

MICROLINKS



Value Chains and Workforce Development – an Ongoing Experience in Adaptive Management

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Ken Smarzik, RTI International



Ken Smarzik is a seasoned manager with extensive experience in private sector development and agribusiness gained over almost 40 years of senior management positions, substantive long-term technical assistance assignments, and frequent short-term technical design, implementation, and assessment work. Mr. Smarzik lived and worked in Haiti from 1987 to 1994 in the post-Duvalier era, helping to establish financial institutions lending to micro-, small and medium enterprises. As the Local Enterprise and Value Chain Enhancement (LEVE) Project's Value Chain Advisor, Mr. Smarzik has been responsible for guiding and shaping LEVE's strategy and technical activities since the project was awarded in late 2013.

LEVE OVERVIEW

Agenda

- LEVE
- Adaptive Management
- Challenges
- Examples
- Recommendations



USAID M&E Monitoring visit to DFS Construction, Fort Liberté

LEVE OVERVIEW

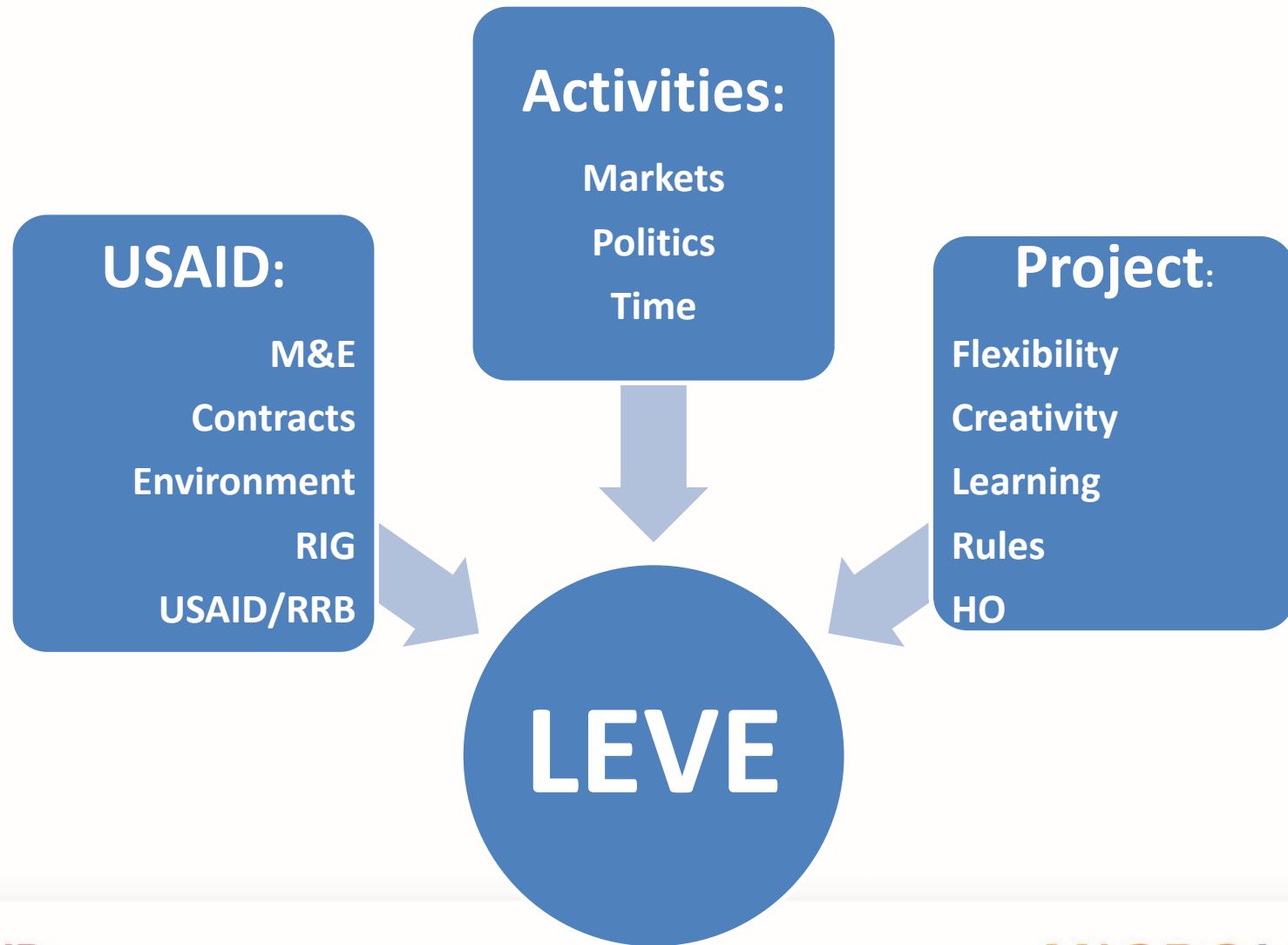
Details

- \$33 million, \$3.2 SIF
- 12/2013 to 12/2018
- Regions
- RTI
 - JAA
 - Tetra Tech
 - Papyrus
- 2014 Assessments
- 2015 Activities
- Integrated mix of support



ADAPTIVE MANAGEMENT

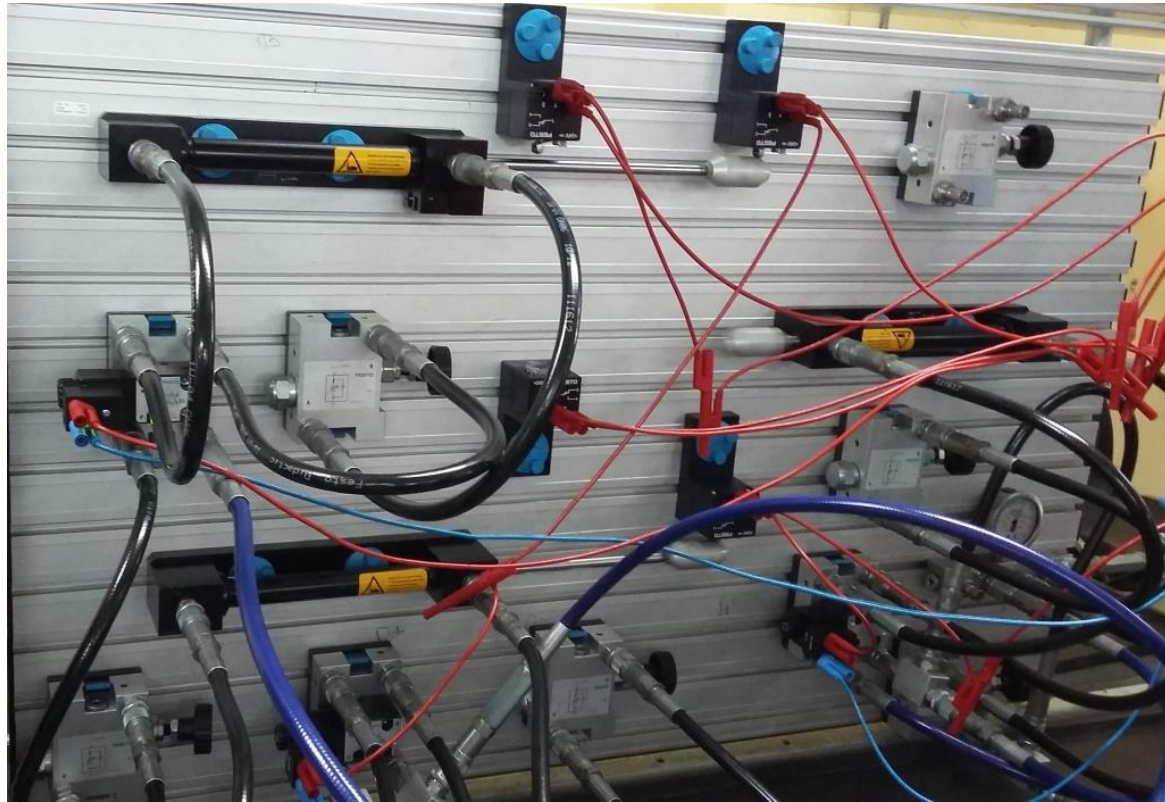
Collaborate, Learn, Adapt



CONTRACTUAL CLAUSES

How to manage the mix?

- 6,000 direct jobs – FTE
- WFD vs EG
- 3 sectors and high potential value chains
- Economic corridors
- Lead firms
- Light-touch market facilitation
- Environmentally friendly
- Sustainable
- USAID FORWARD
- Seek synergies
- Conduct due diligence



Electric wiring board, Canado Technique

HAITI

Operational Reality



Post-earthquake Canaan region. Building back better?

- Time lapse
- Dynamic sectors
- Value chains
- Targets = expectations
- Indicators vs activities
- *Hard-lined* items in contract
- Speed of partners/beneficiary
- Haitian environment: political instability, low trust, low governance, poor enabling environment, prone to natural disasters

LEVE'S APPROACH

Tools

Assessments:

- Assess market players
- Select value chains
- Stakeholder buy-in
- USAID buy-in
- Lead entities
- Revisited

Activity Planning:

- Living work plan
- Matrix
- Track potential impact
- Resource allocation
- Large number of activities
- No direct implementation
- Plan for inevitable delays

LEVE 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 APPROACH

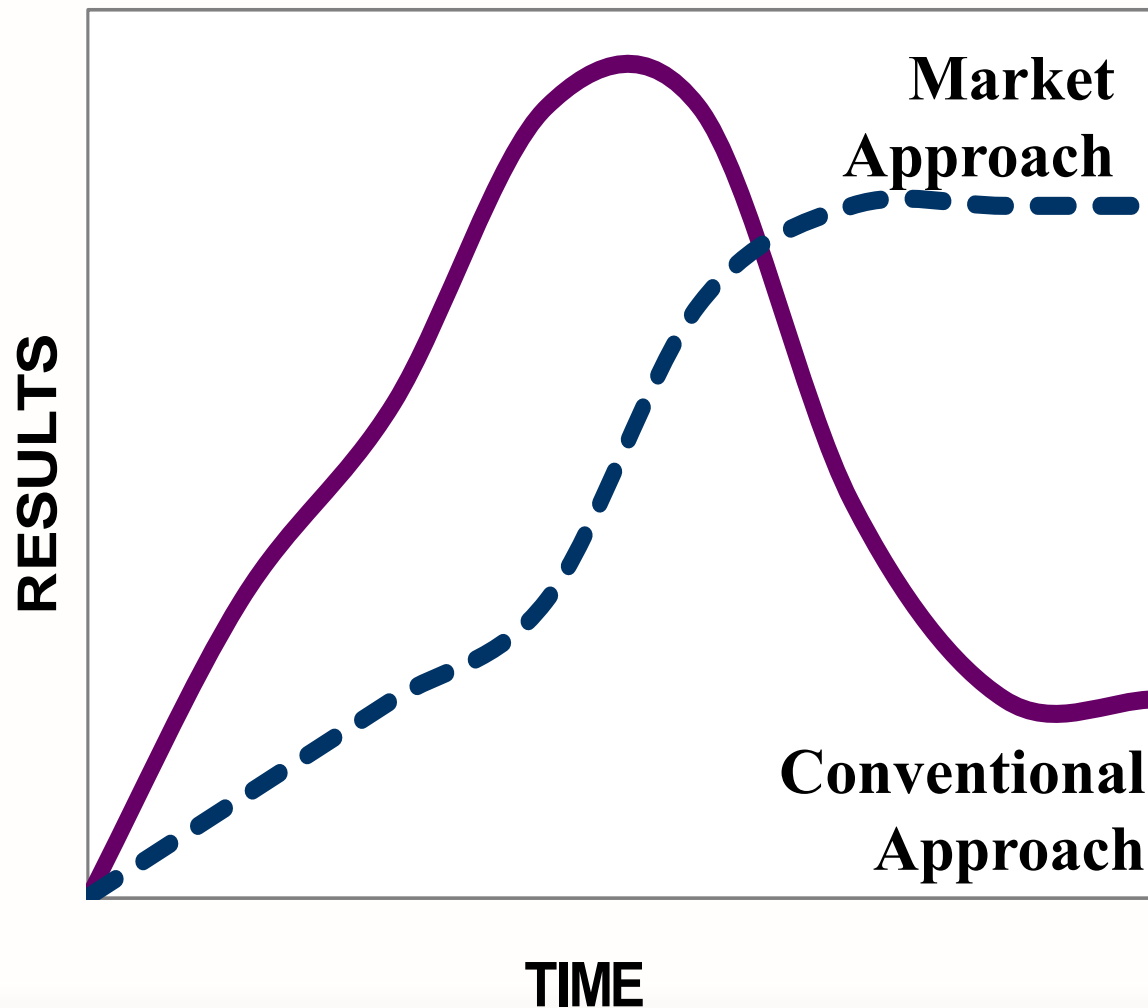
Tools, cont'd

Communication:

- Activity lists
- Field visits
- Highlights
- Success stories

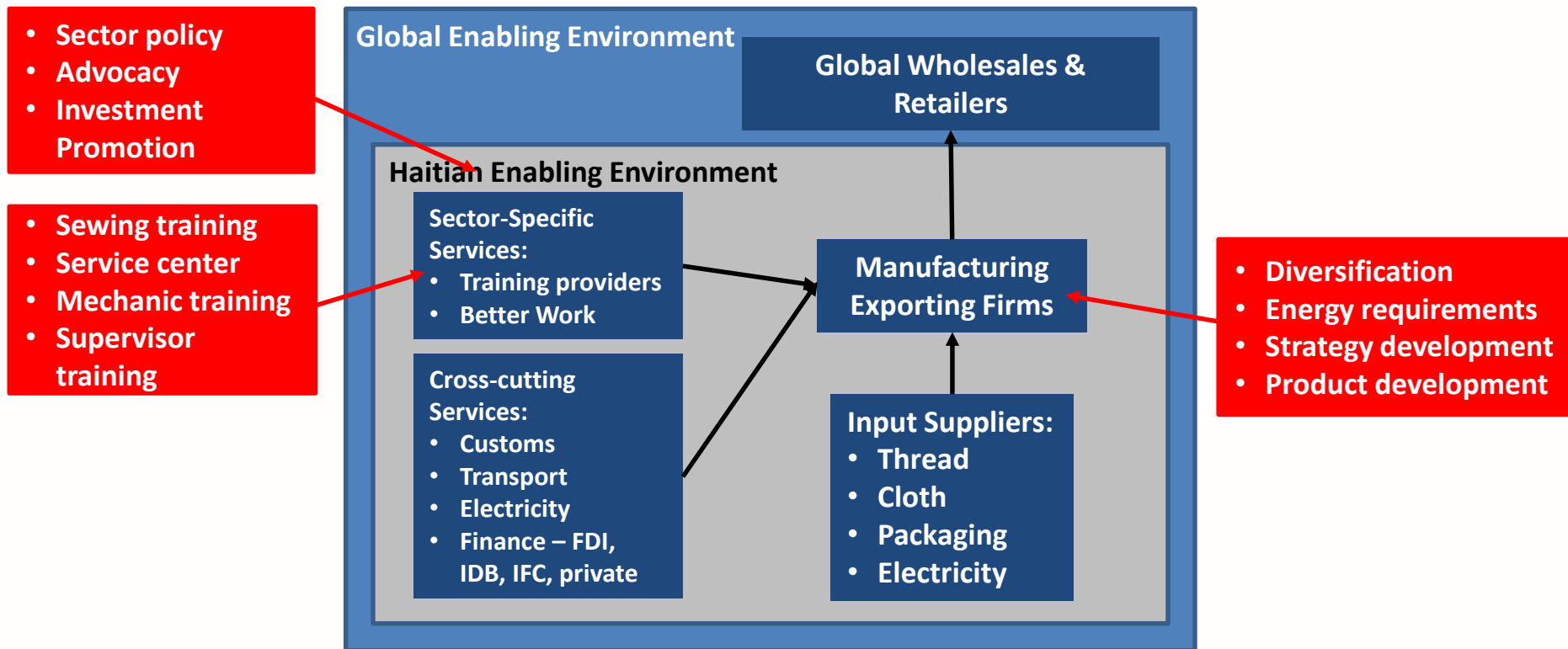
M&E:

- Key to CLA
- Review pertinence
- Adjust targets
- Conduct research
- RIG audit



EXPORT APPAREL VALUE CHAIN

Time and resource constraints on major job creator



TOMATO VALUE CHAIN

Implementation affected by delays



ANAPAAH greenhouses, Plaine de cul-de-sac

- Large impact
- Greenhouses:
 - Environmental assessment
 - Procurement
 - Build-out
 - Shipping
 - Missed planting season
 - Exported first crop of tomatoes to DR
- Refurbishing of processing plant:
 - Environmental assessment
 - Time to refurbish

TILAPIA VALUE CHAIN

Equipment procurement



Caribbean Harvest, Croix des Bouquets

- Complete value chain
- Socially responsible enterprise
- Supplies fish farmers with kits – fingerlings, feed, cages
- Challenges procuring equipment from non-935 countries
- Video: <https://www.youtube.com/watch?v=Zl9Uc3LxYzc>

CONSTRUCTION SECTOR

Finding points of entry



 **July 10-12
2015**
HAITI CONSTRUCTION EXPO & TRADE FAIR
by AmCham Haiti

**The Single most important event
in the history of the Haitian
construction sector**

The ENTIRE sector, collaborating for 2 days



EXTRAORDINARY PARTICIPATION

4000 ATTENDEES

78 BOOTHS

67 UNIQUE ORGANIZATIONS



USAID SMALL ENTERPRISE SUPPORT (BOOTH SPONSORSHIPS)

8 MICRO-ENTERPRISES

6 TRADE ASSOCIATIONS

2 GOVERNMENT INSTITUTIONS

7 TECHNICAL SCHOOLS



IN-DEMAND PROGRAMMING

25 TRAINING/EDUCATION SESSIONS

30 INDUSTRY DEMONSTRATIONS

1 NETWORKING SESSION



OLYMPIAD SKILLS COMPETITION

1 FIRST OF ITS KIND COMPETITION
LINKING VOCATIONAL SCHOOLS TO
PRIVATE SECTOR INDUSTRY

3 TRADES: MASONRY, ELECTRICITY,
PLUMBING

6 SCHOOLS

50 STUDENTS



PRIVATE SECTOR BUY-IN

3.44:1 COST SHARE

> \$250,000 RAISED BY THE
PRIVATE SECTOR

23 PRIVATE SECTOR SPONSORS

USAID | HAITI
PROUD TO BE AMERICAN PEOPLE

- 175,000 to 200,000
- 90% is labor – limited upward mobility
- 80% “informal” sector
- Manageable costs are few
- Industry organizations are weak
- Trust and cooperation is low
- High level of corruption
- Foreign donors are driving standards
- TVETs not linked to labor markets
- Point of entry – trade fair
- MATCON Video:
<https://www.youtube.com/watch?v=QWfqGNTJ0Bk>

WORKFORCE DEVELOPMENT

Adjusting indicators to account for reality



Mason competition, Olympiad des compétences

- Indicators and reality not aligned
- Reworked indicators
- Results delayed
- Focus on linking supply with demand:
 - Workforce Assessment
 - Skills Olympiad
 - Placement services
 - DFS Construction
 - Job satisfaction survey
 - Certified welders
 - Plumbing certification

CAPACITY BUILDING

Mission & Implementer Collaboration

- USAID FORWARD
- Legacy institutions
- 4-6 Entities for OCA
- 6 or more APS recipients
- Local capacity building award to Papyrus
- Few entities are ready for OCA or for doing business with USAID
- Ayiti Natives



INDEPCO training of sewers, Trou du Nord

RECOMMENDATIONS

Progress still to be made



Winning Plumbing Team, Saint Joseph de l'Artisan Training School

Design:

- High level objectives
- Flexibility
- Targets justified

Contracting:

- Contract vs CA
- Level of prescriptiveness
- Options

Implementation:

- Build common objectives
- Living work plans
- Flexible M&E
- Service level agreements
- Align burn rate to results

Questions and Answers

MORE THAN MICRO

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