Local Enterprise and Value Chain Enhancement (LEVE) Project

Presented by Julie Lostumbo
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LEVE’s development hypothesis

“If Haitian MSMEs in high potential sectors are engaged with other value chain actors to mutually create value in response to market demand, and they are supported by a productive labor pool with skills and competencies relevant to the target sectors, then those value chains will be more inclusive and productive, thereby leading to increased job creation in Haiti.”
LEVE’s Objectives

- Enable MSMEs to engage with other value chain actors to mutually create value
  - Sectors: Construction, Apparel & Textile, Agribusiness
- Increase MSMEs access to a productive labor pool with relevant skills and competencies
- Improve the sustainability of Haitian organizations serving target sectors and corridors
- Identify and improve synergies among existing programs and activities
## FY 2014 Review: Value Chains

### Apparel and Textiles
- Subcontract sewer
- Cut, make and trim
- Full package provider
- Designers and small stitchers
- E-tailoring (new)
- Jeans (new)

### Construction
- Multi-unit housing
- Commercial buildings
- Rural roads

### Agribusiness
- Domestic food processing
- Tilapia production
- High-value grain production
- Coffee and cocoa
- Fresh fruits and vegetables

### Sector-wide interventions:
- Sector policy
- Financing for new buildings
- Regulatory and standards
- Construction fair
- Agricultural policy
- Access to finance
Key FY15 Activities

**Construction:**
- Construction fair in PAP
- Support Chambers of Commerce in the north to better serve members
- Link workforce providers to industry in the north
- Build credibility and capacity of CNIAH
- Assist bidders on SARA

**Apparel:**
- Support sector policy – CFI, CTMO-HOPE, ADIH
- Link apparel firms with technical assistance needs
- Assist workforce providers to be more market facing – HAC, Verona, INDEPCO, APEX, IDEJEN
- Build capacity of organizations: ADIH, CHAPE, CFI, CTMO-HOPE
Key FY15 Activities, cont’d:

Agribusiness:
- Support development of a grain conditioning center
- Train farmers in business practices
- Commercial tilapia processing
- Improving quality of processed foods for local markets

Workforce:
- Survey of selected TVETs on placement rates and abilities to do tracer studies (including customer satisfaction)
- Develop a strategy that leads to TVETs adopting modern and demand-driven practices
- Support individual TVETs with specific requests for curriculum design support, course design support, and development of card-based certification programs
Strategic Investment Fund (SIF)

- Activities to be funded:
  - Technical assistance – local and expatriate
  - Capacity building activities – training, process improvement
  - Events – example: construction fair
  - Studies, business plans

<table>
<thead>
<tr>
<th>SIF INSTRUMENT</th>
<th>TARGET ORGANIZATION</th>
<th>EXAMPLE USES</th>
<th>DURATION</th>
<th>TARGET COST-SHARE</th>
</tr>
</thead>
</table>
| GRANTS         | 1. Industry associations  
               2. Private firms | Capacity building; delivery of a new service or improvement of an existing one; introduction of a new technology or approach | Less than one year | 1. 1:1  
               2. 2:1 |
| SUB-CONTRACTS | For-profit firms | Market studies; training; institutional assessments; organizational assessments; policy development | One to six months | None with provider. Cost share will be with beneficiary. |
| CONSULTANTS    | Individual consultants | | | |
# Measuring Results

<table>
<thead>
<tr>
<th>DO/IR/SIR</th>
<th>INDICATOR</th>
<th>Disaggregated</th>
<th>FY 15</th>
<th>FY 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>USAID IR 2: More inclusive and productive value chains</td>
<td>Jobs created</td>
<td>Sex, urban/rural</td>
<td>1,180</td>
<td>6,000</td>
</tr>
<tr>
<td></td>
<td>Increased sales</td>
<td>Sector, VC, corridor</td>
<td>1,550,000</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td>Increased investment</td>
<td>Sector, VC, corridor</td>
<td>850,000</td>
<td>300%</td>
</tr>
<tr>
<td></td>
<td>Increased productivity</td>
<td>Sector, VC, corridor</td>
<td>TBD</td>
<td>125%</td>
</tr>
</tbody>
</table>
### Objective 2: Increase MSME access to productive labor pool with relevant skills & competencies

<table>
<thead>
<tr>
<th>DO/IR/SIR</th>
<th>INDICATOR</th>
<th>Disaggregation</th>
<th>FY 15</th>
<th>FY 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>S-IR 2.3: Binding constraints and key opportunities in selected value chains addressed</td>
<td>Number of persons with better employment</td>
<td>VC, sex, vulnerable groups</td>
<td>200</td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td>Increase in job placement rates</td>
<td>VC, sex, vulnerable groups</td>
<td>TBD</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Person hours of training</td>
<td>sex, vulnerable groups</td>
<td>74,000</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td>Person hours of training of MSME employees</td>
<td>sex, vulnerable groups</td>
<td>3,880</td>
<td>TBD</td>
</tr>
<tr>
<td>S-IR 2.4: Workforce organizations are more responsive to private sector demand</td>
<td>Person Hours of training completed in workforce development</td>
<td>sex, vulnerable groups</td>
<td>61,800</td>
<td>TBD</td>
</tr>
<tr>
<td></td>
<td>Increase in employer satisfaction</td>
<td>VC, corridor</td>
<td>TBD</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Improved service delivery</td>
<td>VC, corridor</td>
<td>20</td>
<td>35</td>
</tr>
</tbody>
</table>
The Facilitated Approach

“Lead entities” provide the design to upgrading strategies; LEVE then applies a light-touch facilitation approach to help launch and scale-up activities and lessons-learned; the ultimate goal is improved collaboration, efficiency, productivity, and profits.

LEVE’s Guiding Principles:

- Rely on “light-touch” market facilitation
- Follow best practices: demand-driven, environmentally friendly, efficiency
- Apply a flexible and integrated approach
- Inclusive – vulnerable population, youth, gender
- Engage in multi-stakeholder participatory process
- Conduct due diligence on “lead entities”
Integration of Youth and Gender

- LEVE has been assessing value chains with an eye towards the potential to create jobs for women, youth and disadvantaged groups.
- LEVE has been engaging other projects looking for opportunities to collaborate with: IDEJEN, Build Back Better Youth Corps, and Haiti Youth Reconstruction Academy.
- LEVE is exploring the development of an entrepreneurship forum that would identify successful young entrepreneurs, who could serve as role models for the younger generation.