



Local Enterprise and Value Chain Enhancement (LEVE) Project

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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	Construction	Agribusiness
High potential value chains:		
<ul style="list-style-type: none"> • Subcontract sewer • Cut, make and trim • Full package provider • Designers and small stitchers • E-tailoring (new) • Jeans (new) 	<ul style="list-style-type: none"> • Multi-unit housing • Commercial buildings • Rural roads 	<ul style="list-style-type: none"> • Domestic food processing • Tilapia production • High-value grain production • Coffee and cocoa • Fresh fruits and vegetables
Sector-wide interventions:		
<ul style="list-style-type: none"> • Sector policy • Financing for new buildings 	<ul style="list-style-type: none"> • Regulatory and standards • Construction fair 	<ul style="list-style-type: none"> • 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

SIF INSTRUMENT	TARGET ORGANIZATION	EXAMPLE USES	DURATION	TARGET COST-SHARE
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

DO/IR/SIR	INDICATOR	Disaggregated	FY 15	FY 16
USAID IR 2: More inclusive and productive value chains	Jobs created	Sex, urban/rural	1,180	6,000
	Increased sales	Sector, VC, corridor	1,550,000	TBD
	Increased investment	Sector, VC, corridor	850,000	300%
	Increased productivity	Sector, VC, corridor	TBD	125%

Objective 2: Increase MSME access to productive labor pool with relevant skills & competencies				
DO/IR/SIR	INDICATOR	Disaggregation	FY 15	FY 16
S-IR 2.3: Binding constraints and key opportunities in selected value chains addressed	Number of persons with better employment	VC, sex, vulnerable groups	200	5,000
	Increase in job placement rates	VC, sex, vulnerable groups	TBD	50%
	Person hours of training	sex, vulnerable groups	74,000	TBD
	Person hours of training of MSME employees	sex, vulnerable groups	3,880	TBD
S-IR 2.4: Workforce organizations are more responsive to private sector demand	Person Hours of training completed in workforce development	sex, vulnerable groups	61,800	TBD
	Increase in employer satisfaction	VC, corridor	TBD	100%
	Improved service delivery	VC, corridor	20	35

Scale and Sustainability

- 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