



DEVELOPING STRONG LOCAL ORGANIZATIONS AND NATIONAL OWNERSHIP THROUGH COMPETITIVE CONTRACTS

Working worldwide in partnership with USAID, international development companies have played a crucial role in implementing and enabling programs for food security, clean water, health care, environmental protection, education, and improved governance for developing countries.

Just as important, these programs build capacity in these countries, training local talent and putting it in the driver's seat as soon as possible. This helps citizens and communities of developing countries solve their own problems, and frees up scarce US development dollars for the next challenge.

One reason that international development companies are indispensable partners in delivering accountable and transparent development projects that create sustainable solutions and local capacity is that they work through competitively-awarded, results-oriented contracts. In awarding contracts, competition lowers costs, assures greater responsiveness, and offers better value to the US government, American taxpayers - and ultimately countries and communities in the developing world. The "scope of work" provisions of these contracts make international development companies accountable because they are, by law, subject to rigorous scrutiny and audits.

Results-oriented contracts are also effective tools for building national capacity and ownership in the developing countries. Besides promoting accountability, the contracting process generates innovation, scalability, and a holistic "ecosystem" approach that fosters effective working relationships among various stakeholders that are critical to a country's development: government, the media, NGOs and the private sector.

International development companies and competitively-awarded, results-oriented contracts offer these advantages:

Maximizing creativity and national ownership. Through the USAID RFP (Request for Proposals) process, international development companies – "implementing partners" – are asked to develop and present innovative approaches to address clearly identified problems and achieve lasting results. USAID allows for and expects great creativity in developing a technical approach that fully factors in local perspectives and realities. This competitive process fosters new methods and technical solutions that do not yet exist "in country" (in the developing country where the program will be conducted). International development companies serve as a bridge between people and organizations in developing countries. We view local conversations and discussions as essential to making a new technical approach work in a specific country. Through that interactive process, the new vision becomes a shared vision in the society that we serve – and national ownership and capability evolve and solidify.

Achieving scale and expanding national capacity. As businesses, international development companies understand the need to maximize investments and to design development models that can be replicated – both within a country as well as in other countries. How do development projects expand from pilots to scaled-up activities? First, we build a management center or "back office," as well as institutional policies, systems, and procedures. Second, we recruit and deploy a battalion of local staff

and institutional partners. About 27% of our 2010 project funding went to local organizations and 87% of our project employees were local, many of whom go onto positions of leadership in government, the media, civil society and business. Through very limited but strategic technical leadership from outside the country, we can create and carry out new ideas. We work mostly with local staff and through local entities, whether government, private sector, or NGOs. In this way, we allow donors to achieve goals they could not otherwise meet and develop whole new cadres of professional staff and organizations that can carry the torch going forward, equipped with new skills, know-how, and vision.

Fostering an integrated “ecosystem” approach. International development companies do not rule out working with any class of organizations. Instead, we are ready to work with business, NGOs, and government. We recognize that each has a role to play in advancing national change. We are comfortable working with government and helping it modernize to better serve national objectives. We are at ease with business, and understand that profit and development are synergistic because businesses help achieve public objectives and social goals. We are comfortable working with NGOs at the national, local and grassroots levels. International development companies navigate the “ecosystem” of key national organizations and experts -- local businesses, associations, chambers of commerce, NGOs, and governmental agencies – with our technical approach and detailed implementation plans. We reach out extensively to bring these organizations on board, often in non-exclusive relationships.

Serving our clients. International development companies are committed to advancing economic development and eliminating poverty. Our mission statement is transparent and accountable – to serve our clients through contracts that have clearly defined outputs and measurable results. We seek to provide innovative solutions that build national capacity and ownership. We pride ourselves on ensuring that our work becomes part of the national fabric by the end of the contract. We believe that we best serve our clients when we successfully work ourselves out of a job – thereby allowing us to apply these success stories to new challenges elsewhere around the world.

CASE STUDIES

The following case studies demonstrate how international development companies are helping to achieve measurable results and build lasting local capacity throughout the developing world.

Management Systems International

Project name: Tatweer (Iraq National Capacity Development)

Country: Iraq



Project Description:

MSI's highly successful National Capacity Development program, or Tatweer – the largest public administration project funded by USAID since the 1960s – trained over 108,000 Iraqi civil servants in 15 critical Iraqi ministries and offices delivering services to the Iraqi people. With Arabic-speaking advisers, the program helped rebuild Iraq's civil service as part of a U.S. commitment to a strong, independent Iraqi government providing its people with food, medicine, power and a better future. The project's emphasis was on long-term, sustainable Iraqi capacity to train civil servants and implement advances in their business processes.

Employees: Number of local employees: 275 **Number of expats (including third party nationals [TCN]):** 80

Funds: Total: \$339 million

Amount passed through as grants or subcontracts: \$150 million

Partners:

International

Major Companies

- Louis Berger Group
- RTI
- NAPA
- Cardno

Smaller Partners

- Kaizen
- Sallyport
- ForumOne

- AmidEast
- AMEG

National

Much of the Iraqi government was a client for Tatweer. Special emphasis on:

- Iraqi Ministry of Planning
- National Center for Consultancy and Management Development
- Central Office for Standards and Quality Control
- Office of the Prime Minister
- Presidency Diwan
- Kurdish Regional Government

Capacity-building interventions:

Tatweer trained 108,000 Iraqi civil servants, leaving a permanent Iraqi capability to train its own staff. Tatweer's mostly Arabic-speaking advisors built Iraq's ministry training institutions to the point where government trainers could conduct the core courses in public administration without assistance. The institutions and their staff received master training in technical subjects, training administration and curriculum development, as well as NAPA-certified curricula in Strategic Planning, Leadership & Communications, Project Management, Budgeting, Finance, and Procurement, Information Technology and Human Resources. The government of Iraq has demonstrated the qualitative change that views training as a critical function of government by putting millions of dollars for training centers, staff and resources into the operating budget of ministries that worked with Tatweer.

Civil servants that benefited from Tatweer training have gone on to train other Iraq government officials; lead change programs within the government; establish new units within government structures to improve public administration; and push new initiatives that would improve the performance of their ministries. The improved business practices promoted by Tatweer advisors and alumna serve to streamline service delivery; simplified procurement rules facilitate the issuance of contracts to pick-up garbage and provide schoolbooks to Iraqi children. As a corollary benefit, the cycle of newly trained civil servants improving their working environments supports a shift from an immobile hierarchy to a culture of constant improvement, and to a devolution of authority to staff closer to their clients, the Iraqi people.

Sustainable legacy:

Tatweer has built a cadre of Iraqi government employees who have the skills and the commitment to return Iraq to its former preeminence as the region's most progressive and responsive government.

Tetra Tech ARD

Project name: More Investment for Sustainable Alternative Development (MIDAS)

Country: Colombia



Project Description:

MIDAS created legal and workable ways for rural people in Colombia to earn their livings without producing coca. MIDAS built lasting local capacity, developing the political, economic and social landscape through targeted assistance to promote private sector growth and a more responsive public sector.

Over 550 projects were implemented through the following five MIDAS components: Agribusiness (ABC), Commercial Forestry/Natural Forest Conservation (CFC), Small and Medium Enterprises (SME), Public Policy Support (MPC) and Productive Ethnic Territories (TEP). Efforts concentrated on improving production and marketing for key alternative crops while integrating farmers into economic value chains, stimulating jobs in profitable and competitive enterprises, expanding credit services and outreach into rural areas and helping the Government of Colombia to reform the agriculture and land sectors contributing to the country's overall competitiveness.

MIDAS Indicator Achievements (below percentages based on the percent of contractual indicator goals achieved):

- New Hectares: 164,716 (96.5%)
- Natural Forrest Hectares: 114,051 (113%)
- Families Benefited: 287,812 (190%)
- New Jobs Created: 260,364 (147%)

Employees: Number of local employees: 550

Number of expats (including TCNs): 11

Funds:

Total: USD \$180 million in contract funds and \$571 million leveraged from public and private sectors
Amount passed through as grants or subcontracts: USD\$128,281,000 (560 grants and 870 contracts/subcontracts awarded)

Pilot(s) taken to scale:

- Value Chain strengthening through networking to increase competitiveness of Colombian products.
- Rural agriculture capacity-building workshops with first ever Spanish language manuals

- Nursery production of target crop seedlings; installation of seedlings on to beneficiary plots; and specialized technical assistance through Field Farmer Schools, forums, accountability and follow up sessions.
- Large-scale palm and silviculture (forest growth control) trainings for improved management, income diversification and long-term potential resulting in Rainforest Alliance Certification.
- Assessing 225 organizations using the Organizational Competitive Index (OCI) for financial and managerial capacities, and governance and member services, preparing targeted improvement plans to strengthen producer groups.
- Creating alliances with private processor and marketing firms, leveraging large-project investments and linking small farmers to businesses with whom they would not normally engage.
- Working with 10 financial institutions to extend banking services into rural areas, creating non-banking models, piloting electronic and mobile banking and developing microcredit and insurance products for over 480,000 new clients. Based on its success, the MIDAS approach to large-scale private sector growth was adopted by several national and regional entities.

Partners:

International

- USAID
- J.E. Austin
- AECOM
- TSG
- Clinton Foundation
- IOM
- PADF

National

There were 104 direct grantees as well as:

- Acción Social
SENA
- Ecopetrol
- Ministry of Agriculture and Rural Development
- CORPOICA
- CIAT
- FOMIPYME (Governmental SME promoting organization)
- Departmental Government of Cesar
- Departmental Government of Guajira
- Departmental Government of Santander
- Departmental Government of Nariño
- Fedecacao
- Federación Nacional de Cafeteros – National Federation of Coffee Growers
- Asociación Municipios de Ocaña – Municipal Association of Ocaña
- Confederación Cauchera Colombiana – Colombian Confederation of Rubber Producers
- Fedepalma
- Indupalma

Capacity-building interventions:

To build capacities among farmers, producer organizations and SMEs, Midas created and conducted over 1,000 training activities. The MIDAS approach relied heavily on FFS (Farmer Field Schools), training of trainers (TOT) and workshops to actively engage participants and create multiplier effects throughout communities. Targeted training materials and participatory approaches were developed.

Working through producer associations was a key feature of the MIDAS approach, accounting for some 70% of program efforts. Targeting associations allowed for: increased outreach and impact, strengthening social cohesion, knowledge sharing among participants, expanded market access, increased entrepreneurial capacities and project sustainability. MIDAS worked through associations, assessing and building the long-term capacities of over 225 producer organizations using the Organizational Capacity Index (Índice de Capacidad Organizacional [ICO])¹. This tool assesses financial and managerial capacities, governance and member services, helping to prepare targeted improvement plans and produce meaningful impacts.

Sustainable legacy:

MIDAS benefited more than 500,000 Colombians by creating 260,364 new jobs and developing skills and resources. Farmers benefited from planting materials, group strengthening and production knowledge, cultivating 164,716 new hectares with high market potential and low environmental impact.

In order to guarantee project sustainability, review committees ensured that sustainability was part of each project proposal. For the exit strategy, sustainability plans were prepared for each project. The MIDAS experience shows that project sustainability requires: 1) Matching resources from beneficiaries 2) Organizational capacity to manage on-going activities 3) Public or private sector capacity to provide on-going technical assistance, particularly with long term maturity crops and 4) Viable markets for sales.

Through MIDAS efforts to leverage resources with Acción Social, a major governmental institution, the private sector, foundations and farmers, additional funding was available to increase programmatic impact and greater buy-in was achieved to expand participation and enhance long term sustainability.

¹ The Organizational Capacity Index was a quantitative measure of the state of the organization based on the five-point strategic framework. Questions were related to activities and achievements in each of the five strategic areas. The maximum value of the Index was 100. It was conducted using surveys of producer association managers and members.

Chemonics International and Panagora Group

Project name: Smiling Sun Franchise Program (SSFP) funded by USAID/Dhaka

Country: Bangladesh



Project Description:

Through the Smiling Sun Franchise Program (SSFP), 26 Bangladeshi NGOs with a national network of 323 stationary clinics, more than 8,500 mobile clinics, and a cadre of 6,300 community health workers have been transformed into a social franchise using common blueprints to guide all aspects of clinic health care. In 2011, 15 million people were provided 40 million health services, 31 percent free to the poorest, with more than 40 percent cost recovery.

As the world's largest and sole full clinic social franchise, SSFP is a unique public-private partnership. It uses social franchising to create quality, affordable, and accessible health care for the poor in a sustainable way through national organizations.

Service Delivery Achievements as of June 2011:

- 66,000 safe deliveries
- 4.1 million antenatal care (ANC) consultations
- 5.2 million couple-years of protection (CYP)
- 8.4 million child immunizations
- 28,000 TB patients treated

Employees: Number of local employees: 42

Number of expats (including TCNs): 2

Funds:

Total: \$53 million

Amount passed through as grants or subcontracts: \$39 million

Pilot(s) taken to scale:

- Social franchising harnessing franchise principles to maximize efficiency in achieving social goals.
- Extensive pilots in health services delivery, including management and control of illnesses such as diarrheal diseases.
- Quality Management System (QMS) to integrate quality assurance in health services delivery and facility upkeep at the central, NGO, and clinic levels.
- Franchise-wide MIS (Management Information System) to track service and revenue statistics in an increasingly automated, real-time basis and support management of franchise, NGO, and clinic-based service and revenue (business) plans.

- Bulk commodity procurement system with ten pharmaceutical companies supporting decentralized purchasing at pre-negotiated pricing.
- Surjer Hashi (Smiling Sun) Health Groups created and supported by community health workers to promote healthy practices and use of clinic services at the grassroots (now 8,750 health groups with 185,000 members meet monthly across Bangladesh).
- Revenue intake and management system accompanied by an automated financial and MIS in every NGO to ensure full accountability and transparency.
- Declining grants program with NGO service and revenue plans managed by each NGO to increase internal cost recovery with cross-system subsidization.
- Strategic partnerships with international and national corporations, government, and other donors to support clinic construction, operations, and third party service payments.

Partners:

International

NGOs

- IntraHealth (start-up)

Small business

- Sibley International
- Panagora Group

Corporations

- Chevron
- CEMEX
- H&M
- Maersk Line
- Nokia
- British American Tobacco Bangladesh

Donors

- UNDP Urban Partnerships for Poverty Reduction project
- ADB Urban Primary Health Care Project

National

Government

- Ministry of Health and Family Welfare, including the Directorates for Family Planning and Health
- Ministry of Chittagong Hill Tracts
- Ministry of Local Government, Rural Development & Cooperatives

NGOs (26 direct grantees)

- Bangladesh Association for Maternal & Neo-natal Health (BAMANEH)
- BANDHAN
- Concerned Women for Family Development (CWFD)
- Community Re-construction Center (CRC)
- Family Development Services & Research (FDSR)
- IMAGE
- Jatiya Tarun Sangha (JTS)

- Kalikapur Jubo Sangsad (KAJUS)
- Kanchan Samity
- NISHKRITI
- Palashipara Samaj Kallayan Samity (PSKS)
- Palli Shishu Foundation of Bangladesh (PSF)
- Paribar Kallayan Samity (PKS)
- PROSHANTI
- Population Services and Training Center (PSTC)
- Southern Gono Unnayan Samity (SGS)
- SHIMANTIK
- Society for Project Implementation Research Evaluation & Training (SOPIRET)
- Sylhet Samaj Kalyan Sangstha (SSKS)
- Samaj Unnayan-o-Poribar Porikalpona Sangstha (SUPPS)
- Samannita Unnayan Sangstha (SUS)
- Swanirvar Bangladesh
- Tilottama Voluntary Women's Organisation
- Unnato Paribar Gathan Mohila Sangstha (UPGMS)
- Voluntary Family Welfare Association (VFWA)
- Voluntary Paribar Kallyan Association (VPKA)

Private Sector

- Services: Capacity Building Services Group, and various training and accounting companies
- Partnerships/donors: Akij Cement, Dutch Bangla Bank, Leathergoods and Footwear Manufacturers and Exporters Association of Bangladesh (LFMEAB), KAFCO (Karnaphuli Fertilizer Company), City Cell, Advanced Chemical Industries (ACI), Grameen Phone, Fakir Apparels, Knit Concern Ltd.
- Pharmaceutical companies providing discounted products to the clinics at pre-negotiated prices: ACME Laboratories, Jayson Pharmaceuticals, ACI, Medimet Pharmaceuticals, Renata, Incepta Pharmaceuticals, Square Pharmaceuticals, Beximco Pharmaceuticals, Aristopharma, Opsonin Pharma Ltd.

Capacity-building interventions:

SSFP built the capacity of its 26 member NGOs, developing more robust organizations capable of providing high-quality health services to the poorest communities within a business (service and revenue) plan and with the program, technical, and financial oversight consistent with USG funding. SSFP seeks to transition the highest-performing NGOs to direct USAID funding. We are implementing an organizational self-assessment and institutional development planning process with each NGO and at the network level to ensure the ownership necessary for sustainable organizational change. These goals are advanced by using a local private sector capacity-building firm that grew out of a former USAID project, paired with a small US woman-owned business providing strategic and technical support. Facilitated self-assessments at the headquarters of each NGO are attended by a cross-section of 25 staff from the organization – from governance, management, to program and administrative support. Organizational development support includes formal training as well as proactive mentoring and coaching in governance, strategic planning, program management and development, HR and performance management, financial management, and administration. Each NGO and clinic is transitioning to an automated financial and MIS system. Indicators of achievement and success include leadership at the governance level as indicated by minutes showing board participation in organizational

decision-making, documented use of the financial management system, performance reports verified by site visits, and participation in institutional self-assessments.

Sustainable legacy:

The Surjer Hashi (Smiling Sun) health brand has become a well-known and trusted brand across Bangladesh. Clients know that Surjer Hashi health clinics offer a uniform and high quality set of health services, from newborn care to emergency obstetrics, childhood immunizations to family planning. With a long and proud history of service in Bangladesh, the 26 NGOs are developing ever-stronger organization systems and procedures for governance, planning, management, and provision of services. These systems are buttressed by manuals and guidelines for all elements of the work, including financial management, grants management and quality management. Operating already at more than 40 percent cost recovery while providing free services to the poor (31 percent of all clients), and having only tapped the surface of potential corporate, government, and other donor support, the service network has the brand strength, organizational underpinnings, and access to financial resources to continue to serve the health needs of the poorest in Bangladesh.

IBI International

Project name: Liberia Governance and Economic Management Assistance Program (GEMAP)

Country: Liberia



Project Description:

GEMAP was a partnership between the Government of Liberia and the international community to promote accountability, responsibility and transparency and build capacity in the public sector.

Employees: Number of local employees: 25 **Number of expats (including TCNs):** 10

Funds:

Total: \$22.4 million

Amount passed through as grants or subcontracts: \$1.3 million

Partners:

International

- Spatial Dimension (South Africa)
- Deloitte & Touche (South Africa)
- Digital Development Communications (USA)
- The Mitchell Group (USA)
- MaintStar (USA)
- iLanga Systems (South Africa)
- SRK East Africa (Tanzania)
- National (group under Government, NGO, private sector):
- Panel, Kerr & Foster (Liberia)

Capacity-building interventions:

Nearly 500 people from across the public, private, and non-profit sectors participated in course on a wide range of subjects including public financial management, public sector management, and information technology. A post-training survey among the trainees indicated 95% satisfaction in course content and delivery.

The approach to capacity building was modeled on the Human and Institutional Capacity Development (HICD) model and was designed to enhance performance in counterpart institutions. Methods included establishing performance baselines and targets, consulting with counterparts on the design of performance improvement solutions, and monitoring results. The skills building aspect of the performance improvement solutions included intensive on-the-job training and a large-scale classroom

training initiative designed and implemented jointly between IBI and the Liberian Institute of Public Administration.

Sustainable legacy:

Having successfully completed GEMAP, Liberia qualified for debt relief under the World Bank/IMF Highly Indebted Poor Countries (HIPC) program in 2010. Liberia also improved in Transparency International's ranking of the corruption perceptions index, from 138th out of 180 countries in 2008, to 97th in 2010. On the World Bank Group index of ease of doing business in 183 countries, Liberia moved from unranked in 2006 to 159th in 2009 and 149th in 2010.

SEGURA Consulting LLC

Project name: Regional Competitiveness Initiative (RCI)

Country: Europe & Eurasia



Project Description:

Funded by the USAID Europe and Eurasia Bureau, RCI (www.rciproject.com) strives to improve competitiveness across Europe and Eurasia, including capacity building at the firm level through workforce development: cross-cutting PMP training, and technical training in sectors of focus: IT, agribusiness and tourism. The Project Management training in the Balkans has reached more than 160 professionals from several industries. In IT, RCI encourages the growth of local software companies with training and certifications courses that have enrolled 430 firms so far. In agriculture, RCI organizes regional train-the-trainer workshops for agribusinesses in technical areas such as post-harvest management, and integrated pest management. In tourism, capacity building efforts have focused on certifications for small businesses in rural tourism.

These efforts engage the bilateral efforts of USAID Missions, USAID Projects and other local stakeholders. Through a regional approach, RCI increases the cooperation between competitiveness and economic growth programs, leading to increased trade and job expansion in host countries. RCI effectively coordinates activities and enhances information sharing between different stakeholders (USAID, other donors, public and private sector organizations) in selected sectors. RCI regularly partners with leading organizations (National Geographic in tourism, UC Davis in agriculture) to bring state-of-the-art expertise to the region.

Employees: Number of local employees: 10 (part time)

Number of expats (including TCNs): 1

Funds: Total: \$6.6 million (current contract)

Amount passed through as grants or subcontracts: \$1.5 million

Partners

International:

- BC Serdon
- European Software Institute (ESI)
- CEED

Capacity-building interventions:

RCI uses Quality Models through its support of local software companies toward the IT Mark and Capability Maturity Model Integration (CMMI) implementation and certification, which enhances the competitiveness of the companies, the entire industry and the regional economy. This helps companies win more projects with global companies and eGovernment tenders. RCI has leveraged the funds invested in the program – two thirds of the total investments in the program were covered by other projects, donors and the companies consulted. So far about 430 companies have attended IT Mark/ CMMI trainings, and over 40 have been certified.

Project Management Professionals (PMP):

In 2009-2010, RCI and USAID Serbia Competitiveness Project jointly organized and co-financed advanced training in Project Management for 160 professionals from more than 100 companies from the ICT and construction and services sector, to provide them with cutting edge knowledge and the international certifications necessary for success in the global markets. The training was based on the standards of the world's leading project management organization, the Project Management Institute (PMI), and geared towards their top certification, the Project Management Professional (PMP). 21 trainees have already obtained the certification, and more are expected to undergo the exam during 2011. Based on the success achieved in Serbia and the demand in the region, RCI project expanded this program, training over 70 professionals in Bosnia and Herzegovina, Albania, and Moldova.

Agribusiness:

Around the developing world, an average of 40 percent of agricultural product harvested is lost before it can be consumed. Reducing this post-harvest loss is usually the most effective way to increase the incomes of producers and other businesses in the supply chain. Therefore, the USAID RCI and the USAID/Sida FARMA project organized a regional Postharvest Management Training in Sarajevo (Bosnia and Herzegovina), in October 2011, which included 89 participants from ten countries. Taught by some of the leading professors in the world, students received instruction, text books, and computerized training materials. They learned how to properly manage fruit and vegetables following harvest through temperature management, handling, packaging, transport, the use of modified atmospheres, symptoms and treatments for diseases, and numerous topics. Back home, the graduates will train others in the technologies and practices they learned during this valuable course.

Sustainable legacy:

The companies and associations launched several joint regional initiatives in order to increase ICT competitiveness. With the support of RCI, several associations such as Bulgarian Association of Software Companies and Macedonian Association of ICT Companies became regional leaders in promoting ICT competitiveness. In Moldova, the QLab became an independent training center. The European Software Institute (ESI CEE) is promoting regional ICT competitiveness.

Louis Berger Group

Project name: Growth with Equity in Mindanao (GEM)

Country: Philippines



Project Description:

GEM granted computer laboratories and internet connection to 920 high schools in conflicted areas of Mindanao between 2003 and 2009. These computer laboratories have trained over 1 million students in basic computer literacy.

GEM matched funds with 1,200 elementary schools for education enrichment activities selected by the school PTAs. After receiving funds from GEM, these PTAs were empowered to continue raising money themselves to expand school programs in music, home economics, vocational education as well as libraries.

Employees: Number of local employees: 360

Number of expats (including TCNs): 8

Funds: Total: \$98,868,135

Amount passed through as grants or subcontracts: \$26,748,615

Partners:

National

- Filipino counterparts and beneficiaries in Filipino/regional government, civil society, and private sector – 124 construction companies, 26 universities, 60 business and farm organizations, 885 high schools, 1,100 elementary schools

Capacity-building interventions:

GEM worked with 124 private construction companies, mostly sole proprietorships, to improve their working efficiency, their quality control and their ability to withstand corrupting influences. These construction companies have built 1,450 small infrastructure projects since 2003 and 42 large infrastructure projects since 2003.

GEM worked with 175 cooperatives of former Muslim separatist combatants from 1997 to 2011. The cooperatives began to produce high value vegetable and fruit crops, much of it for export sale, and 5 different kinds of fish including both pond culture and saltwater cage culture.

GEM provided management training and financial advice to 60 chambers of commerce and producer associations. This advice allowed them to help their members export the farmer's product to other parts of the Philippines and to other countries.

Basic capacity building/training results include:

- Agriculture production/farmers = 21,000
- Association members = 14,000
- Workforce development (non-agriculture) = 49,000

More Capacity-Building Results:

- Percent of Filipino staff in GEM offices under USAID funding: 98 %
- Through its community infrastructure program, GEM engaged 1,450 communities in public meetings to decide the kind of small infrastructure (bridge, road, canal, etc.) and its location. The communities paid 25% of the total cost of their infrastructure project, and these projects had benefit/cost ratio of 2.00 on average, discounted at 12%.
- Percent USAID funds provided to local organizations: 64.4% (\$17,233,000)
 - Provinces and communities, universities, PTAs, schools, cooperatives, chambers of commerce, commodity associations
 - * Bing Datukan
 - worked for the program as Export Markets Advisor
 - and became Regional Director, Department of Agriculture