodgrass, who remains Component D's senior technical leader.

While the team in Bethesda has overall responsibility for the project, the component managers have responsibility for the production of deliverables under their components.

A summary of current status for each deliverable is shown below in two separate tables. The first is the deliverable tracker, standard across all of AMAP BDS K&P. The second is a table providing supplemental information required in the task order, which lists a brief description of each topic; lessons learned by topic; and recommendations on scope, future directions, and required expertise. The list of deliverables is from the DAI's Year Three Work Plan.

DAI Activities and Deliverables Tracker

AMAP BDS Knowledge & Practice Task Order

| DAI | | | | | |
|---|----------|--------------------|----------|----------------|---|
| Product | Location | Implementer | Due Date | Completed | Comments |
| OVERALL AMAP MANAGEMENT | | | | | |
| Ongoing planning with CTO and Component Managers | US | Northrip | Ongoing | N/A | |
| Quarterly and annual reports | US | Northrip/Chartock | Ongoing | Multiple dates | |
| Annual work plans | US | Northrip/Chartock | Ongoing | Multiple dates | Year 3 Work plan approved in August 2006. Work plan through the end of the project is currently being prepared for submission to the CTO. |
| COMPONENT A: Clients & Markets | | | | | |
| Myth of the Middleman Paper | Global | Goldmark/Dunn | Dec-06 | | Draft of the first case study focusing on Haiti has been completed and submitted to the CTO for comments. |
| MSE Growth Paper | Global | Goldmark/Nichter | | Mar-06 | Completed, approved, and posted to microLINKS. |
| COMPONENT B: Market Assessments | | | | | |
| Management and Technical Instructions Component B | US | Goldmark | Ongoing | N/A | |
| Stocktaking | Global | Goldmark/Mielbradt | Sep-04 | Sep-04 | Completed and approved |
| Guides and Training Materials for Market Assessment Tools | US | DAI | Dec-05 | N/A | Activity canceled |

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| Global Handicrafts Study | US & Haiti | DAI/ACDI-VOCA | May-06 | | Roundtable held April 12 in DC and 19 July in Haiti with video; Volume One submitted to USAID August 2nd and is completed and approved. Paper and video have been posted on microLINKS. |
| Sector Selection Guide/Training | US & TBD | DAI | May-06 | | First draft of the Sector Selection Paper has been submitted to the CTO for review. |
| Brazil Sector Selection Historical Review | Brazil | Gerry/Goldmark | Mar-06 | | First draft completed and submitted May 12. |
| Country Selection Process for action research | Global | DAI | Ongoing | | Ongoing selection process. As opportunities are chosen, they are budgeted and tracked as stand-alone activities, e.g. Brazil Sector Selection paper. |
| Global Horticulture Study (Tanzania) | US, UK, and Tanzania | DAI/ACDI-VOCA | Ongoing | | First stage of data collection and research has been completed by PROMAR. Second stage of field interviews is scheduled for May 2007 and will be led by David Neven. |
| COMPONENT C: Intervention Design & Implementation Research | | | | | |
| AIDS-Affected MSEs in Productive Markets | US, RSA | Irwin/Grant/Parker/Morgan | Jan-05 | May-05 | Completed, approved, and posted to microLINKS May 2005. |
| Competitive Strategies for MSEs: From Seeds to Supermarket Shelves | Global | Magnani/Steen/Goldmark | Dec-04 | Dec-05 | Completed, approved, and posted to microLINKS February 2006. |
| Trade, MSEs, and Global Value Chains | Global | Goldmark/Barber | Dec-04 | Jul-05 | Completed, approved, and posted to microLINKS July |

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| | | | | | 2005. |
| COMPONENT D: Impact Assessment | | | | | |
| Management and Technical Instructions Component D | US | Woller | Ongoing | N/A | |
| Review of Donor-Sponsored MSE Development Programs | Global | Snodgrass, et al. | Sep-04 | Jan-05 | Completed, approved, and posted to microLINKS. |
| Review of Evaluations of Selected Enterprise Dev Projects | Global | Sebstad, Snodgrass, Zandniapour | Jul-04 | Jul-04 | Completed, approved, and posted to microLINKS. |
| The New Generation of PSD Programming: The Emerging Path to Economic Growth with Poverty Reduction | Global | Snodgrass | Jun-05 | Nov-05 | Completed and approved. Posted to microLINKS. |
| Conceptual Framework for IA of PSD Programs | Global | Snodgrass | Jun-05 | Nov-05 | Third Draft reviewed and put on hold. Executive Summary-length document has been excerpted and will be used as basis for the first paper in the Methodology Series. Rewrite planned for completion by December 2006. |
| Quasi-Experimental Studies Country Selection Process | US | Woller | Ongoing | | Ongoing selection process. As opportunities are chosen, they are budgeted and tracked as stand-alone activities, e.g., Research – Zambia PROFIT. |
| Assessing the Impact of the Kenya BDS and the Horticulture Development Center Projects in the Treefruit Subsector of Kenya: Baseline Research Design | Kenya | Snodgrass, Sebstad | N/A | Sept-04 | Completed and posted on microLINKS. |
| Assessing the Impact of Kenya BDS and Horticulture Development Center Projects in the Tree Fruit Value Chain in Kenya: Baseline Research Report | Kenya | Snodgrass, Sebstad | N/A | Jul-05 | Completed and posted on microLINKS. |
| Kenya BDS Impact Assessment Final Report | Kenya | Sebstad | N/A | June-07 | Completed and posted on microLINKS. |

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| Evaluability Assessment of PROFIT Zambia Project | Zambia | Snodgrass, Woller | Dec-05 | Dec-05 | Evaluability assessment completed and posted on microLINKS. Field implementation began in July 2006. |
| Assessing the Impact of the Micro and Small Enterprise Trade-Led Growth Project of USAID/Brazil- Baseline report | Brazil | Monteiro, Brusky | Jun-06 | Jun-06 | Completed and posted on microLINKS. |
| Action Research – Evaluability Assessment of the Micro and Small Enterprise Trade-Led Growth Project of USAID/Brazil | Brazil | Snodgrass/Magill/Chartock | Ongoing | | Evaluability study completed and posted on microLINKS. Field implementation underway. |
| PROFIT Zambia Impact Assessment: Terms of Reference for Local Research Partner | Zambia | Woller, Snodgrass | Apr-06 | Jun-06 | Completed and posted on microLINKS. |
| Profit Zambia Research Plan | Zambia | Snodgrass, Woller | Jul-06 | Jul-06 | Completed and posted on microLINKS. |
| Profit Zambia Baseline Report | Zambia | Woller, Snodgrass | Feb-7 | Apr-07 | Completed and posted on microLINKS. |
| Methodological Issues in Conducting Impact Assessments of Private Sector Development Programs | Global | Creevey | Aug-06 | Sept-06 | Completed and awaiting publication on microLINKS. This document is a contribution to the Impact Assessment Primer Series. (Publication #2) |
| Assessing the Impact of New Generation Private Sector Development Programs | Global | Snodgrass | Aug-06 | Sept-06 | Completed and awaiting publication on microLINKS. This is the first document in the Impact Assessment Primer Series. (Publication #1) |
| Collecting and Using Data for Impact Assessment | Global | Creevey | Oct-06 | Oct-06 | Completed and awaiting publication on microLINKS. This is a contribution to the Impact Assessment Primer Series. (Publication #3) |
| Evaluability Assessment, First Step in Assessing Impacts | Global | Dunn | Oct-06 | | First draft in process. This is a contribution to the Impact Assessment Primer |

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| | | | | | Series. |
| Developing A Causal Model for PSD Programs | Global | Woller, Downing | Nov-06 | | Completed and awaiting publication on microLINKS. This is a contribution to the Impact Assessment Primer Series. (Publication # 4) |
| Impact Assessment Methodology (Primer) Series | Global | Woller | Ongoing | N/A | Restructured as an integrated series of 10-12 short papers. Four articles completed, one draft under revision, and annotated outlines of others also completed. |
| Impact Assessment Contest | Global | Chartock | Ongoing | Feb-07 | Component D-sponsored impact assessment contest has been held and awards were presented at an event held in Washington, DC in February 2007. |
| (POTENTIAL) IA Action Research Synthesis Paper | Global | Snodgrass/Woller | On hold | N/A | Need to discuss at next Component D Meeting. |
| COMPONENT F: Training | | | | | |
| IA workshop for June 2006 EGAT Training | US | Snodgrass/Northrip | Jun-06 | Oct-05 | Synopsis completed Oct 05; IA not covered in final course. |
| COMPONENT G: Short-term Technical Services | | | | | |
| Microenterprises and Competitiveness Study | US | Ernst/Krivoshlykova | Sep-04 | Sep-04 | Completed |
| Namibia garment sector assessment | Namibia | Oppenheim | Jul-04 | Jul-04 | Completed |
| Informality Study | Global | Welsh, Gamser, Hastings | Apr-05 | Apr-05 | Completed |
| COMPONENT H: Knowledge Management | | | | | |
| Private Sector Development Impact Assessment – Briefing Paper | US | DAI | N/A | Mar-07 | Completed and distributed at the workshop in Cambodia in March 2007. |

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| Conducting Global Market Analysis – Briefing Paper | US | DAI | N/A | | Draft completed and submitted to the CTO for comments. |
| Selecting Sectors – Briefing Paper | US | DAI | N/A | | Draft completed and submitted to the CTO for comments. |
| The Role of Market Intermediaries/Middlemen – Briefing Paper | US | DAI | N/A | | Draft completed and submitted to the CTO for comments. |
| AMAP BDS Retreat/Knowledge Sharing Event | US | all contractors | Jan-05 | Jan-05 | Completed |
| AMAP BDS Breakfast Series - Presentations and Participation | US | all contractors | Ongoing | N/A | Three workshops led by DAI through November |
| Chairmanship of Meetings for Components B&D | US | Goldmark/Woller | Ongoing | N/A | Ongoing |
| Participation in Meetings for Components A&C | US | all contractors | Ongoing | N/A | Ongoing |
| Presentation of Microenterprises and Competitiveness Study to IADB Conference | Ecuador | Ernst | Oct-04 | Oct-04 | Completed |
| Presentation of Informality Study to OECD Poverty Committee | Sweden | Welch, Gamser | Mar-05 | Mar-05 | Completed |
| Presentation of Informality Study to Donor Conference on Biz Env. | Egypt | Welch | Dec-05 | Dec-05 | Completed |
| Presentation on IA to EGAT | US | Snodgrass, Dunn, Northrip | Feb-05 | Feb-05 | Completed |
| Presentation on IA at IFC Conference | US | Snodgrass, Dunn, Downing | May-05 | May-05 | Completed |
| IA Presentation: Energy/Infrastructure Office | US | Northrip | Apr-05 | Apr-05 | Completed |
| Presentation of Ag paper: IADB Conference | Bolivia | Goldmark | Oct-05 | Oct-05 | Completed |
| Workshop on IA for Rural and Ag Finance EGAT Training Course | US | Northrip | Apr-05 | Apr-05 | Completed |

4. Activity Descriptions, Lessons Learned, and Recommendations

AMAP BDS Knowledge & Practice Task Order - DAI

| Topic | Brief description of topic | Lessons Learned | Recommendations on Scope, Future Directions, and required Expertise |
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| Component A: | | | |
| Literature review and concept paper “Understanding MSE Behavior” (final deliverable) | This research aims to analyze how micro and small firms are able to grow. It includes an in depth literature review and sharing of findings. | Production of this deliverable started with an extensive literature review of the subject. This built a strong foundation for the paper so that it could build squarely on what has come before. | The project should find ways to disseminate this paper and its findings more widely. We will look into opportunities to publish it and present it for a wider audience as opportunities arise. |
| Myth of the Middleman Paper | This research analyzes the role of middlemen as a vertical linkage strategy for connecting MSEs to larger markets. | Writing has just begun. | We recommend limiting the scope to the role of middlemen, as opposed to the full range of vertical linkage strategies. |
| Component B: | | | |
| Market Assessment Guide / Sector Selection Paper | This is a paper for USAID mission staff and practitioners that illustrates what tools are available to use in selecting sectors, how to use them, and in which circumstances they can be useful. | We learned from the earlier stocktaking deliverable that mission staff are very interested in learning about sector selection tools. | We recommend that some sort of visual illustration of the sector selection process be created after the paper is written. |
| Global Handicrafts Study | This paper assessed the global market for handicrafts, as a precursor to analyzing the potential market positioning for Haitian handicraft value chains. | Pithy video presentation appealed strongly to practitioner and USAID audience. Strong interest in global market studies to inform VC interventions in other USAID countries. | Component Manager recommends preparing a deliverable that presents the methodology for conducting global market studies, once both the Haiti and Tanzania efforts are complete. |
| Brazil Sector Selection Historical Review | Presented the sector selection process employed on USAID Brazil’s Trade-Led Growth Initiative. | Sector selection process is iterative. | Examples from Brazil should be used as case studies in the Sector Selection paper. |
| Tanzania Global Horticulture Market Study | Using a methodology similar to that employed in Haiti, this deliverable will assess the global market for high value horticultural products being produced in Tanzania. | Work began very recently. | Component Manager recommends preparing a deliverable that presents the methodology for conducting global market studies, once both the Haiti and Tanzania efforts are complete. |
| Dissemination of all project deliverables | | | Component B Manager recommends improving the process of deliverables dissemination though allocating flexible resources for disseminating deliverables or producing new iterations for dissemination |

when the opportunity arises. Is it also suggested to look for new dissemination opportunities, such as conferences sponsored by other organizations outside USAID.

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| | | | <p>when the opportunity arises. Is it also suggested to look for new dissemination opportunities, such as conferences sponsored by other organizations outside USAID.</p> |
| <p>Component C:</p> | | | |
| <p><i>Trade, MSEs and Global Value Chains</i> (Final deliverable)</p> | <p>This research analyzes how micro and small enterprises (MSEs) can be successfully integrated into value chains in the context of larger, trade-focused private sector development programs.</p> | <p>As this paper was the first in a series of papers, which was designed to appeal to an audience crossing over into related but separate technical areas, it offered DAI some lessons learned on the process of developing such a paper. In particular, it taught us how to best collect valuable information from expert opinion interviews and use that information to help craft a meaningful paper and how to get a team of consultants to use the same framework.</p> | <p>This paper should be distributed more widely to fully capitalize on the learning that has taken place. DAI will look for opportunities to do so.</p> |
| <p><i>Competitive Strategies for MSEs: From Seeds to Supermarket Shelves</i> (Final deliverable)</p> | <p>This research analyzes how MSEs have been successfully integrated into value chains in the context of larger agribusiness development programs</p> | | <p>This paper should be distributed more widely to fully capitalize on the learning that has taken place. DAI will look for opportunities to do so.</p> |
| <p><i>AIDS-affected MSEs in Productive Markets</i> (Final deliverable)</p> | <p>This research activity identifies promising strategies for incorporating and keeping HIV/AIDS-affected individuals and MSEs in productive value chains.</p> | | |
| <p>Component D:</p> | | | |

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| Review of Donor Sponsored MSE Programs (intermediate deliverable) | This Inventory of Programs allowed the researchers to specify the range of interventions used to promote MSE development and categorize the most important approaches. Defining what MSE development programs attempt to do and how they attempt to do it is the first step in impact assessment. | Through this exercise we were able to better understand the varied approaches to MSE programming. This was helpful in building a conceptual framework for the determinants of impact for enterprise development programming. The conceptual framework outlined three types of interventions: those aimed at increasing the amount of demand for goods, those which try to improve the enabling environment and those which try to improve the supply response to demand. | |
| Paper outlining analytical model and conceptual framework (final) | This activity constructs a conceptual framework and analytical model for impact assessment on a broad range of private sector interventions, building on previous work done by USAID. | Through a thorough review process, it was decided to split this activity into two separate papers: <ul style="list-style-type: none"> • <i>The New Generation of Private Sector Development Programming: The Emerging Path to Economic Growth with Poverty Reduction</i> • <i>Conceptual Framework for Impact Assessment of PSD Programs</i> | The first paper of the two was completed and approved in February 2006. We also completed two different drafts of the second paper. We recommend that the second paper be written up in a 10 page brief which will be incorporated into an introductory chapter for the methodology paper as discussed in the February 2006 Component D meeting. |
| Workshop to discuss conceptual framework and proposed revisions to research plan (intermediate) | A workshop will be held to discuss the proposed conceptual framework for impact assessment of enterprise development programs. The conceptual framework and analytical model will serve as the foundation on which all of the impact assessment work will be based. The workshop will serve as an opportunity to obtain critical input and buy-in from key stakeholders. Selected USAID staff, all AMAP contractors, and individual experts will be invited to participate and provide feedback. | We held multiple workshops and presentations including: <ul style="list-style-type: none"> - EGAT management team - IFC Evaluation conference - USAID Energy and Infrastructure Group - USAID Rural and Agricultural Finance Project. <p>What we learned from those experiences is that there is significant interest in impact assessment both across donors and within USAID.</p> | We recommend that senior USAID management be targeted with messages on the importance of impact assessment as impact assessment is much more likely to be implemented if mandated from above. |
| Quasi-experimental Studies Country Selection Process | A country and project selection process to conduct an in-depth impact assessment of at least one PSD development project that | We learned that the Brazil Trade-Led Growth project was not the ideal one for a quasi-experimental impact assessment | While not the original intention, the scale and cost of the IA approach in Brazil reflects the limited resources with which |

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| | incorporates value chain programming. | (because of project size and duration). Instead we piloted a scaled down impact assessment methodology there and switched the full scale impact assessment to Zambia PROFIT. | many projects must contend. Kenya and Zambia may reflect the “gold standard” for IA of PSD programs, but it may be useful to continue exploring scaled-down approaches to impact assessment. |
| Impact Assessment Methodology Series | This series of articles is designed to explain the mechanics of rigorous impact assessment. | Redesigned as a series of short articles to better reach the CTO target audience. | |
| New Generation of PSD Programming: The Emerging Path to Economic Growth with Poverty Reduction | This paper presented a contemporary approach to private sector development programming, focused on strengthening Value Chains. Such projects match supply response capacity to market demand, while working to improve the enabling environment. | Paper initially had a broader scope, but was divided into two pieces to heighten receptivity of the intended USAID programming audience. | Trainings could be done to disseminate this model. |
| Conceptual Framework for Impact Assessment of PSD Programs | This paper presents a conceptual framework for assessing the impact of USAID’s full range of PSD projects. | Paper initially had a broader scope, but was divided into two pieces to heighten receptivity of the intended USAID programming audience. Conceptual Framework was eventually further condensed into the introductory paper in the methodology series. | An improved dissemination for the methodology series should be developed. |
| Evaluability Assessment of Zambia PROFIT | Assessed whether a meaningful impact assessment of PROFIT activities could be conducted, and developed the project’s causal model. | This effort helped us define best practices in evaluability assessments, and resulted in a short but useful deliverable that appropriately orients practitioners and donor programmers. | |
| Evaluability Assessment of the USAID Brazil Trade-Led Growth project | Assessed whether a meaningful impact assessment of USAID Brazil Trade-Led Growth project activities could be conducted, and developed the project’s causal model. | This effort helped us to understand some of the circumstances when a full fledged impact assessment might not be warranted. Additionally, it led us to develop a qualitative research based low cost impact assessment methodology. | Qualitative research is a useful tool but should be paired with quantitative research as much as possible. |
| Assessing the Impact of the USAID Brazil Trade-Led Growth project-baseline report | This report analyzed the findings from the qualitative baseline research. | Posted to MicroLinks as an example for practitioners, particularly those interested in qualitative research. | As project is being extended, explore whether follow-up survey could be similarly extended, to maximize time in which impact could occur. |
| PROFIT Zambia Research Plan | Presented the in-depth methodology to be followed in the IA of Zambia PROFIT, a | Posted to MicroLinks as an example for practitioners | |

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| | quasi-experimental study. | | |
| IA Primer Series | <p>Primer will cover 6 topics including:</p> <ul style="list-style-type: none"> -Assessing the Impact of New Generation Private Sector Development Programs -Collecting and Using Data for Impact Assessment -Evaluability Assessment, First Step in Assessing Impacts -Developing A Causal Model for PSD Programs | Responds to audience demand for shorter papers and tangible, practical advice. | Need to develop a better dissemination strategy. IA contest is first step in this direction. |

