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PUNJAB ENABLING ENVIRONMENT PROJECT (PEEP)

FINAL REPORT

March 13, 2021

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Cover photo: Collage of photos signifying PEEP's interventions in subsectors of agriculture during the life of project. (Credit: USAID PEEP)

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ACRONYMS

ADP	Annual Development Program
ADU	Agriculture Delivery Unit
BARI	Barani Agriculture Research Institute
BEE	Business Enabling Environment
BOO	Build Own Operate
CAG	Core Advocacy Group
CAPRIL	Center for Applied Policy Research in Livestock
CEFORT	Centre of Excellence for Olive Research and Training
CEO	Chief Executive Officer
COP	Chief of Party
CMC	Collateral Management Company
COR	Contracting Officer's Representative
DGKCCI	Dera Ghazi Khan Chamber of Commerce and Industry
DO	Development Objective
DPP	Department of Plant Protection
EDF	Environmental Documentation Form
EMFP	Establishment of Model Farms Project
EMMP	Environmental Mitigation and Monitoring Plan
ERR	Environmental Review Report
FAQ	Frequently Asked Questions
FGD	Focus Group Discussion
FMD	Foot and Mouth Disease
FTE	Full Time Equivalent
GoPb	Government of Punjab
HICD	Human and Institutional Capacity Development
HRC	Halal Research Council
IEE	Initial Environmental Examination
LBSA	Livestock Breeding Services Authority
LDCMMC	Lahore Division Cattle Market Management Company
LDU	Livestock Delivery Unit
L&DDD	Livestock and Dairy Development Department
MCCI	Multan Chamber of Commerce and Industry
MFB	Microfinance Bank
MGS	Matching Grants Scheme
MLTS	Mobile Livestock Training Schools
MTBF	Mid Term Budgetary Framework

MTDF	Mid Term Development Framework
M&E	Monitoring and Evaluation
NRSP	National Rural Support Program
OCA	Organizational Capacity Assessment
ODG	Olive Development Group
OF	Olive Foundation
ORIC	Offices of Research, Innovation and Commercialization
PC-I	Project Cycle I
PAC	Pakistan Agriculture Coalition
PAD	Punjab Agriculture Department
PAMRA	Punjab Agriculture Marketing Regulatory Authority Act
PARB	Punjab Agriculture Research Board
PCCDC	Pakistan Cold Chain Development Cooperation
PEEP	Punjab Enabling Environment Project
PFA	Punjab Food Authority
PFD	Punjab Food Department
PHDA	Punjab Halal Development Agency
PLBA	Punjab Livestock Breeding Authority
PMAS AAUR	Pir Mehr Ali Shah Arid Agriculture University
PNAC	Pakistan National Accreditation Council
PPE	Personal Protective Equipment
PPP	Public-Private Partnerships
PSI	Private Sector Investment
PSU	Policy and Strategy Unit
R&D	Research and Development
RFP	Request for Proposal
SALCO	Sialkot Agriculture and Livestock Company
SCBS	Sahiwal Cattle Breeders Society
SCCI	Sialkot Chamber of Commerce and Industry
SECP	Security and Exchange Commission of Pakistan
SLCCI	Sahiwal Chamber of Commerce and Industry
SME	Small and Medium Enterprise
SOP	Standard Operating Procedures
SOW	Scope of Work
SPS	Sanitary and Phytosanitary
SP-PSEF	South Punjab- Private Sector Engagement Forum
SPU	Semen Production Unit
TAS	Transaction Advisory Services
USAID	United States Agency for International Development
USG	United States Government
UVAS	University of Veterinary and Animal Sciences

WEINSPIRE	Women Empowerment in South Punjab Through Investment in Rural Economy
WINDS	Women Investment in Networks of Dairy Sector
WCCIB	Women of Chamber of Commerce and Industry Bahawalpur
WRC	Women Resource Center
WRS	Warehouse Receipt System

EXECUTIVE SUMMARY

USAID Punjab Enabling Environment Project (PEEP) is a 7-year \$18.48 million program designed to develop an environment that will provide support to businesses through policy and regulatory reforms, improved infrastructure and institutions to improve the enabling environment for the agriculture sector in the province, and to promote private sector led growth, with a focus on the horticulture and dairy and livestock sub-sectors.

To achieve the project's goal, PEEP:

1. Accelerated advocacy for policy, regulatory and institutional reforms through the private sector, leading to early adoption, approval and implementation of the reforms.
2. Supported institutional capacity building to sustain reforms.
3. Mobilized private sector investments in horticulture, livestock and dairy projects through improvement in the business enabling environment.

PEEP proceeded to implement the project working through three component teams each focused on its respective subobjectives. Specifically, component one, led by the Business Enabling Environment (BEE) specialist, focused on advocacy for private sector lead policy development, reform, and implementation. The Component's work at the beginning of the project focused on bringing a diverse range of stakeholders together from the private and public sector, and academia through a series of Core Advocacy Groups (CAG) and round tables focused on horticulture, livestock, and dairy. These consultative engagements identified key obstacles and constraints, and work collaboratively in finding solutions, laying the foundation for the component's work in the middle and latter stages of the project, where it primary focused on policy modification, development and enactment. Key results from component one included the formation and capacity building for implementation of the Punjab Agriculture Department's first ever Agriculture Policy, the formation and capacity building for implementation of the Punjab Livestock and Dairy Development Department's (L&DDD) first every Livestock Policy, and the development of olive sector in Punjab through establishment of the Olive Development Group (ODG), Center of Excellence for Olive Research and Training (CEFORT) and Olive Foundation resulting in \$49 million in Private Sector Investment (PSI) and the creation of 6,600 jobs.

Component two, led by the Human and Institutional Capacity Development (HICD) specialist, worked to enact the policies and solutions found as a result of consultative stakeholder engagement, via component 1, and provide technical assistance to build the skill sets and capacity of the public sector and non-governmental institutions to implement and sustain key reforms. Specifically, component two provided support to the Punjab Halal Development Agency (PHDA) in acquiring accreditation, and the institutional capacity to subsequently certify 61 companies, and training 1,586 butchers and 114 abattoirs on halal slaughtering standards and practices. The component provided a grant and technical assistance for the establishment of Center for Applied Policy and Research in Livestock Studies (CAPRIL), providing an interface between academia and the private sector to identify key areas for applied research and policy reform. To date, CAPRIL has completed 18 studies including one on adaptability of the Holstein cow in Punjab, leading to the importation of more than 12,000 animals and \$37 million in PSI. The component also provided institutional and capacity development to stakeholders to ensure rural small-

holders and female livestock farmers were afforded training to facilitate economic growth and livelihoods opportunities, included support to the Livestock Breeding Services Authority (LBSA) which resulted in the training of over 66,753 rural farmers. Component 2 also developed the Women Investment in Networks of Dairy Sector (WINDS) program which supported the integration of small holders into milk value chain through the training of 190-woman dairy farmers and 16 milk traders and the provision of grant for 4 motorcycle-mounted milk chillers. Finally, the WEinSPIRE Bahawalpur Dera Ghazi Khan activities supported 2,770 women involved in livestock farming through technical animal husbandry and business trainings and linking them with micro-finance institutions to sustain and grow their businesses.

Lastly, Component three, led by the Investment Promotion Specialist, helped to link the private sector with policy development reforms and buy down risk to unexplored opportunities with the objective of accelerating the spreading of sustainable economic growth. Key results under component three included the provision of Transaction Advisory Services (TAS) to NRSP Microfinance Bank for the development of a livestock lending portfolio to smallholder livestock farmers resulting in 361,778 loans disbursed totaling Rs. 14.56 billion. The component also facilitated a series of matching grants and technical assistance to the private sector for innovative investments in milk pasteurization, olive cultivation, extraction and processing, paving the way for future investment in the sector.

USAID PEEP's design and implementation have focused on building the capacity of stakeholders for long-term sustainability and success as a fundamental objective. Each intervention was aimed to create self-reliance and fosters stable, resilient, and a prosperous Punjab. As a result of PEEP, positive, tangible and lasting improvements in Punjab's enabling environment has been made. Key contributions including the 31 policies analyzed, drafted, or revised have been conducted, and the completion of 63 position papers and feasibility studies published. The project was able to improve the capacity of 18 organizations, and support 43,693 individuals with new or better employment. PEEP completed established 26 TASs in targeted subsectors for businesses to facilitate and accelerate the private sector's interest and investment in opportunities arising from the policy and regulatory reforms., and across all three components implemented activities resulting in \$243.7 million in PSI and the creation of 16,276 jobs. USAID PEEP has created a legacy of improved capacity and longer-term sustainability for with partners and beneficiaries it has worked with, delivering real development impact and, public and private sector collaboration focused on economic growth.

PROJECT BACKGROUND

Agriculture investments in Punjab, an area long considered the breadbasket of Pakistan, typically result in high returns and generate employment opportunities in rural areas. These investments have the potential to reduce rural-urban migration and can effectively reduce rural poverty. Investment increases when a strong business enabling environment (BEE) streamlines business operations, contributing to regional economic growth. Capitalizing on this premise, in 2014, USAID launched the Punjab Enabling Environment Project (PEEP), a \$18.48 million, seven-year effort to assist the Punjab government in improving the business environment for the horticulture, livestock, and dairy subsectors. PEEP's interventions support policy and regulatory reforms through private sector-led advocacy. These reforms aim to spur new investments and employment opportunities in the targeted sub-sectors. After successfully completing five years, PEEP received a two-year costed extension to March 13, 2021.

Agriculture remains the mainstay of Pakistan's economy. With an estimated population of more than 212 million people, Punjab is the largest contributing province to the agriculture sector in Pakistan. It contributes 29 percent of the country's total agricultural products; 57 percent of the total cultivated land and 69 percent of the total cropped land of Pakistan.¹ Within Punjab, agriculture remains the major contributor to the provincial economy, accounting for over 20 percent of gross domestic product (GDP), providing employment for 44 percent of the workforce, and providing a major source of livelihood for the poor. Punjab's contribution to the national agricultural economy is evident from its output: it produces 83 percent of the country's cotton and wheat, 97 percent of the country's fine aromatic rice, 63 percent of its sugarcane, and 51 percent of its maize. Agriculture is a force multiplier in Pakistan's economy because it amplifies its direct contribution to the economic growth by creating a market for input and service suppliers while supplying raw materials to the industry. About 80 percent of the country's foreign exchange originates from agriculture, and Punjab contributes over 60 percent of this figure. Agriculture is the most important source of income for the rural poor in Pakistan and for Punjab in particular.

Agriculture enjoys immense economic significance, yet its full potential has not been reached in the country and in the province. It is well-established fact that creating enabling environment, spurring investments, creating employment and increasing incomes in the agriculture sector will have a wide-ranging positive impact to the overall economy. Enhancing agricultural growth results in more than proportionate increase in household income compared to growth in other sectors.

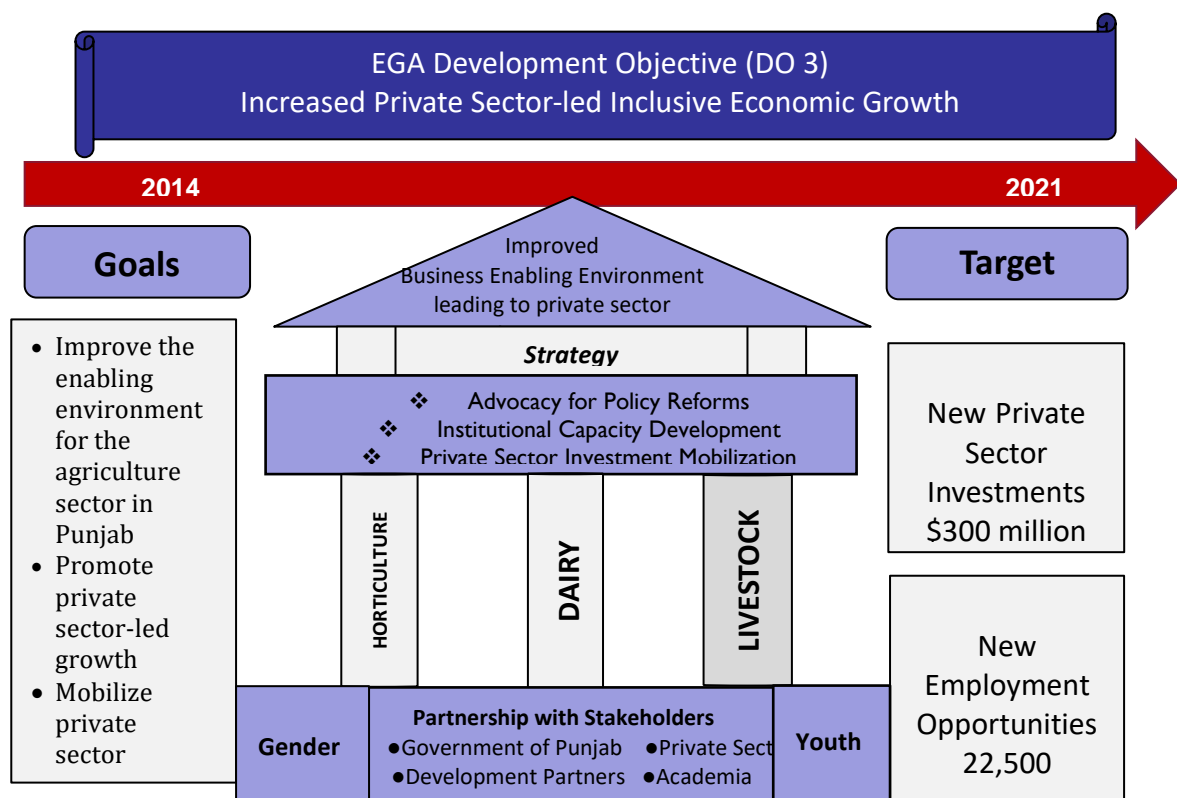
With the passage of the 18th Amendment in the Constitution, the Pakistan government devolved authorities of the Federal Ministry of Agriculture and the provinces become autonomous in setting policies, development priorities, and budgets. A conducive and enabling environment provides support to businesses through policy and regulatory reforms, improved infrastructure, and strengthened institutions. Therefore, there is a need to ensure optimal and effective policy administration and implementation to maximize economic benefits and provide a level playing field for growth and development in agriculture.

¹ Government of the Punjab. (2020). Agriculture Overview. <http://www.agripunjab.gov.pk/overview%20new>

During the last seven years, PEEP continued its policy advocacy efforts along with human and institutional capacity building of public and private sector organizations in Punjab leading to private sector engagement and investment.

Program description. USAID awarded the PEEP Contract No. AID-391-C-14-0002 to Chemonics on March 14, 2014. Over the past seven years, PEEP successfully worked in partnership with the Punjab government, public and private sectors, academia, and civil society organizations to create a conducive environment for growing the horticulture, livestock, and dairy subsectors in Punjab. PEEP efforts helped create the enabling environment through acceleration of private sector led advocacy, institutional capacity building of public and private sector organizations, and mobilization of private sector investments.

PEEP activities contribute towards USAID Pakistan’s DO 3: “Increased Private Sector-led Inclusive Economic Growth.”



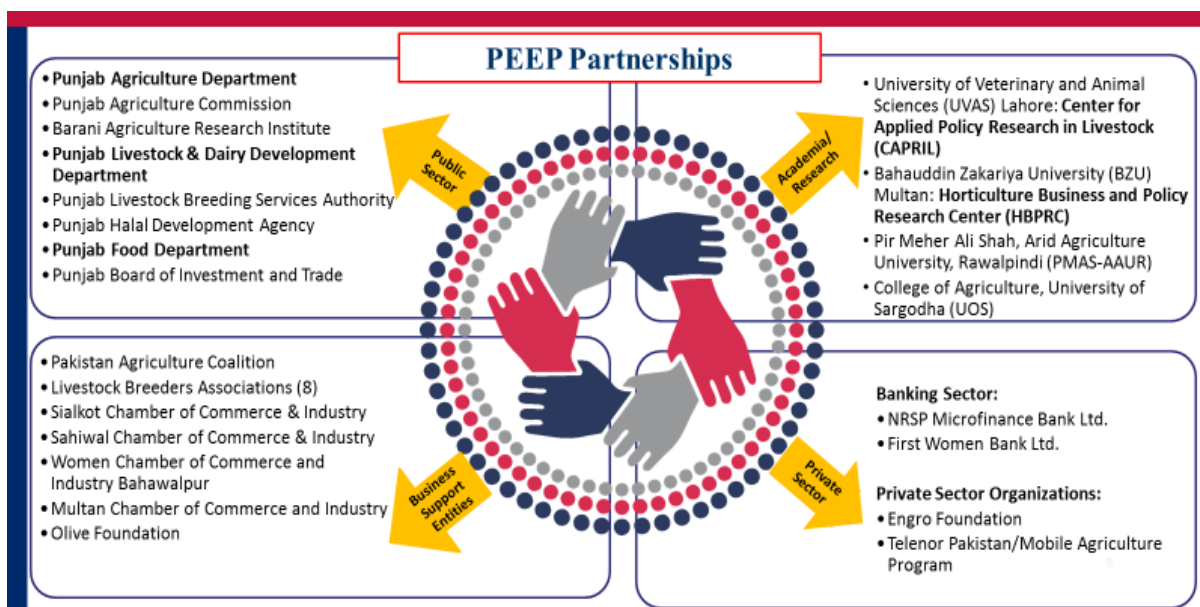
The targets for year 1 to year 5 were to leverage \$180 million in PSI, and to create 15,000 jobs. With an extension awarded for an additional two years, extending the project through March 13, 2021, PEEP’s modified life-of-project goal for these indicators were included to leverage a total of \$300 million in private sector investment and create 22,500 jobs in seven years.

The project objective, addressed through the following three components, is to leverage private sector investment through BEE reforms and institutional capacity building of related stakeholders.

1. **Component I:** Accelerate advocacy for policy, and regulatory and institutional reforms through the private sector, leading to early adoption, approval, and implementation of the reforms

2. **Component 2:** Support institutional capacity building to sustain reforms
3. **Component 3:** Mobilize private sector investments in horticulture, livestock, and dairy projects through improvement in the BEE

Program approach. Over the past seven years, PEEP has mobilized private sector investments and job creation opportunities in Punjab through improving the business enabling environment in the agriculture and livestock sectors. It adopted a partnership approach with public and private partners, academia, and sector stakeholders to create a combined resources and knowledge base that catalyzed PEEP results. This partnership approach has been PEEP’s greatest strength. It has enabled PEEP to develop rapport with numerous stakeholders from diverse organizations. A snapshot of successful partnerships PEEP forged during the last seven years is given below:



PERFORMANCE MANAGEMENT SECTION

COMPONENT I: PRIVATE SECTOR-LED ADVOCACY FOR POLICY REFORMS SUMMARY

Component I set out to improve the business enabling environment by accelerating advocacy for policy, regulatory, and institutional reforms based largely on input from the private sector. Program activities entail establishing core advocacy groups by involving civil society and the private sector to collectively identify and then advocate for drafting and implementing initiatives to improve the business environment. Activities under Component I mobilized private sector investments through reforms that responded to private sector needs, leading to early adoption and implementation of reforms.

During Year I, Component I devoted extensive efforts to building rapport with potential stakeholders, which was essential for the project to achieve results for accelerating advocacy. It laid the essential foundation for PEEP to engage with the Punjab government and the private sector in the targeted subsectors to achieve its goal of initiating a constructive policy dialogue leading to early adoption and implementation of policy reforms.

During the project life, Component I successfully worked in partnership with the Punjab government, public and private sectors, academia, and civil society organizations to create conducive environment for growing the horticulture, livestock, and dairy subsectors. PEEP's efforts helped in creating the enabling environment through accelerating private sector-led advocacy, institutional capacity building of public and private sector organizations and mobilization of private sector investments.

Core Advocacy Groups: Horticulture, Livestock, and Dairy

In Year I, PEEP formed three core advocacy groups (CAGs) in the livestock, dairy, and horticulture subsectors to provide leadership in advocacy for policy reform to create a business enabling environment that is conducive to private sector investment. Members of the CAGs included representatives from government, academia, sector associations, producers, processors, exporters, service providers, and public support agencies. During the life of the project, three CAGs held 16 meetings. CAGs were instrumental in identifying sub-sector issues with common consensus. PEEP played a pivotal role in finding relevant members for the group with strong professional backgrounds in the agriculture sector, for compiling recommendations to share with the government, and for modifying policies to ensure effective functioning of the sector.

The CAGs and their subsequent task teams held seven meetings during project implementation. PEEP also held issue-specific advocacy roundtables and panel meetings to identify policy goals and objectives for prioritizing private sector issues and reform needs in the agriculture sector. The meetings backed the CAGs' findings and pushed forward the advocacy agenda to the government.

Core Advocacy Group for Horticulture

The CAG for the horticulture sub-sector held three meetings in Year I and two task team meetings to deliberate on reform issues in the horticulture sector. The CAG resolved to advance enactment and early adoption of the proposed Punjab Agriculture Produce Marketing (Development and Modernization) Act of 2010 as well as approving and adopting the Horticulture Policy in Punjab. The CAG meeting of the horticulture subsector met in October, November, and December of 2014 and resolved on the following steps:

After assessment and evaluation of fruit and vegetable market needs (mandis) established by the government, the group resolved to adopt a goal-oriented approach to identify laws and policies that require an improved regulatory framework in the horticulture sector and proposed a pilot-testing of reforms in one of the selected fruits and vegetable markets by the private sector in Punjab.



CAG members discuss horticulture sector reforms.

A discussion on enacting the Punjab Agriculture Produce Marketing (Development and Modernization) Act and approving and implementing the Horticulture Policy in Punjab led to the CAG forming a task team of six members to work on the proposed act and suggest recommendations for an improved marketing regime in the province for horticulture produce.

The task team reviewed the existing agricultural produce marketing system in Punjab within the context of the Agriculture Produce Marketing Law. The task team decided on exploring market/business models for the marketing of agricultural produce. The task team then reviewed the draft Horticulture Policy document and suggested improvements for consideration of CAG to develop follow-up actions to be undertaken.

While deliberating on the task teams' recommendations, the CAG resolved to develop an advocacy strategy for advancing horticulture reforms, particularly to augment implementation of the act by developing subsidiary rules and bylaws to enhance the functioning of fruit and vegetable markets. The CAG members decided that, to improve functioning of the fruit and vegetable markets, it was imperative to increase transparency of auctioning in the markets, improve infrastructure and facilities available in the markets, and simultaneously adopt product, packaging, and grading standards.

In the CAG's fourth meeting in June 2015, members agreed that PEEP would facilitate demand-based product standards for important horticulture product lines in Punjab to promote sale of standard quality graded products. The CAG recommended that effort be put in establishing a reformed supply chain enabling a conducive business environment for

value chain participants, particularly growers in the Punjab province. Participants of the meeting urged PEEP to devise a strategy for adopting best practices in the wholesale marketing regime with a policy implementation support package to enable private sector investments towards establishing modern wholesale markets along with allied infrastructure and systems.

Reform agenda through policy and strategy unit. The Horticulture CAG developed the Agriculture Sector Plan, which was later sustained by the Agriculture Delivery Unit (ADU). The Horticulture CAG December 2015 meeting, led by a team of PEEP consultants at the PEEP-established Policy and Strategy Unit (PSU) at the Punjab Agriculture Department (PAD), apprised members on advocacy efforts undertaken for implementing the Punjab Agriculture Sector Plan 2015 and the Olive Valley Project. As a consequence of the CAG deliberations, PEEP embarked upon a comprehensive support plan for olive sector

development in Punjab through an integrated Olive Development Strategy in collaboration with the Punjab Agriculture Department, and stakeholders to olive sector development in Punjab. PEEP efforts culminated in establishing the Olive Development Group (ODG), which in turn spearheaded olive sector reform implementation programs



Farmer in Chakwal holds freshly picked olive fruit.

and initiatives to improve the business environment for the olive sector. The ODG held 12 meetings chaired by the Secretary Agriculture Department resulting in several initiatives such as establishing the Centre of Excellence for Olive Resources and Training (CEFORT), approving olive nursery standards, and adopting olive oil standards. To date, more than 1.2 million saplings have been planted in Punjab while CEFORT implemented USAID PEEP's grant for establishing a separate building. The National Olive Festival has become a regular and sustainable congregation of olive sector stakeholders in the olive sector.

Core Advocacy Group for Livestock

The Livestock CAG held two key meetings in October and November 2014 to review the Punjab livestock sector and identify a potential reform agenda to spur investment in the sector. The group also identified key challenges facing the supply chain of meat and discussed the unavailability of updated livestock statistics, the prevalence of livestock diseases, and the illegal slaughtering of young and female animals. The CAG decided that the priority areas to address for reform with the Punjab government were implementing livestock market reforms, improving the supply chain for meat through promoting feedlot fattening, and revising the Punjab Quality Meat and Slaughter Regulation Act 2013. As a result of livestock CAG's efforts, the Punjab Quality Meat and Slaughter Regulation Act was enacted in 2016.



Livestock CAG member participates in question-and-answer session.

Meat sector reforms. The livestock CAG reviewed laws pertaining to regularizing the livestock sector in June 2015, identified a potential reform agenda to improve the enabling environment in the sector, and reviewed progress the government made towards implementing Cattle Market Reforms and Punjab Quality Meat and Slaughter Regulatory Act 2013. The Cattle Market Reforms Act was being implemented through the Divisional Cattle Market Management Companies, while the Punjab Quality Meat and Slaughter Regulation Act 2013 was amended. Due to advocacy efforts of the CAG, an amended law was approved by the provincial assembly to enact Punjab Animal Slaughter Control Act 2016. The approval of Punjab Animal Slaughter Control Act 2016 led to improvement of animal slaughtering facilities in the province.

Furthermore, the livestock CAG formed a task team to discuss the production potential of the meat sector and measures required to facilitate meat export. Task

team participants including feedlot fattening farmers, slaughter-house managers, exporters, and representatives from the feedlot farmers' associations and academia met in March 2016. Based on discussions on the availability of quality animals for meat production, disease-free environment for rearing meat animals, disease incidence, and the prevalence of foot and mouth disease (FMD) in current meat processing facilities, the task team recommended that the government and relevant stakeholders needed to support livestock feedlot fattening by providing soft loans to farmers for purchasing and feeding farm animals to enhance productivity. The task team also recommended that financial institutions should develop credit facilities to establish chilling and freezing units for meat export and local market consumption. The CAG task team's recommendations paved the way for introducing financial products by leading financial institutions, including the National Rural Support Program (NRSP) Microfinance Bank. PEEP's transaction advisory support to the bank resulted in the bank introducing a portfolio of livestock specific products. The NRSP livestock portfolio improved access to women livestock farmers in Punjab to finance, resulting in credit disbursement of approximately Rs. 14 billion to date.

Silage production. The CAG formed a task team to identify issues faced by the commercial silage producer and propagator, the potential of silage production, and way forward to employ best global practices to mitigate fodder scarcity in Punjab. In March 2016, the team and participants including farmers, silage producers, milk processors, and members of

breeders' associations and academia, worked on devising policy guidelines to overcome fodder scarcity that was hampering productivity in the livestock sector. Several challenges emerged, such as fulfilling the feeding requirements of the livestock population of approximately 176



Task team members discuss silage production.

million animals, dependency on cropped fodder and crop residues resulting from limited plantation of fodder trees, the underdeveloped state of grazing lands, and low nutritive value of crop residues due to urea treatment. As a result, the government's focus increased on silage promotion initiatives, increased private sector investment towards silage production, including in baling technology, automatic choppers, and silage bunkers. PEEP advocacy also enabled capacity development of farmers through a series of training programs by Livestock and Dairy Development Department (L&DDD).

Livestock breeding. In February 2016, the livestock CAG deliberated the role and mandate of Livestock Breeders Associations including Sahiwal Cattle Breeders Society, Buffalo Breeders Association, and Pakistan Agriculture and Dairy Farmers Association in the implementation of the Punjab Livestock Breeding Act, 2014. The group also discussed PEEP's engagement with sector associations and the Punjab government. The meeting was attended by members of academia, dairy farmers and processors, service providers, and business associations. Specific to implementation and the registration of new associations as per Section 15 of the Punjab Livestock Breeding Act 2014, the following steps were outlined:

- Mandatory requirements to be followed by the associations as per the provisions of the act
- Role of associations in improving the genetic potential of livestock in Punjab
- Capacity building of the associations
- Facilitation to the associations for implementing the act



Pure bred Sahiwal cattle feeding on silage.

In light of the Punjab Livestock Breeding Act 2014, the current status of associations was assessed against the pre-conditions mentioned in the act, and it was revealed that they lacked the capacity of carrying out checks for recording the pedigree and performance of cattle. After thorough

deliberations, the task team recommended a technical review of the herd book formulation and its regular maintenance by Sahiwal Cattle Breeders Society under the project's grant and to validate the template of the herd book by conducting a workshop to seek stakeholders' input so that it can be regularly updated with data inputs on the pedigree and performance of cattle as required under the provisions of the Punjab Livestock Breeding Act 2014. To implement the recommendations, PEEP conducted several initiatives under its Human and Institutional Capacity Development (HICD) component (please see Component 2 for more detail).

Livestock semen production units. To explore the possibility of facilitating private semen production units (SPUs) in complying with new standards recently implemented by Punjab Livestock Breeding Authority (PLBA) established under the Punjab Livestock Breeding Act 2014, PEEP convened an issue panel meeting for private sector SPUs in August 2015. PLBA's set standards were discussed in relation to the current state of SPU facilities. It was determined that different levels of compliance for SPUs would be defined and a phase-wise enforcement of the standards would be enacted to assist private SPUs in meeting the standard operating procedures (SOPs). Advocacy efforts needed to be accelerated to revise the SOPs by considering the perspectives of all relevant stakeholders. Participants from the private sector exhibited a strong willingness to establish a private SPU association to safeguard their collective interests and support sector development. As a result, the SOPs applicable on SPUs were implemented and the undesired germplasm-carrying donor bulls were culled and removed from the herd. Additionally, true to breed cattle, buffalo and candidate donor bulls began being maintained. Certified semen is being propagated for productivity enhancement and is significantly spearheaded by the private sector.



Semen production equipment with SOPs being followed, stands ready for use.

Herd books for livestock. The livestock CAG initiated herd book finalization for breed improvement reforms by convening a panel meeting in March 2016 to form an implementation strategy for introducing herd books on leading commercial livestock breeds in Punjab. Mechanisms involved in maintaining livestock herd books were devised with the University of Veterinary and Animal Sciences (UVAS), representatives of breeders' associations, research and academic institutions, and farmers and traders. It was decided that, per the Punjab Livestock Breeding Act 2014, the following activities related to breed improvement for maintaining herd books will be undertaken by the breeders' association:

- Animal registration as per selection criteria of the breed along with the unique traceable number with sire and dam data entry
- Performance recording for identifying elite dams, and the income and expenditure on herd and individual cattle/buffalo basis

- Data recording for test mating for the genetic evaluation program of the cattle as bull mother for future donor bulls based on the heritability of significant economic traits

The work of the task team led PEEP to pursue several initiatives to develop a total of 10 herd books for Cholistani and Neeli Ravi cattle; Sahiwal buffalo; Nachi, Lohi, Beatle, Mundri sheep; and Nukri, Kajli, and Thalli goat breeds (please see Component 2 for more detail).

Core Advocacy Group for Dairy

PEEP constituted a dairy CAG to institute legislative reforms on the quality and safety of milk and devise new standards and regulations on breed improvement with the ultimate aim of encouraging private sector investment in the dairy sector. The dairy CAG held two meetings in total supplemented by two task team meetings.



Dairy CAG members discuss legislative reforms on milk standards.

The first dairy CAG meeting in October 2014 addressed issues pertaining to the dairy sector in Punjab including the fragmented production base, productivity gaps, missing market links, high input costs, lack of animal vaccination, and animal feed. Lack of reliable data and statistics related to the dairy sector was considered the most challenging issue faced in the reform process. It was resolved that as a next step the Punjab Pasteurized Milk Act (proposed) and the Punjab Livestock Breeding Services Authority will be given assistance in forming/revising standards and regulations to enable a business conducive environment for attracting investment in the dairy sub-sector.

The second dairy CAG meeting in December 2014 specifically addressed the above two reform actions. Challenges in the livestock breeding of Punjab were discussed, including the absence of pedigree and performance recording systems, inadequate quality of bulls, lack of quality semen and technicians, and weak regulatory regimes. The CAG members agreed that legislation to prevent unauthorized infiltration of semen from outside the Punjab province was essential to ensure quality breeding services.

The task team on the Punjab Pasteurized Milk Act met in January 2015 and reviewed prevailing pasteurization standards and the proposed implementation plan in Punjab. The draft document was revised and circulated among leading dairy processors in Punjab. After refining and incorporating the inputs, the document was shared with the Punjab Food Authority for approval and implementation.

Moreover, the dairy CAG met in August 2015 to discuss the draft Milk Pasteurization Law in which farmers, representatives of the breeder associations, milk processors, traders, and service providers participated. It was recommended for PEEP to facilitate a study on assessing the loose milk supply at Lahore city to estimate the status of quality and quantity

of milk supplied in Lahore to provide a basis for the milk pasteurization law. Following the recommendation, PEEP conducted a study on the loose milk supply in Lahore city through the Center for Applied Policy Research (CAPRIL) at UVAS. The findings were submitted to L&DDD and the Punjab Food Authority.

Roundtable Meetings

Under Component I, PEEP adopted a multi-pronged strategy to accelerate policy and legal reforms in the agriculture sector. PEEP's advocacy efforts endured for each of the reforms prioritized based on extensive consultation with private sector stakeholders and key policy makers and implementers in the public sector. Roundtable meetings were organized to stimulate structured discussions and create dialogue among the relevant stakeholders around specific policy issues. These meetings channeled private sector inputs to provide direction for PEEP's advocacy efforts with the Punjab government through CAGs. Through PEEP meetings with key government functionaries, the public decision-making spheres have been provided with the inputs that have been strategic, relevant, and based on evidence. The advocacy efforts were supplemented with technical assistance to the Punjab government and its allied agencies. The need and scope for the roundtable meetings, emanating from CAG deliberations, were focused on relevant policy issues and helped formulate policy response to the issues faced by the stakeholders.



Participants discuss agenda items during the USAID-supported roundtable meeting on meat exports.

Meat exports. The livestock CAG convened issue-specific roundtable meetings as an important component of the advocacy for reforms process for meat export. During Year I, PEEP made progress in advocacy and policy reforms by conducting four roundtable meetings, three for the livestock sector and one for the dairy sector. Key stakeholders ranging from government officials, academia, meat farmers, processors,

exporters, and technical services providers attended the roundtables.

In collaboration with UVAS, PEEP organized the first consultative stakeholders meeting on Punjab Livestock Breeding Act 2014 in June 2014. Stakeholders, including meat farmers, processors, exporters, and technical services providers, stressed the need for developing clear implementation procedures and a calendar of events for finalizing rules, regulations, and standards as laid down in different sections of the breeding act. The resoluteness achieved in due course of these meetings contributed towards the establishing a functional regulatory and implementing agency in the form of Punjab Breeding Services Authority, which was in compliance with the design and plan of the reform process. PEEP engaged with its stakeholders and relevant government officials including the Secretary of Livestock and Dairy Development Department and the Registrar of Authority and held the second consultative stakeholders meeting on enhancing meat exports in July 2014. It was decided that PEEP would work with stakeholders to resolve issues related to meat production and exports in Punjab, and relevant CAGs will be formed. In the third consultative stakeholders

meeting in August 2014, in collaboration with UVAS and L&DDD, PEEP updated Secretary of Livestock and Dairy Development Naseem Sadiq with the project's interventions to facilitate dialogue between private sector and government stakeholders. Focused roundtables on meat export helped to identify and advocate for drafting and implementing legislative reforms to improve the business environment in the targeted subsectors. The meetings provided an opportunity for dialogue between the Punjab government and the private sector stakeholders.

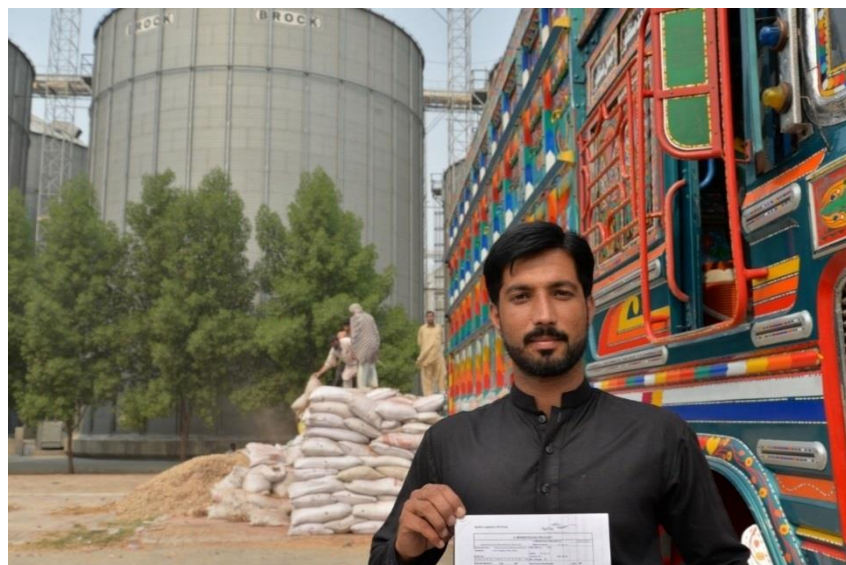
Warehouse receipt system (WRS). PEEP organized a roundtable meeting of public and private sector stakeholders to share the findings of PEEP's international consultant's comparative WRS assessment in Punjab in October 2015. (Details follow below). As a consequence of the roundtable deliberations, PEEP embarked on a comprehensive support plan for the WRS initiative in Punjab in collaboration with the Punjab Agriculture Department and other stakeholders, including Security and Exchange Commission of Pakistan, the State Bank of Pakistan, the Pakistan Agriculture Coalition (PAC), commercial banks, and agriculture farmers and agribusinesses in Punjab. PEEP's efforts culminated into approving commodity standards for trading, developing collateral management company regulations, and piloting WRS in Punjab.

Warehouse Receipt System: Support to Pakistan Agriculture Coalition to Establish a Collateral Management Company

PEEP organized a roundtable meeting of public and private sector stakeholders to share the findings of PEEP's international consultant's comparative assessment on the WRS in Punjab in October 2015. The consultant highlighted that establishing the proposed system backed by a proper legal framework will be extremely beneficial for Punjab farmers. This kind of farmer's support initiative would allow the farmers to sell their produce at better prices by using an electronic trading platform. The receipt against the produce would help the farmer get finance from financial institutions for timely purchase of inputs for succeeding crops. A large investment was

also reported to be linked with WRS as the province would need more than 300 warehouses: each one with an estimated storage capacity of 50,000 metric tons of grains (i.e., wheat, rice and maize). It was stressed that initially the proposed model should be tested on a small-scale pilot project with a capacity of 10,000 to 20,000 tons. PEEP provided technical assistance to

PAD to conduct a study on WRS development and subsequently assisted PAC to develop standards for grain commodities and pilot-testing of a functional WRS in Punjab. For the first



Farmer using crop produce as collateral in order to avail finance through the warehouse receipt system.

time ever, loans worth Rs. 4.8 million as private sector investment were disbursed by NRSP to farmers using crop as collateral (not land).

PEEP assisted the PAC in engaging with relevant private-sector stakeholders including farmers, processors, banks, and service providers to enable their participation in the e-trading initiative. Because the Punjab government was interesting in replicating the WRS model in other parts of the province as well, a campaign to create awareness among farmers and traders across the Punjab to sell their grains through a commodity exchange system needed to be initiated to fully implement this system at the provincial level. A comprehensive press advertisement on the methodology and benefits of using the WRS was published in the national press and posted on social media. To support farmers understanding of the WRS, PAD created a helpline to inform regional farmers about WRS and guide them through its usage. WRS is expected to transform the supply chain of agricultural commodities for maximizing surplus, and linking them to the global commodities market, generating higher returns to farmers.

Due to successful testing, the Securities and Exchange Commission of Pakistan approved regulations for establishing collateral management companies. The State Bank of Pakistan amended regulations for the commercial banks to use standard commodities stored in registered warehouses for issuing warehouse receipts by commercial banks. A collateral management company by the name of Naymat Collateral Management Company Ltd. was successfully registered. Banks agreed to partner with collateral management companies to issue warehouse receipts and private-sector entities like Engro Corporation announced their commitment to invest in warehousing infrastructure in Punjab, making the PEEP supported initiative sustainable. The WRS is ready to be expanded across Punjab.

Olive Sector Development

At the start of the project, PEEP recognized the potential for growth in Punjab's olive sector, which was largely neglected. PEEP saw a great opportunity for the government to help promote olive-producing regions of Punjab. Olive fruit and oil worth millions of rupees were imported annually. This represented a potential savings once the olive sector was developed locally. Hence, PEEP worked with the Punjab Agriculture Department to promote the olive sector. As a result of project efforts, the private sector mobilized investment in the sector worth \$49 million and created 6,600 new jobs. The PSU established with the help of PEEP at the ADU drafted a Project Cycle I (PC-I) for transforming the Potohar Valley into an olive valley, and this kickstarted development of the olive sector. To promote the olive sector in Punjab, the following initiatives were undertaken with PEEP's support.



Seminar on Olive Valley Development in Potohar Region.

Seminar on olive valley development. PEEP organized a seminar on olive valley development in the Potohar region in collaboration with the agriculture department and the Punjab government in November 2015. The event was attended by USAID provincial director for Punjab Miles Toder and members of the agriculture

department, Barani Agriculture Research Institute (BARI), Italian Embassy in Pakistan, the World Bank, and AusAid. In addition, more than 90 participants representing public and private sector of olive value chain attended. The objective was to disseminate information on the Punjab government initiative to turn the Potohar region into an olive valley for encouraging investments in the olive sector and initiating deliberations among relevant stakeholders to develop the olive sector.

The seminar highlighted the untapped potential of the sector while stakeholders shared their success stories and prevalent business opportunities. Representatives from other development agencies expressed interest in working with the Punjab government by providing technical assistance for the development and transformation of the sector at large. The seminar provided a constructive forum to understand the complexities involved in taking the olive sector development initiative to the next stage. The stakeholders highlighted various challenges in the production and marketing of olives and related products. They further urged to facilitate regular interactions among the key stakeholders including development partners and public sector institutions by forming a working group, identifying needs, and formulating solutions pertaining to issues in olive sector development in the country. PEEP developed terms of reference for the proposed working group. The first meeting of the working group called the Olive Development Group (ODG), was held in June 2016.

Olive development group (ODG). With the endorsement of the Punjab Agriculture Department, the ODG was established with PEEP support. The group served as the primary vehicle for developing the olive sector in Punjab and performed multiple functions, including communicating inputs to key decision-makers to the private sector; closing communication gaps between public and private sectors; deliberating on policy and regulatory aspects affecting olive sector development; devising strategies for developing the sector; creating consensus among stakeholders; and developing a mechanism for knowledge sharing. The ODG aligned with PEEP's approach for private sector-led advocacy and coordination for policy reforms for a business enabling environment.



Stakeholders from the olive sector including Agriculture Secretary (front middle of table) engage in the concluding session of the first ODG meeting held in Chakwal.

All the leading private sector stakeholders, academia, institutions agreed to join the group. PEEP facilitated 12 meetings of the ODG over a span of two years to advance a multi-prong reform and development agenda. More than 15 reforms and development initiatives advanced to improve the business environment to trigger growth in Punjab. The foremost achievement of the ODG was consensus on the Olive Sector Development Strategy outlined by PEEP. Ownership of the strategy served as a catalyst to implement several initiatives with the collaboration and cooperation of various stakeholders. It was a necessary step towards bringing consensus on a unified approach towards development even in cases where various stakeholders had diverging interest and stakes.

During Year 4, PEEP organized three meetings of the ODG; eight more meetings formed around related task teams. The ODG evolved as an effective platform for implementing the Olive Sector Strategy developed in consultation with stakeholders and experts. The olive strategy took into consideration olive ground realities and future aspirations of the stakeholders to transform olive into a competitive sector and was adopted as the platform and running agenda for olive development.

In Year 5, the ODG evolved as an effective consultative platform for developing and implementing an olive sector strategy among stakeholders and experts. PEEP assisted in developing an olive nursery best practices manual and illustrative video clips for nursery



Secretary Agriculture Muhammad Mahmood (right) presents the ODG Annual Report to USAID Pakistan Mission Director Jerry Bisson (left).

managers. At the request of the Punjab Agriculture Department secretary, PEEP published manuals for distribution among olive farmers and nursery owners. In Year 6, PEEP continued efforts to enable standard operating procedures (SOPs) for registering and certifying commercial olive nurseries to pursue olive reforms under the ODG. As a result, olive oil standards were finalized and proposed to relevant reform implementing agencies of the federal and provincial governments.

The ODG mechanism will continue beyond the life of PEEP through Center of Excellence for Olive Research and Training (CEFORT), which is mandated to continue support for holding ODG. Under CEFORT, a steering committee comprising public and private sector stakeholders has been constituted. PAD is replicating the Development Group mechanism in other agricultural sub-sectors in Punjab.

Center of Excellence for Olive Research and Training (CEFORT). The ODG initially conceived strengthening of olive research, extension, and training related capacities at BARI to boost olive sector competitiveness. Subsequently, the ODG realized that desired development objectives may not be achieved without providing for the future needs of the sector. On request of the ODG chairman and PEEP, in consultation with stakeholders and with the help of an organizational development expert, prepared a business plan, an operational plan, and a roadmap to establish CEFORT as an autonomous, fully capable center of excellence for olive at BARI.



Grant signing ceremony between Barani Agriculture Research Institute (BARI) and PEEP for establishment of CEFORT

PEEP provided a grant to support establishing CEFORT and technical assistance to the Punjab government to develop a PC-I for public sector resource allocation for the CEFORT in line with established best practices in institutional capacity, human resource development, and collaborative research to enable private sector development in olive value chains. PEEP's

in-kind grant upgraded existing facilities, equipped the library (olive knowledge resource center), and upgraded laboratories for developing value-added olive products at BARI. The PEEP-assisted CEFORT established at BARI in Chakwal was inaugurated by USAID Mission Director for Pakistan Julie Koenen with the Federal Secretary Food Security and Research Mohammad Hashim Popalzai during the National Olive Festival on October 25 and 26 2019. Funded by the Punjab government, CEFORT exists as a center with a modern IT lab and knowledge resources in the form of books and periodicals for olive researchers, and it serves as a facilitation center for olive farmers for advisory services. The Punjab government committed Rs. 281 million for CEFORT expansion in fiscal year 2018-2019, and construction of its infrastructure is under way.

CEFORT will lead olive research, product development and testing, and training programs to better equip human resources for olive sector. Resources provided with PEEP's



CEFORT training participants stand with PEEP team.

assistance, such as training materials, library resources, and human capacity development will continue to benefit CEFORT. PEEP and the private sector advocated for the Punjab government to provide financial resources and human resources from its pool of research staff to ensure sustainable support of CEFORT. A pool of 26 researchers focused on olive cultivation were brought on for conducting research and educating farmers on farm management and value-addition and processing. CEFORT serves as a resource center for extension workers, farmers, and business development services providers as well as for scientific and technical research on olives cultivation, processing, and value addition. The farmer facilitation center at CEFORT provides guidance to small farmers on how to carry out productive olive farming. Additionally, CEFORT's library provides knowledge resources on cutting-edge research and training conducted internationally to benefit olive researchers in Punjab. CEFORT also prepared a guidebook on olive-certified nurseries and a manual on best practices in olive farming under PEEP's in-kind grant. The center will carry forward sector coordination for initiatives of the Olive Development Group, sustaining linkages between all stakeholders.



Women partaking in a hand-on workshop on processing of olive value chain products.

Establishing and capacity development of the Olive Foundation. The Olive Foundation is an association representing olive farmers and other players associated with olive value chains. Recognizing the need for building capacity of a dedicated value chain association, PEEP helped the association build its capacity to mobilize members, deliver training for on-farm management, and prepare value-added products. Through these efforts, 160 women were trained in olive value addition. The Olive Foundation provided coordination and other services to olive farmers including farm management and fruit marketing after PEEP support ended. The foundation's work is expected to continue beyond PEEP. The current number of registered members is 450 as of October 2020, and its

membership is continuously growing. In collaboration with partners in the private sector, the Olive Foundation organized the Annual Olive Mela during September 2020, demonstrating their capability and strength to contribute to olive sector development in Punjab.

National Olive Festival. PEEP organized a two-day National Olive Festival October 25 and 26 2019 at BARI in Chakwal. The festival was attended by over 2,000 olive farmers, federal, and provincial government officials, olive value chain enterprises, development partner representatives, potential investors, and community organization representatives from all the provinces of Pakistan. USAID Mission Director for Pakistan Julie Koenen inaugurated the festival with the Federal Secretary Food Security and Research Mohammad Hashim Popalzai.

An expo was held as part of the festival, featuring over 25 olive value chain-related enterprises. Participants took interest in olive products, especially high-quality olive oil, olive tea, olive pickles and various agricultural technologies. The occasion provided opportunities

for the private sector to showcase their ventures and for investors to establish new businesses in the emerging sector. PEEP supported association linkages with markets and other players of the olive value chain through events like National Olive Festival, seminars, and agri-expos. The expo highlighted USAID's effort in supporting the sector in its "Journey to Self-Reliance." The event also marked completion of PEEP's grant to BARI.



Mission Director USAID Pakistan Julie Koenen attends the inauguration of National Olive Festival and Mobile Olive Oil Extraction Facility while receiving a memento from Federal Secretary Muhammad Hashim Popalzai. During the inauguration, Ms. Koenen helps plant an olive tree.



Support to Punjab Agriculture Department for Agriculture Policy 2018 Formulation

PEEP assisted the Punjab Agriculture Department to develop the first agriculture policy for Punjab, after the devolution of agriculture to provinces post-18th amendment to the Pakistan constitution. After bringing on board an experienced team of policy experts, PEEP embarked upon an extensive process to consult important stakeholders for agriculture policy. The consultative process started with detailed



USAID PEEP Business Enabling Environment Specialist Asad Zahoor gives an overview of the policy consultation process.

meetings with the agriculture secretary followed by extended working sessions with his team at the agriculture department. Keeping in mind that wider consultations were imperative for an inclusive consultative process, PEEP's team of experts consulted with policy experts in leading institutions starting from Economics and Policy Research Section at Lahore University of Management Sciences (LUMS). PEEP then organized a series of consultations in Rawalpindi, Sargodha, and Faisalabad with other stakeholders to inform the draft of the policy. Senior PAD management attended the briefing sessions. The participants provided useful input, especially on strategic prioritization of public-sector investments, which mainly included food security and nutrition aspects of the proposed agriculture policy, agricultural produce marketing, and legal reforms for revamping and strengthening key government institutions. They also focused on climate change, its role in agriculture sector, and the way forward for climate mitigation, as well as diversifying and increasing value-added agriculture with horticulture sector development.

PEEP facilitated extensive consultations with the private sector (more than 1,000 private sector stakeholders and experts consulted on policy). PEEP provided drafting and editing support for the policy document, helped in consultations with the private sector, and supported the launch and dissemination of the policy.

Following a hold that was put on the additional 2017 draft policy, PEEP revised the document to realigned it with the overall economic agenda of the newly elected government on request of the agriculture secretary, and the cabinet. The realigned agriculture policy was finally approved on November 27, 2018.

The approved agriculture policy proposes measures to:

- Improve efficiency of agriculture produce markets
- Improve availability of quality inputs for farming
- Enhance farmers' access to finance and capital
- Arrest farm-land fragmentation
- Increase farmers' access to extension advisory



Key government stakeholders and PEEP team at the launch of the Punjab Agriculture Policy 2018

The Punjab government demonstrated its full commitment to effective implementation of reforms approved in the policy by:

- Embedding Agriculture Policy initiatives in the Mid-Term Development Framework (MTDF) and Mid-Term Budgetary Framework (MTBF).
- Allocating financial resources through its annual development plan (Rs. 7 billion in fiscal year 2019-20) and recurring non-development budgets.
- Strengthening internal capacities for effective planning, project implementation, and monitoring and evaluation systems residing within the Agricultural Delivery Unit (ADU) and other directorates of the PAD.

Assist PAD in Implementing Punjab Agriculture Policy 2018: Matching Grants Scheme

In Years 6 and 7, PEEP supported PAD to implement key initiatives under the Punjab Agriculture Policy. The project provided technical assistance for effective implementation of Matching Grants Scheme (MGS) through two technical experts deployed at PAD. PEEP supported the PAD in developing and implementing the Matching Grants Scheme (MGS) approved by the PAD as part of the Punjab Agriculture Policy 2018. The scheme aims to benefit small and medium agribusinesses by providing targeted financial assistance, increasing access to formal credit and thereby strengthening financial capacity to invest further to improve key value chain components, such as input technology for farm mechanization, high efficiency irrigation, food processing, value addition, processing, and logistics.

PEEP built the technical capacity of ADU staff in grant processing through its team of experts to sustain PAD capacity beyond the life of PEEP. MGS is a three-year program that



PEEP team during MGS promotion and awareness sessions at the Vehari Chamber of Commerce and Industry.

started in 2018. PAD is in the process of hiring grants program implementation team to augment capacity under the ADU to sustain and carry forward good practices introduced with PEEP assistance.

At the end of the activity 53 companies have been selected for award (8 from the first batch and 45 from the second) as part of the program, resulting in the projected approx. amount of \$17 million in private section investment (PSI) and the equivalent of 563 Full Time

Employment (FTE) - unfortunately these numbers will not be counted against the indicator targets since the funds are not expected to be realized till March and August respectively. Thus, as a result of USAID’s PEEP’s embedded support, the department has committed to complete an additional 47 grants, leading to massive investment in the private sector agribusinesses capacity, and now has the skills and internal capacity to effectively and sustainably management the MGS program.

Support the Punjab L&DDD for the Formulation of the Livestock Policy for Punjab 2020

Punjab Livestock and Dairy Development Department (L&DDD) is the Punjab government department responsible for developing the livestock and dairy sectors. In January 2019, the provincial minister for L&DDD requested PEEP’s support in facilitating structured consultation with stakeholders for drafting a livestock policy. The L&DDD secretary constituted a high-level working group to steer the livestock policy formulation process. PEEP engaged a policy expert and a research associate to develop the draft policy in Year 6.



Secretary L&DDD Nadeem Irshad Kalyani, Director Big Bird Pvt. Ltd. Abdul Karim Bhatti, CEO Jadeed Chicks and Feeds, Jan Muhammad Javed, and other key participants discuss policy measures during the consultative session.

In the effort to gather input from multiple livestock subsectors, PEEP held several meetings in collaboration with the L&DDD, and a focus group discussion with private sector representatives. As a follow-up, PEEP met with relevant government officials in animal husbandry and other departments as well as private associations.

PEEP's technical assistance resulted in the formulation of L&DDD's first-ever livestock policy for province, a landmark achievement. PEEP ensured linkage of the policy with the MTFD and MTBF to align public sector resource allocation with policy priorities stipulated in the livestock policy. PEEP built the technical capacity of Livestock Delivery Unit staff through its team of experts to sustain implementation of the policy beyond the life of the project.

ACHIEVEMENTS AND SUSTAINABILITY

The following are key achievements that have led to sustainable outcomes of component 1 one activities:

Establishing the Policy and Strategy Unit (PSU) at Punjab Agriculture Department (PAD) 2015 – 2018. PEEP deployed experts at PAD to provide technical assistance to establish a PSU to strengthen policy, planning, strategy formulation, and project implementation capacities at PAD. The PEEP team developed a scope of work for the PSU as well as job descriptions of key personnel and an indicator-based performance monitoring system. PAD committed necessary funds to establish an Agriculture Delivery Unit (ADU) to sustain the PEEP-supported PSU. ADU is now an integral and permanent part of PAD's institutional structure. The Punjab government has committed resources for retaining a professional team of nine advisors/experts at ADU through a recurring annual budget of the department.

Support in establishing Warehouse Receipt System for agriculture farmers in Punjab 2015-2019. PEEP supported PAC to develop commodity standards. PAC aims to transform Pakistan's agriculture sector by making it private sector-led, technology-driven, yield-focused, and sustainable, giving higher returns to growers. It also aims to make Pakistan a global export player. WRS as a system provides the mechanism for small farmers to secure finances from the formal sector by using standard commodity as collateral. PAC piloted actual trading on the Pakistan Commodity Exchange e-trading platform and collateralization of wheat, rice, and maize for the issuance of WRS with leading commercial banks in Punjab. Due to successful testing, the Securities and Exchange Commission of Pakistan (SECP) approved regulations for establishing collateral management companies (CMC). The State Bank of Pakistan amended regulations for the commercial banks to use standard commodities stored in registered warehouses for issuance of WRS by commercial banks. The CMC by the name Naymat Collateral Management Company Ltd. was registered. Total investment amount by stakeholders in the formation of the CMC was Rs. 292 million. Banks have agreed to partner with CMC to issue WRS and private sector giants like Engro Corporation has announced their commitment to invest in warehousing infrastructure in Punjab, making the PEEP-supported initiative sustainable.

Support establishing and developing capacity for the Olive Foundation 2016 – 2019. The Olive Foundation is the representative association of olive farmers and other players associated with olive value chains. There was a need for building the capacity of a dedicated farmer/value chain association. PEEP helped the association build its capacity to mobilize members, impart training for on-farm management, and prepare value-added products. PEEP supported association linkages with markets and other players of the olive value chain through their participation in events like the National Olive Festival, seminars, and agri expos. PEEP supported 160 women who were trained in olive value addition. The Olive Foundation provided coordination and other services to olive farmers, including farm management and fruit marketing, after PEEP support concluded. It is expected to continue

beyond PEEP. There are currently 450 registered members (as of October 2020) and membership continues to grow. The Olive Foundation, in collaboration with partners in the private sector, organized the Annual Olive Mela in September 2020 demonstrating capability and strength to continue to develop the olive sector in Punjab.

Establishment of Center of Excellence for Olive Research and Training (CEFORT) 2017-2019. PEEP provided technical assistance to develop CEFORT business plan and operational plan in line with established best practices in the areas of institutional capacity, human resource development, collaborative research to enable private sector development in olive value chains. CEFORT was conceived as an initiative to develop a dedicated research and training center for olive sector. PEEP provided an in-kind grant (\$97,000) to upgrade facilities, equip the library (olive knowledge resource center), and upgrade laboratories for developing value-added olive products. PEEP steered private sector-led advocacy to the Punjab government to provide financial resources and human resources from its pool of research staff. PEEP assisted in developing PC-I for expansion of CEFORT. The Punjab government has committed Rs. 281 million for the expansion of CEFORT and infrastructure is being constructed. Resources provided such as training material, library, and human capacity development will continue to benefit CEFORT. A pool of 26 researchers focused on olive cultivation transferred to CEFORT. CEFORT will carry forward sector coordination initiative of the Olive Development Group, showing linkages between all stakeholders, supported initially by PEEP.

Punjab Agriculture Policy 2018. PEEP assisted the Punjab Agriculture Department to develop a policy document for the sector since the national agriculture commission policy document had not changed since 1989. There was a dire need to have a coherent policy document after the devolution plan (post 18th Constitutional Amendment). PEEP facilitated extensive consultations with the private sector (over 1,000 private sector stakeholders and experts consulted on policy). PEEP supported re-alignment of the existing draft of the Agriculture Policy 2017. PEEP provided drafting and editing support for the policy document, helped in consultations with the private sector, and supported the launch/dissemination of the policy. PEEP worked with PAD to ensure that policy reforms and key initiatives of Punjab Agriculture Policy 2017 sustain the change in government after 2018 general elections. The Punjab government demonstrated its full commitment to effective implementation of policy reforms approved in the policy including embedding Agriculture Policy initiatives in the MTFD and MTBF, allocating financial resources through its annual development plan (Rs. 7 billion in FY 2019-20) and recurring non-development budgets, and strengthening internal capacities for effective planning, project implementation, monitoring and evaluation systems residing with in the ADU, and other directorates of the PAD. ADU is playing an important role in sustaining reforms in the PAD.

Technical assistance for implementing initiatives under Punjab Agriculture Policy-Matching Grants Scheme 2019 – 2021. PEEP supported PAD to implement key initiatives under the Punjab Agriculture Policy including the Matching Grants Scheme, aimed at promoting value addition of agricultural produce in Punjab through grants. PEEP provided technical assistance for effective implementation of MGS by deploying two technical experts to PAD. PEEP built the technical capacity of ADU staff in grant processing through its team of experts to sustain PAD capacity beyond life of PEEP. Through PEEP's facilitation a total of 53 grants were brought to the award stage with an approximate value of more than \$17 million, and the creation of a projected 563 jobs. A total of 240 grants will be awarded with completion of the three year program of MGS. PAD is hiring a grants program implementation team to

augment capacity of the ADU to sustain and carry forward good practices introduced with PEEP assistance.

Punjab Livestock Policy 2019 – 2021. Because L&DDD did not have a coherent policy for the livestock sector in Punjab, PEEP supported the L&DDD to formulate its first-ever Livestock Policy for the province through technical assistance. PEEP ensured the policy linked with the Medium Term Development Framework (MTDF) and the Medium-Term Budgetary Framework (MTBF) through its team of experts. PEEP built technical capacity of the Livestock Delivery Unit (LDU) staff through its team of experts to sustain L&DDD capacity beyond the life of the project. The policy is being developed based on key stakeholder input to ensure it is relevant and practical. In addition, PEEP assisted in strengthening L&DDD's capacities for effective planning, project implementation, and monitoring and evaluation systems residing with the LDU (on the model of ADU). PEEP embedded key reform initiatives through the department's Annual Development Program (ADP), MTDF, and MTBF.

CHALLENGES AND LESSONS LEARNED

Frequent Changes at Government Counterpart Department

Challenge: Performance of provincial government is by and large dependent on functioning of government departments which by default are dependent upon effective management of the head of these departments. GoPb department are headed by a secretary, who is the administrative lead of the department besides being the principal accounting officer for the government and is therefore also responsible for all financial and budgetary decisions. Thus, a department's work is practically stalled in the absence of a secretary. All decisions in the policy reforms, regulatory and administrative domains are almost exclusive domain of department secretary. A change of secretary is therefore a major event for a department, with its implications on the department work.

PEEP experienced the change of a total of four secretaries at PAD in three years. Frequent changes of secretaries in the counterpart government departments posed a major challenge to component one's policy and advocacy work. For example, these transitions affected the continuity of project activities being implemented with the department. Such transitions negatively impacted the pace of delivery and achievement on agreed targets and milestones in policy reforms area.

While working with the L&DDD for assisting the department in the formulation of Punjab Livestock Policy, PEEP encountered this challenge, when seven secretaries were transferred out in a short time span of two and a half years. Every time, the PEEP team would achieve progress through consultations with the secretary and the department, the department head transferred out. Due to these frequent changes at the L&DDD, development of the livestock policy took much longer than expected, and it delayed PEEP's ability to assist the government in policy implementation.

Lessons learned: PEEP modified its approach on the basis of lessons learned to engage several levels in the hierarchy of the concerned government departments in addition to secretaries of the department. PEEP engaged in policy dialogue with broad-based stakeholders in the department to cultivate trust and relationships and this helped advocacy efforts for a business enabling environment and continuity despite turnover at secretary level. For the

agriculture department, PEEP engaged with heads of department like Director General Extension, Director General Research, Chief Planning Cell and Chief Technical Advisors. The ongoing dialogue between government officials and PEEP helped to bridge the gap in trust and progress. Thus, when there was a change in department leadership this established credibility and relationships helped to support continuity.

Another key learning to ensure continuous policy development and sector reform despite transitions in government leadership pertains to facilitation of continuous dialogue between the private sector and the government counterparts of CAG. PEEP's response entailed integrating dialogue, technical assistance, and facilitations on one platform like the Olive Development Group (ODG). The ODG served as a stakeholders' platform to initiate dialogue among stakeholders, representing diverse interest groups, facilitating discussions and deliberations on issues and challenges faced by the olive value chain players, figure out solutions, resolve and monitor progress on such solutions. The ODG bridged the gap between the private sector and the relevant government agencies and institutions, responsible for service delivery and support of farmers and agribusinesses. The set engagement and consensus on sector needs helped to ensure that even if there were changes in key leadership within either the public or private sector partners, there was an established understanding of objectives, actions to be taken and next steps. Thus, a key lesson learned was that the establishment of a stakeholder platform ensured consensus and is equally applicable platform for other value chains in Punjab, especially agriculture-based value chains.

Lack of Initiative Taking by Government Officials

Challenge: A key challenge faced by PEEP and private sector stakeholders emanated from the indifference and lack of initiative on part of concerned government officials responsible for regulatory compliance as well as service provision to private sector businesses. This posed a constant challenge to the business enabling environment.

As the government is responsible to regulate businesses in Pakistan, several government departments are entrusted with regulatory functions as their mandatory role. Agriculture and Livestock departments also are responsible for delivering services like R&D support and extension services. In Pakistan the quality and extent of services delivered are generally regarded as weak, due to lack of capabilities and motivation to take initiatives for change on the part of government employees and officials concerned. As a result, regulatory entities and service institutions do not perform their respective duties to enable a conducive environment for businesses that they are mandated to serve. PEEP witnessed many such examples of this problem while working in the olive sector. One example included working with the Federal Seed Certification and Registration Department (FSC&RD), whose mandate is responsible for registering and certifying nursery plants in Pakistan. The preparation of protocols and standard operation procedures (SOPs) for nurseries to be registered and secure certification of plants produced is an important step under the law. Similarly, approval of plant varieties and seeds lies with provincial seed councils. However, these government entities failed to deliver on their responsibilities. Private plant nurseries were not able to produce certified olive plants and as a result, olive plants were being imported despite adequate production capacity in private nurseries in Pakistan. Due to a sheer lack of initiative on the part of the government employees, it took over a year for the ODG to get SOPs approved which otherwise should have been developed by the concerned department. PEEP and ODG put strenuous efforts in getting olive standards

approved from relevant Pakistan Standards and Quality Control Authority (PSQCA) at the federal government level and Punjab Food Authority (PFA) at the provincial government level, which otherwise had not performed their assigned responsibilities, one of which was to put in place these standards as regulatory agencies.

Similarly, while working with the L&DDD on livestock policy formulation, PEEP repeatedly experienced a lack of interest and complacency towards change and improvement from department officials and technical staff, as they were not keen in sharing their knowledge for productive policy formulation process.

Lessons learned: Engaging leadership and top tiers of the Punjab government helped to overcome the challenge of lack of initiative on part of government departments. PEEP engaged the minister of agriculture, the secretary of agriculture department, and director generals (head of departments) at PAD to improve services, formulate the Punjab Agriculture Policy, and implement initiatives approved under the Punjab Agriculture Policy 2018 subsequently. The response included working with the private sector on the other sides to ensure that reforms and regulatory improvements were demand-based and benefitted the private sector. The role of CAGs and the ODG was crucial in this regard, as these groups invited government representatives to one platform with private sector entities that shared the same interests and proactively engaged government representatives. Noting the importance of leadership, if there is a minister or secretary in place that is also not motivated to support reform and project interventions it creates major obstacles for progress.

GOVERNMENTAL AND NON-GOVERNMENTAL INSTITUTIONS: STRENGTHS AND WEAKNESSES

Sr. No	Governmental Institutions	Strengths	Weaknesses
1.	Punjab Agriculture Department	Department leadership and team supports and actively engages in all initiatives related to the agriculture sector. Possesses a desire to collaborate at all levels.	Lacks organizational capacity in results-based planning, project management, and monitoring and evaluation of ongoing initiatives.
2.	Pakistan Agriculture Coalition	The commission initially had political backing of former chief minister of Punjab.	PAC lacked institutional capacity to discharge its mandate/terms of reference to formulate policy and recommend strategy for the agriculture sector.
3.	Livestock and Dairy Development Department	The department has over 17,000 staff, solid infrastructure, and facilities across the province.	Lacks direction and continuity of policies till recently to bring desired results in service delivery to its stakeholders. Lacks management systems for performance management.

4.	Barani Agriculture Research Institute	Has qualified pool of human resources for research and extension services.	Lacks private sector approach and limited capacity for olive sector development.
5.	Olive Development Group	Possesses strong ownership of olive sector development stakeholders.	The private sector depends on the government and development partners for mobilizing financial resources.
6.	Pir Mehr Ali Shah Arid Agriculture University (PMAS AAUR), Rawalpindi	Retains strong pool of academicians, researchers, and trained graduate students and scholars. The institution has solid infrastructure, facilities, and funding for arid agriculture.	Inadequate systems and processes to maintain consistent academic and research quality.
7.	University of Veterinary Sciences, Lahore	Retains strong pool of academicians, researchers, and trained graduate students and scholars. The institution has solid infrastructure, facilities, and funding at its disposal for veterinary and animal sciences.	Inadequate systems and processes to maintain consistent academic and research quality.

Sr. No	Non-governmental Institutions	Strengths	Weaknesses
1.	Olive Foundation	Capable of excellent cooperation and coordination. Organization will continue to grow after PEEP.	Lacks financial resources to deliver services to its members.
2.	Pakistan Agriculture Coalition	Possesses strong leadership, advocacy capacity, management capacity, and strong private sector support.	Lacks financial resources to sustain advocacy efforts.
3.	Pakistan Cold Chain Development Company	Possesses strong leadership, advocacy capacity, management capacity, and strong private sector support.	Lacks financial resources to sustain advocacy efforts.

COMPONENT 2: SUPPORT INSTITUTIONAL CAPACITY BUILDING

SUMMARY

For achieving USAID PEEP's key indicators of generating new employment and mobilizing private sector investment, supporting the institutional capacity building of partner organizations to sustain reforms served as an integral part of program implementation. Through the project activities, PEEP developed human capital and upgraded the existing systems and procedures to achieve the objective.

Skills and capacity development of institutions for change management required for implementing the reform agenda was undertaken through working with various stakeholders. PEEP supported Livestock Breeding Services Authority (LBSA) to raise the awareness of the livestock farmers for implementing animal breed improvement reforms envisioned through promulgating Punjab Livestock Breeding Act 2014. PEEP facilitated the Punjab Halal Development Agency (PHDA) through capacity development of sector stakeholders including the staff of the agency in the implementation of halal slaughtering practices and certification. The capacity of two public sector universities was developed by establishing applied policy research centers for sector growth and constraint analysis and sector assessment through evidence-based research in livestock and horticulture for policy orientation. PEEP also built the capacity of more than 15 sector associations through program implementation and associations and attained profitability enhancement as a result. Under the Women Empowerment in South Punjab through Investment in Rural Economy (WEinSPIRE) and Women Investment in Networks of Dairy Sector (WINDS), two stakeholder networks were created for capacity building and strengthening of key organizations to advocate for and provide inputs for sustainability of reforms in the livestock sector.

Punjab Halal Development Agency (PHDA): Phase 1 and 2

PHDA was established as an agency to regulate and promote the trade of halal food and non-food products in the province. To undertake the mandated role, the agency requested PEEP support through an in-kind grant. PEEP issued grants in two phases. The objective of the grant was to regulate halal processes of trade and commerce and to ensure implementation of uniform halal standards and certification in the province.



President Punjab Halal Development Authority (PHDA) Khalil-ur-Rehman Khan speaking at the occasion of award of accreditation to PHDA from Pakistan National Accreditation Council (PNAC).

In the first phase, PEEP provided technical assistance to PHDA through an in-kind grant, implemented from July 2015 to July 2016, as a result of which PHDA was given accreditation by the Pakistan National Accreditation Council through institutional and human capacity development of the PHDA.

In the second phase, through the implementation of grants issued from June 2018 to December 2018, the capacity development of PHDA staff in

the application of ISO 9001-2015 was completed. PHDA staff is now a halal lead auditor on

ISO 9001-2015 for firms applying for registration as halal product certified companies. The standard ISO 9001-2015 primarily aims at improving the ability of the organizations to consistently provide products and services to meet the customer aspirations and statutory requirements through sustained quality assurance. The Pakistan National Accreditation Council has certified 61 companies to date to work in the halal sector. Through PEEP's technical assistance, a Manual of Halal Auditing, and Halal Food Safety Management System was also prepared and is being used for the capacity building of PHDA staff and the stakeholders.



Halal certified meat.

Through grant implementation under phase of its assistance to PHDA, PEEP trained 1,586 butchers and 114 abattoir managers in the use of halal hygiene and slaughtering practices. The capacity building of PHDA staff, abattoir managers, and butchers is contributing to halal

sector development. As a result of the knowledge gained from training, a total of \$424,539 was invested by butchers in the 25 districts surveyed during impact assessment of phase 2 of the intervention. PEEP accounted for investments made in improving infrastructure at shops such as installing fly covers and marble flooring and for purchasing equipment to better existing halal slaughtering practices. Forty-one new FTE jobs were



USAID PEEP Consultant while giving certificate to a trainee after completion of PEEP assisted PHDA training.

created. When inquired about the effectiveness of the training, all respondents termed it to be satisfactory and beneficial for their business.

Sector stakeholders and beneficiaries are investing more in the halal sector through adding modern equipment in the meat value chain with addition of trained human resource for value addition to cater for the local and export requirements of the meat sector. The assistance to PHDA helped leverage over \$65 million in total in private sector investment and create over 1,000 jobs in the sector.

Sahiwal Chamber of Commerce and Industry

PEEP assisted Sahiwal Chamber of Commerce and Industry in October 2015 to establish a research and development (R&D) cell at the chamber's office in Sahiwal. The cell was purposed for business and policy research to help disseminate research-based information to its members for supporting constructive decision-making for investment mobilization and businesses growth. The cell undertook important activities and developed 12 monthly bulletins detailing monthly activities for its stakeholders and PEEP. The cell developed policy papers on livestock and horticulture, highlighting the significance of livestock development and dairy sub-sectors in the prevailing socio-economic conditions of Sahiwal area of Punjab.



Inauguration of Research and Development Cell at Sahiwal Chamber of Commerce and Industry.

Moreover, the cell prepared and shared an analysis report on the yogurt industry. The report explained the significance and marketability of yogurt and other products for bringing dividends to farmers. Feasibility reports on dairy farm, silage, and calf-fattening farms were also prepared by the R&D cell. The feasibility reports respond to specific needs of the Sahiwal farmers, which have peculiar agro-ecological conditions. The R&D cell disseminated information to relevant segments of the farming community and findings of papers are being used by sector stakeholders for the preparation and implementation of livestock sector related projects.

Center for Applied Policy Research in Livestock (CAPRIL)

PEEP established the Center for Applied Policy Research in Livestock (CAPRIL) at UVAS with the aim to promote applied policy research and help formulate informed policies, in line with the emerging trends in the social, economic, trade, food safety, and technology spheres. The center independently conducted five roundtables on various policy domain issues.



US Consul General Lahore, Zachary Harkenrider, VC UVAS Dr Talat Naseer Pasha and Provincial Director USAID Punjab Miles Toder while unveiling the plaque to inaugurate CAPRIL

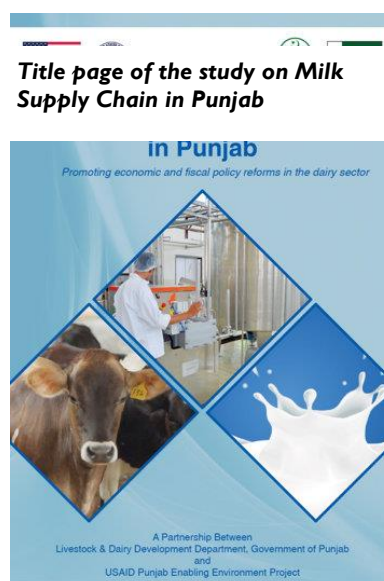
The center completed and published 18 studies with public and private sector support. The findings are being used by sector stakeholders and policymakers working on livestock sector development. Key studies that had policy impact are detailed below.

Assessment of Loose Milk Supply to Lahore

Assessment of Loose Milk Supply to Lahore. In partnership with UVAS, L&DDD, Punjab Food Authority, and PEEP, CAPRIL at UVAS completed a study on ‘Loose Milk Supply to Lahore’ and presented the findings in June 2016 on the World Milk Day. According to the study, approximately 55 percent of consumers were willing to buy pasteurized milk and 65 percent of the consumers interviewed were satisfied with the quality of the purchased milk. The majority of the milkmen (80 percent) were transporting milk with temperature control by adding ice to save the milk from being spoiled. Only a few consumers, milkmen, and milk shop owners were testing for adulteration of the milk.

The study’s findings were used by policymakers in 2017 in formulating the Punjab Pure Food Regulations, which entails that the sale of loose milk in Punjab will be discouraged after 2022 up until five years after the notification of the regulations. This resulted in establishing mini milk pasteurization plants in the private sector for implementing legal reforms. PEEP’s grantee, GR farms, used PEEP grant money to pioneer the activity through establishing and operationalizing a mini milk pasteurization plant in Chakwal. The initiative is now being replicated in other areas of Punjab.

Effect of price capping of meat and milk on livestock farm economics. CAPRIL undertook a study on the cost of producing meat and milk compared with the retail price to develop a correlation between production cost and farmer profitability. The hypothesis was that the prices of milk and meat are being fixed, disregarding the cost of production incurred by the farmer, and that the deficit was leading to reduced profitability, thus having a negative impact on sector growth. The activity had a direct correlation with socio-economic conditions of small and medium-size livestock farmers. The study revealed that price de-capping would lead to free market principles of demand and supply to stabilize meat prices. Soft loans by financial institutions and their proper use for productivity enhancement would reduce production



cost. Meat grading should be introduced to improve marketing. Raising awareness among farmers regarding animal nutrition, husbandry practices, and maintenance of cows for meat production was recommended in the study. The findings of the study are being utilized by L&DDD for legal reforms in the sector.

Adaptability of the Holstein cow in Punjab. PEEP conducted a study on adaptability of the Holstein cow in Punjab, assessing the potential milk production of the American breed. The report produced several important findings. Analysis conducted by a PEEP consultant



Holstein cows being fed.

confirmed the production potential and financial viability of the proposition. The cost of milk production was estimated to be Rs. 38.51 per liter. Regarding the technical and financial feasibility of keeping Holstein Friesian as a dairy animal, according to the findings of the study, Holstein Friesian cattle qualified as a suitable dairy animal in the sub-tropical conditions of the Punjab.

The report analyzed the economic traits of cows in achieving the desirable body condition score, including adapting at the temperature and humidity index and reported tolerance up to 92 on that index. The body condition score indicated the adaptability of Holstein cattle in the hot and humid conditions of Punjab.

The following were performance levels of various cattle breeds in terms of quantity of milk produced:

Type of Cattle	Quantity of milk produced
Friesian cattle	7,000 Liters per lactation
Friesian X Jersey cattle	6,500 Liters per lactation
Holstein cattle	8,500 Liters per lactation



Judges of cow beauty pageant scoring calves.

Holstein Friesian Cow Beauty Pageant. PEEP organized a baby cow beauty pageant with UVAS at the university's Ravi Campus, at Pattoki, Kasur. The event showcased imported cattle in a traditional setting to promote investment in Punjab's

dairy sector by highlighting their adaptability at the local level. U.S. Consul General for Lahore Yuriy Fedkiw, USAID Provincial Director Alyson McFarland, and stakeholders from Punjab’s dairy sector, including farmers and investors, attended the event. The event served as a forum for disseminating information about the adaptability patterns of the Holstein Friesian cows. The showcase helped build momentum among sector stakeholders and dairy farmers on the cattle’s productivity and milk production potential. Activities including the beauty pageant, a cultural show, and a calf decorating event presented the imported breed in a localized context and helped develop affiliation among the farmers.



Calves ready for display at cow pageant.

The event also showcased the socioeconomic benefits of investing in high-yielding dairy breeds whose milk production has been recorded up to a remarkable 37 liters per day compared to the low yielding local breeds typically producing six liters per day on average. The baby cow beauty pageant was based on a research initiative by CAPRIL established at UVAS. This research initiative helped the Punjab government identify preferred areas of

growth in the dairy sector and evaluate business opportunities for the private sector to inform investment decisions accordingly.



Shipment of imported Holstein cow arriving in Punjab, Pakistan.

As a result of the study and promotional events, the import of Holstein cows began in the province and more 12,000 have been imported by mobilizing private sector investment of over \$37 million.

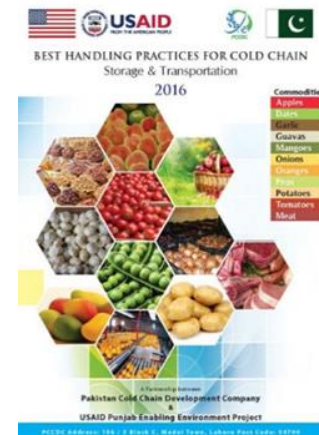
Horticulture Business and Policy Research Center at Bahauddin Zakariya University, Multan

In Year 3, PEEP-supported the Horticulture Business and Policy Research Center in undertaking business and policy research to provide evidence-based inputs to policymakers and advocacy institutions in the horticulture sector. The center developed a forum with representation from all sector stakeholders to initiate advocacy on current and emerging business opportunities and to discuss policy challenges in the horticulture sector. PEEP provided the center with learning resources, international and national databases/research portals, books, periodicals, bulletins, and journals. The center is being used for horticulture

sector development in the province. Horticulture stakeholders are benefitting from shared experiences on growing high value vegetables and fruits.

Pakistan Cold Chain Development Company

In Year 3, PEEP completed its grant to the Pakistan Cold Chain Development Company for developing two publications on best handling practices for cold chain storage and transportation of apples, dates, garlic, guavas, mangoes, onions, oranges, peas, potatoes, tomatoes, and meat. As part of the grant, PEEP also assisted in developing a cold stores directory for Bahawalpur, Dera Ghazi Khan, Faisalabad, Gujranwala, Lahore, Multan, Rawalpindi, Sahiwal, Sargodha, and Sheikhpura. The information prepared through PEEP’s technical assistance is being used by the sector stakeholders for developing trade in horticulture and vegetables in Punjab through using the best handling practices of high value vegetables and fruits.



Title page of the directory publication

Pakistan Agriculture and Dairy Farmers Association (PADFA)

PEEP awarded a grant to PADFA for developing a mobile application for disease control and improving farm practices in dairy animals. The application would impart information on animal health, breeding, marketing, and management for user-friendly and easy access by farmers. The grant was implemented from January 2016 to January 2017 to develop the application and enable livestock farmers associated with PADFA to increase investment in the livestock and dairy sub-sectors by gaining deeper knowledge and understanding of it, and eventually to enhance employment through using this ICT tool. As per requirements of the grant, PEEP developed an Android application through the assistance of an IT firm.

Livestock Breeding Services Authority (LBSA) Punjab



Participants listen intently to PEEP training being conducted on animal keeping best practices.

December 2018, focused on raising awareness of legal and institutional reforms in the breed improvement discipline. PEEP provided two customized mobile training schools to the L&DDD, which provided training to 66,753 farmers in the province out of which 18,779 were female livestock farmers. The training of the farmers at their doorsteps resulted in their capacity building in livestock management and use of best techniques in the domain of feeding, breeding, and livestock management that led to a reduction in livestock diseases and mortality, leading to increased productivity in terms of milk and meat.



PEEP supported MTUs being utilized to impart training to female livestock farmers in Barki, Lahore



Trainings being imparted on breed improvement to livestock farmers.

To regulate the livestock breeding services, improve the genetic potential of breeds, and protect indigenous breeds in Punjab, LBSA was established through promulgating the Punjab Livestock Breeding Act 2014. To assist with implementation, the authority requested a PEEP grant to raise awareness among stakeholders about how to implement the Punjab Livestock Breeding Act 2014. The PEEP grant, which was awarded in December 2016 and carried out through

productivity in terms of milk and meat.

Moreover, in collaboration with L&DDD, questions were collected as primary data from the field training by PEEP-supported livestock associations. As a result, PEEP printed a frequently asked questions booklet, which extensively reflected localized data on animal rearing issues

faced by the rural livestock farmers. Nearly 8,000 booklets were printed and handed over to LBSA for distribution to the stakeholders. PEEP also developed a documentary for spreading awareness on the Punjab Livestock Breeding Act, 2014. After clearance from USAID, the documentary was handed over to LBSA for use in the livestock department's mobile livestock training schools, two of which were established under the grant to LBSA. As a result of PEEP's successful intervention, the Punjab government produced six more documentaries and established seven additional mobile training schools with their own resources.

Sahiwal Cattle Breeders Society (SCBS)



Farmers while practicing data entry for maintenance of record registers as part of capacity building sessions

SCBS requested PEEP's assistance to develop capacity of breeders for productivity enhancement and facilitation for the preparation of a herd book. A grant for the capacity development of the breeders was approved and implemented between February 2016 and March 2017. The grant provided training for breeders in best husbandry practices for attaining optimum productivity from Sahiwal cattle and was used to develop a herd book for implementing the provisions of the Punjab Livestock Breeding Act 2014 in which breeder associations were required to maintain records of pedigree and performance of

registered animals of the indigenous breed. The society successfully completed training of 60 breeders from three districts of Khanewal, Jhang, and Toba Tek Singh registered for breed analysis. Under the grant, SCBS completed collecting raw data on cattle rearing, included the same data in the herd book for the 60 farms registered with the association and finalized contents of the herd book for Sahiwal cattle. Upon SCBS's request, PEEP also printed and disseminated the herd book. Through the capacity building of farmers and the preparation of the herd book, the objective of the conservation and propagation of Sahiwal cattle was achieved.

Implementation of Grants to Nine Livestock Associations

After being requested by L&DDD to support implementation of the Punjab Livestock Breeding Act 2014, PEEP awarded grants to nine livestock breeder associations for their capacity development through training in the use of best husbandry practices, herd book preparation, and breed promotion for preservation and propagation of the breed through marketing activities.



Farmers display Nukri pure breed goats at PEEP supported promotional activity.

PEEP also trained Nukri goat breeders on best animal husbandry practices. The department provided infrastructure support and PEEP provided technical assistance for carrying out training, marketing and Nukri goat breed promotion activities at their premises.

The activity ultimately aimed at conserving and propagating the indigenous breeds of livestock in Punjab. The following societies/associations of breeders were awarded grants for capacity building of the breeders of the respective societies:

S. No.	Category of livestock	Breeders welfare society	Period of implementation
1	Cattle	Sahiwal Cattle Breeders Society	February 1, 2016 to March 15, 2017
2		Cholistan Cattle Breeders Welfare Society	February 1, 2018 to February 15, 2019
3	Buffalo	Buffalo Breeders Association	February 1, 2018 to February 28, 2019
4	Sheep	Lohi Sheep Breeder's welfare Society	March 1, 2017 to November 30, 2018
5		Thalli Sheep Breeders Welfare Society	March 1, 2017 to November 30, 2018
6		Kajli Sheep Breeders Welfare Society	March 1, 2017 to November 30, 2018
7		Mundri Sheep Breeders Welfare Society	December 1, 2019 to August 31, 2020
8	Goat	Nachi Goat Breeders Welfare Society	March 1, 2017 to November 30, 2018
9		Beatal Goat Breeders Welfare Society	March 1, 2017 to November 30, 2018

Through the implementation of the above-mentioned grants and intervention, the following activities were accomplished for implementing the animal breed improvement reforms to be executed through Punjab Animal Breeding Act, 2014:

S. No.	Grant/ Intervention	Training of the beneficiaries	Herd book preparation
1	Sahiwal Cattle Breeders Welfare Society	60	60
2	Cholistani Cattle Breeders Welfare Society	160	80
3	Buffalo Breeders Association	50	50
4	Lohi Sheep Breeders Welfare Society	200	100
5	Kajli Sheep Breeders Welfare Society	200	100
6	Thalli Sheep Breeders Welfare Society	200	100
7	Mundri Sheep Breeders Welfare Society	200	100
8	Nachi Goat Breeders Welfare Society	200	100
9	Beatal Goat Breeders Welfare Society	200	100
Support to Directorate L&DDD			
10	Nukri Goat Breeders Intervention	700	100

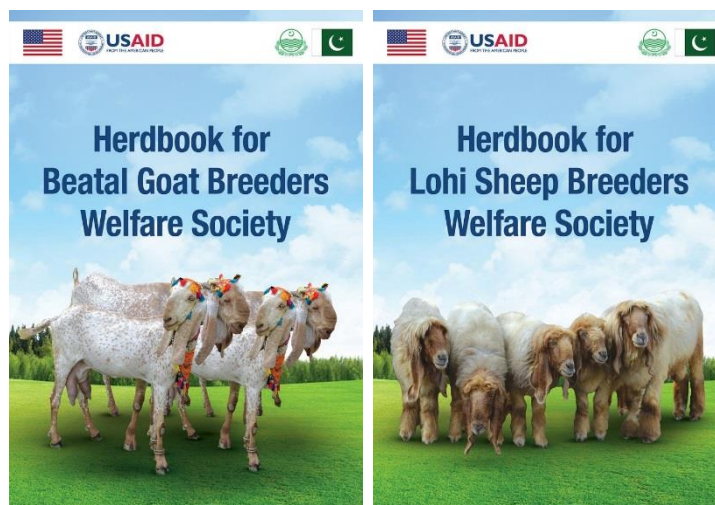
Training of various breeder societies raised their awareness in the use of modern techniques of productivity enhancement for improved profitability of the farmers. The capacity building efforts undertaken through grants resulted in an influx of private investment and increased employment opportunities. Training participants implemented information on animal disease control and vaccination schedule, animal feed resource upgrading through use of silage techniques and hay making to combat fodder scarcity, and animal marketing and breed improvement practices using a herd book as a tool for selecting and breeding stock based on pedigree and performance data as collected through herd books.



Mundri Herdbook Compendium being handed over to Mundri sheep breeder.

In total 10 herdbooks were prepared with PEEP's assistance, 9 under grant to breeder associations, while the Nukri goat herdbook was prepared through support to directorate L&DDD. Details of herdbooks prepared by animal type are in the table below:

Cattle	Buffalo	Sheep	Goat
Sahiwal cattle Cholistan cattle	Neeli Ravi buffalo	Kajli sheep Thali sheep Lohi sheep Mundri sheep	Nachi goat Beatle goat Nukri goat



Cover page of PEEP published herdbooks for Beatal goat and Lohi sheep welfare societies.

Women Empowerment in South Punjab through Investment in Rural Economy (WEinSPIRE): Bahawalpur

WEinSPIRE was PEEP's flagship project for women economic empowerment. It served as a unique network of public and private sector partners that supported women involved in livestock farming by providing practical training on animal husbandry and disease control as well as access to knowledge on animal keeping, purchasing true breed animals for rearing, and animal health and marketing services in South Punjab. It also enabled access to small loans from microfinance banks for scaling up existing businesses and starting up new livestock businesses.



Beneficiaries of WEinSPIRE discussing issues faced in their livestock business.

In Year 4, under the WEinSPIRE initiative, PEEP facilitated linkages of Women Chamber of Commerce and Industry-Bahawalpur (WCCIB) with livestock breeder associations, UVAS, L&DDD, NRSP Microfinance Bank, and Telenor Pakistan for women empowerment through their economic and financial inclusion into the livestock sector development activities.

PEEP supported WCCIB through a grant that was implemented from March 2017 to June

2018 for increasing participation of women farmers in the livestock sector. The grant aimed to leverage efforts of women farmers towards improved returns from their livestock by introducing them to better animal rearing practices and by providing an opportunity for investment in livestock businesses. Institutional strengthening and capacity building of partner organizations is resulting in the increased entrepreneurship among women of targeted areas.

To implement the initiative, in May 2017, PEEP organized a roundtable meeting on the role of women livestock farmers in the rural economy where USAID Provincial Director Alyson McFarland interacted with the women livestock farmers of South Punjab. The issues and problems the women faced were discussed at length. From this, participants understood that enhancing the enabling environment would be necessary for the active participation of women. In addition, the women were interested in agri-business and computer training for improving their skills.

The WEinSPIRE beneficiaries gained access to credit from various microfinance institutions including the NRSP Microfinance Bank and Akhuwat. Women trained in the use of best practices are using their new skills for improving their livestock businesses.

Through the implementation of grant activities, WCCIB conducted four research studies on issues hampering growth of women-owned businesses in the livestock sector. The issues addressed included low productivity of animals for milk, meat and wool, high rate of mortality and disease incidence, and weak linkages with the market for selling livestock and products.

The recommendations pertained to the reduction in animal mortality through timely vaccination, animal productivity enhancement through balanced nutrition, best breeding practices for twin birth, and implementing animal marketing strategies such as selling animals with optimized age and weight relationship. Findings of the studies enabled female livestock farmers to address issues of the livestock



Mission Director USAID Pakistan Julie Koenen with the WEinSPIRE beneficiaries while watching the traditional walk of Nachi goats.

business effectively. The farmers are using the recommendations in expansion of their existing livestock related businesses supported through access to finance by the financial institutions.



USAID Provincial Director Alyson McFarland with WEinSPIRE beneficiaries

PEEP showcased its achievements in Phase I of the program and organized a review seminar on WEinSPIRE in Bahawalpur in November 2019 to deliberate upon factors that attributed to the success of creating an ecosystem for female entrepreneurship in the district. Key partners including L&DDD, WCCIB, First Women Bank, the representatives of livestock breeder associations, female livestock farmers, and the beneficiaries of the program participated in the event. USAID Mission Director for Pakistan Julie Koenen chaired the seminar and discussed success factors, including access to information, finance, and improved entrepreneurial practices that led to the success of the program.

The end-line survey of WEinSPIRE I in Bahawalpur reported an increment of Rs. 4,962 in household income, and women's contribution to household income increased to 34 percent of the initial baseline determinants. Average animal sale price increased by Rs. 7,664, purchase price increased by Rs. 1,367, and investment in livestock increased by 13 percent. Respondents reported around 40 percent increase in their ability to work outside their homes and 38 percent women said they were able to take on leadership roles in their community.

Women Empowerment in South Punjab through Investment in Rural Economy (WEinSPIRE): Dera Ghazi Khan

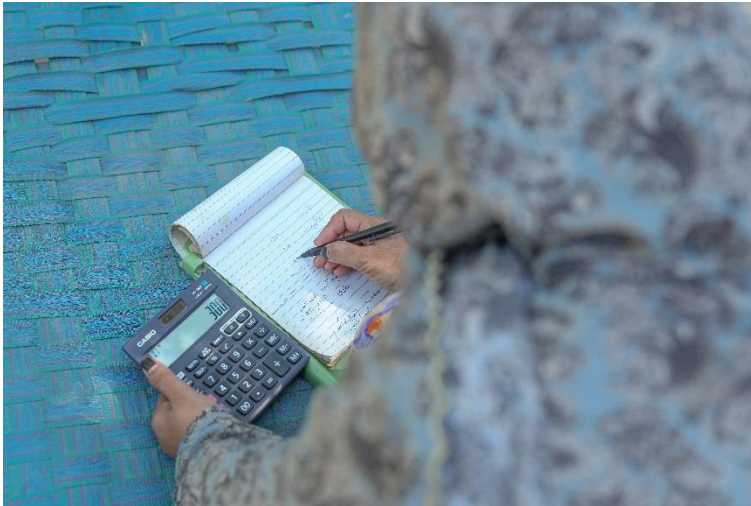
After successful completion of the WEinSPIRE initiative in Bahawalpur, at the request of chief minister of Punjab, PEEP replicated WEinSPIRE in Dera Ghazi Khan district in Year 6.

PEEP participated in the grant signing ceremony with Mundri Sheep Breeders Welfare Society (MSBWS) and Dera Ghazi Khan Chamber of Commerce and Industry (DGKCCI) in November 2019. The grant's objective was to build capacity of female livestock farmers to improve their income levels and provide better livelihoods. USAID Mission Director for Pakistan Julie Koenen signed the memorandum of agreement on behalf of USAID. Other signatories included DGKCCI President Zulifqar Ali Khan and MSBWS President Umar Khan. The advisor to the chief minister of Punjab also attended and affirmed the government's support to expand the WEinSPIRE initiative.



WEinSPIRE beneficiary implementing animal keeping practices learned from trainings.

On PEEP's request, UVAS prepared and delivered a training manual that was subsequently used during the WEinSPIRE capacity building workshops for female farmers in Dera Ghazi Khan. The chamber hired an expert to provide training to livestock farmers on best animal husbandry practices and improve milk and meat production in Dera Ghazi Khan.



WEinSPIRE beneficiary implementing financial literacy trainings for livestock business

As planned under the initiative for achieving the training of livestock farmers for capacity building under WEinSPIRE in Dera Ghazi Khan, 25 master trainers were identified and trained through a training-of-trainer course held in DGKCCI to conduct training to livestock farmers. The master trainers were assigned 20 female livestock farmers in each specific cluster to conduct further training. The master trainers were trained on best animal husbandry practices and the significance of credit from

micro-finance institutions. The financial literacy segment of the training was conducted by the general manager of First Women Bank Limited and the district program officer national rural support program for Dera Ghazi Khan. PEEP's grant implementation resulted in the training of 500 women livestock farmers and their data further shared with financial institutions for credit facilitation to trainees.

Under WEinSPIRE in Dera Ghazi Khan PEEP also implemented the grant to Mundri Sheep Breeders' Welfare Society by organizing the training of 100 male and 100 female Mundri sheep breeders in the use of best husbandry practices. The training modules included animal disease control strategies, vaccination schedule and availability, breed improvement techniques through use of best practices, animal marketing, and improving the animal feed resources through



Herdbook distribution in Paigah, Dera Ghazi Khan.

silage and hay making. Capacity development of farmers was aimed at increasing profitability of farming communities from livestock business.

The association's project staff also collected and documented data of 500 Mundri sheep for preparing a herd book of 100 Mundri sheep breeders to record pedigree and performance of the Mundri sheep.

Through implementing WEinSPIRE in Bahawalpur and Dera Ghazi Khan regions, a total of 70 master trainers and 2,770 female livestock farmers were trained. Over 35,000 women livestock farmers were provided access to finance through banks. Herd books of four breeds of sheep and goat were prepared for breed conservation and promotion.

Women Investment in Networks of Dairy Sector (WINDS)

During Year 5, PEEP assisted Sialkot Chamber of Commerce and Industry (SCCI) and its Woman Resource Center (WRC) to enhance women's involvement in the dairy sector through capacity building and use of best husbandry practices establishing a women-led network of milk collection and provision of hygienic wholesome, fresh, and affordable milk to the consumers in the Sialkot city.



Provincial Director USAID Ms. Lea Swanson presenting key for chiller mounted rikshaw to chairperson Women Resource Center Dr. Mariam Nauman at SCCI.

Under a grant to SCCI, 190 female dairy farmers and 16 milk traders received training for active participation of women in dairy sector operations. The training imparted techniques for enhanced production of milk and its marketability. SCCI created a new entity, the Sialkot Agriculture and Livestock Company (SALCO), to manage WINDS sustainably by reaching out to the women for milk collection and retail services. SALCO provided funds for scaling up the operations of WINDS and for sourcing additional milk.

As a result of PEEP's assistance, female dairy farmers trained are now actively participating in milk production and marketing with support from SCCI. The end-line report of the intervention revealed that as a result of the training provided to women in Sialkot, the price at which milk was sold rose 9.5 percent due to improvement in milk quality, and the average quantity of milk sold also increased by 12 percent. This contributed towards increased average household incomes in the area by 10.7 percent. Women's contribution towards household incomes increased by 84 percent. Milk is now being tested in the area, showing growing awareness of the importance of consuming pasteurized and hygienic milk.



Demonstration of milk storage machine to WINDS beneficiaries.

Support to L&DDD for Capacity Enhancement

At the request of L&DDD, PEEP provided technical assistance for developing the capacity of L&DDD staff involved in the formulating the Annual Development Program, MTRF, and MTRF. Training contents included the use of a log frame and results framework for the preparation, implementation, and monitoring of development projects. Through its technical



Nukri goat breeders with their animals during the marketing and promotional event to popularize the Nukri goat breed.

assistance, PEEP was able to help the department train 24 officers in using a log frame and results framework as tools for planning and monitoring. The trained staff members are now supporting the L&DDD in planning and conceptualizing development projects and strategizing their execution. The capacity building technical assistance provided will ensure the department has the ability and skill sets to effectively implement that livestock policy completed under component 1.

ACHIEVEMENTS AND SUSTAINABILITY

The following are key achievements that have led to sustainable outcomes of component 2 one activities:

Punjab Halal Development Agency (PHDA) - Grant for the Capacity Development 2015-2019.

PHDA needed capacity development support to lead issuance of Halal Product Certifications and compliance of Halal food safety standards in Punjab. PEEP supported PHDA in acquiring accreditation from Pakistan National Accreditation Council (PNAC). PEEP facilitated training of 1,700 butchers and abattoir managers in 36 districts in the implementing halal slaughtering standards and practices. PEEP supported PHDA in building the capacity of its staff in undertaking audit and certification of firms. PHDA imparted standardized training to new employees using a repository of the provided curriculum. The Manual for Operation of Halal Certification Bodies & PNAC Accreditation Conditions and Standards was included in the repository of literature. Through PEEP's support, PHDA now has curriculum for ISO 9001:2015 and Halal Food Safety Management System. Sixty-one companies have been certified by PHDA to date and they are investing in the growth of their business as a result of certification.

Center for Applied Policy and Research in Livestock (CAPRIL) 2015-2018. PEEP-assisted UVAS in establishing CAPRIL through PEEP's in-kind grant, as an evidence-based research body that could create policies responsive to stakeholder needs and with the participation of the private sector in policy formulation. CAPRIL constituted an advisory board that meets periodically and provides linkages with the industry and other public and private sector stakeholders. PEEP supported four studies. Following completion of PEEP support, CAPRIL

conducted five roundtables on various policy domain issues independently. Eighteen studies were completed and published by the center in collaboration and with support from the public and private sectors.

Livestock Breeding Services Authority (LBSA) – grant implementation 2016 – 2018. Advocacy of regulatory and institutional reforms leading to adoption and implementation of breed improvement reforms was required. LBSA needed a unique way to reach small holder livestock farmers including women at their doorstep. LBSA produced a documentary for creating awareness among the stakeholders regarding the standards and quality of breeding services. PEEP printed copies of a frequently asked questions (FAQs) booklet in Urdu for livestock farmers to be disseminated through mobile livestock training schools (MLTS). Through grants, PEEP assisted in manufacturing two MLTS for reaching out to livestock farmers. The Punjab government went on to produce six more documentaries with their own resources. The Punjab government manufactured seven more MLTS with their own resources. Through the two MLTS provided through a PEEP grant, 65, 516 livestock farmers received training as of September 30, 2020.

Livestock Breeders Associations 2017-2021. Livestock Breeder Associations were formed under the Punjab Livestock Breeding Act 2014 for the preservation and propagation of indigenous breeds of livestock. PEEP awarded grants to nine livestock breeder associations for their capacity development achieved through training in the use of best husbandry practices, herd book preparation, breed promotion for preservation, and propagation of the breed through marketing activities. PEEP helped to strengthen linkages between breeder associations, L&DDD, and financial institutions. Sahiwal Cattle Breeders Welfare Society and the Buffalo Breeders Association of Punjab receive subscription fees to support their organizational activities.

Women Investment in Networks of Dairy Sector (WINDS) 2017 – 2019. To enhance women's involvement in the dairy sector by supporting the Women Resource Centre (WRC) at SCCI for establishing a women-led network of milk collection for providing hygienic, wholesome, fresh, and affordable milk to the consumers in Sialkot city, PEEP provided the chamber with a grant for four motorcycle-mounted milk chillers to SCCI for supporting the Women Resource Centre for establishing a milk collection network. The chamber trained 190 women dairy farmers along with 16 milk traders. Female dairy farmers trained are actively participating in milk production and marketing with support from Sialkot Chamber of Commerce and Industry. SCCI formed a company, SALCO (Sialkot Agriculture and Livestock Company), dedicated to agriculture in Sialkot with a seed capital of Rs. 5 million. SCCI has a corporate social responsibility initiative of pooling in money for interest-free lending to poverty-stricken people in the region.

Women Empowerment in South Punjab through Investment in the Rural Economy (WEinSPIRE) 2017 – 2021. WEinSPIRE is a unique network of public and private sector partners that supports women involved in livestock farming with small loans through banks for starting or scaling livestock businesses, practical training on animal husbandry and disease control, access to knowledge on animal keeping, purchase of true breed animals for rearing, and animal health and marketing services in South Punjab. There are more than 70 master trainers and 2,770 women livestock farmers trained in Bahawalpur and Dera Ghazi Khan as of November 2020. Herd books of four breeds of sheep and goat were prepared for breed conservation and promotion. PEEP also assisted in linking financial institutions with partner organizations for sustainability of farmers' continued access to finance. Partners continue to

benefit from linkages created between the beneficiaries, L&DDD, chambers, breeders, and finance institutions.

Capacity building of L&DDD 2018 – 2021. PEEP provided technical assistance for developing the capacity of the L&DDD staff in preparation of ADP, MTDf, and MTBF for the planning and execution of development projects. PEEP facilitated training of 24 officers of L&DDD in using log frames and result frameworks. The staff is using the skillset and provided training material for preparing the ADP and the development and budgetary frameworks for enhancing the project planning and implementation capacity of L&DDD.

CHALLENGES AND LESSONS LEARNED

Preparation, Approval, and Implementation of Annual Development Program by L&DDD

Challenge: L&DDD staff lacked capacity and capability in aligning goals and objectives of projects planned for approval through ADP and Midterm Development and Budgetary Frameworks to the approved livestock sector priorities. Moreover, the department kept project implementation strategies purposely vague. Monitoring of progress of activities being completed through development schemes were limited and required improvement. Clear and effective communication among the planners and the implementers of the projects within the department was also weak.

Lesson learned: Through rapid appraisal, PEEP analyzed project proposals prepared for the ADP for the fiscal year 2019-2020. After the review in collaboration with L&DDD's staff working in the planning wing of the department, project concepts for the ADP 2020-2021 were prepared wherein the scope and objectives were aligned to the approved sector goals and priorities. The lesson PEEP learned from this challenge was that public sector stakeholders require support through technical assistance for effectively implementing the policies and guidelines for achieving the assigned goals. Hence for achieving the desired target of building the capacity of the staff in planning and execution of the projects, PEEP trained 24 officers in the use of Log frame and Result Framework. Risk mitigation and strategies for avoiding scope creep were also required for achieving the envisaged objectives of livestock sector development.

Mitigating COVID-19 pandemic effects and impact on the livelihoods of farming communities

Challenge: During the final year of project implementation the ramification of the COVID 19 pandemic brought a halt to the economy, disrupted community organizations, and their communication. PEEP faced a challenge in finding workable models to reach out to beneficiaries in marginalized communities residing within rural villages, for completion of capacity building activities. Project interventions in rural Punjab, including female farmers who were the demographic focus of WEinSPRIE interventions, was particularly difficult. The challenge caused restrictions in being able effectively engage and providing trainings in DG Khan which was the primary focus of component two during year 7.

Lessons learned: PEEP modified its approach to conduct training in DG Khan by utilizing smartphones and virtual platforms. ICT best practices were brought into consideration for the modification and preparation of training modules and their implementation through use of Microsoft Teams as virtual platform. Training of target beneficiaries, undertaking of marketing activities, and breed promotional events were organized and conducted virtually.

This allowed target beneficiaries in remote villages to continue to receive PEEP assistance. The trainings were successfully conducted remotely imparting knowledge to support livestock business and met the objectives of providing economic empowerment to livestock farmers, who otherwise would not have been accessed through standard physical trainings due to COVID 19.

Adaptability and innovation-thinking were key lessons learned for achieving resilience and continuity during extraordinary circumstances, such as a pandemic breakout. Through the trainings, beneficiaries were able to apply best animal husbandry practices aimed at reducing mortality among livestock, provision of a secure source of livelihood, food security and productivity enhancement through increase in milk, meat and wool. The trainings increased means of livelihood and the overall socio-economic uplift in the target area. Financial and digital literacy sustained the impact of capacity building activities in the long-term as it enables confidence in financial institutions. Moreover, female livestock farmers now utilize improved capacities and capabilities to effectively engage with public and private sector stakeholders, with whom they previously had limited formal engagement and were able to improve businesses linkages.

GOVERNMENTAL AND NON-GOVERNMENTAL INSTITUTIONS: STRENGTHS AND WEAKNESSES

Sr. No.	Governmental Institutions	Strengths	Weaknesses
1.	Livestock Breeding Services Authority	Broad-based implementation set up with support from L&DDD	Lack of trained staff capable of performing the specific technical assignments
2.	Directorate of Livestock Dera Ghazi Khan	Presence at Union Council level for provision of veterinary services	Lack of inter and intra department communication of the development activities undertaken for capacity building of farmers and stakeholders
3.	University of Veterinary and Animal Sciences Lahore	Knowledge and experience in training of the farmers	Lack of access to farmers due to limited focus on outreach
4.	Livestock and Dairy Development Department	Trained human resource for provision of veterinary services	Lack of awareness among the farming communities about the variety of services facilitated by L&DDD
5.	Punjab Halal Development Authority	Trained staff to undertake the certification of the	Lack of facilities for outreach with stakeholders; lack of

		companies for trade in halal sector	training facilities and documents for the capacity building of the stakeholders
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Sr. No.	Non-governmental Institutions	Strengths	Weaknesses
1.	Women Chamber of Commerce and Industry Bahawalpur	Members eager to build their capacity for profitability enhancement through livestock development	Lack of access to training and capacity building facilities for members; lack of linkages with the field formations of line departments for ensuring access to information on best practices and credit provision for small and medium businesses
2.	Sialkot Chamber of Commerce and Industry	WRS has capacity to serve the women dairy farmers	Lack of training facilities and lack of access to finance for members
3.	Dera Ghazi Khan Chamber of Commerce and Industry	Large livestock population especially sheep and goat for rearing	Lack of access to information on best husbandry practices; lack of marketing facilities for livestock and products; linkage insufficiencies among the DGKCCI members and the financial institutions
4.	Livestock Breeders Associations	Members eager to build their capacity for profitability enhancement through livestock development	Lack of access to training and capacity building facilities for members; lack of linkages with the field formations of line departments for ensuring access to information on best practices and credit provision for small

			and medium businesses
5.	Sahiwal Chamber of Commerce and Industry	Knowledge and experience sharing platform for its members is present	Lack of access to dispensable finance for members. Weak outreach and connectivity by members to fully realize the platform

COMPONENT 3: MOBILIZE MAJOR PRIVATE SECTOR INVESTMENT

SUMMARY

Activities under Component 3 focused on mobilizing private sector investments in horticulture, livestock, dairy, and food subsectors in support of reforms in the business enabling environment through policy and regulatory interventions. These interventions resulted in meeting the higher development objective of increased private sector-led inclusive economic growth, private sector investments, and jobs creation in the selected sectors. To overcome some risk adversity and to complement and solidify policy gains, PEEP successfully established cost-share matching grants and transaction advisory services (TAS) programs. These investments leveraged under PEEP’s initiatives demonstrated new areas of private sector-led commercial enterprises, leading to investment mobilization and new business startups.

PEEP successfully completed 4 TAS during the life of project including NRSP Microfinance Bank Ltd., Bahawalpur for the development of a loan model and portfolio to small holder livestock farmers. PEEP’s cooperation with NRSP Microfinance Bank stimulated the business enabling environment in the province, and the bank disbursed 361,778 loans under its livestock portfolio amounting to Rs. 14.56 billion. PEEP also provided a TAS to L&DDD for technical study on livestock foot and mouth disease (FMD) vaccine production as well as one for milk supply chain study, and finally TAS facilitation to Punjab Food Department (PFD) for establishing grains silos under a PPP in Punjab.

PEEP rolled out three matching grants supporting olive sector development during the life of the project. The first was for olive sector development by establishing a certified olive nursery, a mobile olive oil extraction unit, and processing of olive into byproducts. Similarly, to support dairy sector policy reforms under the Pure Food Regulations 2017, PEEP gave a matching grant to a private entity to establish a semi-automatic continuous milk pasteurization unit in Chakwal area. PEEP-provisioned technology and equipment specifically designed for small to medium dairy processors based on new energy efficient technology was the first of its kind in the region. The technologies promoted preservative-free, safe, and hygienic pasteurized milk. The initiative attracted the private sector in making further investments to replicate the model.

PEEP developed and launched the Mustaqbil Matching Grants Program for Youth Entrepreneurship in Agriculture and intensively engaged male and female youth

entrepreneurs. The team conducted pre-application orientation sessions for students, alumni, faculty, and community members through Offices of Research, Innovation, and Commercialization (ORIC) at 14 educational institutions in Punjab, and also with startups and youth entrepreneurs. Sessions were held with Chamber of Commerce and incubation centers in remote areas in addition to large cities of Punjab.

Finally, PEEP successfully executed USAID South Punjab Private Sector Engagement Forum in January 2021. It was a virtual event mobilizing hundreds of stakeholders including federal and provincial ministers, secretaries, senior officials and regulators, private businesses, chambers of commerce, trade associations, academia, and financial institutions, to deliberate issues, challenges, and opportunities in four sectors of economic importance for South Punjab Region. The U.S. government, including the U.S. Department of Agriculture, USAID, and other U.S. agencies participated.

Investment Promotion Seminars

Investment roundtable and seminar. The PEEP strategy to promote investment mobilization opportunities among private sector stakeholders was through holding public events. The first such investment seminar was organized during PEEP's first year in October 2014 on 'identifying challenges and opportunities in horticulture, livestock and dairy sub-sector.' The event provided an opportunity to collect stakeholders' inputs on identifying challenges and opportunities in the horticulture, livestock, and dairy subsectors for planning initiatives to mobilize business activities in Punjab. The event was attended by a large number of stakeholders, including representatives from USAID, the Punjab government, academia, the private sector, business associations, exporters, processors, and service providers from the agriculture sector.

While reviewing investment opportunities, the sub-group on the dairy sector identified setting up of processing units for a full range of by-products in clusters that have milk procurement infrastructure at the tehsil level. The horticulture group focused on opportunities to establish hot water treatment plants for mango and multi-produce processing facilities to address seasonality issues. The sub-group on livestock sector discussed opportunities for investment in feedlot farming, creating linkages with the exporters (co-operative and corporate model farms), and meat demand for Pakistani halal food exports. The opening seminar provided PEEP an excellent opportunity to promote the project's mandate and to set a road map for activities in the following years.



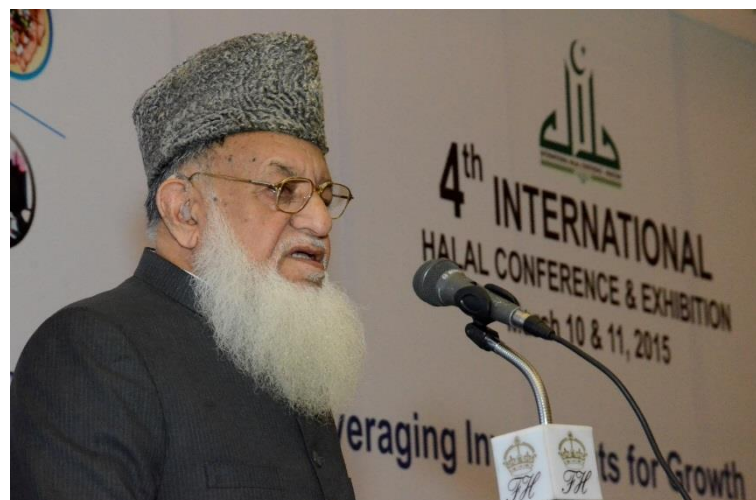
Key stakeholders presenting at PEEP seminar on Investment Opportunities in Feedlot Fattening.

Seminar on Investment Opportunities in Feedlot Fattening Project under the Islamic Financing Model. Following the recommendations by livestock sector stakeholders during a PEEP investment roundtable and seminar in October 2014, PEEP held a seminar on ‘Investment Opportunities in Feedlot Fattening Project under the Islamic Financing Model for Supply of Halal Meat’ in January 2015 in collaboration with the PHDA and the State Bank of Pakistan.

The event brought together multiple stakeholders and provided a unique forum for networking and developing linkages between potential investors, feedlot farmers, and public and private sector commercial banks for offering bankable financing schemes. The event highlighted the need of leveraging new investments for Punjab’s livestock sector particularly in feedlot fattening, which would unveil areas for commercial expansion led by the private sector, mobilizing investments and new business startups in the sector. The seminar also highlighted investment opportunities in the halal value chain for meat industry and in allied components of the feedlot fattening (i.e., production of fodder, silage, and vaccine). The 4th International Halal Conference and subsequent activities in partnership with PHDA were direct outcomes of the seminar.

4th International Halal Conference and Exhibition. In collaboration with the PHDA and the Halal Research Council (HRC), PEEP organized the 4th International Halal Conference and Exhibition 2015. The aim of the conference was to provide a platform to develop business linkages and to provide participants with an opportunity to engage and discuss the

international trade and investment potential of Pakistan’s Halal industry. The event helped showcase the halal value chain available in the country and provided an opportunity for international presenters/speakers to help create awareness on how Pakistan could improve its status in the global halal trade by benchmarking the local sectors against the international best practices. The event also created business-to-business opportunities among potential partners while convincing



President Punjab Halal Development Authority (PHDA) Khalil ur Rehman Khan presenting at the PEEP assisted International Halal Conference.

others to increase investments for enhancing halal beef production and exports. The event

helped encourage accreditation, certification, e-coding, and international best practices for traceability in the halal sector.

On the sidelines of the international conference, an exhibition facilitated private companies to promote their Halal products to the domestic and international visitors. PEEP's support has been considered a major milestone in promoting halal food business in the sector.

Transaction Advisory Services (TAS) Program

The TAS Program was included in the PEEP annual work plan for Year I. Attributing to the program's novelty and uniqueness, it took longer than expected to complete the procedural requirements for selecting a TAS provider firm. During the selection process, it was advised to change the contract type from a fixed priced to an indefinite quantity subcontract format, more suitable to PEEP's mandate. Subsequently, PEEP selected KPMG Taseer Hadi & Co as the TAS provider after a rigorous selection process. The contract, signed in August 2015, was worth \$1 million.

The objective behind establishing the TAS support program for businesses was to facilitate and accelerate the private sector investors' interest in opportunities arising from the policy and regulatory reforms, facilitated by PEEP in the targeted sub-sectors. The program aimed to provide potential investors with business planning, feasibility studies, and technical and financial advisory services to support potential investments in agriculture and respective sub-sectors. Each TAS was aimed at investment mobilization and employment creation as a result of the reform process. A robust promotional plan was developed to promote TAS support for the sector through newspaper advertisements and distribution of a TAS promotional package at project events. In total 4 TAS activities were implemented during PEEP.

NRSP Microfinance Bank Ltd., Bahawalpur. As a result of PEEP's promotional activities for TAS, PEEP received and evaluated several proposals against a set of parameters. PEEP first

selected a proposal from NRSP Microfinance Bank, awarding it Rs.100 million. A TAS sub-task order was signed between Chemonics and KPMG in February 2016 to facilitate NRSP to develop a comprehensive business plan for enhancing the bank's microenterprise-lending program in the animal fattening sector. The bank intended to introduce a portfolio in the feedlot farming and dairy sector worth \$1 million. The portfolio aimed at directly supporting farmers in purchasing animals for which technical capacity to work out the feasibility and financial models for the sector was provided by PEEP.



PEEP Chief of Party signs MoU with NRSP for provision of TAS.

PEEP's cooperation with NRSP Microfinance Bank stimulated the business enabling environment in the province, especially in the South Punjab region, which, in-turn, provided a platform for targeted interventions for investments in livestock and dairy subsectors. As a result of this facilitation, NRSP Microfinance Bank could scale up its lending program to small farmers in rural areas of Punjab for purchasing milk and meat-producing animals.

PEEP completed the first TAS program facilitation report for NRSP Microfinance Bank in the Year 3. Capitalizing on NRSP bank's presence in the South Punjab region, PEEP's technical and financial assistance under the TAS program enabled farmers to access microloans for livestock rearing, and leveraged investments by the private sector in agriculture.

As a result of the TAS provided to NRSP Microfinance Bank it has been able to disburse 361,778 loans under its livestock portfolio amounting to Rs. 14.56 billion. Following PEEP's assistance, NRSP Microfinance Bank has expanded its portfolio beyond Punjab to other provinces including Sindh, Khyber Pakhtunkhwa, and Azad Jammu and Kashmir, where farmers can increase their productivity in the livestock sector through availing the bank's financing. The initiative successfully showcased the potential of the livestock sector in the province to provide access to finance.

TAS to L&DDD for technical study on livestock foot and mouth disease (FMD) vaccine production in Pakistan. FMD is an infectious disease that has far reaching economic effects on the livelihood of the livestock farmers. The lack of availability for a proper vaccine to control FMD was a serious issue for the growth of livestock sector in the country, especially limiting export of meat to prime international markets. The Pakistan government also struggled to control FMD in the country. The Food and Agriculture Office and World Organization for Animal Health had jointly executed a program called Progressive Control of FMD in Pakistan, under which the FMD vaccine was imported from abroad and administered through L&DDD's field extension staff, however the supply of imported vaccine remained limited. PEEP ascertained that the sustainable solution to prevent spread FMD was to conduct local R&D and produce a vaccine at massive scale for blanket vaccination throughout the country. Considering the importance of eradicating FMD for the livestock sector, PEEP led advocacy efforts to facilitate stakeholders in developing an effective strategy for FMD control. PEEP instituted a technical study on the control of FMD in Punjab to facilitate public and private sector stakeholders in devising a functional model for disease control.

During Year 3, PEEP engaged the services of an international firm to conduct the technical study on FMD under its TAS portfolio. The consultants carried out data collection and analysis from the field and analyzed capacity development needs of the L&DDD staff deployed for the provision of prophylactic and curative services, disease surveillance, and reporting and diagnostic services in the perspective of the FMD control in the province.

The final report of PEEP's consultant produced the following recommendations:

- To effectively control FMD in Punjab, wide scale production of FMD vaccine is important for the welfare of farming community.
- A plan is needed for establishing a commercial vaccine production facility with involvement of the private sector.
- Government should prioritize the control of FMD by upgrading the existing infrastructure of disease surveillance, reporting, and field isolate identification and characterization.

- Active involvement of the private sector in providing veterinary services is necessary to effectively challenge the disease onset and control.



Launch of PEEP assisted feasibility study on FMD Vaccine Production by L&DDD.

Upon completion, PEEP launched the study at a ceremony held in May 2017, which was attended by the Senior Advisor to Chief Minister Punjab Khawaja Ahmad Hassan, USAID Provincial Director Alyson McFarland, and the U.S. Coordinator for Economic and Development Assistance Leon Waskin. Stakeholders from the public and private sector, academia, and other donors working on the control and eradication of FMD in Pakistan also attended. The financial outlay of establishing the local production facility for the FMD vaccine was shared by the international expert with the stakeholders.

PEEP's facilitated report on FMD vaccine production in the country is considered the most authentic and reliable report on the issue. The report is being used by the L&DDD in implementation of its development projects. The local FMD vaccine production requires huge investments and technology transfer from abroad. The government has been considering different options for FMD control and vaccine production in the country in light of the report, including its commercial production under a public-private partnership model.

TAS to L&DDD for milk supply chain study. PEEP tasked KPMG to undertake a milk supply study that included feasibility of TAS facilitation to L&DDD for converting fresh milk into powder during the flush season. KPMG-TH & Co. visited nine districts in Punjab, capturing real-time issues faced by the dairy farmers and analyzing the sustainability of small farmers' livelihoods associated with the dairy businesses. The study was launched in June 2017 in collaboration with the Punjab government, L&DDD, UVAS, and the private sector. KPMG-TH & Co. presented its findings to the stakeholders



Fresh milk being poured out by a dairy farmer.

and presented set of recommendations for the increase of milk supply and feasibility of operating a milk powder plant in the province, replacing the import of milk powder.

The study revealed that milk was one of the major products of farming operations in the province and was likewise directly relevant to the livelihood and food security of rural and urban populations (especially small-scale and landless farmers). Milk sales were a major revenue stream for dairy farmers in Punjab. Indiscriminate influx of milk powder, especially



Stakeholders discussing milk supply chain in Punjab.

the imported powder, raised many issues in dairy farming. Abundant supplies of milk/whey powder of inferior quality had infiltrated the market through informal channels. Adding to this was the perpetually low farm gate price, which put the farmer at a disadvantage because the reconstituted milk-like fluid was far cheaper than real milk. The standard high-input and low-output system in the pure dairy farming system was hampering the progress of the dairy sub-sector. The findings of the study

on the milk supply chain convinced L&DDD to plan steps to mitigate loss to farmers due to limited milk sales that affected household incomes and the overall economy of Punjab. The study also supported L&DDD's decision to pursue the following initiatives under the development framework of the department:

- Provision of cold chain facilities to milk traders for early and wholesome delivery of fresh/chilled milk to the consumers/milk collection centers.
- Plan for availability of the required vaccines and medicines at government institutions.

The report served as a reference document for policymakers working to better the business enabling environment in the dairy sector.

TAS facilitation to Punjab Food Department (PFD) establishing 200 grains silos under a PPP in Punjab. As Punjab

accounts for over 70 percent of Pakistan's total wheat production per annum, and better varieties and improved farm practices in Punjab can substantially augment annual wheat production in the province, the Punjab government explored modernizing wheat storage with PEEP's support. Wheat procured by the



Grain storage silos

government is stored in publicly and privately owned open storage facilities which causes delays wheat release to flour mills during the season and creates difficulties in ensuring safe and hygienic storage.

On attaining approval from USAID, a memorandum of understanding was signed between PEEP and PFD to institutionalize TAS facilitation for attracting private sector investments in the grain storage sector of Punjab. With the assistance of KPMG TH&Co as Transaction Advisors, PEEP assisted PFD in TAS facilitation for Phase I to complete the following:

- 2 concession agreements signed with Chashma Sugar Mills
- 10 concession agreements packages developed for Din Group
- 9 concession agreements packages developed for Akhtar Group
- 2 notice of award issued to Suncrop Group (draft Concession Agreements developed)
- Monitoring mechanism for silos

The award of concessional agreements under Phase I was set to conclude by June 2017. It was evaluated that, as 2018 was the general election year in the country, the private sector's confidence in the current government was low. Anticipated change in policies with the change in government was expressed time and again by private sector investors. Additionally, the U.S. dollar's exchange rate fluctuation against the Pakistani rupee was highlighted as another important factor during the evaluation of Phase I. Since the major portion of the grain silos technology and equipment was imported from abroad, fluctuation in the currency exchange rate largely affected the cost of project, and investors were mindful of these cost escalation factors. The private sector was reluctant to sign a 10-year lease agreement because of volatility of the rupee against the dollar. As a result, Phase I was put on hold.

Despite truncated results in Phase I, the PFD was determined to offer 100 sites under Phase II and along with representatives from PEEP, WFP, and KPMG team carried out a series of meetings to evaluate issues raised during Phase I processing to increase the chances of success for Phase II. KPMG team presented a revised financial model and technical specification of the grain silos with updated construction costs due to currency exchange rates and other factors, taking into consideration the revised costs of equipment. In June 2019, because of currency fluctuation that drove up the proposed cost of the project, a series of meetings were held with PFD to evaluate a revised option to build-own-operate-transfer instead of the originally approved build-own-operate model. However, due to unfavorable economic conditions, the Punjab government put a hold on further execution of the grain silos project. A series of further meetings were facilitated between the USAID and new PFD secretary to pursue the project, but it became evident that the department was not interested in continuing with Phase II under the ongoing economic and political environment in the province. Subsequently, in July 2019, USAID decided against pursuing this effort with the PFD.

The total outlay of the 200 silos site was calculated to be between \$300 – 350 million and would have resulted in the creation of 3,000 new jobs in the sector. The initiative envisioned a step towards ensuring food security, price stabilization, and storage of food grains at international standards. The proposed geographical locations of the silos, would have reduced transportation costs, minimized handling wastage and reduce the cost of bags

that run into billions of rupees each year. The project had the ability to revolutionize the grain storage regime in Punjab, which can further be replicated by other provinces.

Matching Grants Program for Olive Sector Development

PEEP awarded and implemented three matching grants to private sector entities working within the olive sector.

Unique value (Private) limited. During Year 6, PEEP provided olive processing equipment to Unique Value (Pvt) Ltd. as part of a matching grant to increase the commercialization of olive value-added products in Potohar region. To fulfill the cost share requirements of the grant, Unique Value procured olive grading, destoning, and slicing machines while PEEP



Olive oil processing equipment at PEEP supported Unique Value Ltd.

provided the tea screening and packing machines, oil bottle filling and sealing machines, olive hydraulic press, and hot air dryer.

Establishing this processing facility has allowed the grantee to produce a diverse range of value-added olive products including edible oil, tea, pickle, jam, and olive preserved in vinegar. The processing facility encouraged further investments by the grantee in infrastructure expansion and served as an impetus for new investors in the olive value chain to increase plantation. PEEP's facilitation enabled Unique Value to increase its fruit processing capacity from 1 to 10 tons for oil extraction (920 liters) and expansion of value-added product range from 4 to 20 products during 2020. Beyond the life of the project, Unique Value plans to further invest approximately Rs. 30 million to operationalize the processing unit to its full capacity.

Sheher Saaz (Private) Limited. PEEP partnered with Sheher Saaz Pvt. Ltd. for the establishment of a private sector olive nursery under its matching grant program. The nursery was erected in Jhelum. PEEP's portion of the grant included nursery tools, mist production units, rooting benches, meters, equipment and drip irrigation etc. PEEP also arranged training of nursery staff at BARI for establishing a multiplication block to propagate certified olive plants.

Jhelum previously had only a limited number of olive farms, making Sheher Saaz a willing investor to be establishing the first olive nursery in the area. The nursery assisted potential farmers from Jhelum and its adjoining areas in providing certified, true-to-type olive plants as well as training opportunities on farm management for olive orchards. Sheher Saaz established multiplication blocks for propagation of certified olive plants, ensuring maintenance of important olive cultivars for large scale production of quality planting materials and multiplication of elite clones and promising varieties of proposed species. Sheher Saaz established the nursery with an initial cost share of \$21,380 and employed four fulltime employees. The capacity of the nursery was 50,000 plants per year, which serves around 350 acres of cultivation.



Inauguration of Sheher Saaz olive nursery in Jhelum.

To date, Sheher Saaz has sold more than 25,000 olive plants, earning a revenue of Rs. 5 million as a result of PEEP's assistance. The grantee made additional investment worth Rs. 2 million in new equipment and R&D, as well as in establishing a second nursery worth Rs. 2.5 million. Keeping in view the demand for olive plantation, the investor plans to double its capacity every year for provision of certified plants to growing number of interested farmers.



Olive Saplings ready to be sold sit at the olive nursery at Sheher Saaz.

Allied Foods. Timely extraction of olive oil from the olive fruit is vital for high quality and better yields. PEEP provided a matching grant to Allied Foods for developing a mobile olive oil extraction unit. The first of its kind mobile facility for Potohar region ensured provision of oil extraction facility immediately after harvesting around 50 to 100 small farmers at their doorsteps during first season as olive orchards are scattered throughout the region. The number of beneficiary farmers who processed their olives for oil is expected to increase every year with the increase in olive plantation, production, and number of fruits bearing orchards. The grantee's cost share was \$25,286 and provided direct employment to five people. PEEP's facilitation helped gain better yields, enhance production volumes, and encouraged growers/farmers and local traders by helping them realize the market value of their produce in terms of rate, quality, and quantity.



Olive oil processing machine at Allied Foods.



Mobile olive oil extraction unit ready for inauguration at the National Olive Festival

After PEEP's intervention, Allied Foods has processed 1.2 tons of olive oil to date and plans to introduce its company's own brand of olive oil and byproducts by 2021. PEEP's assistance introduced a brand-new concept in mobile facilitation for olive oil extraction in the province that showcased a successful pilot intervention in this nascent sector. As olive cultivation accelerates in other parts of the country

including Baluchistan and Khyber Pakhtunkhwa, such mobile extraction facilities can potentially serve more farmers sparsely spread out over vast areas of the country.

Milk Pasteurization Sector

GR Farms, Chakwal. PEEP supported promoting milk pasteurizing and related value addition setups in the private sector for ensuring the supply of safe and hygienic milk in the province. PEEP's technical and financial support to GR Farms, Chakwal, helped showcase safe and healthy formal system complying to international quality standards compared to unhygienic loose and raw milk supply and marketing in the informal sector.



The operator demonstrating the operations of the machine during the tour of the milk pasteurization

To encourage private sector investments for developing and enhancing milk pasteurizing capacity in Punjab, PEEP provided a matching grant to GR Farms for establishing a first of its kind milk pasteurizing unit in Chakwal. Through PEEP's financial assistance, GR Farms acquired a semi-automatic pasteurizing machine under the grant in September 2019. The facility was made operational and commercially functional by December 2019.

PEEP's assistance resulted in an increase in daily pasteurized milk production at GR Farms from 300 to 900 liters. GR Farm's monthly revenue increased from

Rs. 1.08 million to Rs. 3.24 million after installing the machine. The company also designed and launched an e-store mobile application and delivery-to-door service, providing adaptability during COVID-19 lockdown to mitigate impact on the business and to secure the continuous supply of hygienic milk to consumers. Additionally, GR Farms is purchasing milk from the neighboring dairy farms to meet its sales demand, resulting also in increased revenues for local buffalo farmers.

Mustaqbil - Youth Engagement in Agriculture

PEEP launched the Mustaqbil Matching Grants program in October 2019, targeting youth between the ages of 18 and 35 who were interested in starting new businesses or upgrading existing ones in the horticulture, livestock, and dairy sub-sectors. The objective of the program was to promote a culture of entrepreneurship among the youth to establish and grow businesses across agricultural value chains, encouraging them to enter the formal economy. The budget allocated for the activity was \$200,000 with each successful grantee to bring forth an equal mandatory cost share. PEEP encouraged interested applicants to propose additional contribution for maximizing leveraging of private sector investment from the initiative.



PEEP presenting Mustaqbil program at a promotional event.



Youth participant inquiring about matching grants at a Mustaqbil outreach event.

Under the promotional efforts for the Mustaqbil grants, PEEP held more than 30 orientation sessions at different locations in Punjab and provided information to more than 2,600 participants during these sessions, besides doing newspaper adverts and radio shows. In total, 51 business entities

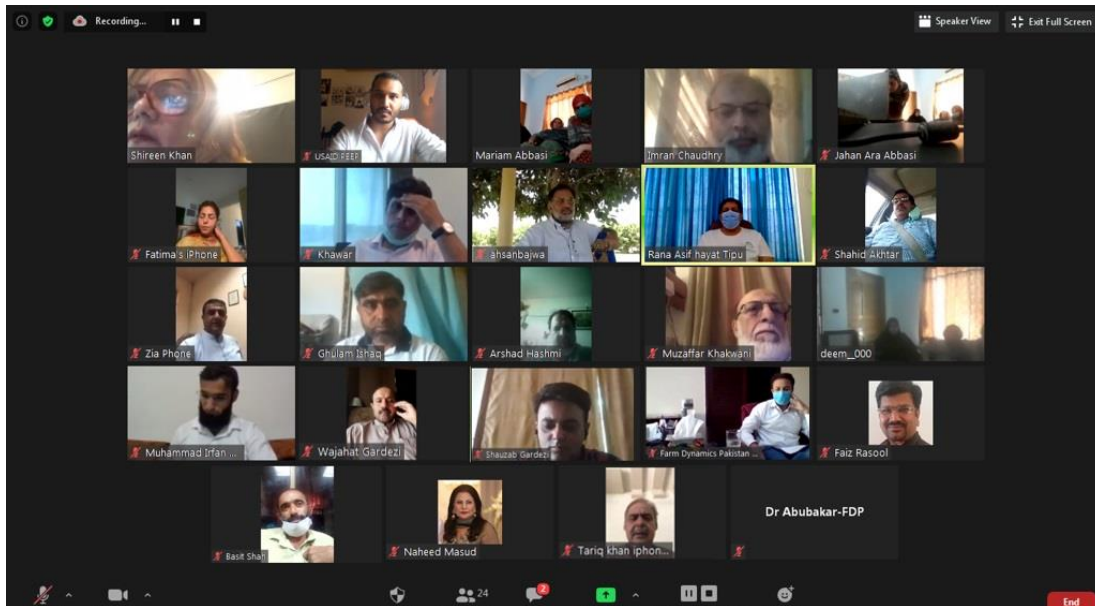
submitted applications for the grant by April 2, 2020, of which 16 percent were women-led business entities. PEEP assessed applications that were received, conducted pre-award risk assessments, and developed approval packages after ensuring eligibility of each applicant.

Due to the difficulty faced by applicants in fulfilling all pre-requisites, such as having a pre-registered company in the applicant’s name, and meeting cost-share requirements, PEEP experienced significant delays that affected grant awarding timelines. PEEP required each applicant to be fully compliant with all the pre-requisites and compliance requirements. Since startups in agribusinesses were mostly operating in the informal sector, they faced difficulty in meeting these requirements. PEEP provided additional support to applicants in finding ways of meeting the cost-share requirements, completing their applications, such as for improving their business plans, assisting in filling the applications, registering their businesses, and opening bank accounts. These additional engagements took more time than anticipated.

Keeping implementation difficulties in view for the number of grants planned to be awarded under the Mustaqbil program, while considering the lockdown and uncertainties in the country due to COVID-19 pandemic, USAID directed PEEP to discontinue the program in March 2020.

South Punjab Private Sector Engagement Forum

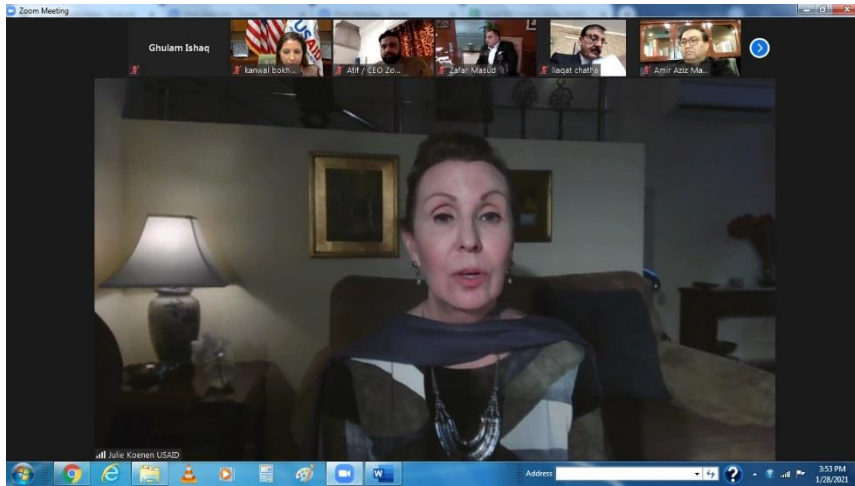
South Punjab is among the most marginalized regions in the country that requires unlocking potential through building an ecosystem for private sector development to attain provincial status in 2020. This new provincial status brought an opportunity for USAID to strengthen its development footprint in the region through early establishment of a roadmap and mobilization of private sector-led economic growth to capitalize on the comparative advantage of South Punjab. To achieve this, in Year 7, Component 3 worked on private sector development in the region.



PEEP organized virtual session of the Private Sector Engagement Forum.

Amid travel restrictions during COVID-19, the team engaged with the private sector remotely, including small, medium, and large businesses, financial institutions, chambers of commerce and industry, academia, sector associations, and the public sector entities, and systematically collected data to record issues impeding private sector growth in the South Punjab region. Interventions were focused on supporting South Punjab Private Sector Development through a range of activities including holding a Private Sector Engagement Forum, along with a series of focused sessions on sectors of economic importance for South Punjab. PEEP approached the private sector and the stakeholders proposed agriculture, textiles, tourism/hospitality, and energy as important sectors for the region. The South Punjab Private Sector Engagement Forum was envisioned to help identify opportunities and challenges for commercial and social investments in private sector resources and was a means to enable USAID to identify and address development challenges of South Punjab and through follow-on initiatives.

A series of virtual events were held under the South Punjab Private Sector Engagement Forum with stakeholders in January 2021, to jointly identify and discuss overarching and sector-specific private investment opportunities and challenges to address development challenges of South Punjab, and to develop a private sector-led follow-on mechanism to actualize private investment deals in the region. The event attracted extensive participation from stakeholders including public and private sector, academia, financial sector, all south Punjab chambers of commerce's and representatives from sector associations. The U.S. government, including the U.S. Department of Agriculture, and Foreign Commission Service, participated along with the extended teams from USAID, Lahore Karachi, and Islamabad missions. The plenary session was addressed by Consul General Lahore Mission Catherine Rodriguez while the concluding session was addressed by USAID Mission Director Julie Koenen. Other dignitaries included the special assistant to the prime minister, minister of L&DDD, additional chief secretary of South Punjab, and secretaries of agriculture, livestock, and dairy. Tourism and energy departments also participated in the event.



USAID Mission Director Julie Koenen speaking at closing session of for South Punjab PSEF.

The technical sessions during the event were led by presentations from the private sector, highlighting opportunities and challenges of various sectors. Relevant government departments were invited to answer questions raised during the presentations, and U.S. government representatives explained the U.S. government’s role in respective sectors. The dialogue provided impetus for accelerating the socio-economic development agenda in South Punjab. After project completion in March 2021, USAID will follow up on the activities and recommendations of the private sector engagement started during the year.

Technology-driven R&D through industry-academia linkages

For private enterprises to be able to invest in innovative, sustainable business models, and new products, a consistent and reliable R&D support was necessary. The need was more glaring in the agriculture sector due to its ever-changing climatic, technological, and market requirements. Despite the existence of the Offices of Research, Innovation, and Commercialization (ORIC), several academic institutions remained inept to build and scale up their R&D capacities beyond a basic level and therefore missed out on exploring revenue streams through commercializing demand-driven research for the industry. As per PEEP’s initial observations, only a few academic institutions were able to provide a certain level of R&D facilitation catering to sectoral/industry needs, far behind global best practice.

Based on the findings in South Punjab during interaction with the private sector and academia, PEEP sought to build a sustainable and permanent interface between businesses and research-capable universities and institutes. The objective of the initiative was to create an ecosystem to commercialize demand-driven R&D support for innovative products and services through promoting academia-industry linkages. By facilitating linkages for private sector seeking technology-based agri-businesses, PEEP anticipated that demand would be created for universities and research institutions holding requisite R&D facilities to catalyze innovation in technological product and service provision while creating additional revenue streams, following the global best practices.

In Year 7, PEEP identified and engaged with private sector industry and sector entities, and academic and research institutions from South Punjab by conducting virtual and in-person sessions to assess their needs and capabilities. Tangible and sustainable results of the activity included the facilitation, formation, and terms of reference of an inter-academic coordinating



Participants pose for a photograph after the working session with members of academia.

committee to help universities formally engage on research and development needs and identify opportunities and areas for mutual cooperation. PEEP helped form a standing coordination committee between the private sector/industry and academia. As a result of this engagement a pilot Agreement of Cooperation (AoC) between Farm Dynamics Pakistan (FDP) and Mian Nawaz Sharif University of Agriculture, Multan was signed. The AoC entails a list of collaborative activities to promote R&D among both the organization in agriculture sector including (but not limited to), research on local seed production, establishment of certified fruit nursery, and paid internship program for agriculture students. At the conclusion of this activity the coordination committees are firmly established and have independently set follow on meetings. In addition, upcoming AoC's between academic institutions, and between private sector entities and academy are materializing as a result of this activity. After project completion in March 2021, the coordination committee will carry on the activities and terms of reference for private sector facilitation under ORICs mandate.

Improved access to finance and markets

As per PEEP's observations, a major impediment for business growth and sustainability in South Punjab is the lack of access to finance. Traditional market access channels are vulnerable to external influences and distortions. Based on this assessment, PEEP established a network of financial institutions to meet with the private sector from South Punjab while providing information on financing schemes available under their respective portfolios. The interactive virtual and in-person sessions facilitated by PEEP provided an opportunity for the private sector to highlight their access-to-finance and market needs. The project's facilitation of the interaction between the financial institutions and the market supported services providers, including the digital platforms, to provide better understanding of the issues and create financial inclusion opportunities and better market access models for private sector.

PEEP engaged with the State Bank of Pakistan for developing a permanent mechanism for supporting the initiative. PEEP also brought together a goat farming cluster with the banks for facilitation of financing at the cluster level. The pilot showcased a model for financial inclusion for a cluster that typically was operating on a cash basis. It provided banks an

opportunity to customize their product portfolio catering to the specific demands of sectors/clusters for expanding the financial models in the country. PEEP also engaged with market access providers like e-platforms to create sustainable marketing access channels. Furthermore, PEEP enabled individual private businesses, members of chambers of commerce and industry and sector associations, and business support organizations to come together through interactive awareness sessions and create an enabling environment for ease of doing business in South Punjab.

ACHIEVEMENTS AND SUSTAINABILITY

Support under Transaction Advisory Services (TAS) to NRSP Microfinance Bank Ltd. 2016 -2021. PEEP provided TAS to NRSP Microfinance Bank in 2015 - 2016 for developing livestock lending portfolio to address the problem of an absence of financing options and inclusion for micro and small livestock farmers despite potential for growth. The NRSP Microfinance Bank launched this in August 2016 with a fund of Rs. 100 million. The bank disbursed loans worth more than \$88 million under the livestock portfolio for female farmers under the WEinSPIRE initiative for South Punjab. Loans disbursed in the livestock sector and the portfolio have expanded beyond Punjab to three other provinces (Sindh, Khyber Pakhtunkhwa, Azad Jammu and Kashmir) since October 2019. PEEP has leveraged PSI amounting to \$41.9 million in LoP.

Milk pasteurization at GR farms 2018-2019. To support the Punjab Pure Food Regulations 2017, PEEP provided a matching grant to GR Farms for establishing Chakwal region's only milk pasteurization facility, and for acquiring a food certification from Punjab Food Authority. As a result of PEEP's assistance, GR Farms saw an increase in daily production from 300 to 900 liters (as of September 20). The company is purchasing an additional 300 liters of milk from neighboring dairy farms. Their monthly revenue has increased from Rs. 1.08 million to Rs. 3.24 million. The company has also launched an e-store mobile application and a delivery-to-door service, providing adaptability during COVID-19 lockdown and new business opportunities through expanding into larger markets through the application.

Mobile olive oil extraction facility for Allied Foods Pvt. Ltd. 2018-2019. PEEP helped to establish a mobile olive oil extraction facility to provide olive plants to farmers at their doorsteps through a matching grant. As a result, the first-ever mobile oil extraction facility was established in Punjab. Allied Foods is processing 1.2 tons of olives as of 2020. It has plans for introducing its own brand of olive oil and products by 2021.

Olive processing facility at Unique Value Pvt Ltd. 2019. For facilitating value addition in the olive sector, PEEP gave a matching grant for establishing an olive processing facility, including grading and drying, to Unique Value Pvt. Ltd. 2019. As a result, the company began to increase fruit processing from 1 to 10 tons for oil extraction (920 liters) and value-added products in 2020. The company increased its value-added product basket from 4 to 20 products, and its revenue increased to above Rs. 2 million in 2019-2020.

Certified olive nursery for Sheher Saaz Pvt Ltd. 2019. To increase the availability of certified olive plants in the Potohar region, PEEP provided a matching grant for establishing a certified olive nursery. As of September 2020, 25,000 olive plants were sold, resulting in Rs. 2.5 million in revenue. The company made an additional investment of Rs. 2 million in

equipment and R&D. Sheher Saaz has established a second nursery with additional investment of Rs. 2.5 million.

Private Sector Engagement Forum for South Punjab 2020/2021. As South Punjab was among the marginalized regions in the country, PEEP helped to develop private sector engagement infrastructure for business growth. PEEP engaged with small, medium, and large businesses, financial institutions, chambers of commerce and industry, academia, and sector associations through systematic collection of data to record issues impeding private sector growth. PEEP initiated dialogue between the public and private sector through the Private Sector Forum for creating business enabling environment and identifying policy interventions. PEEP has laid the foundations and created the ecosystem for USAID to sustain private sector engagement after the life of the project.

Technology-driven R&D through industry-academia linkages 2020/2021. PEEP developed key linkages to enable R&D support to the private sector through academia and research institutions. This effort aided in experimentation, product development, prototyping, and pilots. PEEP facilitated initiation of academia-industry partnerships through matchmaking, and initiated inter-academia networking for sharing facilities, experiences, and knowledge. A platform for inter-academia linkages (sharing knowledge, best practices, models, and capacities) now exists. Agreements for cooperation between academia and private business entities has also been established and will continue to develop after the closing the PEEP.

CHALLENGES AND LESSONS LEARNED

Implementation of Transaction Advisory Services (TAS) Program

One of PEEP's program activities was to work with the Punjab Food Department (PFD) to facilitate private sector investments in grain storage sector and shifting from 'Bag to Bulk' storage regime through establishment of 200 near-the-farm grain (wheat) silos under a PPP model. The project proposed private sector investments to Build, Operate and Own (BOO) the silos of 10,000 MT capacity at each site, while PFD to lease these facilities for wheat storage, initially for 10 years. USAID PEEP's assistance was in line with recommendations by the World Bank's SMART Punjab Program for 2 million M/T wheat strategic reserves for the province.

Challenge: The grain silos project was the first ever food sector project proposed under PPP mode to the Punjab government and involved a 10-year concessional agreement by the government. Private investors required continuous technical, operational, and financial assistance before, during and after the construction and operationalization of the project sites under a long-term commitment from the government.

USAID PEEP's facilitation and support for the grain silos project through its TAS advisor KPMG, led to PFD presenting a proposal and attaining necessary approvals from the PPP Steering Committee led by the Minister P&D Department. Further facilitation included designing an advertisement of the RFP, bidder's evaluations and development of the concession agreements for each of the winning site.

However, as the host department, PFD did not have adequate technical and human resources to undertake the government approval process or to execute the project, while also working in collaboration with private sector investors. Under the Phase I pilot, 40 sites

were offered out of 200. A request of applications was released and after a competitive process 21 sites were awarded, and concession agreements signed with three private sector investor companies. However, PFD could only facilitate initiation of construction for two sites under Phase I.

PEEP also provided facilitation for preparations of Phase II approval from PPP steering committee for remaining 160 silo sites. However, with the change of government in the country, the Pakistani Rupee took an unprecedented decrease in value against the US dollar which increased the overall project costs due to increase in prices of imported technology and equipment. This affected the viability of the project as well. Ensuing discussions with the stakeholders, The Transaction Advisors KPMG proposed to consider the Build-Own-Transfer (BOT) model instead of originally approved BOO under the PPP arrangement. A revised financial model with updated input costs was also presented, however due to PFD's irresolution to the new proposed model, the project remained pending and eventually PEEP discontinued support to the Government of Punjab for the grain silos project.

Lessons learned: Procurement and storage of wheat is critical for food security and flour price stabilization in the market, therefore stakes in the process are high and sensitive for every government. On the other hand, change in priorities with frequent changes of government counterparts leads to loss of trust and goal alignment among partners. When the private sector is dependent on the public sector for the release of payments/approvals, it leads to reluctance in getting involved in long term agreements due to the cumbersome and bureaucratic process of working with the government.

PEEP was able to complete the tasks of successfully delivering TAS support. However, the execution of agreements once designed, under the control of the government, was difficult. For example, PEEP's TAS facilitation under the grain silos went all the way to the stage of signing of Concession Agreements for each of 23 sites between the PFD and the private sector. The execution of the agreements, however, was the responsibility of the PFD, which the department did not fulfil. Similarly, PEEP completed TAS facilitation to L&DDD with the development of the first comprehensive study on the "commercial production of FMD vaccine" in the country through its international TAS consultants. However, due to the change of the Secretary at the department, the study was not utilized as envisioned, to mobilize private sector investments. PEEP completed another TAS facilitation for the L&DDD department for mobilizing private sector investments in the dairy sector through conversion of extra milk available in the flush season into powder. The objective was twofold: to curb/regulate unabated import of milk powder on one side and to incentivize investments in local milk powder units in the province leading to price stabilization on the other. With change of the L&DDD Secretary, PEEP's efforts were not fully realized to yield desired results.

Since PEEP's TAS program was designed to support investment mobilization emerging as a result of policy and regulatory reforms, the program was targeted to work closely with the public sector and delivered support through one of the most professional TAS providers in the country. However, since execution and utilization of these efforts were dependent on the public sector, frequent changes in government counterparts made objectives of the activity unachievable. As a lesson learned, any future TAS programs should be developed to focus primarily on working with the private sector as was successfully done through the NRSP TAS activity.

Implementation of Matching Grants program

PEEP launched the Mustaqbil Matching Grants program in year 6 to promote a culture of entrepreneurship among the youth to establish and grow businesses across agricultural value chains and enter the formal economy. The program disseminated grants information to 2,665 participants during 31 orientation sessions, resulting in 51 total applications, of which 16 percent were from women-led business entities. For maximizing outreach, PEEP established channels of engagement with the aspiring youth interested in agribusiness through educational institutes, startups, youth entrepreneurship platforms and Chambers of Commerce and Industry with youth and women specific associations. PEEP conducted pre-application orientation sessions at 14 educational institutions across Punjab. PEEP was able to engage directly with the individual youth applicants by supporting them in honing their business plans, assisting them in filing the applications, registering their businesses with relevant authorities, opening bank accounts, and exploring ways of meeting cost-share requirements. PEEP assessed applications, conducted pre-award risk assessments, and developed approval packages.

Challenge: SMEs faced difficulties in matching the cost share to avail USAID matching grants under PEEP. In the case of Mustaqbil, a matching cost share was required from youth / startup applicants, who generally have limited access to financial resources. The lack of youth businesses being able to meet all of the qualifications of such a program resulted in a very limited number of 51 qualified applications. Fewer than a quarter of applicants were able to meet the requirements for such a matching grants program. Due to these limitations and the long amount of time required to rereview and approve such grants, especially as the program was launched in Year 6, USAID decided to discontinue the Mustaqbil Program at the start of Year 7.

Lessons learned: For SMEs and youth targeted matching grant support programs, the requirements for matching cost share should be avoided. In addition, a significant amount of technical assistance is required for grants programs to youth and small businesses and thus adequate time is required for implementation. These programs cannot be rushed or launched in the latter part of a project’s life cycle.

GOVERNMENTAL AND NON-GOVERNMENTAL INSTITUTIONS: STRENGTHS AND WEAKNESSES

Sr. No	Governmental Institutions	Strengths	Weaknesses
1.	Punjab Food Department	PFD has considerable human, financial resources. It has an abundance of wheat, which the government buys for food security; PFD has to keep 3-4 million MT wheat every year.	Public sector inefficiencies, irregularities, and corruption in the wheat storage system that led government to invite private sector investment into the government-owned wheat storage system. The turnover of secretaries resulted in changes in priorities in wheat storage

			options with the private sector.
2.	MNS University of Agriculture, Multan	The university has leadership.	Further resources required to expand its R&D facility and adding new disciplines to the university.
3.	Baha Uddin Zakaria University, Multan	Large and well-established university, lot of resources.	Lack of innovation and ability to make decision and take risk on new interventions.
4.	Cholistan University of Veterinary & Animal Sciences (CUVAS), Bahawalpur	South Punjab has the largest cattle population in the country. CUVAS is a newly established university with an opportunity to exploit the potential of livestock resources of Cholistan and South Punjab through its R&D function and catchment area for the students.	New university with no R&D experience.
6.	Ghazi University, Dera Ghazi Khan	Being the only public sector university in the area, it has potential to grow with new vice chancellor, and it is trying to develop the systems and regulations to build out modern systems to cater to the potential of the area.	New administration, a university with little R&D experience, substantial resources required to build infrastructure and R&D capabilities of the university.
7.	Islamia University, Bahawalpur	Large university with ample human and financial resources.	Lack of coordination and activity duplication that could have been avoided to concentrate areas that require R&D support.
8.	Virtual University of Pakistan	Countrywide presence can act as R&D information platform among the academia and industry	Lack of specific R&D activities under ORIC

Sr. No	Non-governmental Institutions	Strengths	Weaknesses
2.	Unique Value Pvt Ltd	The company is a well-established business; ready for change/adoption; commercial mindset.	Among first movers in the olive nursery industry – this poses challenges in learning without example; requires skills to operate olive

			nursery, learning through experimentation on introducing new products; need training and R&D.
3.	Sheher Saaz Pvt Ltd	The company is a well-established business; efficient; ready for change/adoption; commercial mindset.	First olive oil mobile unit in the country so lacks prior demonstrative examples of companies to follow; need to gain skills for operations of mobile oil unit, R&D.
4.	Allied Food	The company is a well-established business; efficient; ready for change/adoption; commercial mindset.	Needs technical skills to run olive processing industry as not many examples are present for olive by-products production.
5.	GR Farms	The company is a well-established business; efficient; ready for change/adoption; commercial mindset.	First milk pasteurizing unit in Chakwal area gaining experience in operations of this new technology introduced for SME dairy farms; needs further financial resources to expand the operations, milk supply, storage, and transportation capacity to optimize the business.

SUGGESTIONS FOR FOLLOW-ON PROGRAMS

Stakeholders' Coordination Platform for Key Agriculture Value Chains: Designing a follow-on program to facilitate development through platforms for other key agriculture value chains in the agriculture sector of Punjab is advisable. Dialogue among stakeholders is crucial to create consensus on policy and regulatory reforms for business enabling environment to support the private sector. The CAGs served as a vehicle to accelerate policy and regulatory reforms through dialogue and consensus building among diverse groups of stakeholders. The CAGs, or similar advocacy groups, provide an essential bridge between the stakeholders. For example, PEEP established the ODG with an enhanced scope to serve as a mechanism for advocacy and coordination within the sector and witnessed this approach to be quite effective in terms of accelerating stakeholders' led development. Both the private sector as well as the government equally appreciated the need for such a facilitative mechanism. The PAD requested PEEP to initiate and facilitate further development groups like the ODG for other agriculture/horticulture value chains across Punjab like grapes, peanut, high value vegetables and fruits, each of which can be pursued as areas for as follow-on programs.

Replicating Women Economic Empowerment in South Punjab. Continued replication of activities and programs focused on woman, agriculture and livestock development is recommended. COVID-19 disproportionately affected women who were further removed from access to information, training, and access to finance during the breakout of the pandemic and the subsequent lockdown in the country. PEEP implemented WEinSPIRE in two phases wherein

the stakeholders involved in the women empowerment activities were coordinated through a set of mutually agreeable activities. This ensured access to information on the use of best animal husbandry practices, education on financial and digital literacy, and access to credit for improving the existing livestock related businesses. Further it built capacity on starting new business ventures for their socio-economic uplift in South Punjab. Through the implementation of these initiatives, 2770 women received training for improving their businesses and subsequently had access to loans for the livestock related businesses.

Given the role of women in uplifting the status of the rural household the success of WEinsPIRE in two districts of Punjab, the program can be replicated in other districts of South Punjab as follow-on. This capacity building program for rural women should include trainings focused on the care of livestock, best animal husbandry practices, disease control and optimal feeding habits, financial literacy, and on increasing capacity of beneficiaries to interact effectively with public and private sector entities. This will promise better business results and the ability of livestock businesswomen to operate competitively in the sector.

SME development in rural Punjab. Public and private sector stakeholders were supported through technical assistance and in-kind grants for improving the supply and value chain of targeted sub-sectors inclusive dairy, livestock, and horticulture. Examples of this support include interventions through its in-kind grant and technical assistance for the establishment and operationalization of milk pasteurization plant, establishment of olive nurseries and olive oil extraction facility in the private sector. To capitalize on PEEP's work private sector focused policy and regulation reforms, follow-on grant and technical assistance program continuing to support these policies changes, including in the olive and milk sector supply and value chains would be impactful and beneficial for the enabling environment.

Strengthening Applied Policy Research Centers. PEEP support for the establishment of applied policy research centers for the development of livestock in Punjab through CAPRIL has had a successful outcome with tangible impact on the improvement of the sub sector. As a result, policy makers have been provided with evidence-based research studies including those on the import of Holstein cattle and establishment of milk pasteurization plants. It is proposed that, as a strategy for future support to the agriculture sector, applied policy research is made a priority through a follow-on program to strengthen research centers. Specifically, centers', such as CAPRIL's, capacities can be further strengthened by provision of human, financial, and technical resources, and the establishment of direct linkages with the industry and concerned government departments for effective uptake of research produced.

Support for importation and propagation of US Bovine Genetics (Holstein cattle and Angus cattle). PEEP supported a study on the adaptability of the Holstein cattle in Punjab, and the study revealed that the American Holstein cattle is highly adaptable in the sub-tropical areas of Pakistan and Punjab in particular, and that the breed has the highest milk production coefficient among comparable breeds. The findings of the study were disseminated through a seminar for dairy sector stakeholders. A follow-on program to this study and its impact can be extending support to dairy and meat sectors for the import and propagation of both Holstein cow and Angus cattle along with feed supplements to support and augment feed resources for these breeds. In particular, the program design can include:

- Establishment of Angus (US based genetics) breed training and propagation center at university of veterinary and animal sciences.
- Establishment of genomic research center for dairy and beef breeds.

- Establishment of feed resource up gradation center for dairy and beef breeds in Punjab.

The US imported Holstein cattle is revolutionizing the dairy sector through an unprecedented milk production rate per animal, and promising adaptability under the tropical conditions in the country. The import of US based beef breeds in Punjab may have a similar impact on the meat sector of Punjab, and both the livestock farmers and the farmers in the US would benefit from this program.

Advancing Private Sector Development for South Punjab. Ensuing South Punjab Private Sector Engagement Forum (PSEF), successfully held between January 26- 28, 2021, USAID can build a comprehensive program activity for the next five to seven years whilst providing technical and financial assistance. The PSEF successfully identified challenges and opportunities for mobilizing private sector resources to address development challenges of South Punjab in four sectors of socio-economic importance including agriculture/livestock, energy, textiles, tourism/hospitality. USAID can build on the momentum gained before and during the PSEF, by holding follow-up meetings on the identified sectors to chalk out set of activities in the respective sectors. Further sectors which can be added to the list for potential USAID's private sector development initiatives in South Punjab include the health and education sectors.

USAID can leverage stakeholders created through PSEF for developing a new program in the identified sectors in South Punjab, which is among the most marginalized areas in the country and has potential for socio-economic development. The program can support value addition and processing through introduction of medium and large-scale industry to convert the raw materials into finished products. Value addition in textile, meat, horticulture and dairy subsectors can be starting points. Development of SMEs, women empowerment and youth development can be incorporated as crosscutting functions under the proposed program. Owing to its cross functional and diversified experience, USAID can support the newly established South Punjab public sector departments in building their capacities to implement the program much in the same way that PEEP worked.

CROSS-CUTTING

MONITORING AND EVALUATION

The main goals of M&E team was to implement PEEP's Performance Management Plan (PMP), and support the project and specifically the technical components with the collection of indicator data, the review, verification and reporting of this information in the project's the quarterly and annual reports. The M&E team was also involved in developing scopes of work (SoWs) for different surveys, including, baseline, end-line, pre- and post-assessment of organizations using organizational capacity assessment (OCA) tools and conducted impact assessment of completed interventions.

M&E team developed a robust monitoring and evaluation system for the project to track progress against project indicators. For this purpose, M&E team developed survey tools and instruments for data collection from beneficiaries and put systems in place to gather required means of verification (MoVs) as per the requirements of the PMP, including but not limited to validity, integrity, precision, reliability, and timeliness. M&E team regularly travelled to beneficiary and partner site locations to conduct spot checks to validate information on key indicators including private sector investment, and full-time employment. The PEEP M&E team underwent two DQAs during the life of the project, the first in October 2016 and the second in October 2020.

At the start of the project, PEEP had 11 indicators. During the third year, USAID dropped the indicator "Percentage of women benefitting from project activities" and added another indicator "No. of persons receiving new employment or better employment (including better self-employment) as a result of USG assistance". Likewise, Initially PEEP had five mission strategic framework (MSF) indicators but during year 6, USAID shifted the project's requirement to continue to track only two Country Development Cooperation Strategy (CDCS) indicators, specifically Private Sector Investment (PSI) and Full Time Equivalent Jobs (FTE). During the last year of the project, year 7, USAID added another CDCS indicator for project in order to track the "Percent of USG-assisted organizations with improved performance".

Assumptions and Challenges

At the beginning of the project, while developing PEEP's Performance Management Plan (PMP), certain assumptions and challenges were delineated which are given in the section below. The PMP did not include any potential challenges related to the outbreak of a global pandemic which would affect the country and the project performance during the life of project. PEEP now recognizes COVID-19 as a potential challenge in implementing PMP and program activities. The project undertook extensive planning to overcome this challenge. The information below in italics was listed under the current PMP, in front of which the status after project completion is given.

Assumptions

- *Perception about USG assistance in Pakistan does not deteriorate:* During life of the project, perception about USG assistance did not deteriorate and the Pakistan continued to receive assistance from USG. This perception was helpful in completion of original five years of the project and subsequently two years extension.

- *Political willingness on provincial and district levels for BEE reforms:* Political willingness remained in-tact for BEE reforms and was helpful in completion of Punjab Agriculture and Livestock Policies despite changes in governments.
- *Provincial government continues to invest in improving public infrastructure (i.e., transport, communication):* while generally the provincial government counted to invest in public infrastructure including the Lahore metro system, but areas such as grain silos work, under component three, were impacted by the change in regional and federal government that were not as supportive to such interventions.
- *Political situation remains stable; no civil unrest occurs:* Despite the elections and change in government, the political situation remained stable and PEEP activities were completed.

Potential Challenges

- *Political instability caused by changes in government and its policies:* Due to change in government, there was a shift in new government priorities including not to support the grain silos project for which PEEP had worked by providing transaction advisory services. The discontinuation of the grain silos project had a major negative impact on projected PSE and FTE numbers.
- *Economic variability in terms of changes in monetary/fiscal policies:* The new government came into power in 2018 and a shift in spending and a restrained fiscal policy was put in place. Most notable result of this change was the de-pegging of the Pakistan Rupee to the Dollar which had wide ranging impacts on the government and private sector.
- *Law and order situation in the province may deteriorate:* The law and order situation remained stable in the province.
- *Unforeseen circumstances/natural calamities:* Unanticipated as a possible challenge in the PMP, the COVID-19 outbreak caused a dramatic shift in economic and political landscape of Pakistan. Likewise, COVID-19 had a negative impact on PEEP's achievement of the life of the project targets especially for PSI and FTE, specifically the pandemic and resulting insecurity reduced investments made by the private sector to grow their businesses and limited the hiring of additional employees.
- *Price and demand volatility in international market:* During project implementation the incoming government made the decision to de-peg the rupee from the dollar which dramatically weakened the rupee's value. While this action may have increased the ability of local business to export goods, it dramatically impacted the ability and cost to import goods and new technologies, impacting aspects of project implementation.

Project Objectives and Indicators Performance

PEEP's activities contributed towards USAID Pakistan's DO3, "Increased Private Sector-led Inclusive Economic Growth".² In order to achieve the Project Objective, PEEP achieved the following Sub-Intermediate Results:

- IR 3.1: Business enabling environment improved
- IR 3.2: Employment opportunities increased

² Details under Project Background, on Page 10 of this report.

The objective of USAID PEEP was to spur private sector investment in the agriculture, livestock, and dairy sectors, through creating a conducive business environment resulting in creating new employment opportunities for people associated with these sectors. PEEP's policy advocacy and reforms, institutional capacity building and mobilization of private sector investment initiatives led to PEEP improving the business enabling environment in Punjab, and increasing employment opportunities in the province, leading to increased private sector-led inclusive economic growth.

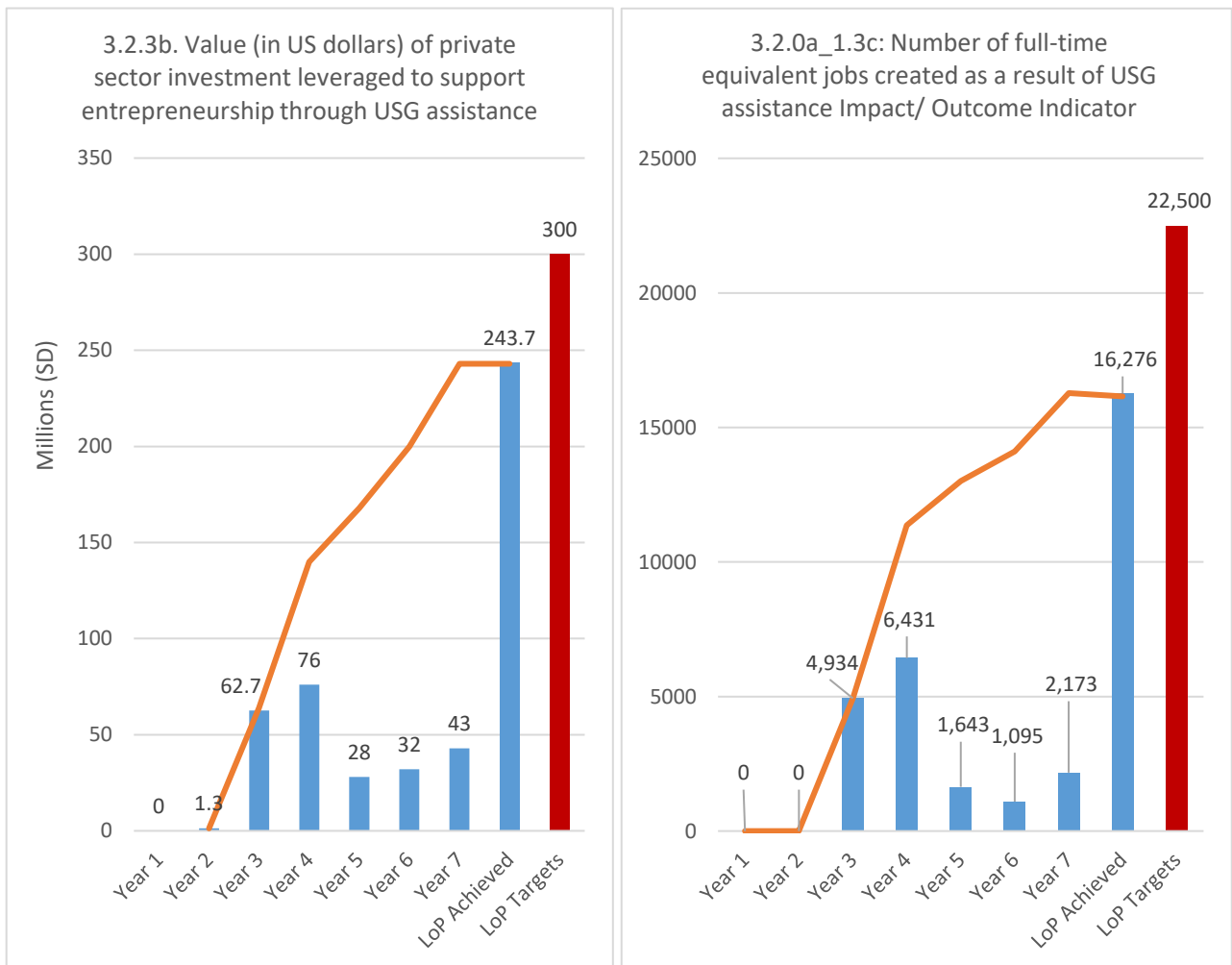
PEEP life of project targets and achievements per respective indicators is detailed as follows:

Progress against PMP Indicators

Sr. No.	Indicator	Unit	LoP Targets	LoP Achieved
1	3.2.3b. Value (in US dollars) of private sector investment leveraged to support entrepreneurship through USG assistance <i>Impact/ Outcome Indicator</i>	\$	\$300 million	\$243.7 million
2	3.2.0a_1.3c: Number of full-time equivalent jobs created as a result of USG assistance <i>Impact/ Outcome Indicator</i>	#	22,500	16,276
3	Number of USG-assisted organizations that participate in legislative proceedings and/or engage in advocacy at all levels <i>Outcome Indicator</i>	#	30	119
4	Number of enabling environment policies analyzed, consulted on, drafted or revised, approved, and implemented with USG assistance (4.5.1-24) <i>Outcome / Output Indicator</i>	#	23	31*
5	Number of USG assisted meetings with government officials regarding proposed changes in legal/ institutional framework <i>Output Indicator</i>	#	170	386
6	No. of events for public/stakeholder's consultation to enhance sector governance or facilitate private sector engagement in policy making as a result of USG assistance <i>Output Indicator</i>	#	95	162
7	Percent of local organizations receiving USG-supported capacity building assistance that have improved their score for organizational capacity using the Organizational Capacity Assessment (OCA) tool <i>Outcome Indicator</i>	%	75%	81%
8	No. of policy/position papers/ feasibility studies published or commissioned and utilized <i>Outcome indicator</i>	#	9	63
9	Amount of competitive grants availed by new investors <i>Output indicator</i>	#	\$300,000	\$71,728
10	No. of Transaction Advisory Services established in targeted subsectors Outcome indicator	#	24	26
11	No. of persons receiving new employment or better employment (including better self-employment) as a result of USG assistance <i>Output indicator</i>	#	10,500	43,693
12	PPR CBLD-9. Percent of USG-assisted organizations with improved performance	#	2	2

*Subject to approval of livestock policy from Government of Punjab

PEEP’s key indicator level objectives were to mobilize private sector investment amounting to \$300 million and to generate 22,500 full time equivalent jobs during the life of the project. The main focus of the PEEP supported initiatives was to design activities which could contribute achieving these goals. The project leveraged a total of \$243.7 million in PSI during the life of the project. As a result of PEEP in Punjab, a total of 16,276 jobs were created against a target of 22,500. The project was able to achieve up to 81 percent of its target for indicator 1, and 72.3 percent of its target for indicator 2, during the seven-year period.



PEEP met and exceeded the targets for 9 indicators while missing the indicators targets for 3. Additional information on each indicators performance and details on targets met and exceeded as well as those not met are provided below.

Indicator Targets Missed.

PEEP could not achieve its targets against indicator 1 and 2 due to several factors. One of the reasons for shortfall was the COVID-19’s arrival in March of 2020, which affected the project activities and business environment throughout the world, Pakistan and Punjab province. An example of COVID’s impact can be seen through the decreased contribution to PSI leveraged by NRSP Microfinance Bank as a source for indicator measurement, after the outbreak of the pandemic. It was expected that \$14 million PSI would be generated from new loans provided to livestock farmers by NRSP, a projected

rate based on prior years' numbers, but due to COVID-19 the bank did not disburse any new loans from its livestock portfolio following March. Likewise, COVID delayed the ability of the project to work with PAD on the implementation of MGS, as GoPb offices were closed for a long period and later working at limited capacity due to the pandemic. PEEP was able to eventually restart work under MGS, completing two batches of grants solicitations by end of project, totaling 53 grants, which will result in an approximate and projected amount of \$17 million in PSI and the creation of 563 jobs. Unfortunately since the funding for the grants and the required private sector cost share has yet to be released, these amounts were not counted toward PSI or FTE.

An addition factor that impacted PEEP's ability to achieve its PSI target (indicator 1) was that the project did not fix the USD to PKR exchange rate at the start of the project, when the exchange of 1 USD equaled 106 PKR. In year 7 the average USD to PKR rate was 163.4, resulting in the loss of 23.5 million in PSI reporting in the final year of the project alone.

PEEP was also unsuccessful in meeting its target for indicator 9, "Amount of competitive grants availed by new investors" and substantially missed the mark, only issuing \$71,728 out of a target of \$300,000. The reason for underachievement was that the indicator was aligned with dispersal of cost share grants whereas much of PEEP's programming using these grant funds, including the Mustaqbil program, were focused primarily on engaging small businesses and youth startup businesses, demographics that traditionally have issues gaining access to finance and the resources to effectively demonstrate cost share. As a result, although there was a great amount of interest by applicants for the project's cost share grants interventions the large majority of applicants did not have the resources to qualify.

Indicator Targets Met and Exceeded.

Under indicator 3, "Number of USG-assisted organizations that participate in legislative proceedings and/or engage in advocacy at all levels", PEEP was successful in achieving a number of 119 against a target 31. PEEP was able to gain strong results and momentum during year 2 and 3 through its facilitation of the CAG, round tables and policy development work.

For indicator 4, PEEP was successful in overachieving the "number of business enabling environment policies" (31 against the target of 26), as this was a major focus of component one's work with the Government of Punjab to achieve the milestones.

Similarly, PEEP overachieved the targets for indicator 5, "number of USG assisted meetings with government officials" by conducting 386 meetings against the target of 170, showing PEEP's strength of involving government officials in policy advocacy and reforms process.

For indicator 6, "number of events for public/stakeholder's consultation", PEEP overachieved the target by conducting 162 events against the target of 95, demonstrating the project's successful in engaging public and private stakeholders in consultative process to support the development of policy and key reforms.

PEEP also overachieved the targets for the indicator 7, "Percent of local organizations receiving USG-supported capacity building assistance that have improved their score for organizational capacity using the Organizational Capacity Assessment (OCA) tool". PEEP developed a comprehensive set of interventions under the in-kind grants to build the capacity of partner organizations through trainings. PEEP conducted pre- and post-

assessments of the USG assisted organizations through a third-party evaluation team and results showed achievement of 81 percent against the target of 75 percent.

Similarly, PEEP also overachieved the targets of the indicator 8 reporting an achievement of 63 against a target of 9 for “Number of policy/position papers/ feasibility studies published or commissioned and utilized”. PEEP was able to develop the feasibilities and policy papers while developing policies for PAD and L&DDD.

Likewise, PEEP overachieved the targets of the indicator 10, “Number of Transaction Advisory Services established in targeted subsectors”. PEEP engaged KPMG, a well-reputed firm for the issuance of TAS to the concerned participating organizations, which was instrumental in helping achieve the target.

PEEP also overachieved the target for the indicator 11, “Number of persons receiving new employment or better employment (including better self-employment) as a result of USG assistance”. New or better employment was primarily due to trainings and capacity building assistance provided to PEEP-assisted organizations. For example, a main contributor to achievement of this target was PEEP’s assistance to the Livestock Breeding Services Authority (LBSA) in building two custom-made mobile training buses which traveled to remote villages to train livestock farmers in best husbandry practices.

Lastly, PEEP met the target for indicator 12, “Percent of USG-assisted organizations with improved performance”. PEEP provided an in-kind grant to two organizations in south Punjab and built their capacities in best animal husbandry practices through a comprehensive capacity building plan. PEEP conducted pre and post-assessment of these USG-assisted organizations and results showed the improvement in their capacities on a set parameter.

PEEP’s year-wise achievement against targets for private sector investment leveraged and number of jobs created against life of project targets are given in the charts below:

Impact Studies Completed

Specific key studies carried out by the PEEP M&E Team and their respective detailed results are as follows:

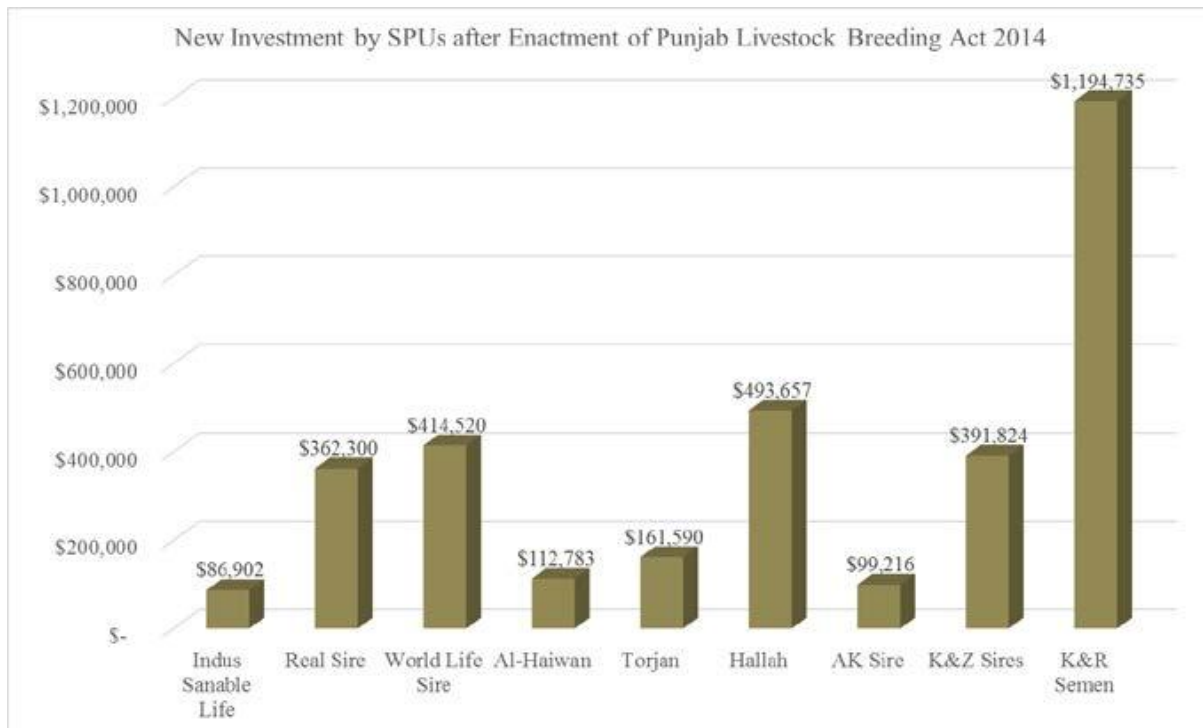


M&E Specialist collecting data at an SPU.

Survey of Semen Production Units (SPUs). After the enactment of Punjab Livestock Breeding Act 2014, with PEEP’s advocacy efforts, nine SPUs got new registration with Livestock Breeding Services Authority (LBSA). The rules framed with the support from PEEP were implemented, resulting in upgraded production facilities at these SPUs. Findings revealed improvements in the workability of the SPUs. PEEP used a structured process to collect information and calculated the new

investment generated as a result of enacting the Breeding Act 2014 and advocacy efforts of PEEP. The PEEP M&E team visited these SPUs and conducted a survey in various districts of Punjab and captured new investments made after the implementation of Breeding Act 2014.

The PEEP M&E team discovered that there were 394 bulls that were used for breeding purposes. Before the Breeding Act, there were 183 bulls at these SPUs and after the enactment of act, these SPUs bought 211 additional bulls for breeding purposes attributable to PEEP support. These new donor bulls were added after the new registration of SPUs with LBSA through the first quarter of 2016. Altogether, \$3.31 million was the total of new private sector investment generated in the form of new equipment, additional breeding animals, and improvement in the infrastructure of SPUs.



Baseline and endline surveys of WEinSPIRE. PEEP conducted a baseline survey for the WEinSPIRE initiative in Bahawalpur district through short-term technical assistance. The main objective of the baseline study was to provide information that will form the baseline for periodic participatory monitoring, evaluation, and impact assessment of WEinSPIRE in the project area. Since PEEP designed a series of activities under the WEinSPIRE initiative, detailed quantitative and qualitative information of the current situation in the project area was required to benchmark the prioritized parameters. PEEP's M&E team monitored the process of data collection through questionnaires and focus group discussions in the field.

The themes explored included employment rate, expenditure on health and education, major income streams, average investment on livestock, knowledge of farmers on major diseases and food sources such as silage and nutrients, current level of market linkages, access to local market, ownership of mobile phone, role of women in household decision making, dietary habits, and land ownership of the target beneficiaries.

Major findings of the baseline survey were:

- Overall employment rate in selected households is 58 percent
- Average household monthly income is Rs. 14,511, with monthly contributions from men and women standing at Rs. 11,147 and Rs. 3,364, respectively

- Over one-third respondents (37.9 percent) preferred informal source of finance, while (62.1 percent) preferred formal sources with access to formal finance standing at 63.8 percent
- Percentage of animals kept by households stand at: goat 73.3 percent, cow 66.4 percent, buffalo 22.4 percent, and sheep 7.8 percent
- Households average investment on livestock is Rs. 196,673; they spend Rs. 69,089 on goats and Rs. 127,584 on cows
- Only 40 percent of female respondents have their own mobile phones or have a direct access to one
- Over one-fifth of respondents (22 percent) believe that women have the ability to participate and take leadership roles in community, with a minority of 3 percent disagreeing with this notion

PEEP planned and completed activities under WEinSPIRE to empower women in the area through various activities including training in livestock husbandry practices, marketing activities to link the women farming with breeder association with financial institutions, the livestock department, and Telenor. The report helped gauge the level of improvement against these parameters towards the end of project.

PEEP conducted an endline study in the Bahawalpur district of South Punjab where PEEP implemented its women inclusion and empowerment activities under WEinSPIRE. The objective of the study was to measure immediate or intermediate impact of the intervention against baseline values. The survey was conducted among members of WCCIB, L&DDD, breeder associations, and women keeping goats. Focus group discussions were conducted with WEinSPIRE trainees in Bahawalpur and Ahmedpur East tehsils. The following are graphics that represent key results of the endline report against baseline values:



The endline survey reported an increment of Rs. 4,962 in household income, and women's contribution to household income increased to 34 percent. Average animal sale price

increased by Rs. 7,664, purchase price increased by Rs. 1,367, and investment increased by 13 percent. The selling price of a goat was 1.5 times the purchase price, but for specific breeds, such as the Nachi, it was 1.6 times, as a result of project marketing activities to highlight/market true to breed animals. Disease prevalence in animals had lowered significantly by endline, especially parasitic infections, FMD, and motion, as a result of PEEP's intervention, and the L&DDD's significant improvement in veterinary services. Respondents reported around 40 percent increase in their ability to work outside their homes, over one-third of respondents claimed that their ability to work outside their homes had improved, and 38 percent women said they were able to take on leadership roles in their community. Respondents also reported higher levels of basic knowledge in animal keeping compared to baseline values, exhibiting the success of the intervention.

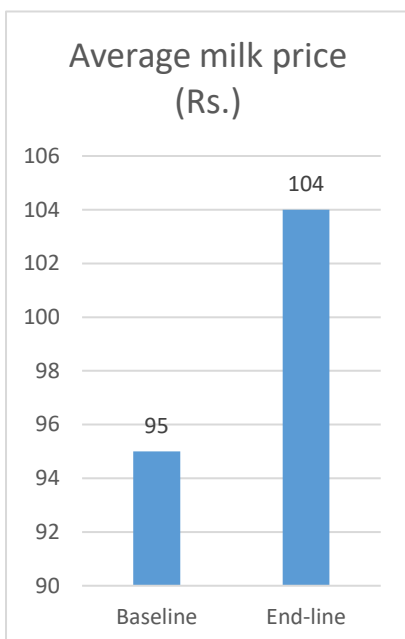
Baseline and endline surveys of WINDS. PEEP team conducted a baseline survey for WINDS in Sialkot district through short-term technical assistance. The study's overall objective was to assess the existing status of the livestock (dairy) sector with specific focus on opportunities for enhancing incomes of female dairy farmers as a result of the WINDS network. The main findings of the baseline study were:

- Women are solely responsible for homemade milk products. Generally, women have great attachment with buffaloes due to economic reasons and raise them as a family member.
- The prices received by farmers varied from Rs. 60 to Rs. 80 per liter while end consumer price varied from Rs.90 to Rs.100 per liter and some inflated at Rs.110 in the main city of Sialkot.
- Farmers and consumers alleged that Doodhis resorted to improper measurements and adulteration in order to maximize their margins. There was a general concern about adulteration both of fresh and processed milk in the absence of appropriate regulatory measures.
- Milk marketing associations and cooperatives are non-existent in Sialkot District. This denies producers the economies of scale including improved bargaining power vis-à-vis marketing agents.
- Despite various constraints, milk production has exhibited an increasing trend. Increasing demand and more precisely an existing supply demand gap can easily absorb any significant increase in production or supply. Therefore, the future of the dairy industry seems to be quite encouraging.
- A value chain management approach was suggested that should address the issues and constraints of all direct and indirect players. The overall objective should be improving productivity and profitability of small dairy farmers leading to the socio-economic uplift of women and better nutrition for the children.

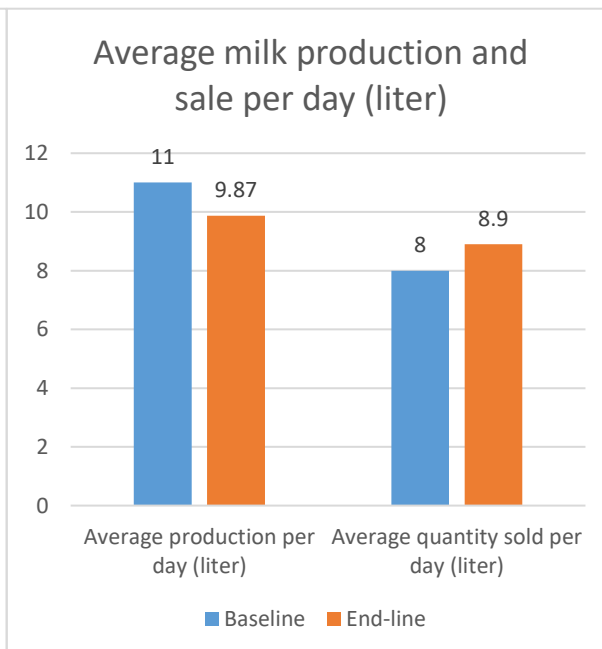
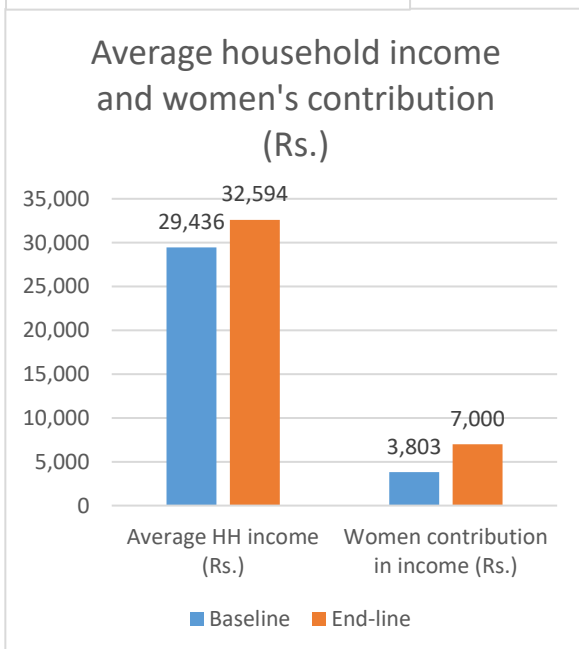
After baselining, PEEP worked with Sialkot Chamber of Commerce and Industry (SCCI) to implement WINDS. The Women Resource Center (WRC) was already established at SCCI and PEEP collaborated with WRC and provided training to women farmers in Sialkot on best animal husbandry practices and milk handling and testing. After the intervention was completed, PEEP conducted an endline survey that revealed the following:

Items	Baseline	Endline	Percentage change (%)
Additional animals bought after training (%)	0	24	100
Average milk price (Rs.)	95	104	9.5

Average production per day (liter)	11	9.87	10.3
Average quantity sold per day (liter)	8	8.90	11.3
Average household income (Rs.)	29,436	32,594	10.7
Women contribution in income (Rs.)	3,803	7,000	84
Milk testing (%)	0	19	100



As a result of the training provided to women in Sialkot, milk prices went up 9.5 percent, from Rs. 95 during baseline to Rs. 104 at the endline. This increase in price contributed toward enhancement of average household income and women’s contribution to family income. Although the average production of milk went down from 11 liters in baseline to 10 liters in endline per day, the average quantity of milk sold went up from 8 liters to 9 liters per day. This may be because households have reduced the milk consumption at home. Average household incomes increased from Rs. 29,436 in baseline to Rs. 32, 594, by 10.7 percent. Similarly, women’s contribution to household income also increased 84 percent, from Rs. 3,803 to Rs. 7,000. Milk testing went up to 19 percent compared to baseline values, which were nil, a 100 percent increase showing growing awareness of the importance of consuming pasteurized and hygienic milk.



Impact assessment of PHDA trainings for butchers and abattoir managers. PEEP’s Monitoring and Evaluation team completed data collection in 25 districts of Punjab to gauge the impact of training provided to butchers on Halal Slaughtering and Best Health and Hygiene Practices in 2016. PHDA conducted the training under an in-kind grant from PEEP for the capacity building of its stakeholders to develop halal products and acquire certification systems. The training resulted in improved infrastructure, upgraded equipment, better hygiene practices, and the growth of meat businesses owned by butchers who attended the trainings. Through the survey activity, PEEP measured the change and impact of the training through new PSI mobilized and FTE employment created.

“I learned correct Islamic, Halal slaughtering techniques, significance of maintaining cleanliness in the shop and ways to attract more customers and consequently increased sales.”

— SAFDAR ALI, OWNER, BISMALLAH MUTTON SHOP, SIALKOT

Based on the target population of 1,086, a total sample of 284 butchers was calculated from



PEEP team while collecting data from beneficiaries of PEEP assisted PHDA trainings

25 districts of Punjab. The sample size was determined on 95 percent level of confidence and five percent margin of error. The response distribution anticipated was 50 percent. From within each of the 25 districts surveyed, PEEP randomly selected 11 to 13 participants of training to survey.

A total of \$424,539 was invested by butchers in the 25 districts surveyed as a result of the knowledge gained from training. PEEP accounted for investments made in improving infrastructure at shops such as installing fly covers and marble flooring and for purchasing equipment to better existing halal slaughtering practices. The greatest investment was recorded in the district of Chiniot (\$47,161) followed by Hafizabad (\$34,444), as shown in the table below. Forty-one new FTE jobs were also reported. When inquired about the effectiveness of the training, all respondents termed it to be satisfactory and beneficial for their business.

Assessment of institutional capacity of partner organizations. The PEEP M&E team arranged a third-party pre- and post-assessment of the local organizations receiving U.S. government-supported capacity building assistance that have improved their score for organizational capacity using the organizational capacity assessment (OCA) tool, which is a structured instrument for a facilitated self-assessment of an organization's capacity followed by action planning for capacity improvements. The systematic approach diagnoses and addresses the issues in the areas of advocacy, governance, leadership, research management, human resource management, accessing and mobilizing resources, financial management, and

planning and performance management. The pre- and post-assessment of the organizations is conducted using specific parameters defined in OCA tool. The same OCA tool was used by a third party during pre- and post-assessment to identify the improvement in their performance with respect to their mandate and international best practices using the same parameters of OCA tools used before the start of the assistance. Using the OCA tool, capacity of the organizations was assessed on eight capacity domains, against 41 capacity elements.

The following domains of the OCA tool were utilized:

- Governance and Leadership
- Administration and General Management
- Staffing, Human Resource Management, Human Resource Development
- Financial Planning and Management
- Organizational Management
- Program Management
- Project Performance Management / Service Delivery
- Advocacy and Policy Inputs / Partnering and Networking / Marketing and External Linkages and Communication
- Financial and Operational Sustainability

For these nine domains, there were 48 capacity elements and 170 variables. Results of pre- and post-assessments of 16 organizations using OCA tool were conducted in two phases. In phase 1, assessment of nine PEEP assisted organizations was completed and in Phase 2; another seven organizations went through the pre- and post-assessment using OCA tools. The target for percent of local organizations receiving U.S. government-supported capacity building assistance that have improved their score for organizational capacity using OCA tool was 75 percent, but the results show an achievement of 81 percent. A comparison of the two assessments is shown in the last column that exhibits the percent average of variance in pre- and post-intervention capacity levels. Details of pre- and post-assessment of all organizations are given below:

Pre and Post assessments of PEEP assisted organizations using OCA Tool					
Sr. #	Organization	Pre-Assessment Score	Post-Assessment Score	Variance	
1	Center for Applied Policy Research in Livestock (UVAS)	1.39	2.27	76%	Phase I
2	Pakistan Cold Chain Development Company	2.04	3.29	91%	
3	SCCI	1.44	2.83	120%	
4	PHDA	1.45	2.55	85%	
5	SCBS	1.63	2.60	77%	

6	Pakistan Agriculture & Dairy Farmers Association	1.40	2.27	78%	Phase 2
7	Horticulture Business and Policy Research Center (HBPRC), Bahauddin Zakariya University, Multan	1.32	2.24	76%	
8	Nachi Goat Breeders Welfare Society (NGBWS)	1.19	2.08	84%	
9	Women Chamber of Commerce and Industries	1.85	2.81	76%	
10	Lohi Sheep Breeders Welfare Society (LSBWS)	1.19	2.08	84%	
11	Beatal Goat Breeders Welfare Society (BGBWS)	1.19	2.08	84%	
12	Kajli Breeders Welfare Society (KBWS)	1.21	2.08	81%	
13	Thalli Breeders Welfare Society (TBWS)	1.21	2.08	81%	
14	Olive Foundation	1.5	2.38	77%	
15	Livestock Breeding Services Authority Punjab	2.46	3.4	60%	
16	Pakistan Agricultural Coalition (PAC)	2.56	3.42	71%	
Total Average		1.56	2.53	81%	

In Phase 3, PEEP completed the pre-intervention OCA for Dera Ghazi Khan Chamber of Commerce and Industry and Mundri Sheep Breeders Welfare Society (MSBWS). PEEP had provisioned capacity building grants to both organizations under WEinSPIRE 2 effective from November 1, 2019 to July 1, 2020. The grant to the DGKCCI aimed to enhance women's contribution to the local economy through their participation in the livestock sector, and the grant to MSBWS aims to conserve various local animal breeds and enhance milk and meat production.

The M&E team measured the pre-intervention capacity of both the organizations using the OCA tool, and assessed them based on nine capacity domains, subcategorized into 48 capacity elements, and approximately 170 variables. The team reviewed relevant documents, including grant application and agreement, with the organizations, conducted field visits and meetings with office bearers of DGKCCI (including the general secretary and an executive member) and MSBWS (including the chairman and the additional director for livestock and project coordinator) to review their systems and processes to assess their structure,

management, and service delivery mechanisms, and collected quantitative and qualitative data for analysis and report writing. Further recommendations were provided to improve the future course of action.

Using the OCA tool, the M&E team scored the organizations on each of nine capacity domains from 1 to 4. The pre-assessments portray the organizational capacities before the start of their respective grant activities.

DGKCCI scored a total of 52.1 percent across the nine capacity domains assessed. It scored lowest on ‘Staffing, Human Resource Management, Human Resource Development of Employees and Leadership’ (28.3 percent), followed by ‘Financial Planning and Management’ (35 percent) and ‘Program Management’ (35 percent), indicating areas of low capacity. The highest scores were in ‘Organizational Management’ (78 percent) and ‘Advocacy and Policy Inputs / Partnering and Networking / Marketing and External Linkages & Communication’ (75 percent).

The MSBWS scored a total of 29.3 percent across the nine capacity domains. Its lowest score was 25 percent recorded the same in five domains, ‘Staffing, Human Resource Management,’ ‘Human Resource Development of Employees and Leadership,’ ‘Financial Planning and Management,’ ‘Organizational Management,’ and ‘Financial and Operational Stability.’ These domains are indicated as areas of low capacity. The highest score was in ‘Governance and Leadership’ (39.3 percent). The organizations were also asked to rate priority levels of 48 capacity elements from within the nine capacity domains.

PEEP carried out “post-assessment of the capacity” of the two organizations DGKCCI and MSBWS which received assistance from PEEP. The results are given below:

Sr. No.	Organization	Pre-Assessment Score	Post-Assessment Score	Variance
1	Mundri Sheep Breeders Welfare Society (MSBWS), Dera Ghazi Khan	1.19	2.02	77%
2	Dera Ghazi Khan Chamber of Commerce and Industry (DGKCCI), Dera Ghazi Khan	1.38	2.42	81%
	Total Average	1.29	2.22	79%

The U.S. government-assisted organizations improved their capacities. The target for percent of local organizations receiving U.S. government-supported capacity building assistance that have improved their score for organizational capacity using OCA tool was 75 percent, but the results show an achievement of 79 percent.

ENVIRONMENTAL COMPLIANCE

The project received the approved Initial Environmental Examination (IEE) from USAID in Year 2. The purpose of the IEE in accordance with 22 CFR 216, was to provide a review of the reasonably foreseeable effects on the environment as well as recommend threshold decisions for the project based on the present design and components of the project.

In light of the approved IEE, PEEP reviewed project activities for reasonable conceivable effects on the environment as well as recommended threshold decisions for the project based on its present design and components. The implementation of project activities ensured compliance with 22 CFR 216 requirements and Pakistani environmental laws and regulations, incorporating environmental mitigation measures for all activities under the program interventions on livestock, dairy, and horticulture subsectors.

Environmental baseline surveys were conducted with grantees to fill in the environmental checklist, collect physical and biological data and record photographic evidence of the development of environment documents.

Environmental assessment of project activities. PEEP's environmental compliance specialist conducted a desk study, secondary data collection, and meetings and coordination visits to the relevant grantees, and prepared preliminary assessments for environmental compliance documents. Subsequently, PEEP submitted the Environmental Documentation Form (EDF), Environmental Review Report, and Environmental Mitigation and Monitoring Plan (EMMP) to USAID and received the approval from the mission environment officer for 43 grants.

PEEP also prepared related environmental compliance documents for recording purposes. To ensure the multi-faceted environmental compliance provisions, PEEP developed the environmental certification for the vendors, along with Personal Protective Equipment Compliance Form, the Personal Protective Equipment Inventory Form, and the Hazard Assessment Form, which were approved by USAID along with the Environmental Review Report.

Environmental monitoring of project activities. Year 2 entailed formulation of field environmental monitoring forms based on the comprehensive environmental reports approved by USAID. Subsequently, templates were developed for the grants that were approved by USAID.

PEEP carried out the environmental monitoring of project activities. This involved field data collection and inspections on site for the grant, 'Support to Agriculture Commission for its Operationalization' as well as 'Initiating and Strengthening Technical Advisory and Advocacy for Olive Farmers of Potohar Region for Sector Growth' so as to ensure that the appropriate mitigation measures were in place during the pre-operational phase activities. PEEP arranged adequate environmental orientation training for capacity strengthening to implement the mitigation measures for the grantee representatives, vendors, and workers hired by the vendors. The procedure of environmental compliance monitoring was formally and successfully completed for all the grants.



PEEP Environmental Compliance Specialist Sana Sakina discusses the environmental compliance requirements with a grantee.

Screening of environmental impacts and development of an Environmental Mitigation and Monitoring Plan. Fostering environmentally sound implementation, PEEP conducted field visits for data collection along with inspections on site at locations of various grantees to ensure

appropriate implementation of the mitigation measures as stipulated in the EMMP. PEEP completed EMMPs for establishing various buildings/machinery including assessing mitigation measures at the time of the installation and operation of the machinery. For this purpose, PEEP conducted test runs of the equipment. Machinery handed over under the grants were found to be in good working condition and appropriate safeguards were in place. As a result, Environmental Compliance Completion Certifications were signed off by the grantees.

As determined in the EDFs, inspection visits were carried out on site during unpacking and commissioning. The purpose was to ensure appropriate implementation of mitigation measures as stipulated in the EMMP for compliance activities. The Solid Waste Management Plan, where applicable, was followed so that all packaging waste was collected to be disposed of properly.

Wherever it was required or stipulated in the approved EMMP of the grant, mitigation measures that need to be implemented on ground were ensured. For example, on October 17, 2019, the PEEP team monitored a dry run of the mobile olive oil extraction unit installed at the grantee's premises to ensure smooth functioning during inauguration at the National Olive Festival. The PEEP team found all necessary measures of safety being observed according to the minimum requirements of machine operation.

PEEP conducted a survey to collect baseline observation of a grant under consideration, for milk pasteurizing unit at GR Farms in Chakwal region. PEEP team visited the potential site for the pasteurization unit and collected baseline data about the site and surroundings. The information collected was used in preparing the EDF and EMMP that, in turn, facilitated the approval and future compliance.

PEEP later visited GR Farms to monitor a dry run of the milk pasteurization unit installed at the site. The grantee was provided with personal protective equipment for the operators and visitors including facemasks, coats, and rubber gloves. The packaging used for milk packing was food grade with certification as proof of hygiene and halal standards. Antiseptic dips were provided at the farm entrance to ensure farm safety. All the electrical wirings were properly installed with protection coating to avoid short circuiting and slip trips and falls.

The PEEP team visited Dera Khan during the first week of January 2020 to supervise the vendor's work for installing IT equipment, including a multimedia projector and an uninterruptible power source (UPS) for EMMP implementation at DGKCCI. The vendor also handed over IT equipment to MSBWS, including a laptop, printer, and digital camera. As per the monitoring frequency stated in the USAID-approved EDF for the relevant grants, PEEP's environment compliance specialist guided in electrical installation of UPS. As a result, bare wiring outdoor was immediately replaced with proper switching.

To facilitate approval of the individual applications received under Mustaqbil, PEEP's environmental compliance specialist drafted input for environmental compliance in the negotiation memo for the grants of Fresh Maid Dairies, River Indus Agri Farms, L&DDD, PAD, and Ever Green.

Environmental monitoring/capacity building and training. To ensure that all activities are compliant with the approved EDF, training sessions were held at grantee premises. The objective of the training sessions was to create awareness and to ensure that workers are well equipped with basic knowledge before commencing grant activities. The training sessions included biosecurity, the use of personal protective equipment, waste generation and management, machine safety, occupational safety and health, electrical safety, and chemical and fuel use. Moreover, detailed discussion with environmental focal persons and discussion on approved documentation, including the Pesticides Evaluation and Pre-use Action Plan, EMMP, and relevant plans were conducted to make sure the activities are in compliance with the approved EDF.



Environment Specialist PEEP Sana Sakina while conducting the training at GR Farms.

Negotiation Memo Input for Implementation of Mustaqbil Matching Grants Program. To facilitate the approval of individual applications received under the project’s Matching Grants Program, PEEP included environmental compliance language in the negotiation memo for grantees Fresh Maid Dairies, River Indus Agri Farms, Livestock and Agriculture Development, and Ever Green.

COMMUNICATIONS

Branding Collaterals. Over the life of the project, PEEP developed branding collateral for various events, including the following significant events below:

- *Matching grant signing with GR Farms held at the PEEP office.* The event photo album was posted at USAID’s Facebook page.
- *National Seminar on Olive Sector Development held at NARC on September 19, 2019 in Islamabad.* The story was released by the partner PARC, which appeared in the Business Recorder newspaper.
- *National Olive Festival held at BARI, Chakwal, on October 25 and 26, 2019.* PEEP developed branding collateral and the story was released by USAID, which appeared in 17 national and Chakwal specific newspapers. TV coverage news packages were aired at seven national outlets. Photo albums of the event were posted on Facebook pages of USAID Pakistan and the U.S. Consulate General Lahore.



- *WEinSPIRE 2 Review Meeting and Dera Ghazi Khan launch events in Bahawalpur and Multan respectively on November 20 and 21, 2019.* The launch event was attended by representatives from print and electronic media including Associated Press of Pakistan, Rohi TV, ARY News, Express News, and PTV. The event photo album was posted at USAID's Facebook page.



Press Clippings of the post-event media coverage in various English and Urdu newspapers.

- *Stakeholders' Consultative Meeting for Punjab Livestock Policy 2020 in partnership with the L&DDD and the Punjab government held in Lahore on December 3, 2019.* PEEP developed a branding collateral for the PEEP-supported milk pasteurization facility inaugurated at GR Farms in Chakwal on December 19, 2019. The event received coverage by mainstream newspapers including [DAWN](#), [Nation](#) and [The News](#). The event photo album was posted at USAID's Facebook page.
- *Training of female livestock master trainers under PEEP's grant to DGKCCI.* Training events were planned for February 2020. In addition to these, a branding collateral was also developed for a Stakeholders' Consultative Meeting on Punjab Livestock Policy planned at Pearl Continental Hotel Rawalpindi on March 2, 2020. The photography and videography of the event was also ensured for reporting and promotional purposes. Furthermore, the information package for the Mustaqbil Program was reprinted for dissemination at Dunya Kisan Dost Mela in Multan.
- *Dunya Kisan Dost Mela held on February 14-16, 2020.* PEEP completed the design and production of PEEP stall fabrication and newspaper supplement for the Bahauddin Zakariya University in Multan. These designs were rolled in production and printed following USAID clearance. The full-page newspaper supplement was printed in the Dunya Urdu newspaper on February 14, 2020. New applications for the Mustaqbil grants program were received as a result of these outreach efforts. The event was also highlighted on official Facebook page of USAID.

PEEP also undertook the following activities to promote Mustaqbil through USAID's Facebook social media page and radio fora:

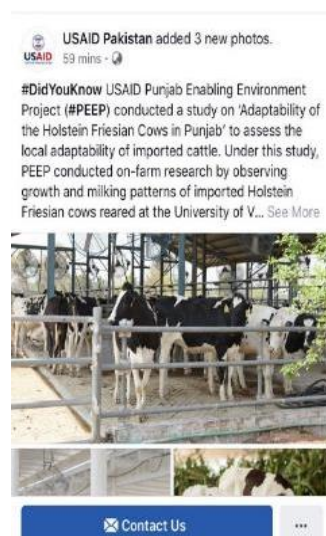
- Developed a photo album post for Facebook highlighting Mustaqbil orientation sessions
- Redesigned Mustaqbil grant advertisement for Facebook
- Aired and recorded an episode on USAID's radio talk show on FM101
- Reprinted Mustaqbil information package



Screenshots of the official Facebook pages of USAID Pakistan and U.S. Consulate General Lahore highlighting PEEP Mustaqbil Program at Dunya Kissan Dost Mela in Multan.

Livestock advisory under Telenor's Khushhal Aangan Service concluded. Between April and June 2019, PEEP contributed content for 17 SMS and voice messages as part of its campaign (in partnership with Telenor) for promoting livestock best practices to rural households in Punjab. This marks the conclusion of this activity, which has targeted over 412,000 subscribers of Telenor, under the ambit of Telenor's Khushhal Aangan service. Among these, 42 percent are women subscribers as per estimates provided by Telenor, which are the key target group for PEEP.

World Milk Day celebrated through social media posts on USAID Pakistan Facebook page. The PEEP team developed four posts (text and photos) to highlight project's interventions in dairy on World Milk Day (June 1), which were uploaded on USAID's Facebook page.



Posts shared by USAID Pakistan Facebook page on Milk Day regarding PEEP's dairy

Social media campaign for International Women's Day on March 8, 2020 developed.

PEEP completed field photography of WEinSPIRE master trainers and beneficiaries in Dera Ghazi Khan and Bahawapur. Photos and supporting text was submitted to USAID for clearance and subsequent posting on USAID's Facebook and Twitter handles. The team also developed a Facebook post regarding the organization of virtual training sessions for women master trainers under the project's support to L&DDD Dera Ghazi Khan Directorate. The post discussed the impact of COVID-19 on lives of underprivileged women in DG Khan and the benefit of this training for the women during these testing times.

Success story on USAID's Facebook page on World Entrepreneurs' Day produced. The PEEP team visited an olive nursery in Chakwal to take photos and cover the success story of a female beneficiary who recently attended the PEEP-supported training on olive value chain and olive nursery management. The success story has been approved as part of the quarterly report of April to June 2019 and published on USAID/Pakistan's Facebook page for World Entrepreneurs' Day on August 21, 2019.



Screenshots of the USAID's official Facebook page highlighting the women empowerment initiatives of PEEP.

Moreover, 28 success stories were produced over the life of the project; each one was included in the respective quarterly report.

Olive sector partner testimonial video for National Olive Festival prepared. PEEP developed olive sector partner testimonial video, which was played at the National Olive Festival. The video featured PEEP's grantees and private and public sector partners.

Facebook post regarding establishment of the Private Sector Development Forum (PSDF). PEEP developed a Facebook post regarding the establishment of the PSDF in South Punjab in July 2020. The post highlighted the forum's goals to bring together partners from the private and public sector to review the pace of development in South Punjab's agriculture sector under its newly proposed administrative status, recognizing development gaps, and formulating joint strategies for private sector-led growth in the region. It was posted on USAID's Facebook page on August 7, 2020.



Screenshots of the USAID official Facebook page highlighting PEEP's efforts regarding the establishment of PSDF in South Punjab.

Project documents. PEEP's communications team provided support to the technical team and the project resources along with working independently on several project documents including PEEP's implementation plan during COVID-19. The team also worked on developing the scope of work for hiring a research associate, program coordinator, and senior policy expert; monthly reports from March 2020 onwards; and the project's activity/events calendar since the project inception.

Furthermore, when PAD launched a program 'Matching Grants to Agribusinesses' under its Agricultural Innovation and Development Enterprise Fund to provide support in fruits and vegetables pulping enterprises, essential oil extraction enterprises, and fruits and vegetables grading enterprises, the communications team worked with the department, on their request, to help them develop publication and outreach material. The outreach and publication material included a newspaper dissemination plan, FAQs, Master EOI Jpeg, and Jpeg for assistance in application.

Herdbooks and herdbook compendiums developed. PEEP designed and developed nine herdbooks for various local breeds of goat, sheep, and cattle. After printing, these were sent to the grantees to be filled by the respective breeders. PEEP team then compiled the data recorded in these booklets to develop herdbook compendiums for the respective breeds. The details and importance regarding these herdbooks are detailed in the Component 2 section.

ANNEX A. PERFORMANCE MONITORING PLAN REPORT

PROGRESS ON PROJECT INDICATORS FOR LOP

Ind. No.	Indicator	Unit	Life of Project Targets	Year- 1 (March 2014 – March 2015)		Year- 2 (April 2015 – March 2016)		Year- 3 (April 2016 – March 2017)		Year- 4 (April 2017 – March 2018)		Year- 5 (April 2018 – March 2019)		Year 6- (April 2019 – March 2020)		Year 7- (April 2020 – March 2021)		Life of Project Achieved	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PO: Improved growth of private sector investment in targeted sectors through BEE reforms																			
1	3.2.3b. Value (in US dollars) of private sector investment leveraged to support entrepreneurship through USG assistance <i>Impact/ Outcome Indicator</i>	\$	\$300 million	0	0	\$20 million	\$1.3 million	\$60 million	\$62.7 million	\$60 million	\$76 million	\$60 million	\$28 million	\$60 million	\$32 million	\$60 million	\$43.3 million	\$243.7 million	
2	3.2.0a_1.3c: Number of full-time equivalent jobs created as a result of USG assistance <i>Impact/ Outcome Indicator</i>	#	22,500	0	0	1,000	0	5,000	4,934	5,000	6,431	5,000	1,643	5,000	1,095	2,500	2,173	16,276	
IR 1: Accelerated adoption and implementation of legislative reforms																			
3	Number of USG-assisted organizations that participate in legislative proceedings and/or engage in advocacy at all levels <i>Outcome Indicator</i>	#	30	0	0	7	29	8	43	4	19	0	10	5	17	2	1	119	
4	Number of enabling environment	#	23	4	0	0	0	5	13	7	3	4	8	2	0	1	7*	31*	

Ind. No.	Indicator	Unit	Life of Project Targets	Year- 1 (March 2014 – March 2015)		Year- 2 (April 2015 – March 2016)		Year- 3 (April 2016 – March 2017)		Year- 4 (April 2017 – March 2018)		Year- 5 (April 2018 – March 2019)		Year 6- (April 2019 – March 2020)		Year 7- (April 2020 – March 2021)		Life of Project Achieved	
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
	policies analyzed, consulted on, drafted or revised, approved, and implemented with USG assistance (4.5.1-24) <i>Outcome / Output Indicator</i>																		
SIR 1: Strengthened private sector led advocacy for BEE																			
5	Number of USG assisted meetings with government officials regarding proposed changes in legal/ institutional framework <i>Output Indicator</i>	#	170	20	34	30	31	30	69	11	62	10	60	25	83	25	47	386	
6	No. of events for public/stakeholder's consultation to enhance sector governance or facilitate private sector engagement in policy making as a result of USG assistance <i>Output Indicator</i>	#	95	10	13	20	22	20	22	16	39	10	20	10	34	2	12	162	
IR 2: Strengthened institutional capacity to sustain reforms																			
7	Percent of local organizations receiving USG-	%	75%	75%	-	75%	-	75%	0	75%	86%	75%	81	75%	-	75%	79%	81%	

Ind. No.	Indicator	Unit	Life of Project Targets	Year- 1 (March 2014 – March 2015)		Year- 2 (April 2015 – March 2016)		Year- 3 (April 2016 – March 2017)		Year- 4 (April 2017 – March 2018)		Year- 5 (April 2018 – March 2019)		Year 6- (April 2019 – March 2020)		Year 7- (April 2020 – March 2021)		Life of Project Achieved
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
	supported capacity building assistance that have improved their score for organizational capacity using the Organizational Capacity Assessment (OCA) tool <i>Outcome Indicator</i>																	
8	No. of policy/position papers/ feasibility studies published or commissioned and utilized <i>Outcome indicator</i>	#	9	0	0	2	0	2	7	2	13	1	39	2	4	2	0	63
SIR 2.1: Increased capacity of public & private sector																		
9	Amount of competitive grants availed by new investors <i>Output indicator</i>	#	\$300,0000	0	0	\$100,000	0	\$100,000	0	\$250,000	0	\$75,000	0	\$200,000	\$71,728	-	-	\$71,728
10	No. of Transaction Advisory Services established in targeted subsectors <i>Outcome indicator</i>	#	24	1	0	7	0	6	1	5	4	15	21	3	0	-	-	26
11	No. of persons receiving new employment or better employment	#	10,500	-	-	-	-	500	691	4,000	10,877	3,000	7,302	2,000	21,390	1,000	3,433	43,693

Ind. No.	Indicator	Unit	Life of Project Targets	Year- 1 (March 2014 – March 2015)		Year- 2 (April 2015 – March 2016)		Year- 3 (April 2016 – March 2017)		Year- 4 (April 2017 – March 2018)		Year- 5 (April 2018 – March 2019)		Year 6- (April 2019 – March 2020)		Year 7- (April 2020 – March 2021)		Life of Project Achieved
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
	(including better self-employment) as a result of USG assistance <i>Output indicator</i>																	
12	PPR CBLD-9. Percent of USG-assisted organizations with improved performance	#	2	-	-	-	-	-	-	-	-	-	-	2	0	0	2	2

Please see monitoring and evaluation section for detailed explanation on indicator performance.

ANNEX B. FINANCIAL REPORT

Line Item	Year 1 (Actual)	Year 2 (Actual)	Year 3 (Actual)	Year 4 (Actual)	Year 5 (Actual)	Year 6 (Actual)	Year 7 (Actual & Estimate)	Total
Salaries	\$267,720	\$348,455	\$411,039	\$452,228	\$472,442	\$492,029	\$386,688	\$2,830,601
Fringe Benefits	\$212,854	\$334,867	\$333,923	\$405,203	\$394,902	\$465,166	\$573,585	\$2,720,502
Consultants	\$23,091	\$43,641	\$61,273	\$33,253	\$21,113	\$92,739	\$56,083	\$331,193
Travel and Transportation	\$14,515	\$26,454	\$8,362	\$11,307	\$11,391	\$23,622	\$45,603	\$141,254
Equipment and Supplies	\$70,436	\$7,101	\$723	\$9,997	\$71,487	\$2,433	\$12,175	\$174,352
Subcontractors	\$360,969	\$765,322	\$617,772	\$615,318	\$453,410	\$279,143	\$311,499	\$3,403,432
Allowances	\$172,435	\$196,529	\$191,754	\$196,977	\$197,042	\$236,332	\$102,099	\$1,293,168
Participant Training	\$3,999	\$72,308	-\$22,392	\$82	-\$48,500	\$0	\$2,513	\$8,011
Programs (Stakeholder Engagement and TAS)	\$0	\$0	\$388,711	\$333,631	\$205,054	\$129,121	\$25,176	\$1,081,694
Grants	\$0	\$73,042	\$185,440	\$194,745	\$321,560	\$54,868	\$11,216	\$840,872
Other Direct Costs	\$313,524	\$99,263	\$157,454	\$131,472	\$132,636	\$131,131	\$110,612	\$1,076,092
Indirect Costs (General and Administrative + Overhead)	\$377,810	\$514,395	\$578,803	\$469,610	\$521,730	\$549,363	\$520,120	\$3,531,829
Total Cost	\$1,817,354	\$2,481,377	\$2,912,862	\$2,853,824	\$2,754,267	\$2,455,947	\$2,157,368	\$17,433,000
Fixed Fee	\$108,649	\$149,310	\$165,031	\$168,566	\$154,002	\$145,378	\$156,064	\$1,047,000
Grand Total	\$1,926,003	\$2,630,687	\$3,077,893	\$3,022,390	\$2,908,269	\$2,601,325	\$2,313,433	\$18,480,000

ANNEX C: WORK PLAN STATUS AND DEVIATIONS

Annual Work Plan Year I (March 14, 2014 to March 31, 2015)

PEEP WORK PLAN FOR YEAR I (March 14, 2014 – March 31, 2015)			
Activity	Deliverable/ Milestone	Status	Comments/Deviation
Component 1: Accelerate Advocacy for Policy and Regulatory Reforms			
Activity 1: Engage GoPb to promote policy reform and investment agenda.	Action plan for engagement with GoPb prepared	Completed	Implementation of Action Plan in Year 2
Activity 2. Support the private sector and civil society via technical assistance to promote constructive dialogue	CAGs Established CAG Meetings held	Completed	Continued Activity in Year 2
Activity 3. Administer a grants program aimed at spurring private investment in the three sub-sectors	Grants Disbursement Plan developed	Grant distribution plan not yet developed	Development and Implementation in Year 2
Activity 4. Help create enabling environment for investment in horticulture, livestock, and dairy	Annual reforms progress report according to Firms BEE interventions	Submitted	Year 2 Annual reforms progress report according to PEEP mandate
Activity 5. Support the government's efforts to implement current reforms agenda	Reform implementation agenda developed	Submitted 8-Apr-15	Report to be submitted in Year 2
Activity 6. Conduct advocacy roundtables	Advocacy Roundtables Conducted	3 Completed	10 planned in Year 2
Activity 7. Conduct advocacy/outreach/awareness campaigns	Public Outreach Campaign Initiated	Cancelled	Cost outweighed the benefits. The project will continue with other promotional activities.
Component 2: Support Institutional Capacity Building			
Activity 1: Support a Government of Punjab department's transformation from market participant to market facilitator	Capacity Building of selected GoPb Departments		Implementation in Year 2
Activity 2: Capacity building to do market growth analysis, constraints analysis and sector assessments	Grants for capacity building of academic and business organizations (university and Chamber of Commerce) to undertake market growth analysis, constraints analysis and sector assessments	RFA issued and evaluated	Grant to be awarded in Q1 of Y2. Capacity building initiative is part of Work Plan in Year 2
Activity 3: Capacity building for three Industry Associations (one per sub-sector)	Grants for capacity building plan for 3 industry associations (one per sub-sector and one for Women Entrepreneurs)	RFA issued and evaluated	Grant to be awarded in Q1 of Y2. Capacity building initiative is part of Work Plan in Year 2

PEEP WORK PLAN FOR YEAR I (March 14, 2014 – March 31, 2015)			
Activity	Deliverable/ Milestone	Status	Comments/Deviation
Activity 4: Capacity building for one public sector institution to set and monitor standards	Grant to public sector institutions to set and monitor standards	RFA issued and evaluated	Grant to be awarded in Q1 of Y2. Capacity building initiative is part of Work Plan in Year 2
Activity 5: Development or strengthening of private sector policy research institutions	Grant for development of private sector policy research institutions	RFA issued and evaluated	Grant to be awarded in Q1 of Y2. Capacity building initiative is part of Work Plan in Year 2
Activity 6: Explore the option of developing apps for advocacy toolkit in collaboration with Intel	Developing apps for advocacy toolkit in collaboration with Intel	Cancelled	Other STIP initiatives will be implemented in Work Plan in Year 2
Component 3: Mobilize Private sector Investments			
Activity 1. Provide technical assistance related to spurring successful private sector investment	Feasibility studies, Investment Seminar	Investment seminar conducted; Feasibility study carried forward to next year	At least one seminar and 3 feasibility study in Year 2
Activity 2: Establish transaction advisory services (TAS) program	Transaction advisory services (TAS) program	TAS not completed	8 TAS planned in Year 2
Activity 3: Support new private sector investment) through PEEP cost-share Grants Program	Private sector investment through PEEP cost-share grants program	Grants applications being reviewed	Implementation in Year 2
Activity 4: Analysis of public private partnerships opportunities	PEEP bulletin	Completed	Another PEEP bulletin will be published in Year 2
Activity 5. Publish quarterly financial access bulletins	Analysis of public private partnerships opportunities	Identified potential partnerships	MoU with PBIT in Year 2

Annual Work Plan Year 2 (April 1, 2015 to March 31, 2016)

PEEP WORK PLAN FOR YEAR 2 (April 1, 2015 – March 31, 2016)

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Component 1: Accelerate Advocacy for Policy and Regulatory Reforms			
Activity 1: Engage and support Government of Punjab to promote policy reform and investment agenda			
1.1: Engagement with Livestock Breeding Services Authority for formulation of Livestock Breeding Standards & regulations	The Punjab Livestock Breeding Law to be moved from stage 4 to 5	Completed	PEEP will now assist in implementation of the act.
1.2 Engagement with L&DD for revising prioritized legislations /Acts	Punjab Quality Meat and Slaughter Regulation Act	Completed if bill passed	The bill regarding the amendments in The Punjab Animal Slaughter Control Act 1963 has been referred to the Punjab assembly for enactment whereas most of the provisions of the Punjab Quality Meat and Slaughter Regulation Act have been considered. The study titled “Assessment of loose milk supply in Lahore” is being completed through CAPRIL for finalizing the draft of the milk pasteurization law.
	Punjab Pasteurized Milk Act 2014	Following acts are on hold: The Punjab Quality Meat and Slaughter Control Regulation Act, Cattle Market Act and Punjab Pasteurized Milk Act.	Punjab Quality Meat and Slaughter Regulations Act were not approved for further processing in light of the proposed amendment in the Punjab Animal Slaughter Control Act 1963. Hence, the activity objectives could not be achieved but will be achieved as soon as the bill is passed.
1.3: Engagement with Asian Development Bank, World Bank and GoPb to advocacy for the approval of Punjab Agricultural Produce	Punjab Agricultural Produce Marketing (Development & Modernization) Act	On hold	PEEP will facilitate a meeting of Horticulture CAG task team with Secretary Agriculture Department during the 1 st quarter of year 3 to decide whether to continue the advocacy for the proposed act or not.

PEEP WORK PLAN FOR YEAR 2 (April 1, 2015 – March 31, 2016)			
Activity	Deliverable/ Milestone	Status	Comments/Deviation
Marketing (Development & Modernization) Act			
		Engagement with ADB and the World Bank pursued as it was planned without the buy-in from GoPb towards new reforms implementation in agricultural produce marketing and could not be achieved.	It was decided by former Secretary in a meeting attended by ADB representatives and PEEP team that Punjab does not need any funding regarding model agricultural produce market development in Rawat, Rawalpindi. The secretary did not support the need of reforms in this regard. Due to this reason, PEEP could not engage ADB and the World Bank for advocacy for the approval of Punjab Agricultural Produce Marketing (Development & Modernization) Act.
1.4: Engagement with relevant GoPb officials on advocacy and policy reforms & proposed changes in legal/institutional framework in three subsectors			
1.5. Annual Reforms Implementation Progress report	Annual Reforms Implementation Progress Report MoU with Department of Livestock & Dairy Development	In process	PEEP's BEE team will submit the report entailing the implementation status of the annual reforms by May 30, 2016. In light of the shift in the Departmental priorities, the signing of MOU is in process
4.1: Support GoPb to develop Rules, Regulations / By-Laws, Standards and SOPs as per requirement of the agriculture and livestock/dairy sectors		PEEP could not support / assist agriculture department in development of the rules, regulations /by-laws, standards and SoPs as the proposed act was not approved	The proposed Punjab Agricultural Produce Marketing (Development & Modernization) Act was not approved, hence, the activity could not be initiated.
Activity 5: Technical Assistance and In-kind			

PEEP WORK PLAN FOR YEAR 2 (April 1, 2015 – March 31, 2016)			
Activity	Deliverable/ Milestone	Status	Comments/Deviation
grant to Punjab Livestock and Dairy Development Department for policy reform implementation.		The in-kind grant to the department could not mature due to shift in the priorities of department	Activity has been modified in the third-year work plan due to shift in the priority of the department.
Component 2: Support Institutional Capacity Building			
Activity 1: Technical Assistance to Agriculture Department			
1.1: Establishing policy & strategic planning unit and formulation of department's strategic plan	Establishing policy & strategic planning unit and formulation of department's strategic plan	Completed	Future engagements in this area will depend on the department's implementation of the plan
1.2: policy support intervention design & development in priority areas (e.g., hydroponics, farm mechanization, use of solar energy for irrigation, quality assurance in agri inputs)	Policy support intervention, design & development for DOA in priority areas (e.g., hydroponics, farm mechanization, use of solar energy for irrigation, quality assurance in agri inputs, etc.)	Completed. Plan submitted	The Agriculture Department may ask the PSU to work further on this.
2.1: Technical Assistance for establishing the center (by service provider)	Technical assistance for establishing the CAPRIL (by service provider)	Consulting firm hired	TA will be completed next year.
2.2: Technical Assistance for capacity building (for developing research agenda and conducting research studies)	Technical Assistance for capacity building of CAPRIL (for developing research agenda and conducting research studies)	The first study was initiated, and topics were shortlisted for the rest of the studies	Three studies will be undertaken during the next year.
2.3: Technical Assistance to CAPRIL for international linkage		Delayed as the grant related work was not completed	Carried forward to next year.
2.4: In-kind grant (by PEEP)	In-kind grant to CAPRIL (by PEEP)	Furniture and equipment provided.	

PEEP WORK PLAN FOR YEAR 2 (April 1, 2015 – March 31, 2016)			
Activity	Deliverable/ Milestone	Status	Comments/Deviation
			Books and journals will be provided next year.
2.5: MoU between PEEP and University of Agriculture Faisalabad (UAF)		Approval from USAID not granted	UAF received USAID funding for establishing a Center for Applied Studies. The proposed partnership with PEEP would have meant a duplication of activities
2.6: Technical Assistance for development of Vision 2025 I	Technical Assistance to CAPRIL for development of Livestock Vision 2025	Plan submitted	Agriculture Department may contact CAPRIL for developing more plans in future as and when required.
3.1: Technical Assistance to PHDA for developing SOPs / system to set and monitor standards of Halal Meat / traceability	Technical Assistance to PHDA for developing SOPs / system to set and monitor standards of Halal Meat / traceability	Completed	Engagement with PHDA will continue through the trainings for implementing Halal slaughtering standards.
3.2: Training workshops for management and staff on setting and monitoring Halal StandardsTwo	Two Training Sessions / Workshops by local or international resource person	Completed	Engagement with PHDA will continue through trainings for implementing Halal slaughtering standards.
3.3: Training workshops for stakeholders of PHDA to implement the standards (capacity building of butcher/ slaughter men)	Three Training Sessions / Workshops by local resource person (in same month)	7 Completed	Remaining 5 trainings will be completed in the next year
4.1: Selection of Organizations, in response to second cycle of RFAs	List of Selected Organizations of cycle 2	Completed	The applications will be processed for grant and TA agreements

PEEP WORK PLAN FOR YEAR 2 (April 1, 2015 – March 31, 2016)			
Activity	Deliverable/ Milestone	Status	Comments/Deviation
4.2: Conducting Capacity Assessment of the Selected Associations (7), Chamber of Commerce (1), University (1), and Policy Research Center (1)	1. Reports of Need Assessment & Capacity Improvement Plan. For each organization, there will be separate report. (Report of Cycle 1 organizations will be completed in May whereas for cycle 2 in July)	Completed	The applications will be processed for grant and TA agreements
5.1: Grant disbursement to one policy research center		Application withdrawn	New organization will be selected next year
6.1: Technical assistance to seven associations for capacity enhancement		Work could not be initiated as the grant related work started late	Approval from USAID will be sought and TA will be provided next year
6.2: Grant Disbursement	1. Grant Agreement (signed with cycle 1 organizations in April whereas for cycle 2 organizations in July). 2. Grant Agreement Related Deliverable (since grant period will be of 12 months, so it will end in June 2016, with all deliverable)	In progress for 3 associations	Will be completed next year
7.1: Technical Assistance to one chamber of commerce		Work could not be initiated as the grant related work started late	Approval from USAID will be sought and TA will be provided next year
7.2: Grant Disbursement	1. Grant Agreement 2. Grant Agreement Related Deliverable (since grant period will be of 12 months, so it will end in next July 2016, with all deliverable)	In progress for 1 CCI	Will be completed next year
8.1: Technical Assistance to one university to undertake market growth, sector assessment, policy work		Work could not be initiated as the grant related work started late	Approval from USAID will be sought and TA will be provided next year
8.2: Grant Disbursement	1. Grant agreement 2. Physical resources for improving the capacity of policy & business research 3. Two Business and Policy Research Studies (one in Nov and other in Jan) 4. One	Furniture and equipment provided	Books and journals will be procured in the coming year.

PEEP WORK PLAN FOR YEAR 2 (April 1, 2015 – March 31, 2016)

Activity	Deliverable/ Milestone	Status	Comments/Deviation
	conference / workshop on sector challenges & policy issues (in Jan)		
Component 3: Mobilize Private sector Investments			
Activity 1: Transaction Advisory Service	Eight TAS completed with selected clients	Target of eight TAS issued was not achieved	<ul style="list-style-type: none"> • One Task Order Issued • Revised strategy to work with PPP and institutional facilitation approach to issue TAS <p>Initially the Fixed Priced subcontract was decided to be used to TAS provider firm, however, during the course, it was decided to issue an IQC sub. Subsequently, an agreement with KPMG Taseer Hadi and Co to act as TAS provider consultancy firm could only be signed by August 03, 2015. Subsequently, Call for EOI advertised and five companies submitted interests, however out of those, only one could materialize so far for which Task Order has been issued and work is in progress.</p>
Activity 2: To establish US \$ 100,000 Matching Grants program for Leveraging Investments	Award 5 Matching Grants to selected clients	In Process The target of 5 MG couldn't be completed in time	<ul style="list-style-type: none"> • A changed approach has been proposed to consider grant requirements from a sector-specific perspective, as the conditions that favor or hamper investor attractiveness vary by sectors. Further efforts will be made to identify cost-sharing opportunities in non-traditional areas for example, to shift 0.6 million TAS funds to MG. These changes, whenever required, will be administered according to the specific proposal requirements, with the approval of the Contracting Officer (CO).

PEEP WORK PLAN FOR YEAR 2 (April 1, 2015 – March 31, 2016)			
Activity	Deliverable/ Milestone	Status	Comments/Deviation
			<ul style="list-style-type: none"> • APS 004/2016 for Olive Sector has been developed and will be floated in April/May Following RFA's issued: <ul style="list-style-type: none"> • RFA 5 Evaluated (Multi Sectors) • RFA 5.2 for SPUs issued, only one company shortlisted, (in-process) • RFA 5.3 for Pasteurizing Units issued, only one company applied and shortlisted (in process) • RFA 5.4 for Meat Abattoir developed but not advertised to avoid duplication with AMD announced RFA • RFA 5.5 for Feed mills developed but not advertised to avoid duplication with AMD announced RFA APS has been agreed as suitable means of soliciting applications as it allows more flexibility in identified areas and evaluation strategies.
Activity 3: PEEP Bulletins	Publish and distribute one bulletin	Completed	2 nd Issue of PEEP Bulletin 'I-Agri" published and distributed. The contents were updated by focusing on the latest events in December 2015. The finalization of contents was followed by clearance processes, mock preparation, editing and final printing.
Activity 4: Investment seminar highlighting potential avenues for investments in targeted sectors	Investment seminar highlighting potential avenues for investments in targeted sectors	Completed	Seminar was held on November 04, 2015 to highlight investment opportunities in value chain of Olive sector
Activity 5: Feasibility studies	Three feasibility studies conducted	Cancelled	Feasibility study on feedlot fattening was developed but activity was cancelled by USAID.

PEEP WORK PLAN FOR YEAR 2 (April 1, 2015 – March 31, 2016)

Activity	Deliverable/ Milestone	Status	Comments/Deviation
<p>Activity 6: MoU with Punjab Board of Investment & Trade (PBIT) for potential PPP activities</p>	<ol style="list-style-type: none"> 1. MoU signed 2. One PPP activity identified 3. PPP activity implementation report 	<p>Completed The MOU between PEEP and PBIT was planned to be signed in May 2015 but could not be finalized as PBIT's top management was not in place. It was only after PBIT's new CEO joined in December 2015, PEEP held meeting with her on December 17, 2015 and signed MOU in February 2016</p>	<p>MOU With Punjab Board of Investment & Trade (PBIT), GoPb signed on February 22, 2016</p>

Annual Work Plan Year 3 (April 1, 2016 to March 31, 2017)

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Component 1: Accelerate Advocacy			
Activity 1.1: Support to Institutionalize Policy and Strategy Unit at PAD			
1.1.1: Support Govt. of Punjab Agriculture Department for Developing Punjab Agriculture Policy			
1.1.1.1: PEEP BEE specialist to develop SOW for assisting development of Agriculture Policy document	SOW to engage STTA for Punjab Agriculture Policy prepared	Completed	SoW developed and approved, and RFP is advertised
1.1.1.2: PEEP will facilitate private sector inputs for agriculture policy formulation through CAGs, roundtable meetings and issue panel meetings	At least one CAG/Roundtable Meeting/Issue Panel Meeting/Seminar organized to facilitate private sector input for Agriculture Policy Formulation	Completed	PEEP will continue facilitation process for Agri. Policy formulation in year-4 under 1.3 of Year-4 work plan
1.1.1.3: PEEP will assist in rolling out the Agricultural policy to the relevant stakeholders through a seminar and workshops.	At least one Workshop/Seminar organized to facilitate in rolling out Agriculture Policy to relevant stakeholders	Carried Forward to Year-4	The activity will be carried forward in year 4 under activity 1.4 of the year 4 work plan.
1.1.2.1: PEEP BEE specialist in consultation with Policy Specialist to develop SOW for the development of Agriculture Sector Action Plan for 2016-17	SOW to engage STTA for Agriculture Sector Action Plan 2016-17 prepared	Completed	The SOW was prepared.
1.1.2.2: The Action Plan would be developed with the assistance of PEEP team of consultants deployed at PSU	Agriculture Sector Action Plan developed in consultation with Policy Specialist at PSU	Completed	The plan was developed.
Activity 1.2: PEEP Support for Preparing Monitoring & Evaluation (M&E) Framework for Agriculture Department			
1.2.1: PEEP BEE specialist to develop SOW for the development of M&E System with the help of PEEP M&E Specialist by June 2016	SOW to engage STTA for M& Framework for Agriculture Department prepared	Completed	Draft prepared and submitted to PAD
1.2.2: Through COR, PEEP will coordinate with USAID EGA to identify the best resources within USAID (possibly PACE project) to provide assistance on developing M&E framework for Punjab Agriculture Department (PAD).	Agriculture Department assisted in developing M&E framework through USAID's other projects	Completed	As per feedback of COR, technical assistance for the development of M&E system will be available through USAID PACE/IFPRI

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Activity 1.3: Support GoPb in Development & Operationalization of the Punjab Agriculture Commission (PAC)			
1.3.1: PEEP BEE specialist to develop TORs for the PAC	TORs in report format submitted	Completed	Notified
1.3.2: PEEP will provide assistance in identifying private sector members for the commission	The names of the private sector members of the PAC identified and the list prepared.	Completed	Commission notified with 07 CAG members as private sector members of the policy commission
1.3.3: PEEP will provide assistance in convening 1st meeting of the commission	Two meetings of the PAC organized, and minutes prepared	Completed	Two meetings have been conducted so far
1.3.4: PEEP will provide assistance to the Agriculture Commission for creating linkages with similar organizations locally and internationally	Linkages with the similar organizations established	Carried Forward to Year-4	This will be done under the TA to PAD. Vetting is in progress. Final award is pending depending on the vetting of the vendor. (Will be done under 1.2.2 activity of year 4)
1.4.3: PEEP will develop a mechanism for the utilization of the recommendations of the CAGs and the Roundtable meetings by the Department of Agriculture and Punjab Agriculture Commission	Mechanism for the utilization of the recommendations of the CAGs and the Roundtable meetings by the Punjab Agriculture Policy Commission developed	Carried Forward to Year-4	Activity to be completed in year 4 under Activity 1.5
1.3.5: PEEP will provide in-kind grant to make the PAC office functional	PAC office made functional through provision of in-kind grant	Completed	Grant stands approved. Secretariat inaugurated on March 30, 2017. (Support will be continued and is reflected in the activity 1.1 of the work plan of year 4)
Activity 1.4: Redefining the role the Core Advocacy Groups (CAGs), Task teams, Issue Panel and Roundtable Meetings			
1.4.1: PEEP will facilitate/organize two (02) meetings of the CAGs each of the Dairy, Livestock and Horticulture sub sectors	Two meetings of the CAGs of the Dairy, Livestock and horticulture organized, and recommendations documented for the stakeholders.	Completed	ODG meetings have been counted towards CAGs

Activity	Deliverable/ Milestone	Status	Comments/Deviation
1.4.2: PEEP will organize four (04) roundtable meetings on the specific issues pertaining to the three sub sectors	Four roundtable meetings organized and recommendations documented for the stakeholders	Completed	One (01) out of 04 planned for the year was held on June 06, 2016 namely Issue Panel Meeting on “Enabling Practical Solutions to Address Challenges Faced by the Small & Medium LS Farmers in Animal Feeding” while four task team and issue panel meetings conducted in Olive Sector for the activities from ODG meetings
Activity 1.5: Establishment of Olive Development Group			
1.5.1: PEEP BEE Specialist will develop Terms of Reference (ToRs) of the group for structured deliberations	Terms of Reference (ToRs) of the Olive development Group developed for the structured deliberations and documented	Completed	TORs developed and adopted in the 1st meeting of the Olive Development Group (ODG) on June 06, 2016
1.5.2: PEEP BEE Specialist will identify prospective members of the ODG to establish the group	Members of the ODG identified and documented for the establishment of the group	Completed	Members of ODG were proposed to Secretary Agriculture, Notification issued for the constitution of the ODG and 1st meeting held on June 06, 2016.
1.5.3: PEEP will support the ODG to conduct its meetings as and when requested by Agriculture Department, Govt. of Punjab	Support provided to the ODG to conduct its meetings as and when requested by Agriculture Department, Govt. of Punjab	Completed	4th Meeting of the OGD held on Oct. 27, 2016 at BARI Chakwal
1.5.4: PEEP will organize two issue specific roundtable meetings in olive sector	Two issue specific roundtable meetings conducted	Completed	PEEP assisted three issue specific meetings in olive sector
1.5.6: Facilitate and coordinate development of Pakistan Olive Oil Standards	Pakistan Olive Oil Standards Regulated	Completed	Standards have been developed whereas notification will be done in year -4 under activity 1.6.3 of the year-4 work plan)
1.5.7: Manual Development on Standards and SOPs for Olive Nurseries Development	Manual Developed in English and Urdu and published	Completed	Manual developed. Translation, publication and dissemination will be done in year-4

Activity	Deliverable/ Milestone	Status	Comments/Deviation
1.5.8: Develop Feasibility Study on Olive Production	The comprehensive feasibility prepared	Completed	The feasibility study completed
1.5.9: Support for Establishment of Certified Olive Nurseries in Private Sector	The plan / assistance is nurseries establishment provided	Completed	Working paper submitted to the department
1.5.10: Olive Sector Regulatory Regime	The regulatory regime for olive sector development in Punjab prepared	Completed	Working paper prepared
1.5.11: Public Sector Support for Harvesting Tools	The strategy for provision of harvesting tools prepared	Completed	Working paper submitted to the 5th ODG meeting
1.5.13: Support Development of Plan to Enhance Provision of Extension Services to the olive farmers	The plan and arrangement suggested for extension services to olive farmers	Completed	Facebook and WhatsApp groups created for the extension services to the farmers
1.5.14: Facilitate Development of Support Package for sustainability of Olive Orchards	The plan and arrangement suggested for sustainability of olive orchards	Completed	Govt. support package suggested by PEEP to help the farmers
1.5.15: Support Olive Sector Capacity Develop Program	ToT on olive value chain, local and international exposure visits and distant learning program conducted	Completed	ToT organized on Dec. 12-13 in collaboration with UNIDOSMEDA-ITALIA Investment promotion unit and Agriculture Department.
Activity 1.6: Facilitation to the GoPb for the Establishment of Warehouse Receipt System Integrated with Commodity Exchange			
1.6.1: PEEP will facilitate GoPb through an STTA to devise methodology for the implementation of recommendations of the consultant on warehouse receipt system	Facilitation to GoPb through an STTA to devise methodology for the implementation of recommendations of the consultant provided	Completed	SOW has been prepared and submitted for USAID approval
1.6.2: PEEP BEE specialist to develop SOW for assisting PAD to design and develop the implementation strategy	SOW prepared to assist PAD to design and implement WRS in Punjab	Completed	SOW has been prepared and submitted for USAID approval

Activity	Deliverable/ Milestone	Status	Comments/Deviation
<p>1.6.3: PEEP will enable private sector inputs during the design of WRS through CAGs, Roundtable meeting and issue panel meetings</p>	<p>At least one CAG/Roundtable Meeting/Issue Panel Meeting/Seminar organized to facilitate private sector input to design WRS in Punjab</p>	<p>Completed</p>	<p>4th Meeting of National Committee on WRS was held on Oct. 31, 2016. PEEP is part of the efforts at national level to establish WRS and Commodity Exchange in the provinces. PEEP has also approved a grant to a sector association i.e., PAC to provide assistance in establishment of electronic trading platform for rice wheat and mango in Punjab. PEEP is also assisting PFD in its silos project through TAS.</p>
<p>Activity 1.7: Support GoPb initiative for enhancing access to formal credit for the financial inclusion of small farmers</p>			
<p>1.7.1: Assist GoPb (L&DDD and PAD) to devise, refine and implement the financial inclusion policy for small farmers</p>	<p>Coordinated, facilitated the development of financial inclusion policy for the livestock farmers in Punjab</p>	<p>Completed</p>	<p>Financial inclusion as part of approved livestock policy. Meetings with MF banks conducted.</p>
<p>1.7.2: Facilitate to develop Gob linkages with the Banks and the financial institutions for the availability of the credit to the small farmers</p>	<p>Financial services inclusion documented and delivered through stakeholders' consultation</p>	<p>Completed</p>	<p>Interaction with GoPb has been initiated. A meeting with President of APNA Bank, NRSP Bank, Engro and Telenor has been held. Initial interactions between the banks and the government counterparts are completed.</p>
<p>1.7.3: Assessment of the product features in the perspective of the stakeholder's business cum credit needs.</p>	<p>The credit product lines available with the financial institutions assessed and documented with relevance to the business needs of the stakeholders.</p>	<p>Completed</p>	<p>Assessment and revision of credit needs completed by Microfinance Institution and the business needs of the farmers are being met by lending.</p>

Activity	Deliverable/ Milestone	Status	Comments/Deviation
1.7.4: Facilitate financial inclusion of farmers through intuitional arrangements with financial institutions.	The financial institutions coordinated for inclusion of financial services to the farmers through organizing at least one roundtable meeting.	Completed	Round table meeting held
Component 2: Support Institutional Capacity Building			
Activity 2.1: Supporting the Center for Applied Policy Research in Livestock (CAPRIL) at UVAS through technical assistance & in-kind grant			
2.1.1 Procurement of books for the Center upon identification by the consultant	Books procured for the center	Completed	All books procured and delivered
2.1.2 Completing the research study on “Assessment of Loose Milk Supply to Lahore”	Study report developed	Completed	Survey completed and launch scheduled on April 21, 2017 for wider dissemination.
2.1.3 Initiating three more research studies	The Study on Holstein Cows	Completed	Study on Holstein Cows and 7 additional studies completed
2.1.4 Assistance in establishing the Advisory Board for the Center	Advisory board constituted	Completed	First meeting of the Advisory Board held
2.1.4.1 Training to the faculty	Both the trainings completed; certificate ceremony planned	Completed	All Trainings completed
2.1.5 Monitoring of the in-kind grant provided by PEEP	Completion of the TA support by PEEP	Completed	CAPRIL grant completed
Activity 2.2: Technical Assistance and Grants to Public Sector Organizations to set and monitor standards			
2.2.1: Completion of the remaining 5 (of the total of 12) trainings for the implementation of standards	Series of trainings completed	Completed	All Trainings completed
2.2.2: Supporting two PHDA auditors to attend the “Lead Auditors Course”	Two PHDA employees attending the training	Completed	Auditors have attended the training
2.2.4: Post grant capacity need assessment of PHDA	Assessment Report completed	Completed	Need assesment was completed and avenues for new round of assistance from PEEP were identified as PHDA transforms into an authority
2.2.5: Partner with another public sector standards setting agency to support its cause	Grant and TA related Project identified	Completed	PAMCO MoU signed

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Activity 2.3: Technical Assistance and Competitive Grants to Industry Associations for Capacity Enhancement in Advocacy Work and Service Delivery			
2.3.1: Complete the Grants and TA to the associations already in partnership with PEEP	Grants and TA implemented	Completed	SCBS & PADFA, PCCDC (completed)
2.3.1.1 Successful grant completion for PCCDC	Directory and standards book made	Completed	Grant completed; End ceremony being planned in Year 4 under activity 2.5.
2.3.1.3 Successful grant completion for PADFA	Android app launched	Completed	Android Application developed and completed
2.3.3: Identify and shortlist three more associations for Grants and TA	Agreements signed.	Completed	Grant agreement with 5 livestock associations signed and processed for implementation and 2 applications are in process.
Activity 2.4: Technical Assistance and Grant to Chambers of Commerce for strengthening their capacity for Policy and Business Research (Advocacy, Sector Assessment, Constraints Analysis, & Growth Analysis)			
2.4.1: Completion of the grant and TA to SLCCI	Monitor and Ensure deliverables	Completed	All deliverables under grant completed.
Activity 2.5: Developing capacity by technical assistance and grant to universities to undertake work related to Market Growth, Sector Assessment, and Policy Recommendations			
2.5.1: Completion of the TA to HBPRC	Books identified, SOPs Developed, 2 Training Workshops held.	Completed	Advance training completed
2.5.2: Procure books for the center when identified by the consulting firm	Books procured for the center	Completed	Procurement of books completed
2.5.4: Faculty Training	Ceremony held	Completed	Both the trainings completed; certificate distribution ceremony planned in year 4
Activity 2.6: To develop the capacity of public and private sector stakeholders engaged in the olive sector in Punjab			
2.6.2.1 Olives feasibility for guiding investors	Feasibility developed	Completed	Financials approved, write up completed

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Component 3: Mobilize Major Private Sector Investments			
Activity 3.1: Implementation of \$ 1 million, Transaction Advisory Service Program			
3.1.1: Develop and implement TAS Program Promotional strategy for reaching out to targeted Public & Private Sector stakeholders			
3.1.1.1: Development of TAS Program Promotional strategy	Promotional Strategy Document Developed	Completed	Promotional strategy has been finalized in collaboration with Communications Team
3.1.1.2: Implement the Promotional strategy to reach out to targeted Public & Private Sector stakeholders	Promotional Strategy implemented	Completed	Promotional Strategy implemented throughout the year
3.1.2: Identify, develop and formalize an institutional arrangement with Public Sector Organizations for TAS Program facilitation for potential PPP projects			
3.1.2.1 Identification and institutionalization of Partnership with Public Sector Institutions	Institutions identified	Completed	Three identified against two
3.1.2.2 Identification of PPP opportunities	PPP opportunities identified	Completed	PPP opportunities identified with PAMCO and PFD
3.1.2.3 Provision of TAS Facilitation	TAS provided and follow ups to leverage potential investments	Completed	PAMCO has been dropped. TAS facilitation to PFD has been provided under a sub-task order issued in Jan 2017.
3.1.3: Identify, develop and formalize arrangements with Commercial Banks, MFI's to support Financial Inclusion			
3.1.3.1 Identify collaborations in Banking Sector	Banking Sector Partners identified	Completed	NRSP MF Bank identified
3.1.3.2 Identification of TAS opportunities	TAS facilitation identified	Completed	TAS provided to NRSP bank
3.1.3.3 Provision of Technical Assistance and TAS Facilitation	TA and TAS provided and follow ups to leverage potential investments	Completed	NRSP Bank has developed and implemented its portfolio in Livestock sector
Activity 3.2: Implementation of US \$ 250,000 Matching Grants program for Leveraging Investments			
3.2.1: Develop and implement Promotional strategy for Matching Grants Program for Private Sectors			

Activity	Deliverable/ Milestone	Status	Comments/Deviation
3.2.1.1: Development of Matching Grants Program Promotional strategy	Promotional Strategy Document Developed for Matching Grants Program	Completed	Promotional Strategy been finalized in collaboration with Communications Team
3.2.1.2: Implement the MG Promotional strategy to reach out to maximum Sector stakeholders	Promotional Strategy implemented	Completed	Promotional strategy has been implemented
3.2.1.3: Exploring potential avenues for Engagement with Private & public stakeholders including USAID projects and other donors; and participation at events/ activities to showcase PEEP activities and to leverage investment mobilizing opportunities	Networking and Engagement initiated with other USAID Projects, namely AMD, DRDF, DCA facility to leverage investment opportunities	Completed	PEEP successfully participated in promotional activities such as DAWN Agri Expo, 5th Halal Conference and Exhibition etc.
3.2.2: Matching Grants program implementation cycle including pre-solicitation, APS advertisement/ selection, grants award and implementation			
3.2.2.1: For establishing modern Olive certified nurseries, on-farm olive oil extraction units / mobile olive oil extraction units, value added products commercialization, technical service providers / BDS companies operating in Potohar market development / branding of olive oil and olive value added products, establishing olive oil refinery in Punjab	Matching Grants Cycle completed	Completed	Concept notes prepared and submitted for approval to USAID against six applications received for different categories
Activity 3.3: Identify, develop and formalize arrangements with Private Sector Companies and Business Support Organizations through MOUs			
3.3.1 Identification and contact initiation with private sector companies and Business Support Organizations	Private Sector organizations including business forums, Chamber of Commerce's, identified and contact initiated	Completed	Contacts initiated with PTBA, PCJCCI, Engro Foundation (MOU Signed), Telenor Mobile Agri Services, Rawalpindi CCI, Sialkot CCI (MOU Signed) & WCCIB
3.3.4 MOU with ENGRO Foundation	Signed MOU with ENGRO Foundation and provided support to its 'Farmers Connect' Program	Completed	MoU signed
3.3.5 Collaboration with Sialkot Chamber of Commerce and Industry (SCCI)	Signed MOU with SCCI and working on different options of collaboration and support in terms of project identification, Women Resource Centre capacity development etc.,	Completed	MoU signed

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Activity 3.4: MOUs for collaboration with NRSP Microfinance Bank, APNA Microfinance Bank, and other financial institutions			
3.4.1: Identification of Banks and MFI's	Institutions identified	Completed	NRSP Bank and APNA Microfinance Banks identified
3.4.2: MoU with NRSP Bank and implementation of follow up activities	MOU signed and follow up activities started	Completed	MOU Signed on May 27, 2016
3.4.3: MoU with APNA Bank and implementation of follow up activities	MOU signed and follow up activates started	Completed	MOU Signed on June 03, 2016
Activity 3.5: TAS Facilitation to the GoPb for the establishment of Warehouse Receipt System, under Public-Private-Partnership mode			
3.5.1: Identification of investment opportunity with GoPb under PPP mode	PPP opportunities identified	Completed	Identified project with Punjab Food Department (PFD), GoPb, for establishment of 2 million MT Grain storage Silos in Punjab.
3.5.2: Implementation of the TAS and Matching Grant opportunities	Implementation	Completed	Identified and Initiated TAS facilitation to Punjab Food Department (PFD) for 2 million MT Grain storage Silos establishment in Punjab. PEEP is providing TAS facilitation for project under PPP arrangement and dissemination of information about this investment opportunity through its networking partners including PBIT. Sub task order for TAS facilitation to PFD has been issued in Jan 2017.

Annual Work Plan Year 4 (April 1, 2017 to March 31, 2018)

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Component 1: Accelerate Advocacy			
Activity 1.1: Support GoPb in Operationalization of the Punjab Agriculture Commission Secretariat through in-kind grant	Agriculture Commission's office made functional through provision of in-kind grant	Completed	The in-kind grant completed as per timelines and the office is functional now. Corrective action
1.1.1: Printing of Punjab Agriculture Policy document	Policy document printed	In Progress	Policy Document is under preparation under Activity 1.2.2. The document will be printed for wider dissemination among the stakeholders under this sub-activity. Close out date for the sub-activity is May 2018 in consideration of estimated timeline for activity 1.2.2.
Activity 1.2: Support Govt. of Punjab, Agriculture Commission for Developing Punjab Agriculture Policy			
1.2.1: PEEP will facilitate and support the Ag Policy formulation through coordination with stakeholders	Public and private sector stakeholders along with donor agencies facilitated through coordination for the development of Agriculture Policy	Completed	A round of consultative meetings has been completed with the public and private sector stakeholders to solicit their input for agriculture policy formulation.
1.2.1.1: Working sessions to obtain input from PAD on policy position papers	Consultations/working sessions conducted	Completed	A series of consultations/working sessions were undertaken by PEEP and IDS teams in collaboration with the Agriculture Department to solicit inputs to policy position papers completed by IDS as well as IFPRI.
1.2.2: PEEP will assist the sub-committee for formulation of Agriculture policy through technical assistance	Agriculture Policy document developed	Completed	PEEP through IDS Pvt. Ltd has assisted PAC and PAD. The policy formulation process has been completed, and final document has been submitted to PAD for cabinet approval. Approval is expecting in the 2nd quarter of 2018.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Activity 1.3: PEEP will organize Roundtable/Issue Panel/Task Team meetings to facilitate Ag Policy and other need-based subjects	Need based seminars/meeting organized with PEEP support	Completed	A series of briefings and consultative meetings on the Ag policy have been conducted. USAID MD also attended one in Lahore. A series of consultative / feedback sessions may be held once the policy position papers have been completed. Rawalpindi, Sargodha and Lahore RTs to be reported in quarterly as 3 events.
Activity 1.4: PEEP will assist in rolling out the Agricultural policy to the relevant stakeholders through a policy launch conference and other disseminating events/activities.	Agriculture Policy launch event/conference organized by with PEEP support	In Progress	The agriculture policy document is completed and shared with Agriculture department for final approval. After approval by Punjab CM, the approved document will be ready to be printed and launched. The secretary is expecting to get approval before end of May 2018 to formally launch the document at an event. Ag Policy launch event may be organized in the last week of May 2018 subject to approval of Policy before the interim government replaces the incumbent government.
Activity 1.5: Redefining the role of the CAGs - Phasing into Punjab Agriculture Commission	Horticulture, Livestock and Dairy subsectors core advocacy groups phased out	**In Progress	A joint meeting of the three CAGs will be organized after the formal launch of Agriculture Policy. This activity may be held in the 4th week of June. **May be abandoned on advice
PEEP will organize one combined meeting for each sub-sector of Dairy, Livestock and Horticulture to phase out the CAGs	Horticulture, Livestock and Dairy subsectors core advocacy groups phased out	**In Progress	Meeting date to be discussed with COP **May be abandoned on advice
Activity 1.6: Support to Olive Development Group			

Activity	Deliverable/ Milestone	Status	Comments/Deviation
I.6.1: PEEP will provide the secretarial and logistical support to ODG to conduct its meetings as and when requested by Agriculture Department, Govt. of Punjab	Logistical and secretarial support provided to ODG to conduct its meetings as and when requested by Agriculture Department, Govt. of Punjab	Completed	8 th meeting of the group was held on September 26, 2017. Secretary Agriculture chaired while 32 members and stakeholders attended.
I.6.1.1: Annual ODG Meeting (7th ODG Meeting)	Meeting conducted	Completed	First annual / 7th meeting of ODG was held on August 7, 2017
I.6.1.2: 8th ODG Meeting	Meeting conducted	Completed	8 th ODG Meeting held on September 26, 2017
I.6.1.3: 9th ODG Meeting	Meeting conducted	Completed	9 th ODG meeting was held on December 28, 2018.
I.6.2: PEEP will organize three issue specific meetings/roundtables in olive sector	Three issue specific meetings/roundtables/conferences in olive sector supported	Completed	Ten meetings conducted as per the dated below: August 17, 2017 August 29, 2017 August 31, 2017 September 05, 2017 September 06, 2017 September 12, 2017 September 20, 2017 November 21, 2017 January 4, 2018 February 13, 2018
I.6.2.1: Task Team meeting of ODG on August 17, 2017	The meeting was organized in PEEP office	Completed	The objective of the meetings was to follow up on annual meeting of ODG. A detailed discussion progressed on Intercropping in Olive Orchards, CEFORT strategy document and SOPs for nurseries registration.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
1.6.2.2: Task Team meeting of ODG on August 29, 2017	The meeting was organized in PEEP office	Completed	The Objective of the meeting was to discuss the findings of the team members on important agenda points of the ODG which include CEFORT strategy document, Olive nursery best practices manual, registration and certification of SOPs and implementation of Olive Valley Project.
1.6.2.3: Task Team meeting of ODG on September 5, 2017 (Ba Khabar Kissan)	The meeting was held in Agriculture Department Committee room	Completed	The objective of the meeting was to introduce mobile advisory service of M/S Switch Solutions (SS) named “Ba Khabar Kissan (BKK),” for olive farmers in Potohar region. After a detailed presentation by BKK team, it was agreed that PAD will sign an MoU with SS to carry several similar activities for olive and entire agriculture sector in Punjab.
1.6.2.4: Task Team meeting of ODG on September 6, 2017 (Secretary Agriculture)	The meeting was held in Agriculture Agriculture's Office	Completed	Objective of the meeting was to apprise the chair regarding progress on ODG's agenda after the task team meetings and working as per his advices.
1.6.2.5: Task Team meeting of ODG on September 20, 2017	The meeting was held at PEEP office	Completed	The meeting was held in continuation of earlier task team meetings to review progress on ODG agenda that was finalized with the Secretary PAD, on September 6, 2017. This meeting was also a preparatory work for 8th ODG meeting.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
I.6.3: Facilitate and coordinate development of Pakistan Olive Oil Standards	Pakistan Olive Oil Standards development and implementation supported	In Progress	Status shared at the 7th ODG meeting. As per the ODG Chair advice, Olive Standards were presented to DG PFA to initiate enforcement/ implementation. Proposal for amending PPFR 2017 is submitted with PFA from Secretary Agriculture office for formal approval of regulatory reform.
I.6.4: Facilitate development of support package for sustainability of Olive orchards	Sustainability package for olives proposed to agriculture department	Completed	ODG TT presented a sustainability package to the ODG. Public sector resources are streamlined for the purpose under farm mechanization and OVDP.
I.6.5: Support Olive Sector Capacity Development Program	Capacity development program for olive sector stakeholders assisted	In Progress / Included in AWP-5	Capacity development is included in CEFORT grant which is being implemented through in-kind support.
I.6.6: Support Olive Sector Marketing Strategy through Technical Assistance	Olive Sector Marketing Strategy document delivered through Technical Assistance	In Progress / Included in AWP-5	SOW for engaging consultant is being advertised for the 3rd time since the one selected after due process proceeded on an international assignment and did not undertake work.
Activity I.7: Support Establishment of Centre of Excellence for Olive Research and Training (CEFORT)			
Grant and TA support to BARI as a public-sector research institute for its capacity development for establishment of Center of Excellence for Olive Research and Training (CEFORT)	CEFORT established and made functional	In Progress	The grant implementation is expected to complete by October 2018.
Activity I.8: Facilitation to the GoPb for the Establishment of Warehouse Receipt System Integrated with Commodity Exchange			
I.8.1: PEEP will enable private sector inputs during the design of WRS through national warehouse receipt committee (SECP)	WRS through national warehouse receipt committee formed by SECP supported through participation and input	In Progress	Meeting held with CEO PAC to integrate work under grant with other activities lead by SECP for Agriculture Collateral Management Companies. PAC will make a presentation to appraise USAID and PEEP on the outcome of efforts.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
1.8.2: Provide technical inputs to GoPb WRS Committee	WRS through Govt. of Punjab committee led by PAC supported through participation and input	Completed	
1.8.3: Support development of product standards through Pakistan Agricultural Coalition Grant	PAC products standards development supported	Completed	The standards have been developed and pilot testing completed for Wheat and Paddy. The grant with the enhanced scope to pilot test Maize standards will be complete by August 2018.
Activity 1.9: In-kind grant to Government of Punjab			
1.9.1: In-kind grant to Government of Punjab for Policy reforms Implementation	Identify new areas for in-kind grant to GoPb for policy reforms implementation	In Progress	Budget and Work Plan proposed by PAD along with concept paper handed over to grants for necessary approvals as per PEEP processes agreed with USAID.
1.9.2: In-kind Grant to Livestock Department (LBSA)	LBSA grant to be continued in the year 4	In Progress	Customized vehicle has been handed over to LBSA. Work on documentary is progressing
Component 2: Support Institutional Capacity Building			
Activity 2.1: Capacity development through technical assistance and grants to universities for undertaking measures related to market assessment and policy recommendations			
2.1.1: Completion of first research study from HBPRC on Date palm value chain analysis and marketing in Punjab	Research Report	Cancelled	As per discussion with COR date palm was not a priority area for PEEP. After mutual consultation with COR, studies were withdrawn.
2.1.2: Completion of second research study from HBPRC on sector assessment and marketing of high value vegetables in Punjab	Research Report	Cancelled	As per discussion with COR, the high value vegetables was not PEEP priority area. After mutual consultation with COR, studies withdrawn.
2.1.3: Completion of third research study from HBPRC on TBD	Research Report	Cancelled	As per discussion with COR on the study, value chain assessment of chilies was not a priority area for PEEP. After mutual consultation with COR, studies withdrawn.
Activity 2.2: Capacity Development of Punjab Halal Development Agency (PHDA)			

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.2.1: Assistance in restructuring of PHDA to address the needs of its revised mandate, in the light of PHDA ACT 2016	Strategy document/road map prepared and implemented by PHDA	In Progress	PEEP team developed the concept note in consultation with the chairman PHDA and registrar PHDA, the concept note has been developed in the light of the request received from PHDA. The grant package is submitted for approval.
2.2.2: Training of butchers and abattoir managers of 25 district inclusive of Cantonments areas	Trainings to butchers and abattoir managers in 25 districts conducted and training reports developed	In Progress	PEEP team developed the concept note in consultation with the chairman PHDA and registrar PHDA, the concept note has been developed in the light of the request received from PHDA. The grant package is submitted for approval.
Activity 2.3: Technical Assistance and Competitive Grants to Industry Associations for Capacity Enhancement in Advocacy Work and Service Delivery			
2.3.1: Extend APS for assisting new associations applying for new grants	Applications under APS received, considered and decided accordingly	Completed	Continued (mention what applications have been received and their status)
2.3.2: Implementation and completion of Grant to Pakistan Agricultural Coalition	Grant completion	In Progress	Grant activities are underway and monthly reports are received and reviewed.
2.3.3: Implementation of proposed grants to 7 Livestock associations	Grant completion	In Progress	
2.3.3.1: Beatal Goat Breeder Association	<ul style="list-style-type: none"> Two sessions of trainings Grant completion 	In Progress	Training held in March 2018. The training and the marketing activities undertaken. Work on the preparation of the herd book underway
2.3.3.2: Nachi Goat Breeder Association	<ul style="list-style-type: none"> Two sessions of trainings Grant completion 	In Progress	Training held in March 2018 The training and the marketing activities undertaken. Work on the preparation of the herd book underway
2.3.3.3: Lohi Sheep Breeders Association	<ul style="list-style-type: none"> Two sessions of trainings Grant completion 	In Progress	The training and the marketing activities undertaken. Work on the preparation of the herd book underway

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.3.3.4: Thalli Sheep Breeders Association	<ul style="list-style-type: none"> • Training session • Grant completion 	In Progress	Training session in Jan 2018 and Feb 2018 the training and the marketing activities undertaken. Work on the preparation of the herd book underway
2.3.3.5: Kajli Sheep Breeders Association	<ul style="list-style-type: none"> • Training session • Grant completion 	In Progress	The training and the marketing activities undertaken. Work on the preparation of the herd book underway
2.3.3.6: Neeli Ravi Buffalo Breeders Association	Grant completion	In Progress	Grant signed 1 st Feb. implementation underway. The data compilation for the pedigree and performance recording of the buffaloes is in progress. Milk competition fair has been conducted.
2.3.3.7: Cholistani Cattle Breeders Association	Grant completion	In Progress	Grant signed 1 st Feb. implementation underway First training held on Feb 22, 2018 the data compilation for the pedigree and performance recording of the Cholistani cattle is in progress. Training activity has been undertaken.
2.3.3.8: Camel Breeders Welfare Association	Grant completion	Cancelled	As per discussion with COR, camel breeding was not a priority area for PEEP and was not approved. The activity was cancelled.
2.3.4: Facilitation in establishing Federation of the Livestock Associations	Federation established	In Progress	The application for the grant is being developed with the assistance of L&DD Dept.
2.3.5: Capacity development of Olive Foundation in the olive sector	Grant completion	In Progress	The grant activities are underway and being reported. Grant period has been extended up to April 14, 2018 for implementation of grant activities.
2.3.5.1: Furnishing the office of Olive Foundation	Office equipment provided	Completed	Office equipment provided
2.3.5.2: Hiring of staff	Staff hired under the Grant	Completed	Staff hired under the Grant
2.3.5.3: Website development for Olive Foundation	Website developed	Completed	Website developed
2.3.5.4: Database development for olive sector	Database developed	Completed	Database developed

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.3.5.5: Training of the members of Olive foundation	Training conducted	In Progress	Training is planned
2.3.5.5: Two studies under the Grant	Studies completed	In Progress	Two studies are to be completed under the Grant, one by OF and the other by PEEP. The study under OF will be on "Feasibility" and the other with PEEP assistance will be on "Marketing Strategy". Hiring of consultant is in progress. Earlier attempts at hiring were unsuccessful.
Activity 2.4: Technical Assistance to Chambers of Commerce for strengthening their networks			
2.4.1: Women Empowerment in South Punjab through Investments in Rural Economy (WEinSPIRE)		In Progress	
2.4.1.1: Grant to Women Chamber of Commerce and Industry Bahawalpur	Grant awarded	In Progress	Training of 500 women livestock farmers conducted for capacity building. The research studies to be conducted by Chamber and the researcher are underway.
2.4.1.2: Creating a support network, Linkages of WCCIB with L&DDD, UVAS, NRSP-MF, Telenor and Livestock breeder associations	Linkages developed	In Progress	For creating linkages network, the partner organizations were invited and attended the ToT sessions for the implementation of WeinSPIRE and the training and marketing sessions of the livestock associations
2.4.1.3: Review seminars of WE-inSPIRE	Review meetings held, and reports prepared	In Progress	Review seminar is scheduled after Eid. The progress of the initiative reviewed by L&DD department.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.4.2: Women Investments in Network of Dairy Sector (WINDS)	Opportunity for MG, Technical Assistance identified and provided	In Progress	Grant signed with SCCI in March 2018 and the training of the women livestock farmers conducted.
Activity 2.5: Events to Showcase Success of Institution and Capacity Building Activities			
2.5.1: PCCDC grant: Launching Ceremony for i) Best handling practices for cold chain storage and transportation ii) Punjab cold stores directory	Event conducted	Completed	Closing of grant event organized and reported.
2.5.2: SCBS grant: Herd Book Launching Ceremony	Event conducted	In Progress	Event held
2.5.3: Certificate Distribution at CAPRIL	Event conducted	Completed	
2.5.4: Certificate Distribution at HBPRC	Event conducted	Completed	
2.5.5: PADFA Grant: Android Application Launching Ceremony	Event conducted	In Progress	
2.5.6: Grant completion of PHDA	Event conducted	completed	
2.5.7: WEinSPiRE launch & grant signing ceremony for WCCIB	Event conducted	Completed	WEinSPIRE event held on May 5, 2017.
2.5.8: Event for research study on price capping	Event conducted	Completed	Being planned in November 2017.
2.5.9: Grant ceremony of the Federation of the Livestock Breeders' Associations	Event conducted	In Progress	Establishment of Federation of livestock associations is in progress.
2.5.10: Launching ceremony of Center of Excellence for Olive Research and Training (CEFORT) at BARI	Event conducted	In Progress	

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.5.11: Participation and showcasing the project at Dawn Agri Expo	Event conducted	Completed	Dawn Expo held on April 4-5, 2017.
2.5.12: Launch of report on adaptability of Holstein Friesian cattle	Event conducted	Completed	.
<i>Component 3: Mobilize major private sector investments</i>			
Activity 3.1: Implementation of Transaction Advisory Service (TAS) Program			
3.1.1: Support GoPb in Policy formulation for milk collection and conversion into milk powder	Completion of Milk Supply Chain study, Launch of Milk Study reports to Stakeholders	Completed	Report recommendations presented successfully to large number of stakeholders on June 06, 2017 at CM Secretariat, Lahore. Completion of deliverable 2.
3.1.2: Support GoPb in Implementation of the Strategy Shift from Curative to Preventive Mode of Animal Disease Control	Completion of FMD Report, Launch of FMD Vaccine Commercial Production Report in a Seminar for Stakeholders	Completed	Report Completed. Launched in a seminar for stakeholders on May 23, 2017.
3.1.3: Support GoPb in Initiative for Modernizing Grains Storage System	Approval of Grain Silos Project from PPP Steering Committee	Completed	<ul style="list-style-type: none"> • Project Presented to PPP Steering Committee on April 12, 2017. • Investment Seminar held on April 20, 2017. • Project approved by PPP SC on May 02, 2017. • Phase I for 40 silos sites advertised nationally and internationally on May 24, 2017. Pre-bid meeting held on June 15, 2017. Bid Submission date extended from July 03 to July 18, 2017.
	Investment Seminar on Proposed Project,	Completed	34 bids were accepted. After Technical and Financial evaluation, 23 bids were accepted. PPP Steering Committee meeting held on Sep 8, 2017 for evaluation of recommendations by PFD on the final bids
	Notice of Award to potential private sector investors under Phase I,	Completed	

Activity	Deliverable/ Milestone	Status	Comments/Deviation
	Preparations for TAS for Phase II	In Progress	<p>received and evaluated. SC on request by PFD allowed 10 days for negotiations of final bid price with successful bidders.</p> <p>34th PPP Steering Committee (SC) meeting held on September 28, 2017 approved 23 bids, submitted by Chashma Group (2 sites), Din Group (10 sites), Akhtar Group (9 sites), and Suncrop Pesticides (2 sites). PFD issued NOA to 23 sites under Phase I, which completed PEEP's commitment to the project.</p> <p>Planning for 100 sites under Phase II has been started with a meeting at PFD being held on February 14, 2018. STO for KPMG for Phase II is under development.</p>
Activity 3.2: Implementation of Matching Grants program for leveraging investments and jobs creation in private sector			
3.2.1: Implementation of Matching Grant Program in Olive Sector, Punjab			Revised APS developed to advertise the MG in Olive Sector Sep, 2017
3.2.1.1: Establishing modern Olive certified nursery	Grant completion	In Progress	PEEP signed matching grants package with Shaher Saaz (Pvt.) Ltd., on October 17, 2017. The implementation is in process.
3.2.1.2: On-farm olive oil extraction units	Grant completion		No application received.
3.2.1.3: Olive oil extraction mobile unit	Grant completion	In Progress	Grant Agreement was signed on August 7, 2017 with Allied Foods and under implementation.
3.2.1.4: Commercialization of olive value added products from Potohar region	Grant completion	In Progress	Grant Agreement was signed on September 26, 2017 with Unique Value Pvt Ltd and implementation is in process.
3.2.1.5: Market development and branding of indigenous olive oil and olive value added products in Punjab	Grant completion	In Progress	PEEP signed matching grants package with Bagh-e-Zaitoon Pvt. Ltd., on October 17, 2017. Implementation is in process.
3.2.1.6: Support to private sector Technical and Business Development Services (BDS) providers for operating in Potohar region	Grant completion	In Progress	PEEP signed matching grants package with Green Revolution Pvt. Ltd., on October 17, 2017, implementation is in process.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
3.2.1.7: Establishment of olive oil refinery in Punjab	Grant completion	Cancelled	Sought USAID concurrence on Sep 20, 2017 to replace with “Establishment of commercial olive oil extraction unit” but declined.
3.2.2: Identify, design, develop and implement Matching Grant Program in PEEP selected sub-sectors, subject to availability of funds and requirement from the sectors	Matching Grants opportunities identified, RFP / APS floated, and MG Cycle completed	In Progress	<p>PEEP advertised an RFA for matching grant for milk pasteurizing sector on February 18, 2018, seeking applications from the private sector investors interested in:</p> <ul style="list-style-type: none"> i) Setting-up new milk pasteurizing facilities ii) Upgrading existing milk pasteurizing facility to increase capacity iii) Upgrading existing milk pasteurizing capacity for value-added products <p>GR Farms, MA Farms Contech Livestock & Dairy Farms and Jalandhar Foods Pvt Ltd have submitted a total of four applications by deadline of March 19, 2018. Evaluation of the bids is in process.</p>

Annual Work Plan Year 5 (April 1, 2018 to March 31, 2019)

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Component 1: Accelerate Advocacy			
Activity 1.1: Approval, Dissemination and Implementation of Agriculture Policy	Agriculture Policy approved and launched	Completed	Agriculture Policy, approved on May 23, 2018, realigned Policy approved on November 27, 2018 and
1.1.1: Launch of Punjab Agriculture Policy	Policy launch event held	Completed	Policy launched event held on February 20, 2019
1.1.2: Disseminate Punjab Agriculture Policy to the relevant stakeholders with major focus on nutrition	Eight Dissemination Events Organized	Not completed	Dissemination events will be scheduled in Year 6
1.1.3: Technical Assistance for Punjab Agriculture Policy Implementation Program/Project PC-1s	Technical Assistance Delivered, 01 Report	Not completed	Will be followed in year 6
1.1.4: Technical assistance to enhance nutrition availability through high yields and diversified agriculture produce	Two research studies conducted	Not completed	Will be followed in year 6
1.1.5: Facilitate Agriculture Department/Commission to organize Roundtable/Issue Panel/Task Team meetings for Punjab Agriculture Policy Implementation emphasizing the importance of nutrition	Support to organize six (06) need based seminars/meetings delivered	Completed	Six meetings held
Activity 1.2: Olive Sector Development			
1.2.1: Support to Olive Development Group (ODG)	Logistical and secretarial support provided to ODG to conduct its meetings as and when requested by Agriculture Department, Govt. of Punjab	Completed	11th ODG meeting held on January 18, 2019.
1.2.1.1: PEEP will provide the program, secretarial and logistical support to ODG to conduct its meetings as and when requested by Agriculture Department, Govt. of Punjab	Program, logistical and secretarial support provided to ODG to conduct 06 meetings	Not completed	12 th ODG meeting planned for May 2, 2019
1.2.1.2: 2nd Annual ODG Meeting	Meeting conducted	Not completed	Planned with olive festival with new season during October 2019

Activity	Deliverable/ Milestone	Status	Comments/Deviation
1.2.1.3: PEEP will organize eight issue specific meetings/roundtables in olive sector	Meeting conducted	Not completed	Follow up in year 6
1.2.2: Facilitate development of Olive Value Chain development Project PC-I	Technical inputs to develop PC-I delivered	Completed	PC-I submitted to the Planning and Development board
1.2.2.1: Support in implementation of Olive Value Chain development Project through STTA	Support provided in implementation of Olive Value Chain development Project through STTA	Completed	Support accomplished
1.2.3: Development of Olive Sector Marketing Strategy through STTA	Olive Sector Marketing Strategy document delivered through Technical Assistance	Not completed	In consideration of the fact that expert with suitable credentials and skills are not ready to commit themselves, PEEP team of LTTA (BEES and HSS) will undertake study in-house.
1.2.4: Launch of Olive Sector Marketing Strategy	Launch event held	Not completed	Planned in next quarter after approval of the strategy
Activity 1.3: Support Establishment of Centre of Excellence for Olive Research and Training (CEFORT)			
1.3.1: IT equipment (for training & research)	Equipment delivered	Completed	All equipment delivered and installed at CEFORT
1.3.2: Value addition labs equipment	Equipment delivered	Completed	Procurement process underway
1.3.3: Training facility for HR	Furnishing delivered	Completed	All furniture delivered
1.3.4: Farmer facilitation room	Furnishing delivered	Completed	All furniture delivered
1.3.5: Books and Journals, Access to Paid Journals and online olive related knowledge resources	Books delivered and access to online resources enabled	Not completed	Extended list of publications is being included to enable procurement. The procurement process is Initiated
	Training material printed and trainings delivered	Not completed	Consultation planned with BARI to finalize trainers and training materials
1.3.6: HR Training and Training Material Development	Books delivered and access to online resources enabled	Not completed	Extended list of publications is being included to enable procurement. The procurement process is Initiated
1.3.7: Nursery and demonstration farm	Nursery demonstration and field days conducted	Completed	

Activity	Deliverable/ Milestone	Status	Comments/Deviation
1.3.8: Inauguration of CEFORT/National Olive Festival	Inauguration event	Not completed	Initial planning has been commenced. Secretary Agriculture has indicated tentative timeframe to October 2019.
1.3.9: Linkages of CEFORT with University of California, Davis	Linkages developed	Not completed	A detailed concept paper was prepared and submitted to USAID. On July 19, 2019, USAID conveyed disapproval of the activity on account of low return of investment for conducting the exposure trip.
Activity 1.4: Support Government of Punjab to Implement Reforms through Punjab Agricultural Markets Regulatory Authority (PAMRA)			
1.4.1: Support Authority to engage with stakeholders for dissemination and consultations through meetings, roundtables and seminars	Meetings, roundtables and seminars conducted	On hold	Subject to amendments in PAMRA
1.4.2: TA to build PAMRA capacity	TA provided	On hold	Subject to amendments in PAMRA
Activity 1.5: Support Government of Punjab to Implement Seed Reforms			
1.5.1: Support Punjab Seed Registration and Regulatory Authority (PSRRA) for a seed registration and certification mechanism to ensure availability of standard seeds of desirable commercial attributes	Support provided	Completed	PEEP has provided extensive input to include proposed regulatory reforms in the seed sector regulatory regime, which are also approved as part of the re-aligned Ag policy document, approved by CM Punjab. PEEP may consider support to GoPb in implementation of the reforms. Final determination will be made in consultation with USAID and scope defined for the support in consultation with PAD.
Component 2: Support Institutional Capacity Building			
Activity 2.1: In-kind Grant for Capacity Development of Punjab Halal Development Agency (PHDA)			
2.1.1 Grant signing event	Event conducted	Completed	Grant ceremony held
2.1.2 Develop procedure and auditing system for implementation of Halal standards and certification	Procedure and auditing system developed through STTA	Completed	Training on following completed. 1. ISO 9001-2015 (Quality Management System) 2. Halal Lead Auditor Course
2.1.3 Launch of procedure and auditing system developed for PHDA	Launch event conducted	Completed	Launch event conducted

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.1.4 Training of butchers and abattoir managers on Halal Slaughtering and Hygiene Practices in 25 districts	Trainings to butchers and abattoir managers in 25 districts conducted and training reports developed	Completed	The training at 25 districts completed.
2.1.5 Creating awareness on the significance of quality beef and meat for women children and adults through seminars	Four seminars conducted and info packs distributed	Cancelled	Minutes of the Program Review Meeting with COR, June 28, 2018
2.1.6 TA for baseline study of target and control group for training impact assessment in selected districts	Study report developed	Cancelled	COR observed that the activity did not justify as in Phase I of similar trainings, no baseline was conducted. Similarly, the cost involved does not justify the true value for money. It was mutually agreed to exclude the activity from annual work plan year 5.
2.1.7 TA for end-line study for impact assessment of trainings in target districts	Study report developed	To be started in year 6	End-line study will be held in year 6
2.1.8 Grant close-out event	Event conducted	Not completed	Event to be held in June 2019
Activity 2.2: Technical Assistance and Competitive Grants to Industry Associations for Capacity Enhancement in Advocacy Work and Service Delivery			
2.2.1: Grant to Beatal Goat Breeders Welfare Society (BGBWS)			
2.2.1.1: Registration of breeders with BGBWS	One hundred breeders registered as members of society	Completed	100 farmers have been registered
2.2.1.2: Preparation of Beatal Goat Herdbook	One hundred Herdbooks prepared	Completed	Data for 100 Herdbooks have been collected, 100 Herdbooks completed.
2.2.1.3: Capacity building of breeders through trainings	Training of one hundred breeders completed	Completed	Collective and on farm training has been imparted to 100 farmers which include women livestock farmers as well.
2.2.1.4: Promotional/marketing activities to popularize Beatal goat breed	Three promotional activities completed	Completed	Promotional and marketing activities has been completed
2.2.1.5: Grant close-out event	Event conducted	Not completed	Event to be held in June 2019
2.2.2: Grant to Nachi Goat Breeders Welfare Society (NGBWS)			
2.2.2.1: Registration of breeders with NGBWS	One hundred breeders registered as members of society	Completed	100 farmers have been registered
2.2.2.2: Preparation of Nachi Goat Herdbook	One hundred Herdbooks prepared	Completed	Data for 100 Herdbooks have been collected, 100 Herdbooks completed.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.2.2.3: Capacity building of breeders through trainings	Training of one hundred breeders completed	Completed	Collective and on farm training has been imparted to 100 farmers which include women livestock farmers as well.
2.2.2.4: Promotional/marketing activities to popularize Nachi goat breed	Three promotional activities completed	Completed	Promotional and marketing activities has been completed
2.2.2.5: Grant close-out event	Event conducted	Not completed	Event to be held in June 2019
2.2.3: Grant to Lohi Sheep Breeders Welfare Society (LSBWS)			
2.2.3.1: Registration of breeders with BGBWS	One hundred breeders registered as members of society	Completed	100 farmers have been registered
2.2.3.2: Preparation of Lohi Sheep Herdbook	One hundred Herdbooks prepared	Completed	Data for 100 Herdbooks have been collected, 100 Herdbooks completed.
2.2.3.3: Capacity building of breeders through trainings	Training of one hundred breeders completed	Completed	Collective and on farm training has been imparted to 100 farmers which include women livestock farmers as well.
2.2.3.4: Promotional/marketing activities to popularize Lohi sheep breed	Three promotional activities completed	Completed	Promotional and marketing activities has been completed
2.2.3.5: Grant close-out event	Event conducted	Not completed	Event to be held in June 2019
2.2.4: Grant to Kajli Breeders Welfare Society (KBWS)			
2.2.4.1: Registration of breeders with KBWS	One hundred breeders registered as members of society	Completed	100 farmers have been registered
2.2.4.2: Preparation of Kajli Herdbook	One hundred Herdbooks prepared	Completed	Data for 100 Herdbooks have been collected, 100 Herdbooks completed.
2.2.4.3: Capacity building of breeders through trainings	Training of one hundred breeders completed	Completed	Collective and on farm training has been imparted to 100 farmers which include women livestock farmers as well.
2.2.4.4: Promotional/marketing activities to popularize Kajli sheep breed	Three promotional activities completed	Completed	Promotional and marketing activities has been completed
2.2.4.5: Grant close-out event	Event conducted	Not completed	Event to be held in June 2019
2.2.5: Grant to Thalli Breeders Welfare Society (TBWS)			
2.2.5.1: Registration of breeders with TBWS	One hundred breeders registered as members of society	Completed	100 farmers have been registered
2.2.5.2: Preparation of Thalli Herdbook	One hundred Herdbooks prepared	Completed	Data for 100 Herdbooks have been collected, 100 Herdbooks completed.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.2.5.3: Capacity building of breeders through trainings	Training of one hundred breeders completed	Completed	Collective and on farm training has been imparted to 100 farmers which include women livestock farmers as well.
2.2.5.4: Promotional/marketing activities to popularize Thalli sheep breed	Three promotional activities completed	Completed	Promotional and marketing activities has been completed
2.2.5.5: Grant close-out event	Event conducted	Not completed	Event to be held in June 2019
2.2.6: Grant to Buffalo Breeders Association Punjab, Pakistan			
2.2.6.1: Capacity building of farmers through trainings and creation of awareness	Trainings conducted	Completed	Training of buffalo breeders has been conducted
2.2.6.2: Holding of "Melas" (fairs) and milk/beauty competition	Melas and competitions conducted	Completed	Two "Melas" conducted
2.2.6.3: Performance recording activities	Marketing activities conducted	Completed	The performance recording of elite buffalo of 50 breeders completed
2.2.6.3.1: Accurate pedigree and performance recording at farmer level	Herdbook developed	Completed	The preparation of Herdbook of elite buffalo of 50 breeders completed
2.2.6.3.2: Preparation of Buffalo Herdbook	Performance recording completed	Completed	The pedigree and performance recording of elite buffalo of 50 breeders completed
2.2.6.4: Grant close-out event	Event conducted	Not completed	Event to be held in June 2019
2.2.7: Grant to Cholistani Cattle Breeders Welfare Society (CCBWS)			
2.2.7.1: Capacity building of farmers for productivity enhancement		Completed	
2.2.7.1.1: Capacity building of Cholistani cattle breeders and Cholistani cattle breeding service providers	Trainings conducted	Completed	Capacity building of 100 Cholistani cattle breeders have been achieved through collective and on farm training.
2.2.7.1.2: Creation of awareness about improved husbandry techniques among livestock breeders	Info packs on best husbandry practices provided	Completed	Creation of awareness about improved husbandry practices achieved in 100 farmers
2.2.7.1.3: Holding of "Melas" (fairs) and milk/beauty competition	Melas and competitions conducted	Completed	Mela held in March 2018 wherein 500 farmers participated.
2.2.7.2: Performance recording activities	Marketing activities conducted	Completed	Marketing activities completed
2.2.7.2.1: Preparation of Herdbook	Herdbook developed	Completed	80 herdbooks have been distributed and data being collected.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.2.7.2.2: Accurate pedigree and performance recording at farmer level	Performance recording completed	Completed	The data on pedigree and performance recording is being gathered
2.2.7.3: Grant close-out event	Event conducted	Not completed	Event to be held in June 2019
2.2.8: Implementation of grant to Federation of the Livestock Associations			
2.2.8.1: Launch of Federation of the Livestock Associations	Federation of Livestock Associations launched	Cancelled	Activity cancelled as the department did not complete the registration of associations (MoM December 17 & 18, 2018)
2.2.8.2: Data collection on performance recording from the associations	Data collection for sheep, goat and cattle associations completed	Cancelled	Activity cancelled as the department did not complete the registration of associations (MoM December 17 & 18, 2018)
2.2.8.3: Review seminars on the achievements of the associations	Two seminars conducted	Cancelled	Activity cancelled as the department did not complete the registration of associations (MoM December 17 & 18, 2018)
2.2.8.4: Grant close-out event	Event conducted	Cancelled	Activity cancelled as the department did not complete the registration of associations (MoM December 17 & 18, 2018)
Activity 2.3: Capacity Development of Olive Foundation in the Olive Sector			
2.3.1: In-kind support for the development of Olive sector marketing strategy	Report developed	Not completed	Marketing strategy development underway
2.3.2: In-kind support for the development of feasibility analysis for Olive plantation in Potohar region	Report developed	Not completed	Work continues on feasibility analysis
2.3.3: Training of members of Olive Foundation on cultivation and value-addition of Olives	Training conducted	Completed	Two trainings held
2.3.4: Launch of studies under the Grant	Studies completed	Not completed	To be launched in year 6
2.3.5: Grant closes out ceremony of Olive Foundation	Grant closes out ceremony held	Not completed	To be held after grant is closed
Activity 2.4: Implementation and completion of Grant to Pakistan Agricultural Coalition			
2.4.1: Grant closes out ceremony of PAC	Grant closes out ceremony held	Not completed	Planned in July 2019
Activity 2.5: Women Investments in Network of Dairy Sector (WINDS)			
2.5.1: Launch of WINDS	Launch event conducted	Completed	
2.5.2: Identification of women livestock famers dealing in dairy business	Women farmers identified and trained	Completed	150 women livestock farmers identified
2.5.3: Training of women livestock farmers in application of best husbandry practices	Training of women livestock famers completed	Completed	Training of 130 women livestock farmers held

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.5.4: Training of stakeholders in milk handling, transportation and marketing	Training of stakeholders completed	Completed	Training of stakeholders held
2.5.5: Milk marketing from producer to consumer	Milk marketing from producer to consumer achieved	Completed	Two Milk chiller of 500 liters capacity each and four mobile milk chillers have been provided
2.5.6: Baseline Survey for WINDS	Baseline report for WRC completed	Completed	
2.5.7: End-line Survey for WINDS	End-line report for WRC completed	Not completed	To be held in year 6
2.5.8: Grant closes out ceremony of WINDS	Grant closes out ceremony to discuss the outcome of the activities	Not completed	To be held in June 2019
Activity 2.6: Women Empowerment in South Punjab through Investments in Rural Economy (WEinSPIRE)			
2.6.1: Implementation of Grant to Women Chamber of Commerce and Industry Bahawalpur (WCCIB)	Grant completed	Completed	
2.6.1.1: Carry out four research studies in livestock sector on issues hampering growth of women owned businesses	Four research studies conducted	Completed	Four research studies conducted and published
2.6.1.2: Identify potential women farmers willing to invest in the livestock sector	Applications of 500 women farmers for microfinancing of sheep, goat and cattle, prepared and forwarded to microfinance institutions	Completed	Applications of 500 women farmers for microfinancing of sheep, goat and cattle, prepared and forwarded to microfinance institutions
2.6.1.3: Identify forty (40) women as trainers for ToT program	Women identified who will train other 500 women farmers	Completed	Master trainers trained through ToT
2.6.1.4: Develop two sector studies, two policy briefs and two feasibility studies	Two sector studies, two policy briefs and two feasibility studies conducted by chamber	Completed	All the studies developed and published
2.6.1.5: Additional Grant to WCCIB for provision of better productive poultry birds and ducks for improving the nutrition	Additional Grant provided to WCCIB	Cancelled	Minutes of the Program Review Meeting with COR, June 28, 2018
2.6.1.5.1: Training of 40 master trainers in the application of nutrition improvement techniques pertaining to milk, meat and eggs	Trainings conducted	Completed	Minutes of the Program Review Meeting with COR, June 28, 2018
2.6.1.5.2: Training of 1,500 women in the best use of available food of animal origin	Trainings to 1,500 women, provided	Cancelled	Minutes of the Program Review Meeting with COR, June 28, 2018

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.6.1.5.3: Support for distribution of 6,000 better productive poultry birds to the women for nutrition improvement as backyard poultry	Better productive poultry birds distributed to 1,000 households	Cancelled	Minutes of the Program Review Meeting with COR, June 28, 2018
2.6.1.5.4: Support for distribution of 3,000 ducks	Better productive ducks distributed to 500 households	Cancelled	Minutes of the Program Review Meeting with COR, June 28, 2018
2.6.1.6: Grant close-out event	Event conducted	Not completed	Grant close out was completed, event was not conducted.
2.6.2: Review seminars of WEinSPIRE	Review seminars held and reports prepared	Completed	Review seminar held on August 29, 2018
2.6.3: TA for the research study on the availability of essential nutrients and common existing practices of food and nutrition, best practices for nutrition improvement in three districts Bahawalpur, Lodhran and Bahawalnagar	Research study conducted	Cancelled	The COR directed not to proceed with the research study on the availability of essential nutrients and common existing practices of food and nutrition, best practices for nutrition improvement in three districts Bahawalpur, Lodhran and Bahawalnagar as it was difficult to measure availability under limited resources.
2.6.4: Create awareness regarding food nutrition among WEinSPIRE beneficiaries	Awareness provided	Cancelled	The COR directed not to proceed with awareness creation in the area of food and nutrition and to other priority areas.
Activity 2.7: In-kind grant to Government of Punjab			
2.7.1: In-kind grant to Livestock Breeding Services Authority (LBSA)	LBSA grant implemented	Completed	
2.7.1.1: Raising awareness of stakeholders regarding breeding reforms for productivity enhancement		Completed	
2.7.1.1.1: Printed messages	Awareness messages printed	Completed	Messages printed and issued to LBSA
2.7.1.1.2: Documentaries	Documentary developed	Completed	Documentary developed and handed over to LBSA
2.7.1.1.3: Trainings of stakeholders on breeding reforms for productivity enhancement	Trainings conducted	Completed	Trainings completed
2.7.1.2: Impact assessment of awareness activities	Impact assessment conducted	Completed	Internal impact assessment by LBSA
2.7.2.3: Training of trainers to develop trainers for awareness of farming community on the latest techniques to conserve and develop local genetic resources	ToT held	Completed	LBSA conducted ToT

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.7.1.4: Refresher courses for the trainers on improved/ updated techniques employed for breed improvement	Refresher courses conducted	Completed	Done by LBSA
2.7.1.5: Grant close-out event	Close-out event held	Not completed	No event was held but the grant was closed formally.
Activity 2.8: Facilitation and Development of beef breeds in Punjab			
2.8.1: Facilitate private sector organizations for the import and use of beef breed semen for productivity enhancement per animal	Facilitation provided for import and use of beef breed semen for its propagation	Cancelled	As per discussion with the COR, beef breed development was not prioritized for the respective year of implementation. After mutual consultation with COR the activity was cancelled.
2.8.2: Capacity building of the private sector through provision of training facility in the field of bovine embryo transfer through international experts	Trainings to the breed improvement service providers for bovine embryo transplantation provided	Cancelled	As per discussion with COR, the activity was cancelled as it was not a priority area for PEEP.
Component 3: Mobilize major private sector investments			
Activity 3.1: Implementation of Transaction Advisory Service (TAS) Program			
3.1.1: Support GoPb to prepare and implement the modified design for Modernizing Grains Storage System (Phase-2)		Completed	PEEP developed and provided PFD with modified design.
3.1.1.1: Completion of pre-approval process and approval of Grain Silos Project from PPP Steering Committee for Phase 2.	Phase-2 approved by PPP SC	Not completed	Pre-approval process was completed; however, SC meeting could not be held due to delay in appointment of Planning and Development Minister
3.1.1.2: Investment Seminars on Proposed Project.	Four (04) investment seminars held	-Not completed	Ability to conducting seminars was dependent on SC approval for Phase II,
3.1.1.3: Notice of Award (NOA) to private sector investors under Phase 2.	Notice of Award (NOA) issued to the private investors for selected sites	Not completed	NOA was dependent on all above steps to be completed.
Activity 3.2: Implementation of Matching Grants program for leveraging investments and jobs creation in private sector			
3.2.1: Implementation of Matching Grant Program in Olive Sector, Punjab			
3.2.1.1: Establishing modern Olive certified nursery (Sheher Saaz Pvt. Ltd.)	Grant completion		
3.2.1.1.1: Land acquisition and layout	Land acquired	Completed	Lath house to be completed
3.2.1.1.2: Establishment of lath house	Lath house established	Completed	Equipment by PEEP has been supplied and installation completed.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
3.2.1.1.3: Installation of equipment and establishment of mother block	Equipment installed and mother block developed	Completed	To be held during in April 2019
3.2.1.1.4: Grant close-out event	Event held	Not completed	Planned on April 11, 2019
3.2.1.2: Olive oil extraction mobile unit (Allied Foods)	Grant completion		
3.2.1.2.1: Procurement of vehicle, generator and accessories	Vehicle, generator and accessories procured	Completed	Grantee has purchased the vehicle
3.2.1.2.2: Supply and installation of extraction unit	Extraction unit procured and installed	Not completed	The required machine is manufactured and ready to be shipped. Vendor is trying for early import of machine by June 2019
3.2.1.2.3: Grant close-out event	Event held	Not completed	Planned to hold the event at National Olive Festival but depends on import and installation of machine.
3.2.1.3: Commercialization of olive value added products from Potohar region (Unique Value Pvt. Ltd.)	Grant completion		
3.2.1.3.1: Procurement of value addition equipment by grantee	Value addition equipment procured	Completed	Grantee has procured its part of the equipment
3.2.1.3.2: Procurement of value addition equipment by PEEP	Value addition equipment procured	Completed	Equipment by PEEP has been supplied and installation completed.
3.2.1.3.3: Grant close-out event	Event held	Completed	Event held on February 27, 2019
3.2.1.4: Market development and branding of indigenous olive oil and olive value added products in Punjab (Bagh-e-Zaitoon Pvt. Ltd.)	Grant completion		
3.2.1.4.1: Procurement of Olive oil and products by grantee	Olive oil and products procured	Cancelled	
3.2.1.4.2: Procurement of Olive oil and marketing support services by PEEP	Olive oil procured and supplied; market support services provided	Cancelled	Grantee couldn't comply to Grant requirements and compliance to provide evidence base invoice for purchase of products and oil.
3.2.1.4.3: National Olive Festival	National Olive Festival conducted	Cancelled	The subject sub-activity was part of 3.2.1.4: Market development and branding of indigenous olive oil and olive value added products in Punjab (Bagh-e-Zaitoon Pvt. Ltd.). The grant to Bagh-e-zaitoon was cancelled owing to non-compliance by the grantee and therefore sub-activities were also cancelled.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
3.2.1.4.4: Grant close-out event	Event held	Cancelled	The subject sub-activity was part of 3.2.1.4: Market development and branding of indigenous olive oil and olive value added products in Punjab (Bagh-e-Zaitoon Pvt. Ltd.). The grant to Bagh-e-zaitoon was cancelled owing to non-compliance by the grantee and therefore sub-activities were also cancelled.
3.2.1.5: Support to private sector Technical and Business Development Services (BDS) providers for operating in Potohar region (Green Revolution Pvt. Ltd.)	Grant completion	Cancelled	Green Revolution company was restructured with new BOD, and subsequently the grantee requested to terminate the grant.
3.2.1.5.1: Hiring of staff	Staff hired	Completed	Hiring of staff completed
3.2.1.5.2: Procurement of demonstration equipment and establishment of demonstration plots	Demonstration equipment procured and demonstration plots established	Cancelled	Green Revolution company has been restructured with new BOD; Grantee has requested to terminate the grant
3.2.1.5.3: Farmer meetings and trainings	Meetings and trainings conducted	Cancelled	Green Revolution company has been restructured with new BOD; Grantee has requested to terminate the grant
3.2.1.5.4: Grant close-out event	Event held	Cancelled	Green Revolution company was restructured with new BOD, and subsequently the grantee requested to terminate the grant.
3.2.2: Identify, develop and implement Matching Grant Program in PEEP selected sub-sectors			
3.2.2.1: Grants for milk pasteurizing sector	Matching grants cycle completed	Not completed	Evaluation of 3 companies conducted, 2 companies finalized. Approval process underway
3.2.2.2: Grants for compartmentalization for animal disease control farms (National Livestock Technology Transfer)	Matching grants cycle completed	Not completed	Series of meetings held with relevant staff at UVAS.
3.2.2.4: Grants for silage making (National Livestock Technology Transfer/ WINDS)	Matching grants cycle completed	Completed	APS developed and advertised, evaluation of 3 companies conducted, 2 companies finalized. Evaluation process underway
3.2.2.5: Grants for value addition in grapes sector	Matching grants cycle completed	Cancelled	In mutual consultation with COR it was decided that this activity be cancelled as COR was of the opinion that USAID has provided adequate support to the grapes sector in the past and therefore there was no need for further facilitation to the sector.

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Activity 3.3: Youth Engagement in Agriculture and Rural Sectors (YEARS)			
3.3.1: Partnerships with the organizations already engaged in the youth training and development	Partnership established	Not completed	Identification of organizations and partnerships underway
3.3.2: Grant for technically and vocationally educated youth	Grants provided	Not completed	Awaiting completion of 3.3.1

Status	Explanation
Completed	Indicates the activities included in the year-5 work plan in the beginning of year-5 and have been completed during the year.
Not completed	Indicates the activities that were not completed in year 5.
Cancelled	Indicates the activities included in the year-4 work plan and PEEP made progress on these activities, however, these were cancelled after approval by USAID.

Annual Work Plan Year 6 (April 1, 2019 to March 31, 2020)

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Component 1: Accelerate Advocacy			
Activity 1.1: Assist Punjab Agriculture Department (PAD) for implementing Punjab Agriculture Policy 2018			
1.1.1: Provide technical assistance for PAD's engagement with public and private sector stakeholders for agriculture policy implementation	Technical Assistance Delivered	Completed	PEEP identified major intervention areas under Agriculture Policy implementation in consultation with ADU. PAD is requesting for facilitating stakeholder engagement meetings. Stakeholders engagement/consultation meeting support is targeted for Agriculture Policy implementation areas considered for PEEP implementation support, namely MGS. The activity is being carried forward into year 7.
1.1.2: Disseminate Punjab Agriculture Policy among relevant stakeholders	Four dissemination events completed	Closed	On August 8, 2019 during monthly review of AWP Year 6, the following was decided: The policy was launched and disseminated in February 2019 and PAD has commenced implementation of key initiatives under the policy, and GoPb is not keen in organizing policy dissemination events, so the activity is not relevant anymore. The team recommended to close the activity.
1.1.3: Facilitate PAD to organize advocacy Roundtable/Issue Panel Meetings/Consultative meetings for Punjab Agriculture Policy Implementation	Need based policy reforms advocacy and consultative meetings organized	Completed	PEEP moderated a consultative meeting on May 8, 2019 organized by the State Bank of Pakistan to hold discussion on Innovative E Credit Products for the rural educated youth and farming community. On September 25, 2019, in a meeting with USAID, the deliverable, 'six policy reforms advocacy and consultative meetings organized' was changed to, 'Need based policy reforms advocacy and consultative meetings organized'

Activity	Deliverable/ Milestone	Status	Comments/Deviation
1.1.4: Provide technical assistance to units, directorates and attached organizations of PAD such as Agriculture Delivery Unit (ADU) and Planning and Evaluation Cell			
1.1.4.1: Support ADU in Implementing Matching Grants Program to implement Punjab Agriculture Policy	Technical Assistance Delivered	In progress (carried forward to year 7)	PEEP with ADU engagement designed mechanism for supporting grants program implementation of PAD. Post USAID formal approval, PEEP hired services for the STTA position of Procurement and Grants Specialist while hiring for the position of Grants Analyst is in the final phase to assist ADU for implementing MGS. MGS is being implemented and will be carried to year 7.
1.1.4.2: Assist ADU for implementing Productivity Enhancement Program	Technical Assistance Delivered	Cancelled	Activities 1.1.4.1. and 1.1.4.2 are similar activities for the same objective. Since the GoPb has no keen interest in Productivity Enhancement Program, hence PEEP proposed to merge both activities. USAID concurrence for EMFP was not given.
1.1.4.3: Assist ADU for implementing Rural Youth Inclusion Program	Technical Assistance Delivered	Cancelled	PEEP explored opportunities through meetings with CAPP team for leveraging digital inclusion platform for financial inclusion of rural youth in agriculture value chains through E-Credit Scheme. The Youth inclusion initiative did not get traction with PAD as they are pre-occupied with other mega programs initiated under the department.
1.1.5: Provide technical assistance for development of Projects, Programs and PC-Is to implement Punjab Agriculture Policy	Technical Assistance Delivered	Completed	PEEP provided technical and advocacy input for the design of programs and projects with PSDP support. PEEP BEE team continued to provide advocacy and technical input, however neither TA through STTAs and/or stakeholder engagement events were supported.
Activity 1.2: Support Government of Punjab to implement reforms through Punjab Agricultural Markets Regulatory Authority (PAMRA)			
1.2.1: Provide technical assistance to PAD to engage with stakeholders for consultations on PAMRA through meetings, roundtables, seminars	Technical Assistance Delivered	Completed	On August 8, 2019 during monthly review of AWP Year 6, following was decided: • PAD has solicited technical assistance from the World Bank under the SMART Program. PEEP assistance is not required on this as envisaged at the time of work plan development.
1.2.2: Provide technical assistance to PAD to develop PAMRA organizational development strategy, plans, roadmaps, and standard operating procedures (SOP)	Technical Assistance Delivered	Completed	

Activity	Deliverable/ Milestone	Status	Comments/Deviation
1.2.3: Provide technical assistance to PAD to build PAMRA staff capacity	Technical assistance provided in establishment of modern wholesale markets	Closed	It was recommended that this activity may be removed from the work plan.
1.2.4: Provide assistance to PAMRA for establishing Modern Wholesale Markets in private sector and/or under PPP arrangement	Technical assistance provided in establishment of modern wholesale markets	Closed	<p>During a review meeting of AWP Year 6 with USAID on October 16th, 2019, USAID provided the following guidance:</p> <ul style="list-style-type: none"> • resume activity and change status back to “in-progress”. - remove activity from Component 3 and place under activity 1.2. <p>Accordingly, the activity has been removed from Component 3 and placed under activity 1.2.</p> <p>The activity was eventually closed in consultation with the USAID</p>
Activity 1.3: Assist Olive Sector Development			
1.3.1: Provide technical, secretarial, and logistical support to Olive Development Group (ODG) to conduct its meetings as and when requested by PAD or key stakeholders	Four meetings supported	Completed	11 th and 12 th ODG meeting were held. The government did not ask for further meetings.
1.3.2: Support second annual ODG meeting	Technical and logistical assistance delivered	Completed	Second annual meeting was held during the National Olive Festival in October 2019.
1.3.3: Provide technical support to ODG to develop and launch olive sector marketing strategy	Olive sector marketing strategy launched	Completed	Olive marketing strategy was prepared and launched during 12 th ODG meeting.
1.3.4: Provide technical, secretarial, and logistical support to ODG to engage with public and private sector stakeholders in support of olive value chain development (OVCD)	Six issue-specific meetings/roundtables in olive sector conducted	Completed	Two issue specific meeting have been convened. Further meetings were to be held post 13 th ODG meeting in January 2020, however as the ODG meeting was not held, the remaining meetings could not be convened.
1.3.5: Provide technical inputs to develop OVCD Project PC-I and subsequent implementation support	Technical inputs delivered	Completed	PEEP delivered its technical assistance to the Government of Punjab for developing the PC-I. PC-I's approval is subject to PSDP size and availability of fiscal space for the development budget. It is likely that OVCD may be deferred to FY 2020-21 due to paucity of development

Activity	Deliverable/ Milestone	Status	Comments/Deviation
			budget. PEEP recommended to shift to year 7's work plan.
1.3.6: Provide technical design inputs to matching grant program design	Technical inputs delivered	Completed	PEEP has agreed to provide TA support for grant implementation. PEEP technical assistance to ADU was rolled out and STTA was hired.
1.3.7: Provide technical assistance to train and strengthen Center of Excellence for Olive Research and Training (CEFORT) staff	Technical assistance delivered	Completed	PEEP completed all the program activities planned under the CEFORT grant. Inauguration of CEFORT was held on October 25, 2019 at BARI Chakwal. The National Olive Festival was held on October 26, 2019 at BARI Chakwal.
1.3.8: Conduct olive sector stakeholders exposure trip to University of California at Davis, USA	Exposure trip completed	Cancelled	A detailed concept paper was prepared and submitted to USAID. On July 19, 2019, USAID conveyed disapproval of the activity on account of low return of investment for conducting the exposure trip.
Activity 1.4: Support Pakistan Agriculture Coalition (PAC) to establish a collateral management company (CMC)			
1.4.1: Provide technical assistance to establish a CMC	Feasibility study completed	Closed	"Following is the update after October 16, 2019 meeting with USAID: USAID tried to attain an update from PAC CEO Arif Nadeem however was not able to get in touch despite email, text message and phone calls. It was concluded that PAC does not need PEEP assistance any longer. BEE Specialist will facilitate conversation with CEO PAC and brief USAID for final determination on continuation of the activity. BEE Specialist communicated on 6 th December 2019 in a meeting with USAID that with regard to the meeting with CEO PAC, PEEP will not be proceeding with TA to PAC, as the beneficiary has financed the activity from other sources and does not require PEEP's assistance.
1.4.2: Organize consultative sessions with stakeholders to introduce methods of implementing commodity trading on e-platform legislation	Sessions conducted	Closed	
1.4.3: Mobilize private sector equity through business linkages	Technical assistance provided in mobilizing private sector equity	Closed	
1.4.4: Provide technical assistance to PAC in drafting a Business Plan for CMC	Business plan drafted	Closed	
1.4.5: Provide technical assistance to PAC in drafting an implementation strategy and plan	Strategy and Plan drafted	Closed	
Activity 1.5: Provide in-kind donations to government departments to support the implementation of reforms			
1.5.1.1: Grant concept approval	In-kind grant needs and concepts developed and approved	Completed	It was decided in a meeting held on April 23, 2019 with USAID to shift funds earmarked for in-kind grants to government under Component I to

Activity	Deliverable/ Milestone	Status	Comments/Deviation
1.5.1.2: Grant package approval	Grant concept submitted	Completed	<p>other grants under Component 2 and Component 3. Working developments under activities 1.1.5 is not being pursued. The reference WP activities may be removed from the plan.</p> <p>During the meeting on August 7, 2019 with USAID, it was decided to reallocate these funds to private sector grants programs being designed in collaboration with EMFP.</p> <p>It was decided to remove this activity from AWP Year 6.</p> <p>During review meeting of AWP Year 6 with USAID on Oct. 16, 2019, following was decided: Change the activity status from cancelled to 'In-Progress'.</p> <p>Component 1 will discuss with PAD for identification of possible areas of in-kind grants. Timelines for possible grants will be conveyed to COR during the week of November 11, 2019. Identification of possible areas of grant to PAD will be explored by Component 1, within the targeted budget of USD 50,000.</p> <p>This activity will be carried out subject to availability of funds and amount required for New Activity: 2.5.1: ICT-based advisory services provided to L&DDD, Government of Punjab</p> <p>As per meeting held on 19th December, 2019 with USAID, BEE Specialist presented a possible area of in-kind grant: E-services with PAD.</p> <p>As discussed in meeting on January 9, 2020 at PEEP's office, USAID directed BEE specialist to arrange a visit to the call center. The visit was conducted, followed by a meeting with the Secretary agriculture and PEEP proposed the activity in year 7.</p>
1.5.1.3 Grant implementation	Grant package submitted	In Progress (carried forward to year 7)	
1.5.1.3.1: Assessment of PAD Extension Directorate capacity to deliver extension services to women farmers	Assessment study report developed	Cancelled (as not approved)	
1.5.1.3.2: Assessment of training needs of Women Extension Workers, Women Agriculture Officers	Training needs assessment report developed		
1.5.1.3.3: Development of tailor-made training contents for Women Extension Workers and Women Farmers	Capacity development plan, training manual and material developed		
1.5.1.3.4: Training of Master Trainers to train Women Extension Workers and Training of Rural Women (1st Round)	1st Round of trainings delivered		
1.5.1.3.5: Assessment of training impact (Women Extension Workers, Women Agriculture Officers, Rural Women Entrepreneurs)	Impact Assessment Study Conducted, Report Delivered		
Activity 1.5.2: Provide in-kind grant to ADU to support implementation capacity for initiatives under Punjab Agriculture Policy			
1.5.2.1 Grant concept approval	Grant Concept Submitted	Completed	
1.5.2.2 Grant package approval	Grant Package Submitted	Completed	
1.5.2.3 Grant implementation	Grant implemented	Cancelled	

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Component 2: Support Institutional Capacity Building			
Activity 2.1: Support the Punjab Livestock and Dairy Development Department (L&DDD) GoPb for the Formulation of the Livestock Policy for Punjab			
2.1.1: Provide support for the livestock policy working group (LPWG) in reviewing strategic options and policy choices	Two research studies conducted	Completed	Meeting of PEEP with the working group and consultants was held.
2.1.2: Support consultative process to formulate Punjab's livestock policy by providing data collection and analysis of technical issues raised by stakeholders	Technical Assistance Delivered	Completed	The consultant finalized for the position had meetings with minister and secretary L&DDD on planning a stakeholder consultative process.
2.1.3: Provide technical assistance for the final draft of the livestock policy	Technical Assistance Delivered	In Progress (carried forward to year 7)	Three consultative meetings were held and further are planned in year 7.
2.1.4: Launch Punjab Livestock Policy	Livestock policy launched	In Progress (carried forward to year 7)	After formulation of livestock policy and the approval of the cabinet, the policy will be launched.
2.1.5: Disseminate Punjab Livestock Policy among relevant stakeholders	Eight Dissemination Events Organized	In Progress (carried forward to year 7)	The policy will be disseminated after its approval and notification thereof.
Activity 2.2: Support to L&DDD for capacity enhancement			
2.2.1: Support L&DDD to develop a Policy and Strategy Unit (PSU)	Study report developed	In Progress (carried forward to year 7)	The consultant finalized for the position had meetings with minister and secretary L&DDD on planning a stakeholder consultative process. The consultants were placed in the PSU established in the L&DDD and are providing technical assistance to the department.
2.2.2: Support the PSU in dissemination and Implementation of newly developed Punjab Livestock Policy	Event conducted	In Progress (carried forward to year 7)	The livestock policy is in the process of finalization and will be disseminated once finalized.
2.2.3: Conduct study on socio-economic effects of price de-capping on meat and milk enterprises	Study completed	Completed	The study has been completed by the consultant and report has been presented to the GoPb for considering under policy options for development of livestock sector.
Activity 2.3: Women and Youth Economic Empowerment			
Activity 2.3.1: Women Empowerment in South Punjab through Investment in Rural Economy (WEinSPIRE)			

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.3.1.1: Solicitation for grant applications for WEinSPIRE initiated in Dera Ghazi Khan	Solicitation conducted	Completed	Applications against the advertised APS have been received and the DGKCCI and MSBWS were awarded the grant.
2.3.1.2: Support the implementation of grant award to a Chamber of Commerce and Industry/Women Resource Centre (WRC) to work in Dera Ghazi Khan	Grant completion	In progress (carried forward to year 7)	The grant was given to the DGKCCI and the grant is currently under implementation.
2.3.1.3: Support the implementation of grant award to livestock breeders' associations	Grant completion	In Progress (carried forward to year 7)	The grant was given to MSBWS was issued and is currently under implementation. Grant to Nukri Goat Breeders Welfare Society was not given as the organization was not registered.
2.3.1.4: Facilitate farmer access to microfinance by linking WEinSPIRE beneficiaries to Microfinance Institutions (MFIs)	Technical assistance delivered	In Progress (carried forward to year 7)	The activity is under progress and will be continued in year 7.
2.3.1.5: Develop WEinSPIRE training material to cater the local needs	Training material updated	In Progress (carried forward to year 7)	UVAS prepared the draft module for training of women livestock farmers in Dera Ghazi Khan area and is being processed for finalization.
2.3.1.6: Exposure visit of WEinSPIRE beneficiaries to Bahawalpur	Exposure trip completed	Cancelled	USAID advised to not pursue this activity as it was deemed not necessary.
2.3.1.7: Support the Directorate of Livestock Dera Ghazi Khan in providing capacity development to livestock farmers	Grant completed	In Progress (carried forward to year 7)	The capacity building of livestock farmers and the Nukri goat breeders will be carried out through support to Directorate of livestock Dera Ghazi Khan.
Activity 2.3.2: Women Investment in Network of Dairy Sector (WINDS)			
2.3.2.1: Solicitation for grant applications for WINDS	Solicitation conducted	Completed	During meeting with USAID on April 23, 2019 following was decided: Work plan activity on Replication of WINDS in Bahawalpur to be replaced with new initiative of up-scaling WINDS in Sialkot that builds on work already done with Sialkot Chamber of Commerce and Industry and the resultant company SALCO. New activity will have focus on Youth and Gender The APS was advertised and pre-grant award workshop was conducted on 30 th August 2019,

Activity	Deliverable/ Milestone	Status	Comments/Deviation
			and the potential applicants were guided for submission of the applications.
2.3.2.2: Implementation of grant to one organization in Sialkot	Grant completion	Cancelled	Applications received against APS were reviewed. It was decided that extension and upscaling of WINDS 1 under '2.3.2.1: Solicitation for grant applications for WINDS' will remain an activity in component 2, and assistance to an organization in establishing a milk pasteurization unit under '2.3.2.2: Implementation of grant to one organization in Sialkot', will be a separate activity moved to component 3, to be carried out through a competitive, matching grant. The grant was not awarded as the activity was cancelled as per USAID's determination.
2.3.2.3: ICT-based advisory services provided to WINDS beneficiaries and partners	Technical assistance delivered	Cancelled	<ul style="list-style-type: none"> The L&DDD was interested in an interface-friendly app that even the illiterate can use. PEEP would provide technical assistance like provision of a web developer to the government as part of support for Livestock Policy once developed. This activity should be continued. It can be merged into a larger activity with L&DDD A new activity is added in the work plan 2.5.1: <i>ICT-based advisory services provided to L&DDD, Government of Punjab</i> . It was determined that PEEP does not have the technical capacity to undertake this activity.
2.3.2.4: Facilitate farmer access to microfinance by linking WINDS beneficiaries to Microfinance Institutions (MFIs)	Technical assistance delivered	Cancelled	The successful grantee of the WINDS upscaling was to develop linkages with the Microfinance institutions. The activity could not be completed as the grant was not awarded; further progress on the activity was cancelled as per USAID's determination.
2.3.2.5: Exposure visit of WINDS beneficiaries to a milk plant	Exposure trip completed	Cancelled	Originally the activity was intended for Bahawalpur beneficiaries to visit Sialkot for exposure to the communities already involved in implementation of WINDS. Now with the change in the activity, it is no more relevant. Instead

Activity	Deliverable/ Milestone	Status	Comments/Deviation
			during the upscaling, an exposure visit will be arranged to a milk plant at UVAS Pattoki campus to learn about milk processing and packing. The activity could not be completed as the grant was not awarded.
2.3.2.6: Support Sialkot Chamber of Commerce and Industry (SCCI) in assessing the milk procurement system in Sialkot Agriculture and Livestock Company (SALCO)	Study Conducted	Cancelled	PEEP advertised an APS for replication of WINDS and is already under the procedure of working with a potential partner in enhancing its milk procurement, processing and marketing. This activity is like the above activity. Also, SALCO is an applicant under the APS and if it is recommended for the grant, both the activities will have a greater degree of overlap. In addition to this, given the project timeline, it was recommended by the project that this activity be removed from the Work Plan, considering the activity being cancelled as per USAID's determination.
Activity 2.4: Support for meat sector development			
2.4.1: Support the Lahore Division Cattle Market Management Company in conducting a study of the meat procurement system, including purchase, marketing, and animal meat quality assessment	Study completed	Closed	The top management of LDCMMC underwent changes, coordination with LDCMMC did not seem possible and it was expected that the company's priorities will change as a result of the organizational changes. It was therefore recommended by PEEP that the activity be removed.
2.4.2: Grant to meat sector association for capacity building of the stakeholders for meat sector development	Grant completion	Closed	PEEP held meetings with meat sector stakeholders to assess the need of a meat sector association for the sectoral players. The interactions have assessed that a real need for a new meat sector association is not present. An association for meat exporters with the name of All Pakistan Meat Exporters & Processors of Pakistan (APMEPA) already exists. The stakeholders are of the view that all the donor projects are focused on the production side neglecting the area of marketing as this may require going to the butcher level. In

Activity	Deliverable/ Milestone	Status	Comments/Deviation
			<p>response to this, it was mentioned that PEEP has worked extensively at the butcher level during its partnership with the PHDA. Given the capped prices of meat and milk, an association in the meat sector was discouraged by them. Therefore, as per initial meetings with the stakeholders, effective interest for the need of formation of a meat sector association was not available. It is therefore recommended that the activity be removed.</p> <p>In a meeting on January 9, 2020, USAID provided guidance to keep the activity 'in progress', and component 2 to resume work on the meat sector. PEEP worked on a report on the feasibility of this activity and met with meat sector stakeholders both of which resulted in PEEP recommending to not proceed with this activity.</p>
Component 3: Mobilize major private sector investments			
Activity 3.1: Support transaction advisory services (TAS) for Public-Private Partnership (PPP) opportunities			
3.1.1: Advocacy on Modern Grains Storage System for Punjab	An awareness seminar in collaboration with partners	Cancelled	<p>PEEP held a meeting with USAID to discuss Annual Work Plan Year 6 Implementation Strategy on April 23, 2019. During the meeting it was decided that for the time being no further activity on Grain Storage TAS shall be conducted. PEEP will revisit this towards end of July 2019 (tentatively 25th July) to see if there exists a possibility of this materializing.</p> <p>Following a meeting with Secretary PFD, on July 15th, 2019, USAID provided guidance to PEEP to discontinue further pursuing the Grain Silos Project and remove the activity from the Annual Work Plan Year 6. This was on account of the non-viability of the originally approved Build Own Operate (BOO) model and irresolution of the Food Department on the alternative models presented by PEEP's transaction advisors.</p>
3.1.2: Assist Near Farm Grain Silos Project Phase II approval from PPP Steering Committee	Grain Silos Project Phase II approved by PPP SC	Cancelled	
3.1.3: Investment promotion seminars for grain silos project Phase II in selected cities	Four Seminars conducted in four different cities within two months in coordination with Punjab Food Department after approval of Phase II	Cancelled	
3.1.4: Assist in issuance of Notice of Award (NOA) to private sector investors under Phase II	NOAs issued by Punjab Food Department	Cancelled	
Activity 3.2: Commercial production of Foot and Mouth Disease (FMD) vaccine			

Activity	Deliverable/ Milestone	Status	Comments/Deviation
3.2.1: Workshop on implementation of recommendations of PEEP's feasibility on FMD for the private sector	Workshop conducted	Closed	After several attempts by PEEP to schedule a meeting during the last quarter of 2019, PEEP was unable to secure a meeting with the Secretary L&DDD due to transitions within the department. USAID and PEEP jointly decided to put 3.2.1 and 3.2.2 on hold; as a result, given management changes and shifting department priorities, PEEP closed the activity.
3.2.2: Provide technical assistance to L&DDD for FMD vaccine production under PPP arrangement	Designing of PPP framework for FMD vaccine commercial production	Closed	
Activity 3.3: Facilitate establishment of Modern Wholesale Markets in the Private Sector and under PPP arrangement to implement PAMRA			
Activity 3.4: Youth Engagement in Agriculture and Rural Sectors (YEARS) initiative			
3.4.1: Identify and develop partnerships under MOU's for YEARS	Potential partners identified and MOUs signed	Completed	The activity was renamed as 'Mustaqbil'. Meetings with multiple public and private sector potential partners were held. Promotional activities started immediately after its launch on October 2, 2020. Owing to the intensity of the outreach activities, partners were identified, and although MoUs were not signed, informal partnerships were developed with more than 20 organizations.
3.4.2: Identify and develop activities with existing and new partners	Potential activities developed and implemented as per set timelines	Completed	APS for Mustaqbil was advertised. Follow-up with interested parties was carried out. Road shows were held in educational institutions, with 31 sessions held in 15 districts in northern, central, and southern Punjab regions reaching out to 2,665 youth, potentially interested in agri-businesses.
3.4.3: Provide assistance for Youth Engagement under WEinSPIRE and WINDS initiatives at the current and new locations	Potential activities developed and implemented as per set timelines	Cancelled	The subject sub-activity was part of Activity 3.4: Youth Engagement in Agriculture and Rural Sectors (YEARS) initiative. The youth engagement in agriculture initiative was renamed as <i>Mustaqbil</i> , restructured as a new activity under component 3, and re-developed with more focus on reaching out to potential youth through academic institutions.
Activity 3.5: Implement a competitive matching grants program with a value of \$200,000			

Activity	Deliverable/ Milestone	Status	Comments/Deviation
3.5.1: Completion of matching grants activities solicited under Olive Sector Development initiatives	Matching grants for Olive sector completed	Cancelled	PEEP sent the concept note for the grant to Al-Mateen Farms for olive value chain development to USAID for approval on September 26, 2019. USAID disapproved the application. On the direction of USAID, the activity was cancelled.
3.5.2: Promotion of milk pasteurizing, value addition and marketing	Grant awarded and completed	Completed	Grant was awarded and completed.
3.5.3: Promotion of livestock feed sector through silage making, marketing and other matching grants	Grant awarded and completed	Cancelled	Applications received in result of APS, under evaluation for Walidad Farms and SALCO. PEEP evaluated matching grant applications from Walidad Farms and SALCO for silage making and marketing. The PEEP team held multiple rounds of budget negotiation with the perspective grantees to finalize budgets that account for currency devaluation. PEEP developed a concept note for a matching grant to Walidad Agri Company sent to USAID on September 26, 2019. On October 1, 2019, USAID disapproved the application as silage making is no longer a strategic priority area for PEEP. Consequently, PEEP discontinued preparation of a concept notes for a grant to the second applicant, SALCO.
3.5.4: Grant for youth engagement and women economic empowerment in agriculture and allied sectors in support of partner organizations	Grant designed, awarded and completed	Cancelled	After deliberation with UVAS and Planning Commission PC-I for Technology Park as approved but funding was not release by Federal Government. It was agreed with USAID to concentrate on Mustaqbil. APS for Mustaqbil was advertised on October 2, 2019.

Annual Work Plan Year 7 (April 1, 2020 to March 13, 2021)

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Component 1: Accelerate Advocacy for Policy and Regulatory Reforms			
Activity 1.1: Support the Punjab Livestock and Dairy Development Department (L&DDD) GoPb for the Formulation of the Livestock Policy for Punjab			
1.1.1: Support consultative process to formulate Punjab's livestock policy	Seven consultative sessions held in Lahore, Multan, Shaiwal, DG Khan and RY Khan	Completed	
1.1.2: Provide technical assistance for the final draft of the livestock policy	Technical Assistance Delivered	Completed	
1.1.3: Approval of Livestock Policy	Summary to CM sent, notification in the official gazette endured and approval received	Completed	
1.1.4: Launch Punjab Livestock Policy	Livestock policy launched	Completed	
1.1.5: Disseminate Punjab Livestock Policy among relevant stakeholders	Two Dissemination Events Organized	Completed	Dissemination through virtual means only, due to COVID 19 restrictions
Activity 1.2: Assist Punjab Agriculture Department (PAD) for implementing Punjab Agriculture Policy 2018			
1.2.1: Support PAD Implement GoPb funded Matching Grants Scheme to Implement Agriculture Policy			
1.2.1.1: Batch 1: Evaluation of bids Completed	Evaluation of bids	Completed	
1.2.1.2: Pre-award assessment completed	Pre-award assessment of successful bids completed	Completed	
1.2.1.3: Contracts awarded	Contracts to eligible companies awarded	Completed	
1.2.1.4: 20 Grants awarded	Grants awarded to 20 companies	Completed	08 Companies
1.2.1.5: Batch 2: Solicitation (Issuance of EoI)	EoI issued	Completed	
1.2.1.6: Evaluation of bids completed	Evaluation completed	Completed	
1.2.1.7: Pre-award assessment completed	Pre-award assessment of successful bids completed	Completed	
1.2.1.8: Contracts awarded	Contracts to eligible companies awarded	In process	
1.2.1.9: 50 Grants awarded	Grants awarded to 50 companies	In Process	47 Companies
Component 2: Support Institutional Capacity Building			
Activity 2.1: Support to L&DDD for capacity enhancement			
2.1.1: Support Policy and Strategy Unit (PSU) at L&DDD for the preparation of action plan to implement Mid Term Development Framework (MTDF) and Mid Term Budgetary Framework (MTBF)			

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.1.1.1: Preparation of Annual Development Program project, appraisal with the staff of L&DDD	Annual Development Plan prepared	Completed	
2.1.1.2: Planning of Midterm development and budgetary framework for L&DDD	Midterm and budgetary framework planned	Completed	
2.1.1.3: Scheduling of Training modules for staff of L&DDD involved in project planning, monitoring and evaluation	Training modules scheduled	Completed	
2.1.1.4: Review and appraisal of the Midterm Development framework	Midterm development framework reviewed	Completed	
2.1.1.5: Review and analysis of the project proposals in the perspective of Livestock Policy recommendations	Project proposals reviewed	Completed	
2.1.1.6: Training of L&DDD staff in the application of Log Frame	Training provided to L&DDD staff on Logframe	Completed	
2.1.1.7: Training of L&DDD staff in the applications of Result Framework	Training provided to L&DDD staff on Results Framework	Completed	
Activity 2.2: Women and Youth Economic Empowerment			
Activity 2.2.1: Women Empowerment in South Punjab through Investment in Rural Economy (WEinSPIRE)			
2.2.1.1: Support implementation of grant award to Dera Ghazi Khan Chamber of Commerce and Industry (DGKCCI) for capacity development of women livestock farmers			
2.2.1.1.1: Preparation of the profiles of women livestock farmers of the women Livestock Farmer Clusters (WLFCs) for the credit facilitation	Profiles of women livestock farmers prepared	Completed	
2.2.1.1.2: Linkages development with the Financial Institutions inclusive NRSP, First women Bank and other FIs working in DG Khan	Linkages with MFIs developed	Completed	
2.2.1.1.3: Training of women livestock farmers in the use of best husbandry practices and entrepreneurial skills through master trainers	Training provided to 220 women livestock farmers	Completed	
2.2.1.1.4: Facilitate linkages with Microfinance Institutions (MFIs) / Financial Institutions (FIs) for credit availability for the procurement of small ruminants as a semi-commercial activity	Linkages with MFI/Fis developed	Completed	
2.2.1.1.5: Grant closing event	Closing ceremony held	Completed	
2.2.1.2: Support the implementation of grant award to Mundri Sheep Breeders Welfare Society (MSBWS)			
2.2.1.2.1: Preparation of the profiles of women livestock farmers of the women Livestock Farmer Clusters (WLFCs) for the credit facilitation	Profiles of women livestock farmers prepared	Completed	

Activity	Deliverable/ Milestone	Status	Comments/Deviation
2.2.1.2.2: Linkages development with the Financial Institutions inclusive NRSP, First women Bank and other FIs working in DG Khan	Linkages with MFIs developed	Completed	
2.2.1.2.3: Training of Mundri Sheep farmers in the use of best husbandry practices and entrepreneurial skills	Training provided	Completed	
2.2.1.2.4. Promotional activities/ marketing to popularize Mundri sheep breed	Promotional and marketing activities held	Completed	
2.2.1.2.5: Preparation of Herdbooks	Herd book prepared	Completed	
2.2.1.2.6: Facilitate linkages with Microfinance Institutions (MFIs) / Financial Institutions (FIs) for credit availability for the procurement of small ruminants as a semi-commercial activity	Linkages with MFI/Fis developed	Completed	
2.2.1.2.7: Grant closing event	Closing ceremony held	Completed	
2.3.1.3: Support the Directorate of Livestock Dera Ghazi Khan in providing capacity development of livestock farmers and Nukri goat breeders			
2.3.1.3.1: Data of livestock farmers/ beneficiaries being collated for planning of the activity for implementation of Plan B.	Data of livestock farmers collected	Completed	
2.3.1.3.2: Specifications of the equipment for silage making (Bailer) being collected	Specification of equipment finalized	Completed	
2.3.1.3.3: Identification and registration of livestock farmers for capacity building.	Identification and registration completed	Completed	
2.3.1.3.4: Training of 20 Master Trainers for imparting training of 300 livestock farmers in the use of best husbandry practices and silage making.	Training provided	Completed	
2.3.1.3.5: Training of 400 livestock Nukri Goat farmers in improving the entrepreneurial skills and use of best husbandry practices.	Training provided	Completed	
2.3.1.3.6: Promotional activities/ marketing to popularize Nukri goat breed	Promotional and marketing activities held	Completed	
2.3.1.3.7: Preparation of herdbooks	Herd book prepared	Completed	
2.3.1.3.8: Facilitate linkages with Microfinance Institutions (MFIs) / Financial Institutions (FIs) for credit availability for the procurement of small ruminants as a semi-commercial activity	Linkages with MFI/Fis developed	Completed	
2.3.1.1.9: Grant closing event	Closing ceremony held	N/A	

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Component 3: Mobilize Private sector Investments			
Activity 3.1: Private Sector Engagement Forum for South Punjab			
3.1.1: Identification (develop list) of stakeholders to be engaged (sectors-wise)	List of private sector stakeholders developed	Completed	
3.1.2: Individual engagement and data collection with key stakeholders	Engage with stakeholders and collect data	Completed	
3.1.3: Private Sector stakeholders focus group engagement through virtual engagement mechanisms	Engage Stakeholders and hold virtual meetings using Zoom platform	Completed	
3.1.4: Structuring of PSE Forum and identification of crosscutting thematic areas across the sectors to orchestrate forum	PSE forum structured and thematic areas identified	Completed	
3.1.5: Holding of Private Sector Engagement Forum	Holding PSE Forum	Completed	
3.1.6: Follow up engagement to develop frameworks for designing tangible and sustainable outcomes	Development of follow-up mechanism	In-progress	USAID agreed to follow-up
3.1.7: Report on Roadmap for Private Sector Engagement in South Punjab	Develop report	Completed	
Activity 3.2: Technology driven R&D / Industry - Academia linkages			
3.2.1: Identification of academic and industrial stakeholders to be engaged (per research and commercial interests)	Develop list of academic institutions from South Punjab	Completed	
3.2.2: Individual engagement and data collection with key beneficiaries and support stakeholders	Engage with stakeholders and collect data	Completed	
3.2.3: Academia - Industry stakeholder focus group engagement through virtual engagement mechanisms	Engage A-I Stakeholders and hold virtual meetings using Zoom platform	Completed	
3.2.4 Review and analysis of data collected for identification of general thematic areas to help guide agenda for forum	Review and analyze Data	Completed	
3.2.5: Session on Industry - Academia Linkages during launch of Private Sector Engagement Forum	Hold session on A-I Linkages	Completed	
3.2.6:-Conversion of industry - academia linkages into tangible and sustainable cooperation including partnership models and TORs for program implementation	Develop models	Completed	
3.2.7:-Report on Roadmap for Industry-Academia Linkages in South Punjab	Develop report	Completed	

Activity	Deliverable/ Milestone	Status	Comments/Deviation
Activity 3.3: Improved access to Finance & Markets			
3.3.1: Identification of beneficiary groups and support stakeholders (financial partners, commercial partners) to engage regarding Access to Finance and Markets in South Punjab	Identify beneficiary groups from South Punjab	Completed	
3.3.2: Engagement and data collection with beneficiaries and support stakeholders	Engage and collect Data	Completed	
3.3.3: Stakeholder focus group engagement through virtual engagement mechanisms	Engage A-I Stakeholders and hold virtual meetings using Zoom platform	Completed	
3.3.4 Review and analysis of data collected for identification of general thematic areas to help guide agenda for forum	Review and analyze data	Completed	
3.3.5: Session on Access to Finance & Markets during launch of Private Sector Engagement Forum	Hold session on Access to Finance & Markets	Completed	
3.3.6:-Conversion of financial and market linkages into tangible partnerships for sustainable interventions towards access to finance	Develop sustainable interventions	Completed	
3.3.7: Report on Roadmap for Access to Finance & Markets in South Punjab	Develop report	Completed	

Status	Explanation
Completed	Indicates the activities included in the year 6 work plan in the beginning of year 6 and have been completed during the year.
Not completed	Indicates the activities that were not completed in year 6.
In progress	Indicates the activities included in the year 6 work plan that PEEP has made progress on and will continue into year 7.
Cancelled	Indicates the activities included in the year 6 work plan that PEEP made progress on these activities, however, these were cancelled after approval by USAID.
Closed	Indicates the activities included in the year 6 work plan and PEEP made progress on these activities, however, these were closed on the recommendation of the project and concurrence of USAID.

ANNEX D. REPORT INDEX OF ALL REPORTS AND INFORMATION PRODUCTS

Year I, March 14, 2014 to March 31, 2015

Title	Submission Date
Project Mobilization Plan	30 April 2014
Life of Project Workplan	30 April 2014
Year-One Annual Work Plan	15 April 2014
PEEP Activity Monitoring Plan	30 June 2014
Revised PEEP Activity Monitoring Plan	10 December 2014
Grants Manual	30 June 2014
Monthly Narrative Reports	Monthly
Monthly Financial Reports	Monthly
Quarterly Reports	Quarterly
2 nd Stakeholders roundtables on Livestock conducted	14 July 2014
3 rd Stakeholders roundtables on Livestock conducted	28 August 2014
Branding and Marking Plan	4 September 2014
Core Advocacy Group Formation on Horticulture, Livestock and Dairy	10 October 2014

1 st Investment Seminar	15 October 2014
CAG on Livestock (two meetings)	28 October 2014
	28 October 2014
CAG on Horticulture (three meetings)	28 October 2014
	20 October 2014
	23 October 2014
CAG on Dairy (two meetings)	29 October 2014
	9 December 2014
2nd Investment Seminar	29 January 2014
Annual Reform Progress Report	27 March 2015
Year 2 Annual Work plan	28 March 2015
Reform Implementation Agenda	8 March 2015

Year 2, April 1, 2015 to March 31, 2016

Title	Submission Date
CAG for Dairy	May 28, 2015
CAG for Livestock	June 09, 2015
CAG for Horticulture	June 10, 2015
Roundtable on Horticulture	April 2, 2015
Roundtable on Horticulture	May 11, 2015
MOU Signed with UVAS for CAPRIL	April 26, 2015
Annual Report	June 26, 2015
CAG for Dairy	August 31, 2015
Issue Panel Meeting on SPUs	August 26, 2015
Roundtable on Horticulture	April 2, 2015
Grant Agreement signed with PHDA	July 22, 2015
IQS signed with KPMG for provision of TAS	August 03, 2015
PEEP Gender Strategy developed	July 03, 2015
PEEP Baseline report	August 2015
Grant Agreement signed with Bahauddin Zakariya University	October, 2015

Seminar on Olive Valley development	November 04, 2015
CAG for Horticulture	December 08, 2015
Grant Agreement signed with Pakistan Agriculture and Dairy Farmers Association	December 08, 2015
CAG for Livestock	December 16, 2015
Grant Agreement signed with Sahiwal Chamber of Commerce	December, 2015
Grant agreement signed with Sahiwal Cattle Breeders Society	February 1, 2016
Grant agreement signed with Pakistan Cold Chain Development Company:	February 12, 2016

Year 3, April 1, 2016 to March 31, 2017

Title	Completion Date
Monthly Report of March, 2016	April 10, 2016
Monthly Report of April, 2016	May 10, 2016
Monthly Report of May, 2016	June 10, 2016
Quarterly Report Jan-March, 2016	April 29, 2016
Second Annual Report	May 10, 2016
Work Plan Year-3	May 25, 2016
Monthly Report of June, 2016	July 10, 2016
Monthly Report of July, 2016	August 10, 2016
Monthly Report of August, 2016	September 10, 2016
Quarterly Report April-June, 2016	July 29, 2016
Monthly Report of September, 2016	October 10, 2016
Quarterly Report July-September, 2016	October 31, 2016
Monthly Report of October, 2016	November 10, 2016
Monthly Report of November, 2016	December 10, 2016
Monthly Report of December, 2016	January 10, 2017
Quarterly Report October-December, 2016	January 31, 2017
Monthly Report of January, 2017	February 10, 2017
Monthly Report of February, 2017	March 10, 2017
Annual Work Plan of Year-4	March 31, 2017

Revised AMP	March 29, 2017
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Year 4, April 1, 2017 to March 31, 2018

Title	Completion Date
Monthly Report of March 2017	April 10, 2017
Quarterly Report January to March 2017	April 30, 2017
Monthly Report of April 2017	May 10, 2017
Monthly Report of May 2017	June 10, 2017
Monthly Report of June 2017	July 10, 2017
Quarterly Report April to June 2017	July 31, 2017
Monthly Report of July 2017	August 10, 2017
Monthly Report of August 2017	September 10, 2017
Monthly Report of September 2017	October 10, 2017
Quarterly Report July to September 2017	October 31, 2017
Monthly Report of October 2017	November 10, 2017
Monthly Report of November 2017	December 10, 2017
Monthly Report of December 2017	January 10, 2018
Quarterly Report October to December 2017	January 31, 2018
Monthly Report of January 2018	February 10, 2018
Monthly Report of February 2018	March 10, 2018

Year 5, April 1, 2018 to March 31, 2019

Title	Completion Date
Monthly Report of March, 2018	April 10, 2018
Quarterly Report January to March, 2018	April 30, 2018
Monthly Report of April, 2018	May 10, 2018
Monthly Report of May, 2018	June 10, 2018
Monthly Report of June, 2018	July 10, 2018
Monthly Report of June, 2018	July 10, 2018

Quarterly Report April to June, 2018	July 30, 2018
Monthly Report of July, 2018	August 10, 2018
Monthly Report of August, 2018	September 10, 2018
Monthly Report of October, 2018	November 10, 2018
Quarterly Report July to September, 2018	October 30, 2018
Monthly Report of November, 2018	December 10, 2018
Monthly Alert Report of December, 2018	January 10, 2019
Monthly Financial report of December 2018	January 25, 2019
Activity Monitoring Plan (AMP)	January 27, 2019
Quarterly Narrative Report October to December, 2018	January 30, 2019
Monthly Alert Report of January, 2019	February 10, 2019
Monthly Financial Report of January 2019	February 22, 2019
Monthly Alert Report of February, 2019	March 10, 2019
Accruals Fiscal Year 2019 Quarter 3	March 15, 2019
Monthly Financial Report of February 2019	March 25, 2019
Annual Work Plan Year 6	March 28, 2019

Year 6, April 1, 2019 to March 31, 2020

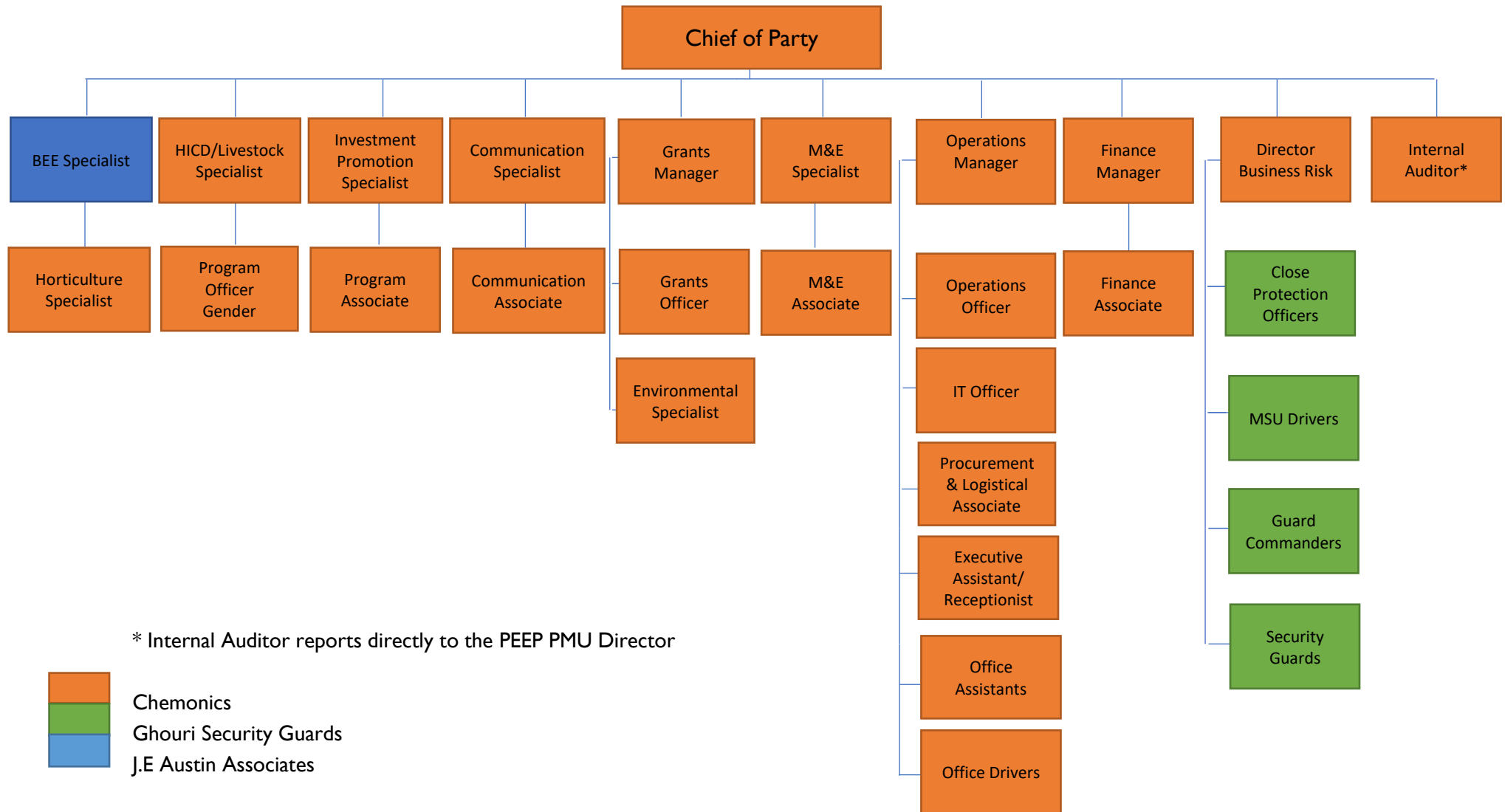
Title	Date
Study on the Effects of Price De-capping of Milk and Meat in Punjab	June 2019
WEinSPIRE End-line study in the Bahawalpur district of southern Punjab	June 2019
Monthly Alert Report of March, 2019	April 10, 2019
Monthly Financial report of March 2019	April 25, 2019
Quarterly Narrative Report January to March, 2019	April 30, 2019
Monthly Alert Report of April, 2019	May 10, 2019
Annual Performance Report Year 5	May 17, 2019
Monthly Financial Report of April 2019	May 24, 2019
Monthly Alert Report of May, 2019	June 10, 2019
Accruals Fiscal Year 2019 Quarter 3	June 15, 2019
Monthly Financial Report of May 2019	June 25, 2019
Monthly Alert Report of June, 2019	July 10, 2019

Title	Date
Quarterly Narrative Report April to June, 2019	July 31, 2019
Accruals Fiscal Year 2019 Quarter 4	September 16, 2019
Monthly Financial Report of June 2019	July 24, 2019
Monthly Alert Report of July, 2019	August 10, 2019
Monthly Financial Report of July 2019	August 23, 2019
Monthly Alert Report of August, 2019	September 10, 2019
Monthly Financial Report of August 2019	September 23, 2019
Monthly Alert Report of September 2019	October 10, 2019
Monthly Financial Report of September 2019	October 23, 2019
Quarterly Narrative Report July to September 2019	October 31, 2019
Monthly Alert Report of October 2019	November 10, 2019
Monthly Financial Report of October 2019	November 25, 2019
Monthly Alert Report of November 2019	December 10, 2019
Monthly Financial Report of November 2019	December 20, 2019
Monthly Alert Report of December 2019	January 10, 2020
Monthly Financial Report of December 2019	January 24, 2020
Monthly Alert Report of December 2019	January 10, 2020
Quarterly Narrative Report October to December 2019	January 31, 2020
Monthly Financial Report of December 2019	January 24, 2020
Monthly Alert Report of January 2020	February 10, 2020
Monthly Financial Report of January 2020	February 25, 2020
Monthly Alert Report of February 2020	March 10, 2020
Monthly Financial Report of February 2020	March 25, 2020
Pre-assessment of DG Khan Chamber of Commerce and Industry using OCA tool	March 2020
Pre-assessment of Mundari Sheep Breeders Welfare Society, DG Khan using OCA tool	March 2020
Exploring avenues in agripreneurship	June 30, 2019
Developing Skills to Climb Foothills	September 30, 2019
Mobilizing Investment in Milk Pasteurization	December 31, 2019
Breaking Barriers	March 31, 2020

Year 7, April 1, 2020 to March 13, 2021

Title	Completion Date
Monthly Alert Report of March 2020	April 10, 2020
Quarterly Narrative Report January to March 2020	April 30, 2020
Monthly Financial Report of March 2020	April 23, 2020
Monthly Alert Report of April 2020	May 10, 2020
Monthly Financial Report of April 2020	May 22, 2020
Monthly Alert Report of May 2020	June 10, 2020
Monthly Financial Report of May 2020	June 25, 2020
Monthly Alert Report of June 2020	July 10, 2020
Quarterly Narrative Report April to June 2020	July 31, 2020
Monthly Expenditure Report of June 2020	July 24, 2020
Monthly Alert Report of July 2020	August 10, 2020
Monthly Expenditure Report of July 2020	August 24, 2020
Monthly Alert Report of August 2020	September 10, 2020
Monthly Expenditure Report of August 2020	September 25, 2020
Monthly Alert Report of September 2020	October 10, 2020
Quarterly Narrative Report July to September 2020	October 31, 2020
Monthly Expenditure Report of September 2020	October 24, 2020
Monthly Alert Report of October 2020	November 10, 2020
Monthly Expenditure Report of October 2020	November 25, 2020
Monthly Alert Report of November 2020	December 10, 2020
Monthly Expenditure Report of November 2020	December 23, 2020
Monthly alert Report of December 2020	January 15, 2021
Quarterly Narrative Report October to December 2020	February 2, 2021
Post-assessment of DG Khan Chamber of Commerce and Industry using OCA tool	January 31, 2021
Post-assessment of Mundari Sheep Breeders Welfare Society, DG Khan using OCA tool	January 31, 2021

ANNEX E. ORGANIZATIONAL CHART



ANNEX F. SUCCESS STORIES FROM LIFE OF PROJECT

This Annex includes all success stories from year 1 to 7 of the project.

1. Accelerating advocacy for better livestock policies
2. Supporting advocacy to enhance meat exports
3. Creating a level playing field
4. Setting vision for growth
5. Supporting livestock breeding reforms
6. Setting targets for agricultural growth
7. Developing halal compliant meat industry in Punjab
8. Promoting livestock policy research
9. Transforming potohar into an olive valley
10. Promoting high-yielding dairy breeds
11. Training on halal slaughtering encourages investments
12. Institutionalization of agriculture transforming potohar into an olive valley
13. Promoting agriculture growth through better policies
14. USAID supports government of Punjab to eradicate foot and mouth disease in Punjab's livestock sector
15. Women empowerment encourages investment in livestock sector
16. Promoting livestock breed improvement
17. Women empowerment initiative in Sialkot region
18. Empowering farmers through warehouse receipt system
19. Winds initiative: making dairy sector participation worth women's while
20. Solarizing buffalo farms for enhanced efficiency
21. Exploring avenues in agripreneurship
22. Mobilizing investment in milk pasteurization
23. USAID supports women entrepreneurship in livestock through WEinSPIRE program
24. Creating opportunities in crisis
25. Helping improve access to finance for livestock farmers
26. Mobile training units provide training at farmer's doorstep
27. Promoting olive cultivation in Potohar region



SUCCESS STORY

Accelerating Advocacy for Better Livestock Policies

USAID helps accelerate advocacy for early implementation of the Punjab Livestock Breeding Act 2014 for sustainable dairy breed improvement in Punjab

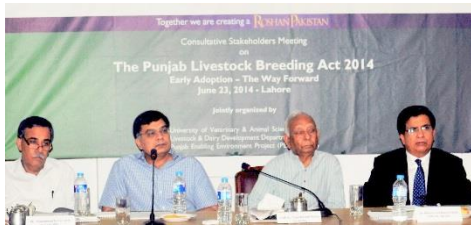


Photo by USAID/PEEP

Secretary L&DD Dr. Aamer Ahmed (extreme left) at the consultative meeting as chief guest

The passage of the Punjab Livestock Breeding Act 2014 is a positive step taken by the Punjab Government; however, its timely implementation will make all the difference. We look forward to working with all stakeholders for complete implementation of the law for sustainable breed improvement. USAID-supported consultative process is a huge help in defining the way forward."

Secretary L&DD Dr. Aamer Ahmed

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Pakistan's Livestock sector has tremendous potential for growth and is a major source of living for millions of people in rural areas. During recent years, milk yields and genetic potential of the dairy indigenous breeds has been declining due to non-availability of quality breeding services including artificial insemination and semen supply. On May 22, 2014, the Punjab provincial assembly passed the Livestock Breeding Act 2014 with the aim of regulating the livestock breeding services to improve genetic potential of breeds and protect indigenous breeds. Considering the sector's dire need of access to improved breeding services, it is imperative that the law is fully institutionalized and implementation process is rolled-out as per the spirit of the law, within the stipulated time frames.

In an effort to help boost implementation process of the Punjab Breeding Act, USAID, through its Punjab Enabling Environment Project (PEEP), has kicked-off advocacy using consultative mechanism to chalk out quick, result-oriented way forward for early, timely adoption of the act, to support sustainable dairy breed improvement in Punjab. On June 23, 2014, USAID PEEP supported the University of Veterinary and Animal Sciences (UVAS) and the Punjab Livestock and Dairy Development Department (L&DD) to host a Consultative Stakeholders' Meeting on Way-forward for Early Adoption of the Punjab Livestock Breeding Act. The purpose of the event was to provide a discussion platform to stakeholders in the government of Punjab including the Punjab Livestock Secretary, private sector, academia, semen producers, and various breeder and farmer associations; the event was attended by 60 participants. All stakeholders stressed on the need of developing clear implementation procedures and a calendar of events for finalizing rules, regulations, and standards as laid down in different sections of the breeding act.

USAID, through PEEP, will continue its efforts for further consultative process among livestock stakeholders and provide technical assistance to support the Government of Punjab for early adoption of the breeding services law. With the technical assistance of the project, the breeding services authority will be established in line with international practices, organizational and institutional capacity of the authority will be developed for focused implementation, provision of overall breeding services will improve as complete protocols for semen production units will be introduced, curriculum and certificates for artificial insemination technicians will be regulated, herd book will be maintained for improved pedigree recording, and the overall conception rates will pick up pace leading to sustainable breed improvement in Punjab

Once the Breeding Act is fully implemented, the genetic potential of the dairy breeds will gradually improve leading to increase in milk yields and incomes for farmers. For example, the milk yield potential of the Sahiwal cow – Pakistan's indigenous high yielding breed – can be increased to at least 5000 liters per cow per lactation cycle as compared to current levels of 1500 to 2200 liters per cow per lactation cycle. This boost in milk yields will translate into greater economic contribution leading to growth and further development of Pakistan's livestock sector.



SUCCESS STORY

Supporting Advocacy to Enhance Meat Exports

USAID supports advocacy for meat exporters to help improve business environment for increased meat exports



Secretary L&DD Nasim Sadiq and UVAS VC Prof. Dr. Talat Pasha at the consultative meeting as chief

“It is important to make a humble and informed beginning of the consultative process. I look forward to working together with the private sector and other stakeholders to remove the stumble blocks, which are causing a challenge to the exports of Pakistani meat to international markets.”

Secretary L&DD Nasim Sadiq

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Meat Exporters attribute many difficulties contributing to slow growth of meat exports despite recognized potential. These difficulties emanate from the regulatory environment in Punjab. Lack of beef breeds for slaughter, extensive meat package screening at airport customs, lack of cold storage facilities, high quarantine fees for value added products, and saturation of export markets are major challenges to the business enabling environment for meat exporters. The quality of most of the meat export consignments suffers due to non-availability of large scanners for customs and narcotics checks at airports. The airport authorities usually unpack the complete lot of packed meat, which deteriorates the product packaging and quality leading to chances of the consignment being rejected by the importer. Since meat is mainly exported via air transfers, the non-availability of cold storage facility at airports breaks the cold chain affecting product quality due to its perishable nature. The Government of Punjab, however, can support the exporters by developing and implementing business friendly policies to help exporters overcome these challenges.

Building on this premise, USAID, through its Punjab Enabling Environment Project (PEEP), responded to the advocacy needs of Punjab’s meat exporters by bringing all stakeholders together on one table through multiple rounds of deliberations in form of round table meetings and independent consultations with the exporters and the Punjab government representatives. USAID-facilitated series of consultations provided a discussion platform to stakeholders in the Government of Punjab including the Punjab Livestock Secretary, private sector, and industry associations including All Pakistan Meat Processors and Exporters Association (APMPEA).

USAID, through PEEP, will continue to facilitate the dialogue between the meat exporters and the Punjab livestock department to help keep the consultative process alive. Convergence of the thought process of all stakeholders is the key challenge to take the dialogue one step further. The Punjab Livestock Secretary Nasim Sadiq has concurred to take necessary measures to bring the federal government entities on board, such as airport managers and customs authorities, to help remove all bottlenecks. All stakeholders part of the series of advocacy efforts have agreed on “know – diagnose – solution” approach to tackle the issues faced by the meat exporters. Meanwhile, the APMPEA is working on developing concrete recommendations for the government.

“With the active support of the Punjab government to improve the business enabling environment, we can boost meat exports and raise the bar. All Pakistan Meat Processors and Exporters Association is extremely thankful to USAID for facilitating the dialogue process through the consultative meetings of all valuable stakeholders,” said Secretary General APMPEA Syed Hassan Raza. “The much-needed boost in meat exports will translate into greater economic contribution leading to growth and further development of Pakistan’s agriculture economy.”



SUCCESS STORY

Creating a Level Playing Field

USAID introduces core advocacy groups to help accelerate private sector-led advocacy for livestock, dairy and horticulture sectors in Punjab



Participants during the Second Meeting of the Livestock Core Advocacy Group

“With the active support of USAID to improve the business enabling environment, we can together raise the bar. Private sector is extremely thankful to USAID for giving voice to our views by encouraging us to participate in the core advocacy group meetings.”

*Managing Director Farmers Associates of Pakistan
Afaaq Tiwana*

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Regulatory environment for Punjab’s livestock, dairy and horticulture subsectors needs an overhaul to help improve the investment climate, which can be made possible through effective, inclusive advocacy efforts. Active participation of the private sector is the key factor contributing to meaningful reforms; therefore, it is imperative to create a level playing field.

Realizing this challenge, USAID’s Punjab Enabling Environment Project (PEEP) has effectively given voice to the private sector by establishing three separate Core Advocacy Groups (CAGs) for Punjab’s livestock, dairy and horticulture subsectors. CAGs aim to support private sector led self-sustaining advocacy efforts and introduce evidence-based policy analysis. These groups comprise of representatives from the private sector including farmers, processors, exporters, Punjab government, academia, business chambers, and farmer associations. Between October and December 2014, series of multiple CAG meetings were held to focus on required policy enhancements.

PEEP is facilitating the advocacy process by making CAG discussions focused, structured and driven towards policy reforms to spur investments. The USAID-supported Core Advocacy Groups are helping to sensitize the Punjab government for meaningful, result-driven policy change. The CAG members have agreed to focus on Advocacy for enactment of Punjab Agriculture Produce Markets Act; Horticulture Policy; Livestock laws including Punjab Quality Meat and Slaughter Control Regulation Act 2013; Livestock Market Bill; and Livestock Breeding Authority Act 2014. All current draft laws need a thorough review for making them more elaborative and inclusive especially with respect to promoting investment and trade. Task teams comprising of the CAG members are reviewing the draft laws to suggest desired amendments. For example, CAG task teams are identifying weaknesses in the draft of the Punjab Agriculture Produce Market Act by including farmer and investor friendly input through extensive private sector consultations. Approval and enactment of the act will help encourage private sector investments in modern, fully functional wholesale markets. Economic gains resulting from these reforms are estimated to be around \$500 million per year.

Formation of the CAGs has brought multiple stakeholders together and helped bridge the gap between the Punjab government and the private sector. CAGs have provided the private sector players with a solid forum to raise their voice. Legal and policy reform process, which has been progressing at a slow pace, is now on a running vehicle with the private sector on the driving seat and making rapid progress towards more advanced reform stages. With the level playing field created through CAGs, the advocacy efforts will be more effective. This will help boost the reform process, create business friendly environment and encourage investments.



SUCCESS STORY

Setting Vision for Growth

USAID helps the Government of Pakistan develop Livestock Vision 2025 to establish guidelines for improved national and provincial livestock policies



Photo by USAID Dairy Project

“Livestock Vision 2025 will help set policy guidelines for improved business enabling environment, sector growth, and spurring more investments. The Ministry of Planning, Reform and Development and the University of Veterinary and Animal Sciences are extremely thankful to USAID experts for enriching the vision document with evidence-based analysis, international best practices of sector development and private sector-driven approaches.”

Vice Chancellor UVAS
Prof. Dr. Tallat Naseer Pasha

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Pakistan’s livestock sector contributes about 11.8 percent to the national gross domestic product. Livestock is a source of livelihood of about 30 to 35 million rural population, while the sector’s gross value addition stands at Rs. 1,172 billion. Despite this promising potential, the livestock sector in Pakistan faces a number of challenges that limit growth including inadequate use of technology, absence of progressive farming, low productivity, shortage of feed, high disease incidence, poor marketing, and limited amount of credit and restricted flow of investments in the sector. Realizing the need for sector’s overhaul, Pakistan’s Federal Ministry of Planning, Reform and Development and the University of Veterinary and Animal Sciences took on the challenge to fill livestock sector’s growth gaps through development of a clear, private sector-led national roadmap that could address all these constraints and sector challenges and capitalizing opportunities, while setting long term economic development goals of the livestock sector.

In an effort to help set the right course for livestock policies, USAID’s Punjab Enabling Environment Project responded to the Government of Pakistan’s request for support, put forward through the University of Veterinary and Animal Sciences, to provide technical assistance to develop Livestock Vision 2025. Project’s technical experts took charge of beefing up the skeleton of the Livestock Vision 2025 by engaging in discussions with the private and public sector stakeholders including farmers, processors, academic, researchers, exporters and other stakeholders for concrete, private sector-led input and approach to the document. After extensive consultations with the sector stakeholders, the final draft of the vision has been submitted to the ministry for policy alignment with all provincial governments.

The Livestock Vision 2025 flows out of the Federal Government’s National Vision 2025 and sets targets for the sector growth for the next 10 years with a holistic plan to achieve them. Effective implementation of the Livestock Vision 2025 will help raise the growth rate of livestock sector from current 2.9 percent to 10 percent; improve service delivery to farmers with 100 percent farmer access to quality feed, vaccine, breeding and health services; improve meat and milk productivity by 25 percent; raise public investment in livestock sector to at least 5 percent of the total public sector development expenditure at federal and provincial level and mobilize private sector investment of Rs. 100 billion. Completion of the Livestock Vision 2025 is a milestone for the federal government, which will help kick-start its engagement with the provincial governments and respective livestock departments including Punjab Livestock and Dairy Development Department to achieve the set goals – creating a strong foundation for the livestock sector to be among world leading countries in the next 10 years, improving livestock policies for all provinces including Punjab for improved business enabling environment and establishing a platform for private enterprises to make more investments leading to creation of new employment opportunities particularly for the women and youth.



SUCCESS STORY

Supporting Livestock Breeding Reforms

USAID helps accelerate advocacy for early implementation of the Punjab Livestock Breeding Act 2014 for increased investments and sustainable livestock and dairy breed improvement in Punjab



Photo by Dr. Ghulam Habib USAID/PEEP

“Legal enforcement of the standards and regulations of the Punjab Livestock Breeding Act 2014 will take its implementation to the next level. The standards include holistic input from the private sector and we look forward to continue working with all stakeholders for complete execution of the law in Punjab.”

Secretary Punjab Livestock and Dairy
Development Department Nasim
Sadiq

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“The subsequent regulations under the Livestock Breeding Act should be business friendly to encourage private sector investments. Once the act is fully implemented, the genetic potential of the dairy breeds will gradually improve leading to increase in milk yields and incomes for farmers,” voiced Hassan Hotiana, dairy farmer and President Buffalo Breeders Association of Pakistan, during a stakeholder consultation meeting hosted by USAID’s Punjab Enabling Environment Project (PEEP). On May 22, 2014, the Punjab provincial assembly passed the Livestock Breeding Act 2014 with the aim of regulating the livestock breeding services to help protect indigenous animal breeds, improve their genetic potential and expand farmers’ access to breeding services. Upon passage of the act, all sector stakeholders, including Hassan Hotiana and colleagues, echoed on the need of quick, speedy implementation of the act with all regulations, standards and protocols developed and enforced within the stipulated time frame as outlined in the law.

Realizing this challenge, USAID PEEP, kicked-off advocacy by organizing stakeholder roundtable meetings and formation of Dairy Core Advocacy Group (CAG) to help lift implementation process of the act and chalk out result-oriented way forward for its early adoption. USAID-supported advocacy efforts brought together multiple stakeholders from the Government of Punjab including the Punjab Livestock Secretary, private sector, academia, semen producers, and various breeder and farmer associations. All stakeholders stressed on the need of developing an effective regulatory framework that could help create a business enabling environment and spur private sector investments especially in artificial insemination services. All members of the USAID-supported Dairy CAG agreed on establishment of a six-member task team to liaise with the Government of Punjab’s Livestock Breeding Services Authority.

USAID-supported task team and the breeding authority conducted series of strenuous joint reviews of the draft standards and procedures to include wholesome input on the steps involved in semen collection, preservation, and import; artificial insemination training and services; and data recording for animal performance including age and health of bulls. PEEP’s advocacy efforts reaped benefits on January 30, 2015, when the Punjab government finalized the document and announced this key milestone in the reform process by issuing official notification for full enforcement of the breeding standards and procedures, titled, “Standards and Procedures for Breeding Animals 2015.”

“USAID-supported consultative process is a huge help in bridging the gap between the Government of Punjab, business owners, and investors. The regulations notified under the act will help streamline livestock breeding services in Punjab,” says Mohammad Farooq, owner of a semen production unit in Sahiwal, and member of the Dairy CAG and breeding act task team. “USAID has provided the private sector with a solid forum to raise voice,” he explains.

Through USAID-facilitated advocacy efforts, Government of Punjab’s current policy reform agenda for breed improvement is now on a running vehicle with the private sector at the driving seat, and the reform process is making rapid progress towards more advanced stages. USAID, through PEEP, will continue its efforts to support further consultations among livestock sector stakeholders and the Government of Punjab for fine-tuning of the regulations and procedures. PEEP also intends to build institutional capacity of livestock breeders associations in Punjab to help them extend support to the Government of Punjab for successful implementation of the regulations. This headway will help improve business environment and encourage investments and creation of new employment opportunities particularly for women and youth.



SUCCESS STORY

Setting Targets for Agricultural Growth

USAID supports Department of Agriculture, GoPb develop Punjab Agriculture Sector Plan 2015 to accelerate private sector-led growth, enhance crop productivity and introduce farmer-centric delivery services



Photo by USAID/PEEP

“The Punjab Agriculture Sector Plan 2015 is not merely a combination of already planned initiatives and projects but in fact, it redefines the whole institutional framework of the Department of Agriculture by transforming its operational, monitoring and implementing role through increased crop productivity, expansion of area under cultivation, improved and technologically advanced practices to ensure maximum returns for the farmers.”

Secretary Department of Agriculture
Sheheryar Sultan

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The 18th Amendment of the Constitution of Pakistan allows provincial government departments including the Department of Agriculture (DOA), Government of Punjab, to independently develop and implement policies and sector development plans. DOA aspires to pursue sector plans and regulatory policies to develop the agricultural economy of Punjab by ensuring appropriate use of agricultural resources, promoting mechanized and improved farming techniques in line with international best practices, and encouraging new investment. In order to enhance the agricultural productivity through a structured approach based on detailed analytical assessment of sector’s growth potential, the DOA embarked on the process to develop a comprehensive Punjab Agriculture Sector Plan 2015 and requested USAID PEEP to support its endeavor to strengthen the department’s technical capacity to formulate and strategize the plan.

In an effort to bridge this capacity deficit and infuse research-oriented approach for assisting the DOA in developing an effective agriculture sector plan, USAID’s Punjab Enabling Environment Project supported establishing a Policy and Strategy Unit (PSU) at DOA by providing technical input, expertise and resources. The strategy unit not only engaged technical experts to draft a comprehensive agriculture sector plan by undertaking extensive evidence-based research on the emerging sectoral issues evolving out of challenging socioeconomic trends but also ensured its effective implementation by involving agricultural experts and international consultants through regular review sessions. The consultative and technical support helped the department in developing the agriculture sector plan by evaluating the impact of the ongoing government projects and service delivery initiatives to prioritize allocation of GoPb funds and other resources in line with the sector vision for short to medium term.

The in-depth planning involved in finalizing the sector plan marked by a thorough rectification process resulted in the approval of the Punjab Agriculture Sector Plan 2015 and funds (PKR 6250 million) for implementation of two subsequent projects under the same sector plan, namely, ‘Developing Pothohar into an Olive Valley’ and ‘Extension Service-2.0 Farmer Facilitation through Modernized Agriculture Extension’ by the Provincial Development Working Party (PDWP); a clearing house for GoPb’s development projects.

The Punjab Agriculture Sector Plan 2015 sets targets for the sector growth for the next five years and aims to transform the sector into a diversified, sustainable and market-driven force through private sector-led growth, enhanced crop productivity and farmer-centric delivery services. This initiative feeds into the National Vision 2025 of Government of Pakistan and focuses on developing the agricultural potential of Punjab by contributing towards self-reliance, food security and promotion of high value crops. The agriculture sector plan will help improve the business enabling environment in Punjab and encourage private enterprises to make more investments leading to creation of new employment opportunities. The complete and timely implementation of the plan will help raise the growth rate of agriculture sector from existing 2.1 percent to 5 percent and mobilize private sector investments of PKR 75 billion (\$750m) by the end of year 2020.



SUCCESS STORY

Developing Halal Compliant Meat Industry in Punjab

USAID helps Punjab Halal Development Agency (PHDA) acquire certificate of accreditation to issue halal slaughtering licenses in Punjab for enhancing exports and mobilizing investments



Photo by PHDA

“Punjab Halal Development Agency as the first ever public sector Halal Certification Body will play a significant role in the growth of Halal sector in Punjab by formalizing and regulating slaughterhouses and abattoirs through Halal product certification. This milestone would not have been achieved without the support of USAID Punjab Enabling Environment Project.”

*Chairman PHDA
Justice Khalil-ur-Rehman Khan*

recently granted income tax exemption for four years to investors acquiring registration as certified Halal meat producers before December 2016. This tax incentive aims to mobilize investments in the Halal sector and seeks to increase Pakistan’s insignificant share in the international Halal trade, which currently stands at 0.5 percent of USD 1.3 trillion. As this initiative strives to promote and brand the local meat sector as Halal hub, the absence of public sector regulatory mechanisms for undertaking Halal licensing posed a serious challenge for materializing the economic benefits emerging out of it. In this regard, the Government of Punjab’s (GoPb) Punjab Halal Development Agency (PHDA) has been striving to develop the Halal industry in Punjab. The agency as a nascent entity, however, lacked the human and institutional capacity to implement the Halal standard setting procedures.

In an effort to support the government’s Halal sector development initiative, USAID Punjab Enabling Environment Project (PEEP) provided technical assistance and awarded grants to PHDA for addressing the capacity deficit, which involved equipping PHDA with the organizational ability to issue Halal slaughtering licenses through accreditation by an internationally recognized authority. To this end, USAID’s capacity building support to PHDA helped it comply with the pre-award accreditation requirements by Pakistan National Accreditation Council (PNAC), Ministry of Science and Technology, GoP, which is a national apex agency working to provide internationally recognized accreditation service to licensing bodies. As a result of the project’s continued backing throughout the assessment and audit process, PHDA was awarded the certificate of accreditation by PNAC on December 14, 2015 to work as the first ever public sector Halal certification body. With this accreditation, PHDA is fully equipped to issue Halal slaughtering licenses to abattoirs, slaughterhouses and meat processing facilities to operate as certified Halal producers, which are otherwise not legally allowed to function under the provincial by-laws.

USAID is following a dual approach to ensure timely implementation of the licensing process by supporting PHDA in conducting series of Halal slaughtering trainings in 12 districts of Punjab for at least 500 slaughtermen, butchers, and abattoirs workers with authentic knowledge on Halal and hygiene principles for building their capacity to acquire Halal slaughtering licenses from PHDA.

USAID PEEP’s parallel initiatives to develop the Halal sector in Punjab will contribute towards investment mobilization in the wake of the government’s tax exemption initiative and in turn, help boost Halal exports through compliance with international Halal standards. According to an estimation by PNAC, international Halal trade volume will jump to USD 2.54 trillion by 2019 and PHDA’s accreditation will play a key role in enhancing Pakistan’s contribution to the growing Halal trade volume. This intervention will also result in employment generation in the Halal industry as PHDA aims to issue 4000 licenses to Punjab-based slaughtermen and butchers by 2018.



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FROM THE AMERICAN PEOPLE

SUCCESS STORY

Promoting Livestock Policy Research

USAID establishes Center for Applied Policy Research in Livestock (CAPRIL) for promoting evidence-based policy research to spur investments, growth and innovation in the livestock and dairy sectors of Punjab



Photo by USAID PEEP

“The USAID-supported Center for Applied Policy Research in Livestock (CAPRIL) provides an excellent example of how Government of Punjab, private sector, and academia can work together to help leverage economic benefits for Punjab through demand-driven, and holistic research in line with industry needs and business trends.”

*Vice Chancellor UVAS Dr.
Talat Naseer Pasha*

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Despite having a major share of 55.9 percent in the agricultural GDP of Pakistan, the livestock and dairy sectors have remained underinvested and neglected by current and potential investors due to non-availability of research data on emerging business trends and challenges. The absence of evidence-based policies and sector reforms have also resulted in the underdeveloped state of these two sectors, which remain dominated by traditional low-yielding practices and limited scale business setups. Disconnect between the academic and policy fronts materializes into government and private sector’s lack of capacity to capitalize on the development potential of the livestock and dairy sectors. In this regard, the Government of Punjab’s (GoPb) recent policy reform and sector plan initiatives have also suffered formulation and implementation setbacks due to the void between research-based policy input and informed policy making.

In an effort to support Government of Punjab’s policy reform agenda and encourage private sector’s substantial involvement in the dairy and livestock sectors, the USAID Punjab Enabling Environment Project (PEEP) established the ‘Center for Applied Policy Research in Livestock’ (CAPRIL) at the University of Veterinary and Animal Sciences (UVAS), Lahore. Since its establishment, the center has rolled out applied research and policy-based projects, which have been incorporated into national and provincial governments’ policy reform agenda. One such example is the ‘National Livestock Vision 2025’ for the Ministry of Planning, Development & Reforms, Government of Pakistan (GoP). With the aim to induce investments in innovative and advanced areas of livestock and dairy sectors, the center has initiated the first-ever advanced research study on the ‘Adaptability of the Holstein Friesian Cows in Punjab’ to assess the adaptability and growth parameters of the imported American cattle for breed and yield improvement. Another such initiative, which will feed into GoPb’s milk pasteurization reforms is the study on ‘Loose Milk Supply to Lahore City.’ The study on loose milk supply will formalize into Punjab Pasteurized Milk Act whereas, the completion of the Holstein study will help investors capitalize on the existing investment in animal stock worth Rs. 29.40 billion and help raise the annual investment from 1.2 billion to 2.2 billion.

These investment-oriented research initiatives under CAPRIL will not only help GoPb identify preferred areas of growth in the livestock and dairy sectors through informed policies but will also allow the private sector to explore business opportunities and make better *investment* decisions.



SUCCESS STORY

TRANSFORMING POTOHAR INTO AN OLIVE

USAID helps Government of Punjab develop Potohar into an Olive Valley by encouraging investments in the region



Photo by USAID PEEEP

“The Government of Punjab with the support of USAID Punjab Enabling Environment Project is committed to change the landscape of the Potohar region and improve the livelihoods of its inhabitants by fully facilitating this transitional journey. The socioeconomic implications of this development initiative will not only be limited to the Potohar or Punjab but will have a much larger impact encompassing overall economic growth.”

*Secretary Agriculture,
Government of Punjab
Muhammad Mahmood*

For years, the Potohar region in the northern belt of Punjab remained underutilized due to its topography, which was deemed unsuitable for crop cultivation. Despite the vast uncultivated areas forming the marginal lands, the agricultural potential of the region remained unexplored due to lack of research and awareness on the growth of suitable crops. During the late 90s, on-farm testing and research trials by the local Barani Agricultural Research Institute (BARI) and the discovery of wild olives in the Potohar highlighted the growth potential of olives in the region. This was further supported by the growth adaptability of imported varieties of olive plants. These positive developments prompted Government of Punjab (GoPb) to save the region from further land degradation by initiating multiple projects to transform Potohar into an olive valley through olive plantation on large scale. It also presented a solution to increase the local production of olive oil and value-added products to meet the domestic needs and export demand.

In an effort to support the Agriculture Department, GoPb in this endeavor, the USAID’s Punjab Enabling Environment Project (PEEP) established a Policy and Strategy Unit (PSU) at the department to provide technical assistance for developing project plans, modalities for allocation of funds, and road map for implementation of the development activities. The unit provided technical input, expertise, and resources required for the different stages involved in project planning to its execution. As a result, the Provincial Development Working Party (PDWP), a clearing house for GoPb’s development projects, approved funds worth \$17.76 million for the implementation of Olive Sector Development project in Punjab. Under this project, GoPb is working to bring 15100 acres of land under cultivation by providing 2 million certified nursery plants free of cost in five years. The olive oil production resulting from its implementation will help generate cumulative revenue of \$23.77 million by the end of year 2025.

Following the start of Olive Development project’s first year of implementation, the GoPb constituted and notified the Olive Development Group (ODG) with the support of USAID, through PEEP. The ODG, comprising of public and private sector stakeholders is serving as an awareness raising medium among relevant players especially olive farmers. The project is further facilitating the investment mobilization process in the region by offering matching grants in seven key olive value chain categories.

As a result of the outreach activities along with specialized tools to encourage investments in the olive sector, more than 102,500 olive plants have been planted in the region to date, and private sector investment worth \$4,474,920 has been leveraged. Investing on the rehabilitation of the Potohar region through olive plantations will not only minimize land degradation but will also present a sustainable source of income for the local farmers, growers, and value chain players in the region and adjacent rural areas by developing the Potohar into an olive-based economy.



SUCCESS STORY

PROMOTING HIGH-YIELDING DAIRY BREEDS

USAID-supported Center for Applied Policy Research in Livestock (CAPRIL) Promotes High-yielding Dairy Breeds through Research Study on the Adaptability of the Imported Cattle



Photo by USAID PEEP

Two months old Holstein calf at UVAS, Pattoki Campus

“This research initiative to establish the adaptability pattern of imported dairy breed under local conditions provides an excellent example of how academia can facilitate the private and public sector stakeholders in leveraging economic benefits through demand-driven, and holistic research in line with industry needs and business trends.”

Vice Chancellor UVAS
Dr. Talat Naseer Pasha

Despite being the fifth largest milk producing country in the world, the dairy sector in Pakistan has remained underdeveloped due to the prevalence of traditional low-yielding practices and lack of knowledge on breed improvement. The absence of evidence-based research to encourage progressive farm practices for breed and yield improvement has also hindered the growth of dairy sector. The inability to adopt modern dairy farming practices by relying on improved imported breeds has not only resulted in low levels of investments but has also affected the socio-economic growth of dairy sector.

With the aim to help spur investments in the dairy sector of Punjab, the USAID Punjab Enabling Environment Project (PEEP) – supported Center for Applied Policy Research in Livestock (CAPRIL) initiated the first-ever research study on the ‘Adaptability of the Holstein Friesian Cows in Punjab’ to assess the adaptability and growth parameters of the imported cattle for improving the dairy breed and increasing the milk yield. Under this study, PEEP through CAPRIL has taken up the technical task to conduct on-farm, empirical research to draft the detailed farming comparison of the imported Holstein Friesian and local breeds in Punjab. Under another initiative rolled-out by the University of Veterinary and Animal Sciences (UVAS), 73 Holstein cows imported from the U.S. are already being reared at the UVAS Pattoki campus in conditions similar to the local breeds.

For this research, the project-supported dairy consultant examined the extent of their adaptability, compared their milk production potential, and proposed best practices. The data collected at different stages of cows’ growth highlighted that Holstein Friesian breed has demonstrated superior adaptability parameters. The milk production has been recorded up to 37 liters per day and the birth weight of newly born calves has been recorded up to 49 kg on average.

These evidence-based findings will enable the farmers to improve the dairy farming practices by switching to higher-yielding cows within the same financial capacity. The data collected will also feed into qualitative and quantitative assessment to highlight and publish the technical, financial, and environmental aspects aimed at promoting the rearing of the Holstein Friesian cows at the local level.

This research initiative will not only help the Government of Punjab (GoPb) identify preferred areas of growth in the dairy sector but will also allow the private sector especially farmers to explore business opportunities and make better investment decisions. The completion of this study will help investors capitalize on the existing investment in animal stock of Holstein breed and allow dairy farmers to switch to the imported breed through evidence-based input on the cattle’s productivity and adaptability.



INSTITUTIONALIZATION OF AGRICULTURE TRAINING ON HALAL SLAUGHTERING ENCOURAGES

USAID's training program helps spur investment in meat shops



Photo by USAIP PEEP

“For more than 12 years, I had been following the traditional slaughtering practices passed on to me by my father who used to manage this shop. USAID-supported training program made me realize the importance of hygienic aspects involved in Halal slaughtering and encouraged me to invest and transform my shop into a model slaughtering facility.”

Owner, Model Meat Shop, Gujrat
Farooq Ahmed

In the middle of a crowded narrow street, stands out a recently renovated meat shop that has been equipped with a new refrigerator and cleanly displayed animal slaughtering tools. Farooq Ahmed, middle-aged butcher, who owns the shop stands contently, while he adjusts his maroon apron which matches with the freshly cut chunk of halal meat hanging near the shiny marble slab. It's 11 am and he has already catered to three new customers.

“Participation in the training on hygiene and Halal principles completely changed my mindset towards handling the meat business. My old slaughtering facility without glass partitions and unhygienic slaughtering setup raised concerns for buyers as well as regulatory authorities from the Government of Punjab,” he recalls how the past few months have changed his shop's outlook.

The one-day training workshop attended by Farooq, was part of a USAID-supported training program for slaughtermen, butchers, and abattoirs workers on Halal and hygiene slaughtering principles. These trainings were conducted by GoPb's Punjab Halal Development Agency (PHDA) with the support of USAID's Punjab Enabling Environment Project (PEEP) to develop the Halal meat sector in Punjab. The trainings aimed at reaching out to key value chain players and building their capacity to acquire licenses as Halal meat butchers.

The trainings provided technical knowledge on Halal slaughtering principles and covered hygiene aspects such as drainage of animal blood, disposal of waste, storage of meat, hygienic maintenance of tools, pre- and post-Halal slaughtering practices, and personal cleanliness. This training encouraged Farooq to upgrade his shop by investing in the shop infrastructure. The infrastructural improvements coupled with clean and hygienic supply of meat not only contributed to transforming the shop into a model slaughtering facility but also made him eligible for acquiring license as Halal meat butcher.

As a result of the training program, Farooq invested PKR 1.1 million (USD 10,607) on infrastructure, slaughtering equipment and processing tools to improve the hygiene of his meat shop. Overall, this training program has resulted in investments worth PKR 3.35 billion (USD 32 million) by covering more than 500 butchers, abattoir workers and shariah scholars from 12 districts of Punjab.



USAID supports the establishment of Punjab Agriculture Commission to enable Agriculture Policy formulation



Photo by USAID PEEEP

“The Punjab Agriculture Commission, comprising of a diverse group of agriculture sector stakeholders provides an excellent example of how Government of Punjab, private sector, farming community, and academia can work together to create a conducive business environment for agriculture sector growth.”

Secretary Agriculture,
Government of Punjab
Muhammad Mahmood

In June 2016, the Chief Minister of Punjab announced Kissan Package worth PKR 100 billion to initiate projects for agriculture sector development in Punjab by focusing on the socioeconomic uplift of farmers. The Punjab Agriculture Department (PAD) as the primary provincial authority for executing development projects on behalf of Government of Punjab (GoPb) was designated the task to devise the strategy for effective utilization of funds. The department despite its diverse workforce and functional wings, lacked the technical expertise and resources to develop a comprehensive strategy based on innovative initiatives, new approaches, and sector reforms.

USAID’s Punjab Enabling Environment Project’s (PEEP) addressed the Punjab Agriculture Department’s quest to upgrade its institutional capacity by linking the department with its policy efforts geared towards agriculture sector reforms. USAID PEEP partnered with PAD to establish Policy and Strategy Unit (PSU) at the department to provide technical assistance for developing agriculture sectors plans, modalities for allocation of funds, and road map for implementation of the development activities. At the same time, the project engaged the relevant public and private sector stakeholders to accelerate the reforms process through its Core Advocacy Group (CAG) initiative. The project’s dual engagement with the government through PAD as well as private sector players through CAG over the last three years provided a strategic direction to the department for institutionalizing the reforms process. As a result, the Government of Punjab not only fortified USAID PEEP-supported policy reform efforts by constituting Punjab Agriculture Commission (PAC) but also strengthened its partnership with the project through inclusion of several CAG members into the commission.

USAID PEEP’s support to PAD continued through in-kind grant and technical assistance for operationalizing PAC. Since its inauguration in March 2017, the commission is undertaking broad-based stakeholder consultations to develop the GoPb’s agriculture policy, ensuring effective public sector resource utilization, monitoring Chief Minister’s Kissan Package and reviewing policy implementation plans for agriculture sector growth in Punjab.

For the first time, the constitution of a government-owned commission, specifically assigned to develop a comprehensive Agriculture Policy for Punjab marks the institutionalization of policy reform efforts by USAID PEEP. It not only highlights Government of Punjab’s commitment to transform agriculture sector into a diversified, and market-driven force but also presents a strategic shift in its sectoral approach for agricultural growth.



USAID supports Government of Punjab to Eradicate Foot and Mouth Disease in Punjab's livestock sector



“The joint efforts with USAID will help the Government of Punjab achieve FMD-free status by shifting from a curative to preventive regime. The availability of FMD vaccine would be a giant leap in that direction”.

**Secretary L&DD,
Government of Punjab
Naseem Sadiq**

Despite being the second largest contributor to the economic activity for the rural population in Pakistan, the livestock sector's growth rate has been gradually declining due to the prevalence of endemic diseases. The sector accounts for 11.4 % of the national Gross Domestic Product (GDP) and is considered a major source of livelihood for approximately 35 million rural farmers. Unfortunately, the sector as well as the population associated with livestock rearing endures significant losses due to prevalence of Foot and Mouth Disease, commonly known as FMD. This infectious disease can spread from a single infected animal to the entire herd. Its effect on farmers' income and livelihoods is so severe that it is also known as “Farmers Death”. Consequently, it damages the livestock industry and adversely affects the export of meat and dairy products. As full eradication is not possible, the only solution to control the disease is by vaccination. However, Pakistan currently does not have enough supply of vaccine to control the disease. The imported vaccine is expensive and beyond the reach of the poor farmers. Pakistan currently lacks FMD vaccine production facilities which makes mass vaccination coverage impossible. Keeping in view the urgency of this issue, USAID's Punjab Enabling Environment Project (PEEP) helped the Livestock and Dairy Development Department (L&DDD) of the Government of Punjab establish the economic and financial feasibility for commercial production of FMD vaccine in Pakistan. Based on this technical assistance, the Government of Punjab allocated funds worth USD 43 million in Annual Development Program for 2017 18 to achieve FMD-free zone status in Punjab. The commercial production of FMD vaccine resulting from this development project will help prevent the considerable economic losses leading up to USD three billion annually. This will not only translate into increased production and export of meat and milk but will also lead to the socio-economic uplift of rural communities especially small livestock farmers.



Women Empowerment Encourages Investment in Livestock Sector

USAID's initiative 'WEinSPIRE' empowers women livestock farmers of South Punjab



Having no other source of income made me feel crippled and helpless; I had no formal education, could not move to the city, and had no relatives to rely on. This initiative not only empowered me economically but has allowed me gain social independence by accessing relevant networks”.

WE inSPIRE Beneficiary
Rubina Bibi

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Clad in an intricately woven chaddar, bought from her income through livestock rearing, Rubina Bibi is a symbol of social and economic empowerment for the women of Madpir village in South Punjab. While pointing towards the newly bought goats grazing in the open corner of her small mud house she recalls, “Two years ago, I only had two goats and now I have seven even after selling three.

The access to loans not only allowed me to scale up my livestock business but also enabled me to support my family through the initial phase after investment”. Rubina Bibi broke through the shackles of poverty with the assistance of USAID PEEP’s ‘WEinSPIRE’ (Women Empowerment in South Punjab through Investment in Rural Economy) initiative.

In 2015, owing to a sizeable loss of her herd due to the spread of disease, Rubina Bibi sunk into abject poverty and survival seemed inauspicious. The amalgamation of poverty, large family, and lack of technical knowledge technical knowledge and business knowhow acted as an impetus for Rubina Bibi to register for the USAID PEEP-supported training program and get linked with microfinance banks, women business forums, and livestock breeders’ associations. The trainees under this program were not only acquainted with livestock management practices, and disease prevention measures but were also familiarized with financial and economic mediums of empowerment by creating linkages with relevant organizations. This unique approach engages approximately 2100 women from marginalized districts of Punjab to acquire and rear high-yielding breeds by availing loans and training opportunities. It not only caters to the socio-economic needs of women livestock farmers but also ensures the sustainable involvement of relevant organizations by increasing clientele, and mitigating risk for the bank, promoting indigenous breeds for livestock associations, and supporting disease prevention measures of Government of Punjab’s Livestock Department.

Through this initiative, Rubina Bibi’s quarterly profit increased to approximately PKR 58,000. Now she is able to effectively provide for her family of eight children; three of whom suffer from physical impairments.



USAID
FROM THE AMERICAN PEOPLE

PAKISTAN

PROMOTING LIVESTOCK BREED IMPROVEMENT

USAID supports Government of Punjab to introduce reforms for increasing investment and creating a conducive business environment in livestock sector



The partnership between Punjab Livestock Department and USAID will not only assist Government of Punjab in implementing regulatory reforms but will also facilitate private sector players in investing, rearing, and promoting profitable livestock breeds.

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Livestock sector plays a critical role in the rural economy of Punjab and supports around 30-35 million people. Despite having a major share of 55.9 percent in the agricultural GDP of Pakistan, the livestock and dairy sectors have remained underdeveloped resulting in low production and yield. This is mainly due to substandard breeds, lack of knowledge regarding rearing practices and record-keeping of yield.

For addressing these challenges, USAID PEEP is working with Punjab Livestock Department for livestock breed improvement and farmers' socio-economic welfare. Through its partnership with Government of Punjab, the project is not only initiating reforms at provincial level but also reaching out to livestock farmers to assist them in capitalizing on such opportunities. To support the government in implementing Livestock Breeding Services Act in Punjab, the project is carrying out awareness raising activities on livestock breeding standards, and latest techniques and efficient practices. To ensure its effective implementation, the project is conducting training sessions in 36 districts of Punjab that will cover more than 7000 beneficiaries, especially women livestock farmers.

To further facilitate this process, USAID PEEP has provided Mobile Training Schools (MTS) to the department for providing training in far flung or otherwise remote areas. These trainings not only cover rearing practices and veterinary measures but also raise awareness regarding breeding standards and record keeping. These provincial reforms are complemented by specific assistance packages for seven livestock breeders' associations in different districts to help them maintain herd books for undertaking proper record keeping of livestock cattle's characteristics and performance. This first of its kind initiative in Pakistan will help the livestock farmers in assessing and comparing performances of different cattle, and consequently enabling them to decide which breeds are more profitable for them. Moreover, USAID PEEP in collaboration with breeder associations is also involved in marketing activities to facilitate the livestock farmers and connect them with the buyers. These marketing activities, planned for 10 districts of Punjab, not only make the selling process less cumbersome but also help in promoting the local high-yielding breeds.

These initiatives will not only improve the socio-economic conditions of the farmers especially 30,000 women but will also increase the milk and meat production for effectively responding to the nutritional needs of the populace. It will also stimulate investment of approximately \$15 million within the span of two years.



SUCCESS STORY

WOMEN EMPOWERMENT INITIATIVE IN SIALKOT REGION

USAID's training program empowers the women livestock farmers of Sialkot *Photo by USAID PEEP*



"Through WINDS, I have acquired skills to explore better income generation options by becoming a part of the formal dairy supply chain system. Rather than being at the behest of unstable and irregular earnings, I can now sleep peacefully at night knowing that I have a steady source of revenue"

Participant of the Milk Supply Chain System

Nasreen Bibi

Despite being the fifth largest milk producing country, the potential of the dairy sector of Pakistan has not been exploited to its innate capacity. The investment required for the participation of the stakeholders especially the women livestock farmers has not been made up to the level that could directly impact the welfare of rural communities.

The normal ambient temperature does not allow the milk to stay wholesome for human consumption and hence cold chain is required to be maintained for quality assurance.

For addressing milk supply chain issues, USAID's Punjab Enabling Environment Project (PEEP) and the Sialkot Chamber of Commerce and Industry (SCCI) signed a grant agreement to launch the Women Investment in Networks of Dairy Sector (WINDS) initiative. First of its kind, it is a women-led business network in the dairy sector of Sialkot region. Through this initiative, USAID is partnering with the SCCI to provide trainings to women livestock farmers in domain of milk production enhancement techniques, milk fat testing and transportation through the Rickshaw mounted mobile milk chillers.

WINDS focus on socio-economic empowerment of women by allowing them to be actively involved in a comprehensive collection, transport and sale mechanisms for quality milk supply. By equipping them with the necessary skill set and allowing them access to technical knowledge as well as linking them to dairy markets, the women are being trained to capitalize on the business and investment opportunities.

WINDS initiative is expected to increase monthly household income initially by 55%, from PKR 22,000 to PKR 36,000. The capacity building of the women farmers and provision of infrastructural facilities for milk marketing is likely to result into enhanced income from the dairy sector in the targeted areas. This translates into PKR 72 million for the 2,000 household communities in the Sialkot region. The initiative will improve the socioeconomic condition of the rural communities in general and women livestock farmers in particular.



USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

SUCCESS STORY

Promoting Agriculture Growth through Better Policies

Government of Punjab introduces its first ever Agriculture Policy with USAID support



“The Government of Punjab is delighted to have partnered with USAID in developing Punjab Agriculture Policy 2017, which will steer a sustainable 5.1 percent growth in the agriculture sector through ICT-led farmer-centric initiatives, and integration of private-sector in seamless service delivery. This evidence-based approach to agriculture will increase profitability of the farmers and amplify benefits to the national economy.”

-Muhammad Mahmood, Secretary
Agriculture,
Government of Punjab

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Despite being the engine of Pakistan’s agricultural economy, Punjab tackled a stunted growth of 2.1 percent in the year 2016-17. With over five million families earning their livelihoods from farming, and the rest depending on their produce for sustenance, a higher and sustainable rate of inclusive growth in agricultural production could bring change.

In an attempt to steer policy reforms towards growth, USAID Punjab Enabling Environment Project (PEEP) partnered with the Punjab Agriculture Department to develop the first ever Agriculture Policy for the province. PEEP facilitated extensive consultations with over 1000 stakeholders including small and corporate farmers, agriculture-based industry, academia, and private sector stakeholders, over a period of two years. The project’s assistance aimed for a transformation in government’s role from service provision to facilitation in the agriculture sector. Hence, the newly developed policy defines institutional reforms and identifies beneficiary groups, targeting to sustainably enhance the growth rate to 5.1 percent over the next five years.

With its official notification released on June 13, 2018, Punjab Agriculture Policy 2017 became the first of its kind, science-based policy, supporting innovation and reforms. PEEP facilitated the revision of institutional mandates to introduce private sector investments, seed certification, high value crop coverage, agri-marketing, climate-sensitive decision-making, and human capacity building. These reforms are supplementary to the engagement of small commercial farmers, women, and unemployed rural youth, making the sector grow inclusively.

By catalyzing PKR 75 billion in private sector investments through reformed institutional apparatus, the policy will strengthen value chain linkages. These linkages will channelize small commercial farmers, improve wages for women farm labor, and create employment opportunities in the allied industries for rural youth.

The policy is expected to enhance profitability, improve ICT-led service delivery, and facilitate private sector-led growth. USAID’s support for such dynamic policy initiatives is playing an important role in reducing poverty through inclusive and sustainable development.



USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

SUCCESS STORY

Empowering Farmers through Warehouse Receipt System

USAID supports Pakistan Agriculture Coalition in establishing the Warehouse Receipt System in Punjab



Photo by USAID PEEP

“The Warehouse Receipt System is a blessing for farmers who can now store their produce in modern warehouses, obtain loans to continue their farming, and wait until they get fair prices for their produce. I am thankful to USAID and Pakistan Agriculture Coalition for helping us not worry about selling the product and focusing on producing it instead.”

-Muhammad Asif,
Farmer

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Muhammad Asif had been cultivating 60 acres of land in Okara’s Basirpur town for over 30 years. He spent three decades in toil and sweat, depending on local middlemen that bought produce at low prices, and extended credit at unforeseeable interest rates. Muhammad Asif could not negotiate a better price at the time of harvest when farmers lacking storage and credit facility like himself, were willing to sell below their cost. “If I stored the produce and it rained, God forbid, the maize would catch fungus”, said Muhammad. He also knew that he “...couldn’t store anyway as the largest portion had to be sold to avail inputs for next crop; such was the cycle of life.”

USAID Punjab Enabling Environment Project (PEEP) stepped forward to resolve this problem for Muhammad Asif and millions of other farmers in Punjab, by making possible establishment of a functional Warehouse Receipt System (WRS) in the province. With USAID PEEP technical and financial support to Pakistan Agriculture Coalition (PAC), PEEP developed commodity standards that would ensure checks on product quality and set up protocols for testing it. As a result, standard commodities have become acceptable collateral for financing institutions that PAC networked with. Ownership of land is no longer a pre-requisite for obtaining loans. Through this concerted effort, PEEP has enabled trade of major agriculture commodities on the electronic trading platform of Pakistan Mercantile Exchange (PMEX) for the first time.

Muhammad Asif “I was surprised to find out about WRS from a bank teller.” He said that he “got a pamphlet stating loan procedures that were too simple to believe”. Under the initiative, PEEP has defined procedures for multiple agriculture products; starting with rice and followed by wheat and maize. Any farmer could approach a participating bank, such as Habib bank, FINCA Microfinance Bank, Bank Islami, or MCB for opening an account. Farmers may then take their produce to a designated warehouse, which will be tested as per the set standards, and will be issued a receipt that states the quality compliance, weight, and price of product on the date of storage. The farmer can take this receipt to his bank and obtain a loan of up to 70% of his product’s value as quoted on the warehouse receipt. This loan can be returned in up to six months, or earlier when the farmer fetches a higher market price for his produce and decides to sell.

For Muhammad Asif, the “WRS has reduced dependence on middlemen who would enforce 5% commission, deduct excessive labor charges, weigh the produce unfairly, and defer the payment in cash, forcing farmers to opt for substandard agri-inputs being offered by them.” During the last season, he stored over 19 tons of maize for two months and earned PKR 290,000 extra profit than he would have otherwise in the open market. Muhammad is setting aside this additional income for the higher education of his two daughters and a son, who already attend a private school in town. He wants them to become innovative agriculturalists that would proactively adapt to systems such as the WRS.



USAID
FROM THE AMERICAN PEOPLE

PAKISTAN

SUCCESS STORY

WINDS Initiative: Making dairy sector participation worth women's while

USAID supports SCCI's Women Resource Center by enabling *Women Investments in Networks of Dairy Sector*



Photo by USAID PEEP

“SCCI is proud to have partnered with USAID in setting up the Sialkot Agriculture and Livestock Company (SALCO) to play its role in economic uplift of women in Sialkot. USAID has helped overcome production and transportation hurdles for women dairy farmers, and now SALCO retails milk for them as an independent commercial entity, bridging access to consumer market which is necessary for sustainable profitability.”

-Dr. Muhammad Aslam Dar,
Executive Member, SCCI

Punjab has been endowed with world's finest dairy breeds of Neeli Ravi buffalo and Sahiwal cattle known for their milk production, disease resistance and adaptability to the harsh weather. The dairy sector contributes to the livelihood of the rural dwellers and to meet the nutritional requirements of the population. The women dairy farmers play a pivotal role in the milk production and its handling at household level. The marketable milk is sold to Gawalas (milkmen) who use the primitive and deceptive methods of milk measurement for pricing of the commodity.

The challenge faced by the dairy sector supply chain is to improve the profitability of the dairy farmers and supply of hygienic milk to the consumers. The core issue of improving the milk value chain is to improve the milk marketing infrastructure for enhancing the profitability at the producer end and to plough back the incremental value to the producers. Owing to their limited mobility, women dairy farmers depend on middlemen for collection of milk and its transportation to retailers in non-standardized cans. Nafeesa, a dairy farmer from Sialkot's suburbs, says that “none of us women trust the *gawala* (milkman); his cylinder fills more milk and measures less”. This is a common practice that most dairy farmers complain about. They are also concerned that the milkman adds water to their milk to increase its quantity, which deteriorates milk quality, and marginalizes their profit. This problem persists at the retail end where shop owners do not demand pure milk but adulterate further and homogenize it for fooling the consumers. This set of supply-chain manipulations has been keeping profits from reaching the women dairy farmers and exposing milk to the risk of contamination in unhygienic supply and storage conditions.

USAID through its Women Investments in Networks of Dairy Sector (WINDS) initiative, is making dairy sector participation worth women's while. The initiative emerged from USAID Punjab Enabling Environment Project (PEEP) grant to Sialkot Chamber Commerce & Industry (SCCI) for inducing efficiency in the milk supply-chain and making it fairer for the women dairy farmers. PEEP and SCCI's Women Resource Center identified a cluster of 120 women dairy farmers, and provided them with, and trained in using, milk testing and measuring equipment, resolving the measurement and quality issues during milk collection. To make transportation efficient, the consortium further collaborated to provide milk-chillers mounted over fuel-efficient rickshaws that collect up to 200 liters milk and maintain its temperature until delivery to the retail shop. At the retail side, PEEP has provided larger milk chillers with 500 liters capacity to Sialkot Agriculture & Livestock Company (SALCO). The company has been set up by SCCI members through USAID assistance, looping the supply in a cold chain that eliminates adulteration during transport, ensures hygiene, and provides link with market. Furthermore, SALCO aims to sell this superior quality milk at a premium price, which will allow for greater profit margins to women dairy farmers. The profit will also be ploughed back into transport and collection of milk, leading to the sustainability of WINDS initiative.

USAID's partnership with SCCI has not only improved women farmer profitability, but also induced supply chain efficiency. “The fair collection and unadulterated transportation through cold-chain ensures rightful payment and eliminates risk of contamination”, says Nafeesa, who is now saving to buy more buffalos. She plans to partly finance it through SCCI's interest-free loan scheme, initiated through member funds. USAID assistance has allowed Nafeesa and 120 other women dairy farmer to benefit from trickledown effect in the dairy sector, which is improving livelihoods and making economic participation fruitful for women.



USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

SUCCESS STORY

Solarizing buffalo farms for enhanced efficiency

USAID helps buffalo farmers in Punjab enhance milk yields, reduce calf mortality through solar-powered fans



Dairy farmer, Chaudhry Atif, feeding his buffaloes in a shed cooled by USAID-funded, solar-powered fans.

Photo by USAID PEEP

“The effect of heat on buffalo productivity and mortality is widespread and detrimental but can be minimized by maintaining moderate temperature at dairy farms. The solution must however be cost-effective and easy to implement, only then it can be replicated to make dairy farms efficient across the province.”

-Saeed Ahmed Hotiana,
President,
Buffalo Breeders Association Punjab

Punjab stands out as the dairy hub of Pakistan, contributing more than 60% of the country’s milk production - a massive 58 million tons almost. Despite being instrumental to its economy, buffalo farms in Punjab underperform due to lack of resources to counter seasonal variation. With the onset of summer season, milk yield drops, and calf mortality elevates due to heat-induced stress on buffaloes. This seasonal variation in milk supply causes price fluctuations and adversely affects dairy farm profitability.

“The effect of heat on buffalo productivity and mortality is widespread and detrimental but can be minimized by maintaining moderate temperature at the dairy farms”, said President Buffalo Breeders Association Punjab Saeed Ahmed Hotiana. He said that “the solution must however be cost-effective and easy to implement, only then it can be replicated to make dairy farms efficient across the province.”

USAID Punjab Enabling Environment Project (PEEP) supported the Buffalo Breeders Association Punjab to improve buffalo productivity during summer seasons. The association facilitated 50-member dairy farms with solar-powered fans for cooling provided by USAID PEEP. The solution includes two locally available fans sourcing power from a solar panel. Each set of fans can keep a shed cool accommodating up to 20 buffaloes, or 40 calves, without incurring electricity cost, making it a viable option for small farms.

Chaudhry Atif, a Lahore-based member of the Buffalo Breeders Association Punjab, is one of the 50 dairy farmers to receive the solar solution. “I am lucky to have received USAID’s assistance for solar fans at my buffalo farm, which has kept the milk yield of my animals at an optimum level, and none of the 20 calves have died”, said Atif. He informed PEEP that his farm’s “profitability has increased due to reduced electricity cost.” “I had heard about solar-powered fans but was not sure if they worked as efficiently as the electricity fans”. Receiving the solution has developed my confidence in solar technology, and I have already started to save for installing the system in other sheds,” said Atif, who now saves up to PKR 2,500 in monthly electricity bills. He aims to eliminate dependency on grid-supplied electricity which, along with generator fuel for power outages, costs up to PKR 20,000 monthly during the summer seasons.

Having received the solar-powered fans, the 50 beneficiary farmers are inspiring other dairy farmers to benefit from this cost-effective solution. This holds potential for improving milk yields and reducing calf mortality across 414 member farms during summer seasons.

PEEP developed capacity of eight livestock breeders’ associations in carrying out their functions as ascribed in the Punjab Livestock Breeding Act 2014. The intervention of providing solar powered fans is to facilitate the farmers to propagate the pedigree buffaloes in harsh weather. Enhancing buffalo farm efficiency through solar fan solution contributes to improving milk yield and reducing calf mortality. Simultaneously, improved dairy farm profitability will impact livelihoods at the grassroots, and further strengthen Punjab’s position as the milk production hub of Pakistan.



USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

SUCCESS STORY

EXPLORING AVENUES IN AGRIPRENEURSHIP

USAID supports women entrepreneurship in agriculture through olive sector trainings



Sarah Babar, while examining color coding of olive plants at her olive nursery

Photo by USAID PEEP

“Initially my colleagues at school thought that I would abandon my entrepreneurship journey but for me quitting was never an option. With every troll that I received and every stumbling block that I encountered, my resolve to strive towards turning my barren piece of land into one of the best olive nurseries of Punjab, only got stronger.”

**Sarah Babar,
Owner,
The Farms Nursery, Chakwal**

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Sarah Babar, a schoolteacher by profession, recently established an olive nursery in the rural outskirts of the Chakwal district of Punjab – about 60 kilometers from her residence in Islamabad. “My love for plants always motivated me to take this interest further and delve into a commercial activity, alongside teaching”, Sarah explains. Having been a teacher for the past 17 years, Sarah had to rely on her own learning capabilities and determination for success in a new venture she had no prior experience of. However, she was looking for avenues to enhance her olive sector knowledge and skills to better manage her olive nursery.

“My husband and brother were very supportive and encouraged me to establish my own olive nursery. First lathe house of the nursery was installed in October 2017”, Sarah recalls. When talking about her struggles during the journey, she said, “When we bought land in Chakwal, there was no development in the area. It was a barren piece of land. No road network and electricity. It took us more than seven months to level the un-even farmland area before a vehicle could take us there”.

Where there is a will, there is a way! Sarah learned about the USAID-supported olive training program through her brother and decided to get enrolled to improve her knowledge on olive nursery management techniques. To promote olive research and training, USAID’s Punjab Enabling Environment Project (PEEP) and Barani Agricultural Research Institute (BARI), Chakwal collaborated, through a grant, to establish Centre of Excellence for Olive Research and Training (CEFORT) at BARI. PEEP also disbursed similar grant to Olive Foundation Pakistan to roll-out trainings targeted towards olive farmers with small land holdings including women. To date, 585 olive farmers and researchers have been trained through these trainings. During the training program, Sarah learned the importance of color coding of olive plants to distinguish one variety from another, which not only saved her time and effort, but the productivity of her nursery workers also increased, as a result. “I learned plant nutrient application techniques for baby olive plants to ensure production of true-to-type and disease-free plants,” said Sarah. “These plants are of superior quality and fetch a higher price in the market”, she added.

USAID-supported olive trainings helped Sarah learn the significance of operating a registered olive nursery. She applied all best practices that she had learned through trainings to acquire registration for her nursery. *The Farms Nursery* is now one of the few registered olive nurseries in Punjab and the only nursery that has been registered by a woman. Since February 2019, she has sold around 2,000 olive plants worth PKR.320,000 while her current plant stock is around 20,000. She intends to re-invest her revenues to produce certified olive plants and to increase the number of olive plant varieties that she sells. Through her nursery, Sarah is supporting the Government of Punjab in their efforts to transform Potohar region of Punjab into an olive valley by increasing olive plant availability in the area.



USAID
FROM THE AMERICAN PEOPLE

PAKISTAN

SUCCESS STORY

Mobilizing Investment in Milk Pasteurization

USAID helps mobilize investment in safe, hygienic milk through matching grant for pasteurization facility in the Potohar region of Punjab

GR Farms, a Chakwal-based dairy farm with a herd size of 170 animals, was striving to increase business profits by shifting from sale of raw milk to pasteurized milk. “We were always passionate about processing and supplying safe and hygienic milk with high nutritional value and better market price,” said Director GR Farms Amjad Chaudhry. Despite having the required land, sizable dairy herd and an efficient management team, GR Farms was hesitant in taking initial financial risk of establishing a milk pasteurizing facility at their farm and therefore, confined their raw milk production and profits to non-commercial levels.

To mobilize private sector investments in safe and hygienic milk, USAID Punjab Enabling Environment Project recently rolled-out a matching grant to GR Farms for setting up an on-farm milk pasteurization facility. Through the grant, PEEP provided pasteurization equipment including milk processing tank, boiler, chiller, and pouch packaging machine, and leveraged over USD 200,000 in private sector investment by GR Farms. PEEP has complemented the grant by providing technical assistance to GR Farms in identifying technology and equipment, and developing process flows for optimum capacity utilization of the pasteurization unit.

“It is first of its kind pasteurization facility in the region that is promoting preservative-free, safe, and hygienic milk,” said Amjad Chaudhry. “This facility is open for utilization by small farmers of Chakwal region, with daily milk yields even as low as 100 liters,” he added.

With a pasteurization capacity of 3000 liters of milk per day, the facility is not only helping GR Farms pasteurize their daily milk yield without any wastage, but also inviting neighboring farms to process and pack raw milk as safe and hygienic pasteurized milk, which will fetch a higher market price of PKR 120/liter, instead of lower farm gate price of PKR 60/liter. Since launch in December 2019, GR Farms has rolled-out a robust strategy to develop market linkages and capture the untapped market share for pasteurized milk in the adjoining areas of Islamabad and Rawalpindi.

Through the demonstrative effect, the PEEP-supported semi-automatic mini pasteurizing technology will inspire further private sector investments, creating jobs for youth and women in the dairy value chain of Punjab.



Before – Unfinished shed as part of matching grant contribution by GR Farms for PEEP-supported milk pasteurization facility before installation of the equipment – Photo by USAID PEEP



After – Neat and clean milk pasteurization facility at GR Farms after complete construction of the shed and installation of the PEEP-supported milk pasteurizing equipment – Photo by USAID PEEP



USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

SUCCESS STORY

USAID supports women entrepreneurship in livestock through WEinSPIRE program



Sumaira Bibi with her livestock animals.
Photo by USAID PEEP

“I feel proud and content realizing that I am supporting my family to recover from crisis. USAID’s WEinSPIRE program has helped develop linkages for better access to livestock information, pure breed animals, and small bank loans, which made it easier to start a livestock business. I am thankful to USAID and all WEinSPIRE partners for showing me the light.”

Sumaira Bibi,
WEinSPIRE Beneficiary,
Bahawalpur.

26 years old Sumaira Bibi, hailing from village ‘Khanowali’ in Bahawalpur district of South Punjab, is a beneficiary of the USAID-supported Women Empowerment in South Punjab through Investment in Rural Economy (WEinSPIRE) Program. After her mother’s death, Sumaira took charge of looking after her younger, six siblings. Sumaira’s father had succumbed to drug addiction, which meant that she had to shoulder more than her fair share of the struggle. “Since the day I had realized my responsibilities, I knew I had to continue to strive to make ends meet by looking for additional sources to supplement our household income,” Sumaira recalls her struggles. While Sumaira Bibi started making a living by stitching clothes, this turned out to be a rather uncertain and dwindling source, compelling her to look for other sources of income.

With the help of a livestock community worker, Sumaira learned about the WEinSPIRE Program in Bahawalpur rolled-out by USAID Punjab Enabling Environment Project (PEEP). Designed and launched under the auspices of PEEP, the WEinSPIRE initiative in Bahawalpur has formalized a network of local livestock sector partners to support rural women in livestock entrepreneurship. WEinSPIRE network supports rural women in acquiring loans for starting or scaling up their livestock businesses, getting practical training on animal husbandry and disease control, accessing knowledge on animal keeping, purchasing true breed animals for rearing, and availing animal health and marketing services through an array of partners and service providers.

Sumaira Bibi decided to explore the WEinSPIRE network and got enrolled in a training on livestock management offered by a key WEinSPIRE partner, Punjab Livestock and Dairy Development Department (L&DDD), at her doorstep through a Mobile Livestock Training School. Through a grant, PEEP has supported L&DDD in fabricating two Mobile Livestock Training Schools, which offer trainings to women livestock farmers across Punjab. The department has replicated this effort by developing five more such mobile schools. “The convenience of not having to leave the village and acquiring knowledge at one’s own doorstep is the main factor that compelled me to avail this life-changing opportunity. The trainings, pertaining to best animal husbandry practices and disease control, have been an eye opener for me. I learned techniques to curtail diseases in livestock for increased milk yields,” said Sumaira.

Sumaira decided to put her newly acquired knowledge to use by kick-starting a livestock business of her own. Through WEinSPIRE, she got connected to NRSP Microfinance Bank and took a small loan of PKR 30,000 in 2017 to buy one pure breed beetal goat and a baby cow. She repaid the loan in the same year, by selling the animals at a profit and reinvested the remaining amount to buy more animals. As of March 2020, she owns 10 livestock animals. “Through daily sale of milk and periodic buying and selling of animals, our monthly household income has increased from PKR 10,000 to PKR 14,000. This not only helps me with meeting daily household expenses but also allows me to pay fees of my school-going siblings,” said Sumaira, while explaining how WEinSPIRE has helped her evolve financially.

The phase-I of WEinSPIRE Program, which was rolled-out in Bahawalpur, has been completed with more than 2000 rural women trained in livestock rearing practices and around 35,000 women financially included through small loans provided by NRSP Microfinance Bank. In a recent end-line survey, a sample of the program beneficiaries have reported an average increase in monthly household income of PKR 4,962. The phase –ii of WEinSPIRE has now been replicated in the district of Dera Ghazi Khan in South Punjab, where trainings are currently underway.

By taking part in WEinSPIRE, Sumaira has not only done good for herself, but also her brother as she has helped him secure a reliable and sustainable source of income by setting up a small grocery shop for him. In a place where public spaces are predominantly the domain of men, Sumaira has proven otherwise, and in the village of Khanowali, she is the epitome of women empowerment.



SUCCESS STORY

CREATING OPPORTUNITIES IN CRISIS

USAID Conducts Virtual Trainings for 20 Livestock Master Trainers during COVID-19 Pandemic



Screenshot taken during the training session conducted through Microsoft Teams.

Photo by USAID PEEP

“The virtual session was good as an in-person session. We are thankful to USAID and L&DDD for setting-up the forum. The ability to provide trainings to other women in my community has given me immense confidence. I feel empowered as this will help other women in my village improve their lives by generating income through livestock entrepreneurship.”

Saba Khan,
WEinSPIRE Master Trainer,
DG Khan

Women Empowerment in South Punjab through Investment in Rural Economy (WEinSPIRE) Program is implemented by USAID Punjab Enabling Environment Project (PEEP) to provide trainings to rural women livestock farmers in DG Khan to help improve their access to information, pure breed animals, and micro loans through financial institutions. Recent outbreak of the COVID-19 pandemic and subsequent lockdown halted roll-out of the in-person trainings under PEEP’s WEinSPIRE DG Khan Program designed in partnership with the Livestock and Dairy Development Department DG Khan Directorate. “It was disheartening to learn that the trainings for master trainers was postponed due to COVID-19 lockdown. However, we remained committed to our enrollment in the program if L&DDD and USAID proposed alternate means,” said Saba Khan, one of the trainings participants, while expressing disappointment to hear about the delay in the trainings kick-start.

In an effort to ensure continuity of these trainings, PEEP responded by setting up a virtual platform to train 20 master trainers under the program. Prior to setting-up the training platform, using Microsoft Teams, PEEP conducted a quick telephonic assessment to evaluate how many potential master trainers have access to smartphones with internet. Apart from this, the selection of the master trainers has been based on their active involvement in the livestock related businesses.

The Training of Trainers course was completed in fourteen virtual sessions organized through Microsoft Teams from May 19 to June 18, 2020. Out of the trained 20 master trainers, 15 were female, while 7 were male. The participants learned about the schedule of vaccination against the prevalent animal diseases and L&DDD-managed centers for provision of animal disease control services. These master trainers will go on to train 15 women livestock farmers each within their close proximity, adopting the Standard Operating Procedures (SOPs) including the use of masks and social distancing guidelines given by the Government of Punjab for implementation during the on-going COVID-19 pandemic.

PEEP has also collaborated with other local partners such as the Dera Ghazi Khan Chamber of Commerce and Industry to conduct similar trainings for women livestock farmers on livestock entrepreneurial skills and availability of credit through microfinance banks. In these challenging times, where imposition of lockdown due to COVID-19 has struck everyone, these virtual trainings will play a vital role in capacity development of the marginalized women in the DG Khan area. These interventions rolled-out in collaboration with L&DDD DG Khan will train a total of 700 women livestock farmers with the goal of increasing livestock-



SUCCESS STORY

Helping Improve Access to Finance for Livestock Farmers

USAID provides technical assistance to help develop micro loan portfolio for small livestock farmers in Punjab



Shagufta Mai, a beneficiary of the NRSP livestock lending program in DG Khan

Photo by USAID PEEP

“Through the technical assistance provided by PEEP, NRSP Bank has been able to strengthen its agricultural lending portfolio in Punjab and eventually expand to other areas of Pakistan. PEEP’s efforts helped us in creating a conducive business environment for the livestock sector in Punjab by encouraging small farmers to utilize our convenient microfinance products for upscaling or starting livestock-related business ventures.”

Zahoor Hussain Khan,
President, NRSP Microfinance
Bank

Livestock sub-sector in Punjab holds immense potential for growth of the overall agricultural economy in the province. However, sector productivity has remained low due to farmers’ lack of access to finance and credit facility. Micro loans for small-sized rural livestock farmers can help boost livestock entrepreneurship in the marginalized areas of Punjab. Microfinance banks offer a range of financial services like deposits and micro-insurance credit, however, development of a specialized microenterprise lending portfolio for livestock farmers especially women has always been ignored by microfinance banks due to non-availability of technical expertise required in developing such schemes.

To address this challenge, PEEP partnered with National Rural Support Program (NRSP) Microfinance Bank Limited, through a Memorandum of Understanding signed in 2015 to provide technical assistance to the bank in developing a microenterprise-lending portfolio and scaling up their existing micro loaning in the livestock sector of Punjab. PEEP delivered technical assistance through its Transaction Advisory Service (TAS) Program, which offered a series of financial, technical, commercial, and legal advisory services through project-contracted service provider – KPMG Taseer Hadi & Co. In a series of review meetings with the NRSP Bank team, PEEP’s technical experts developed Strengths Weaknesses Opportunities Threats (SWOT) analysis, microfinance industry analysis, and product development reports, identified value chain partners, and developed a market feasibility plan of the lending portfolio. This all culminated into a final business plan for the livestock loaning scheme. As a result of these efforts, NRSP Microfinance Bank scaled up its lending program to small farmers in rural areas of Punjab for purchase of pure breed milk and meat-producing animals. The initiative enabled small farmers to scale-up their existing business or delve into new entrepreneurial pursuits due to the availability of convenient lending scheme – with loan amount ranging from PKR 10,000 to PKR 500,000 for each loan. PEEP also linked beneficiaries of its Bahawalpur and DG Khan WEinSPIRE Program women livestock farmers with the NRSP bank’s team for credit facilitation. Availability of a developed lending program enabled these women farmers to take loans with ease and increase number of pure breed animals at household level farming leading to direct increase in their household incomes.

Since the launch of the bank’s livestock lending scheme in 2016, NRSP Bank’s gross loan portfolio has touched PKR 14.3 billion with a total number of 355,551 loans disbursed to male and female livestock farmers in the province of Punjab as of September 30, 2020. The Bank has disbursed 6227 loans amounting to PKR 164 million in areas outside Punjab. This translates into mobilization of private sector investment in the sector. Out of this pool of beneficiaries in Punjab, 208, 703 loans were given out to women livestock farmers. These women are now running their own livestock businesses, which not only means prosperity for the family but more importantly greater economic independence for women in household spending. This initiative has resulted in the socio-economic growth of the entire rural economy in Punjab as well as the uplifting of the livestock sector.



USAID | PAKISTAN

FROM THE AMERICAN PEOPLE

SUCCESS STORY

Mobile Training Units provide training at farmer's doorstep

USAID provided Mobile Livestock Training Schools for women in inaccessible areas of Punjab



me and by following some basic techniques I have curtailed diseases in my animals,”

Sughara Bibi, one of the beneficiaries of the training program.

The livestock sector not only plays a role in income generation and poverty reduction but is also a source of food and nutrient security for the local populace of the country. Despite contributing approximately 11 percent to the Gross Domestic Product (GDP) the sector has huge potential, which can be untapped by improving productivity and quality, value-addition and exports of livestock products. For this to happen, it would require modernization of the livestock sector at all steps in the value-chains.

Women play an important role in different livestock activities like fodder cutting, fodder chopping, watering and feeding of animals, shed cleaning, milking, preparing dung cakes and looking after the health of the herd. However, due to lack of awareness and technical knowledge, the animals are usually underfed, unprotected from diseases and with poor availability of extension and advisory services for livestock farmers the husbandry practices have remained traditional and outdated. One of the most important reasons for non-availability of proper training and extension services due to accessibility issues for the livestock farmers residing in rural areas. Secondly, cultural barriers also posed a problem since rural population is not very comfortable with the idea of sending their female members of the society out of the town, even for training purposes.

USAID PEEP, in collaboration with Livestock and Dairy Development Department (L&DDD), rolled out a unique initiative to provide trainings to women livestock farmers of Punjab. For this purpose, USAID PEEP provided two Mobile Livestock Training Schools (MLTS) for reaching-out women in far flung and otherwise inaccessible areas to provide trainings pertaining to best animal husbandry practices and disease control for productivity enhancement. Later, considering the requirement and subsequent response, L&DDD added seven more MLTS to reach even more livestock farmers.

During the trainings, participants are handed out the 'FAQ Booklet', which was developed by PEEP as a guide on animal husbandry practices. MLTS also showcased the PEEP-developed documentary on livestock breeding reforms being implemented through the Punjab Livestock Breeding Act of 2014.

The convenience of not having to leave the village and getting trainings at one's own doorstep is the primary reason for the success of this initiative. Till date 66,753 have been trained out of which 18,779 were women. For the women which previously had limited access to training on animal husbandry this initiative is a ray of hope. The initiative intends to break the metaphorical chains of poverty and socio-economic constraints and carve an opportunity for the livestock farmers to change their lives for better.



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PAKISTAN

SUCCESS STORY

Promoting Olive Cultivation in Potohar Region

USAID's support to Sheher Saaz led to growth in business and the grantee has now established of a second nursery in Jhelum



Second olive nursery established in Jhelum by Sheher Saaz.

Photo provided by beneficiary.

“Initially, I was little skeptical of the investment in the olive sector as it was the first olive nursery in the area. However, with USAID PEEP's support, the entire process was pretty smooth and it proved to be a prudent business investment.”

Said Khurram Farid,
owner of Sheher Saaz

The Potohar region of Punjab remained underutilized due to its topography, which was deemed unsuitable for crop cultivation. Despite the vast uncultivated areas forming the marginal lands, the agri-potential of the region remained unexplored due to lack of research and ignorance about suitable crops for cultivation.

However, research trials and tests by the local Barani Agricultural Research Institute (BARI) highlighted the growth potential of olives in the region. This was further supported by the growth adaptability of imported varieties of olive plants.

These positive developments encouraged Government of Punjab (GoPb) to save the region from further land degradation by initiating multiple projects to transform Potohar into an olive valley through olive plantation on a larger scale. To ensure the availability of high-quality olive plants for the local populace, USAID Punjab Enabling Environment Project (PEEP) provided matching grant to Sheher Saaz (Pvt) Ltd for establishing an olive nursery in Jhelum. PEEP's support included provision of drip irrigation and mist systems, lath houses (greenhouses), pots, soil mixing machines, air moisture meters, and spray machines. PEEP has also linked the nursery management team with Barani Agricultural Research Institute, Chakwal to help the grantee produce and sell true-to-type and disease-free olive plants.

The facility has helped promote local availability of olive plants in the Jhelum region with the capacity to cultivate up to 400 acres of land each year, helping Government of Punjab (GoPb) in its efforts to transform Potohar into an olive valley. The nursery established with USAID PEEP's support has sold over 50,000 plants since its inception. Moreover, after the success, Sheher Saaz has established another nursery to cater the local demand for olive plants. This has led to private sector investment of Rs. 227 million.

PEEP is facilitating the development of olive value chain in Pakistan from cultivation and sourcing of olives from Potohar, to shelf placement of value-added products in urban marketplaces, and eventually for export to international buyers. Private companies such as Sheher Saaz are the torch bearers of strengthening the olive supply-chain from farms to folks, facilitating the transformation of the marginalized Potohar region into a business hub for olives.

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