

2022

**A CASE STUDY AND
PROGRAM DESIGN
FOR FIELD TRAINING
IN DEVELOPMENT
PRACTICE**



**ISRAEL'S GLOBAL
FELLOWS PROGRAM**



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About the Milken Innovation Center

The Milken Innovation Center at the Jerusalem Institute focuses on developing market-based solutions to Israel's greatest challenges as it transitions from a startup nation to a global nation. Through the Milken Fellows program, we train some of Israel's best and brightest young professionals in creating pragmatic financing and economic policy solutions, and then deploy them as resources to government ministries, nonprofits, and other key organizations. Our applied research and Financial Innovations Labs serve as a launching pad for transformative change, using innovative financing mechanisms, programs, and policies to bridge social, regional, economic, and technological and productivity gaps within Israel and between Israel and the world. Our goal is to accelerate economic growth, build human capital, and cement Israel's role as a pioneer in addressing global challenges in water, food, education, health, and energy with solutions that others can replicate.

About the Blum Lab for Developing Economies – Israel

The Blum Lab for Developing Economies is part of the global network of Blum Centers for Developing Economies based at the University of California-Berkeley enabling interdisciplinary problem solving in key areas of energy, health, technology, food, water, health, and other challenges to sustainable development.

Introduction and Purpose

The Milken Innovation Center, first as part of the Milken Institute, then as an independent non-profit in Israel, and then as part of the Jerusalem Institute for Policy Research, has been a leader in applied training and Fellowships in financial innovations. In two decades, we have trained over 500 students in finance and economics and placed over 200 students in research, policy, and program development fellowships in government, non-profits, and development organizations around the world. The purpose of this document is to describe the training and fellowship processes, sharing experiences and best practices learned over the decades, and offering to share our experience with new partners in development practices around the world.

Context

The rapid growth of developing economies and emerging markets led to a shift in economic power and source for global growth. The aggregate economic weight of demand in developing and emerging economies has led to historic growth rates that surpassed that of developed economies. For much of the last 15 years, the developing world is led by the enormous economic expansion of countries like China, India, and others in developing Asia. Economically, in the next 50 years, the African continent is poised to be the next China.

Indeed, half of the fastest growing economies in the world are in Sub-Saharan Africa, and the World Bank still forecasts rising growth rates of over 5% of GDP in the coming years.

Importantly, Sub-Saharan Africa also boasts six-fold growth in foreign direct investment since 2000 – to over USD 40 billion annually – as well as a market capitalization that has tripled to approximately USD 700 billion during that span.

Along with impressive growth in Sub-Saharan Africa comes significant future challenges. The total population of the region currently stands at around 975 million, with a workforce of around 370 million. But 40% of the population is younger than 15 years old, and Africa's labor force is projected to reach 1.1 billion people by 2040. Economic development and growth to support this population boom will only happen if Sub-Saharan countries can build the necessary infrastructure and services. At a micro level, balanced and sustained growth is

needed to overcome the gaps in the economy, ensuring that populations are included in the economy with access to financial services and credit – all of which are critical.¹

Such challenges also are opportunities. The dynamics of the mix of developing markets of Sub-Saharan Africa not only create enormous investment potential, but also present the prospect of significant social impact in terms of improved services and infrastructure, poverty reduction, and rising incomes.

Why should any of this be interesting to Israel? Because Israel's experience and transformation from a developing to a developed nation is one many economies would like to emulate. Moreover, Israel will depend upon these new markets as customers and partners in trade and investment in the years ahead. Israel has become a *hub of innovative* and relevant technologies for developing countries in financial technologies, alternative energy, sustainable water, health, and smart agriculture, are all vital for efficient and large-scale economic development in this century. Further, the many collaborations between Israel and Sub-Saharan Africa already underway – from the construction of the largest on-grid solar field in East Africa by Gigawatt Global, to off-grid home solar installations by Ignite Energy, to Israeli venture capital funds specifically oriented to development investments in the region, to affordable housing construction by Vital Capital, to the introduction of drip irrigation to the continent by the Israeli company Netafim – all attest to the natural potential of strategic partnerships.

Using financial tools and innovations, regulation, and market integration, these countries are looking to develop strategic partnerships with markets, including Israel's, that can attract new sources of capital, accelerate the transfer of relevant technologies through solutions sets to defuse global challenges, and build and exchange technical know-how and skills needed to carryout value-added development.

We are actively engaged in all these activities. Based on what we know now about developing markets over the last two decades, we are wasting no time.

¹Building a bridge to Africa, Milken Innovation Center, 2018.

1. *We are working to create a development-financing platform* – this will provide financing for Israeli and partnering companies in project finance needed to build sustainable business relationships in these growth markets.
2. *We are expanding human resource development and capacity* – We have introduced a training program for talented graduate students in financial innovation and development. This training is an exchange program between Israel and African students to gain experience solving real-world problems on actual projects.

By focusing on skills training with a focus on developing economies, our integrated Israeli development platform introduces a training program for talented Israeli and international graduate students in financial and technology innovation and international development. The training provides an ideal format for an exchange program between Israeli, Asian, African, and Latin American students to gain experience on actual projects that are part of the developing economy's focus.

Generally, Israel has launched efforts to internationalize our higher education system and increase the number of overseas students.² However, much of this effort is not focused on matriculating students, but on short-term programs. Currently, foreign students account for only 3.9% of the student population, but only about 2.3% are matriculating students. By comparison, 21.5% of students in Great Britain, 21% in Australia, 13.3% in Canada, 13.1% in France, and 11.5% in Germany come from overseas. These figures suggest that Israel has room to expand as the number of global students studying abroad is growing, especially from emerging economies.³

This document describes our model of a best-in-class field school for developing economies, and how it works.

Who are we?

The Milken Innovation Center and the Blum Lab for Developing Economies at the Jerusalem Institute for Policy Research goals is to accelerate economic growth, build human capital, and

² Israel Council of Higher Education, "Presentation of a New Multi-Year Program: 7 Billion Shekel Supplement to the Higher Education Budget" (Hebrew), 2016.

³ 2016 Top Markets in Education, U.S. International Trade Administration, 5. Estimate for Israel's overseas student population is David Rosenberg's calculations based on Council of Higher Education data and includes short-term students. Not counting them, Israel's overseas student population is 2.3%.

cement Israel's role as a pioneer in addressing global challenges in water, food, education, health, and energy with solutions.

Through our Fellows program, we train young professionals in creating pragmatic financing, technology, and economic policy solutions, and then deploy them as resources to government ministries, nonprofits, and other key organizations in Israel and developing economies.

Our core professional staff have experience in development, financing, project development, and economics. We are registered and accredited member of the Global Master's in Development Practice Association (<http://mdpglobal.org/>) affiliated with the U.N. Sustainable Development Solutions Network (<https://www.unsdsn.org/>). As a member, we have provided support to the curriculum and workshops of the association (Global Classroom) and its members, and field training opportunities for many program graduates. Our program is also recognized by the Israel Civil Service for Israeli participants in the program.

What is our approach?

Both our Center and Labs build bridges between the developing economies and Israel. The main threads of this bridge involve technology transfer, education and training, and finance. Israel has a good foundation, experience, and success in technology developments to solve many of the challenges facing the developing economies.

In the Blum Lab, we are experimenting with new financial technologies to make it possible to adapt solutions at the right scale in these economies. With over 20 years of direct experience in training Israel's young leadership to build policy, programs, and projects within Israel – all needed to build a growing and competitive economy, we recognize that we must extend our training beyond Israel's borders to build connections with talented, young leadership within these developing economies.

Since 2015, the Milken Innovation Center and Blum Lab for Developing Economies Global fellowship program has enrolled and placed fellows from twenty countries in thirty- five organizations in Israel and abroad. Our Global Fellows have developed and deployed projects from in multiple sectors - agriculture, housing, energy, water, health, and small business development – all needed for sustainable, climate smart development.

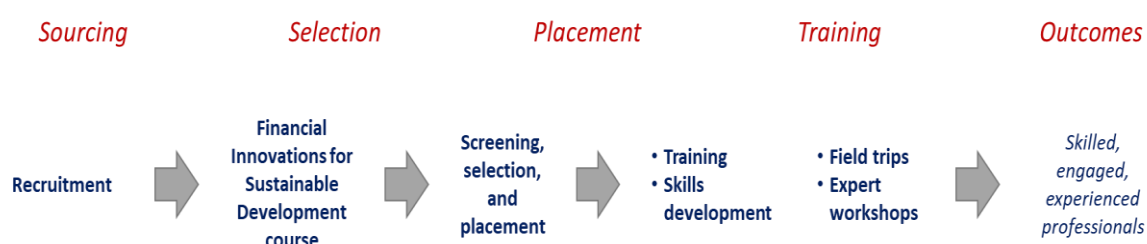
Our Global Development Practice Fellowship Footprint



Our approach is to focus project teams to design and implement priority development projects based on conditions, needs, and sustainable development goals within each Fellows' own country and community. Working with in-country partners (Governments, local authorities and development finance organizations), we structure project opportunities in those developing markets in overcoming scarcity in agriculture/food, water, energy, and global health by blending development finance with technological solutions. As part of the "bridge," we have also built partnerships with local agencies, non-profits, universities and colleges, businesses with technical solutions, as well as regional and global investors, combining the public, private, and philanthropic worlds into common cause.

Program Overview

The overall structure of our program creates an integrated value chain from initial sourcing of participants to training and project development by Fellows. As shown in the diagram below and described in the following sections, we provide a variety of training, skills development, field trips, and expert workshops throughout the experience.



During this training, Fellows practice new skills, earn professional experience, and work on investible development projects within their placements.

The Fellows program provides a combination of learning through case studies, lectures on best practices and economic development theory and practice, carefully mentored and guided fieldwork, and professional skills training. Fellows must conceive of the project, build stakeholder support, development a business plan with an investment strategy, source solutions and providers, and recruit and build marketing channels. By the end of the fellowship, the Fellow will be ready to implement high priority development projects.

The program includes a blended learning approach through placements with Israeli companies in Israel or remotely with Israeli companies.⁴ The Fellowship includes the preparation of a Project Development Plan (PDP), creation of virtual advisory teams, participation in online research seminars, and learning and practicing development finance in a special financial mechanics course in partnership with the Hebrew University of Jerusalem School of Business as well as fellow-to-fellow collaboration.

⁴ From 2015 through 2019, placements were in Israel. During 2020 and 2021, placements were conducted remotely because of the COVID 19.

The core of the fellowship is designed to assist the Israel-based and home country hosting organizations to work with a team to solve their company's challenges and scale their services and technologies.

Financial Innovation for Sustainable Development - Course

The core curriculum of the Fellows Program is the graduate-level courses through the Hebrew University of Jerusalem School of Business on development finance innovations and the financial mechanics of their implementation.⁵ The course has been developed and taught by experienced financial economists and practitioners in innovative finance. The course is a 14-week, 3-credit course. The course has been offered to Israelis for over 15 years and has been expanded and extended over the past 5 years to international students in Africa, Central and North America, and South Asia. The course includes coursework, case studies, expert guest lecturers, and the

Project Development Concept Note

Context – what is the scale of the market, who are the stakeholders, assemble and analyze data on trends and conditions

Market Failure/Need – what is not working, why, what is the need that is not being met, what is the cost, and who is paying for it

Substantive causes – what are the policy, financial, technology, and regulatory gaps/obstacles

Best Practices/smart practices – convene stakeholders to understand what has been done to fill the gap, by whom, how, and to what end/impact

Development concept – Identify alternatives approaches, present the pros and cons of alternatives, what is the scale of the alternative solutions and what is the potential impact, what is the conceptual capital structure

Path Forward – How to move forward, who to involve, how to collect data, what types of models are needed, and how to attract partners

preparation of a **project development concept note** to address a specific need in the Fellow's home market. The same course is offered at the UC Berkeley Graduate School of Business.⁶

The course focuses on the means and methods of finance applied to social, economic, and environmental challenges. Financial innovations give rise to new intermediaries (e.g.,

⁵ Hebrew University of Jerusalem School of Business MBA 55721 (Innovative Finance) and 55680 (Financial Mechanics Research)

⁶ UC-Berkeley (MDP 296 and MBA 292T, including DevEng 210-Impact Design)

community venture capital, revolving loan funds, social investment banks, business development companies, venture investment trusts), new types of instruments (e.g., structured finance, microfinance, social, environmental and development impact bonds, green bonds, diaspora bonds, catastrophic risk bonds, royalty trusts, community investment notes, and risk pooling finance mechanisms and facilities), and new services, platforms or techniques (e.g., ETFs, impact investing, public-private partnerships, international finance facility for immunization, product development partnerships, value-chain financing) to create jobs, build communities, and enable capital formation and economic growth. The course unpacks the application of innovative financing emerging through new products and services, new processes and operations and organizational forms in addressing problems as diverse as entrepreneurial finance, renewable energy, environmental finance, global health, accelerating medical solutions, regional development, affordable housing, urban revitalization, and infrastructure.

In the course, students are guided through problem sets for innovative financing structures for development projects, acquire and apply data gathering, economic, and financial analytical skills to identify specific market failures in developing economies enabling them to apply appropriate financial tools to bridge capital gaps for project and enterprise finance. This includes the ability to identify innovation-led growth strategies (e.g., increased crop yields, reduction of disease incidence, lower credit access costs), choose a coherent, time and risk-balanced portfolio required to meet a tangible development target (e.g., prevention, diagnostics, treatment for global health; job creation and sustainable income and wealth formation); differentiate business, market and technological opportunities for a development target (e.g., on-grid, off-grid, and/or under grid renewable energy); evolve, accelerate, extend and scale sustainable development business models (product sales, services, joint ventures, etc.); and identify criteria for replication (capitalizing external networks, motivate and reward repeating economic development outcomes).

The course is mandatory for participation in the Fellowship. As such, the course acts as the portal for recruitment and, ultimately selection for the Fellows Program. After selection for the Fellowship program and during their Fellowship, fellows also participate in an additional Financial Mechanics course and seminars and workshops focused on the development and implementation of their project development plan.

Selection and Screening

The Fellows program is targeted to early career professional staff within operational organizations, e.g., agriculture, water, energy, national economic development boards, and businesses and NGOs involved in development projects and program.

- Applicants must have a master's degree or be on the path toward a Masters degree.
- Must participate in the Financial Innovation for Sustainable Development Course and perform well.
- Be able to travel to Israel and be in a full-time fellowship for 6 months.
- Be able to write and speak English fluently (additional languages are an advantage).

Orientation

Once selected for the Fellowship, fellows participate in an initial orientation designed to inspire, equip, and invest in the career development goals and understanding of the expectations for the placement and preparation of a Project Development Plans (PDPs). The orientation is organized over several days and includes skills and substantive workshops, discussions, and case study examination.⁷

The facilitators for the orientation include the professional staff of the Milken Innovation Center, leaders in policy within the government, leaders in key technologies, selected economists from the relevant government ministries, bankers, and development professionals from international development organizations. The orientation includes the opportunity for Fellows to present their Project Concept Notes.

Training-Seminar/Workshop

During the Fellows Program, fellows participate in a weekly seminar and/or hands-on workshop to focus on a particular sector, technology, financing technique, or policy issue. A content or technical expert with domain experience, giving a first-hand opportunity to share experiences, lessons from the field, and hands-on techniques and skills building, leads each seminar or workshop. The weekly seminar includes policy presentations and the opportunity for a deep dive into the policy issues and solutions, examples of best practices and field experience of development professionals, demonstration of technologies and solutions

⁷ The orientation is held in person or via Zoom as was done during the Covid outbreak. However, in the event the orientation is held via Zoom, to encourage interaction and team building, all participants must have their cameras on to encourage team building and engagement among the Fellows.

relevant for consideration in various markets and sectors, experts on sustainable development measurement, monitoring, and reporting. Seminars also include practical skills such as financial analysis and modeling, speaking and interviewing techniques, and advanced research skills building. We also take advantage of these times to schedule field trips to companies to highlight technologies and solutions, and other significant sites in the country, including waste recycling models, desalination plants, research labs and centers, and relevant heritage and archeology sites.

Project Development Workshops – Once each month, the seminar is devoted to a review, discussion, and troubleshooting each Fellow’s activities. In these meetings, Fellows discuss projects and work challenges, create networks with other Fellows, meet social and business entrepreneurs, scholars, and community leaders, and learn technical and financial skills required to complete project duties and challenges.

Professional Development - We also provide intensive support and programming on professional skills, career development, presentation skills, and orientation to Global and Israeli technology sectors, skill development focusing on sustainable development project and enterprise finance, in a weekly training seminar and one-on-one and small group meetings.

Field placement

The most important element of the field experience for the fellowship is the placement with suitable Israeli companies and organizations. The fellows are placed for 6 months with Israeli technology companies and solution providers (NGOs, technology transfer organizations, incubators, or Labs) in relevant fields for each fellow.⁸ Each fellowship is customized for meet the needs of each fellow’s project. For example, for projects in water solutions for smallholder farmers, the fellows may be placed with an appropriate drip irrigation company, low-energy desalination company, or water quality and management company. In this way, the fellow is working on a real-word challenge and using the experience, interests, and capabilities of an actual company to build a market-ready solution.

⁸ During the covid epidemic, fellows interned in local organizations with local and Israeli supervisors for their project.

Experience - The field placement allows fellows to develop tools that are more effective, concepts and solutions in their project and gain valuable skills for professionals. Fellows also collect data that is not available in classic academic research or placement an NGO internship. In many cases, the fellows identify and aggregate technical solutions into a project that leverages both technological and financial elements into a solution set that delivers productivity, outcomes, and economic impact.

Selection and Placement - The process of choosing fellows and their placement is a highly customized process. It is complicated and is done iteratively based on the skills, interests and experience of the fellows and the suitability and commitment by each placement to host the fellow and provide a supportive environment appropriate to the identified project. The requirements for each host organization include at least:

- A suitable working environment.
- A mentor/supervisor for the fellow.
- Commitment from placement organization/ mentor to fellow's Project Development Plan and following timeline.

Mentors

Each Fellow is assigned a professional from a relevant field to assist with the project. The mentor acts as a mentor and professional guide into their own professional networks. The mentor is expected to work with the Fellow to define their learning objectives and outcomes, and to plan a program of activities delivered within the duration of the fellowship program. Thereafter, the mentor should provide a combination of remote and in-person support and provide supportive supervision for the other activities.

Mentors are responsible for ensuring timely reporting on the progress and outputs of their fellows, including an end-of-fellowship report. This also includes ensuring that the training activities (training courses, conferences attended, field visits to clients and other partner organizations, etc.) of fellows are recorded, together with communication and public outreach activities.

The mentor acts as a professional guide for the Fellow's work, identifying issues and contact sources for additional assistance to the Fellow.

Supervisors

Each fellow has a work supervisor at his placement. The supervisor is responsible for the fellow during all their activities within their placement. For example, the supervisor ensures that the Fellows are properly incorporated into the placement organization. In practice, this would mean ensuring that Fellows receive an onboarding briefing, code of conduct business documents, staff or personnel manual to ensure the Fellows are acquainted with the behavioral requirements of the placement organization.

The supervisor also ensures that there are periodic and regular meetings with the fellows to discuss progress of the Fellow's work and any support that the fellow might need. These meetings should be at least twice a month.

Successful supervisors help the Fellows with their work plan, setting goals and objectives for weekly activities, and help the fellow's network with other professionals within their own and other departments within the organization. Supervisors also help the Fellows participate in professional conferences relevant to their projects and communicate the Fellow's activities and progress within their own organization.

Stipend, Travel, and Lodging

The Fellows receive a monthly stipend of about \$1000 during their 6-month Fellowship in their home country, as they have done during the COVID 19 period. If Fellows will be in Israel for the field training, they receive a monthly stipend of about \$2300. In addition, Fellows will be reimbursed for flight and lodging in Israel, as applicable. Travel allowance to home countries to work with project teams on project research and project development will be offered to the Fellows on an as-needed basis.

If arriving to Israel, Visa and Health insurance are mandatory and are at the Fellows' expense (including being vaccinated and tested for Covid, as applicable).

Project Development Plans

The core element of the Fellowship is the preparation of a Project Development Plan (PDP), which builds on the project development concept completed during the core course training. In collaboration with the Fellow's placement, the Project Development Plan should be a

practical, market-driven, scalable, and sustainable solution, designed in collaboration with Israeli development technology partners, that can be implemented in the Fellow's home country.

The Fellow will address the following stages in the development process:

- **Design:** Understand the need or market gap to fill and begin a conceptual design of technologies that can be integrated to meet demand. This early design work is often the most crucial for sourcing possible solutions and their implementation.
- **Development:** Begin engineering, sourcing, and vetting suppliers; develop business and financing plans. Build the project team, design the financial structure and revenue model, and identify and contact financing sources for the subsequent phases.
- **Implementation:** Launch the project with secured commitments for financing, contracting, team organization, and purchases of equipment and related construction; manage and execute the project.
- **Operations:** Begin ongoing operations. Manage business practice, personnel, inventory, and sales.
- **Growth:** Long-term operations and scaling up; find and implement strategic partnerships with suppliers, competitors, and customers; adapt technologies as they advance; expand into new markets.

Project Development Plans

Context – what is the scale of the market, who are the stakeholders, assess the interests of the stakeholders, who are the competitors, suppliers, customers, how are transactions structured, what is the pricing and cost structure

Market Failure/Need – What is being done now, what is the capital and project structure, what are the weaknesses/strengths, who is competing and what are their advantages/weaknesses.

Project structure – what are the policy, financial, technology, and regulatory gaps/obstacles, what are the fixes needed, what is possible, who must act and how?

Project modelling – What are the competitive alternatives, how to build a project structure that is scalable, financially feasible, and sustainable

Development Plan – Identify alternatives, build a business model, Revenue model, organization model, reach consensus among stakeholders on what to do, how to do it, and who must be involved and how

Pathway forward – Develop workplan with milestones, design metrics for each milestone, what must be done, how to do it, who must do it and when

Example 1
Project Development Plan

**Financial services management for
smallholder farmers in Ecuador and Peru**

Need/Challenges

- Limited data and transparency for smallholder financial transactions.
- Financial services for the sector are complex and favor larger producers and processors.
- High cost of transactions among value chains causes uncompetitive transaction cost.

Strategy/Opportunity

- Create a secure financial platform to manage supply chain transactions, leveraging financing for receivables, payables.
- Transparency with the supply chain enables easier and more secure financing transaction, leading to financial inclusion.

Project and Partners

- Avenews-GT, an Israeli fintech start-up, is deploying this financial infrastructure in Africa.
- Develop a services revenue model and business plan for a supply chain financing (from processors and financial institutions) of the infrastructure itself.
- Cooperative.
- Precision irrigation company, Netafim, founded in Israel; exports to developing economies



<p><i>Example 2</i> <i>Project Development Plan</i></p>	<p><i>Example 3</i> <i>Project Development Plan</i></p>
<p>Greenhouses for vegetable production in Oyo State, Nigeria</p> <p>Need/Challenges</p> <ul style="list-style-type: none"> • High (45-60%) post-harvest loss of fruits and vegetables • Production gap during the dry season results from shortage of water; disruption in production forces labor to leave farms • Lack of access to irrigation, climate smart technologies, tech-enabled greenhouse facilities to maximize resources (e.g., water, energy, fertilizers, etc.) <p>Strategy/Opportunity</p> <ul style="list-style-type: none"> • Install greenhouses for vegetable production including irrigation services, digital tracking services for crops • Development of solar powered drying/processing centers/hub • Development of vegetable value chain (network of farmers, suppliers, customers, farmers) <p>Project and Partners</p> <ul style="list-style-type: none"> • Blended financing for capital cost of greenhouses and irrigation systems • Cluster of Israeli technology solutions available, including precision irrigation technology (Netafim), Greenhouse technology (Azrom/Soli), Farmster value chain AI technology <div data-bbox="264 1644 777 1765"> </div>	<p>Irrigation for smallholder farms in Kenya</p> <p>Need/Challenges</p> <ul style="list-style-type: none"> • Natural water access unreliable and not in system • reliable water supply and distribution system • High capital cost for infrastructure; small holder <p>Strategy/Opportunity</p> <ul style="list-style-type: none"> • Install irrigation system to large farms (hub) and create access to smallholder farms (spokes) on periphery using a water services model. • Produce more food using less water for a growing population • Farms have limited financial capacity. <p>Project and Partners</p> <ul style="list-style-type: none"> • Project financing for combined commercial and smallholder farms through cooperative. • Use blended capital structure to reduce financing costs for smallholder cooperative. • Precision irrigation company, Netafim, founded in Israel; exports to developing economies <div data-bbox="882 1637 1342 1756"> </div>

Project Development Labs

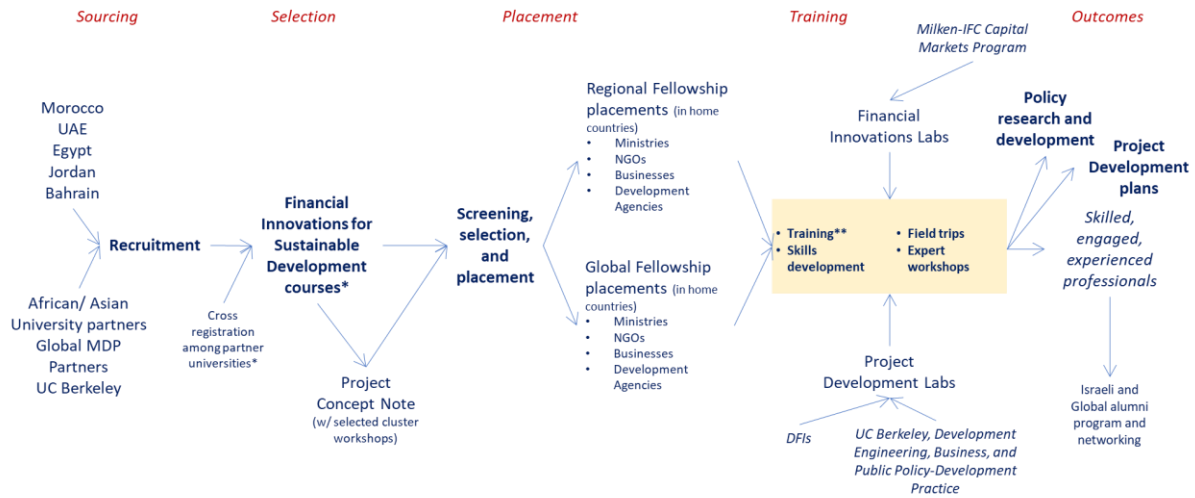
In some cases, the Blum Lab for Developing Economies organizes an intensive Project Development Lab or cluster workshops among common sectors and/or regions to help fellows organize stakeholders, build consensus, and recruit partners and investors for projects. These Project Development Labs are intensive, focused workshops among stakeholders, investors, and partners to identify, analyze, design, and prioritize projects and programs that are key elements in achieving Sustainable Development Goals (SDG).

The Project Development Lab brings together policy, business, investment, and technology leadership to focus on building actionable strategies to bring sustainable projects and programs to the market. These Project Development Labs include field visits and a short workshop to identify practical and feasible projects and programs. The local visits include meetings and workshops with professional government representatives and public and private development practitioners and stakeholders involved in project planning, development, and implementation, including water, energy, agriculture, finance, communications projects. These field visits also include local, regional, and national project sponsors, international partners where possible, and Israeli technology providers, where applicable.

Recruitment and Training Value-Chain

Using each of these components, we have organized a value chain approach of recruitment, selections, placement, and training, with each step building a system to create skilled, engaged, and experienced professionals. The Fellows are recruited from a variety of countries in Africa, South Asia, the Middle East, and Central and South America. We engage Fellows in our Financial Innovations Labs and Project Development Labs during the training phase. During this phase and in conjunction with the Labs, we engage our affiliates at the Milken-IFC Capital Markets Program, other development, business, and engineering schools at the UC Berkeley, and development finance institutions directly.

Global Fellows Program System



This value chain is integrated into our applied research and policy development program in international development finance. At the end of the value chain, the Fellows are trained professionals engaged in development and finance and part of our growing alumni networks.

Timeline

Course on Financial Innovation for developing Economies	Month 1-3
Screening for fellowship	Month 2-3
Interview including partnering with matching to Field trainings	Month 3-5
Program Begins (Orientation)	Month 6
Training and field placement	Month 6-12
Presenting PDP	Month 11
End of the program	Month 12

What outcomes do we expect?

The Global Fellows Program has substantial long-term impacts on developing economies and the participating fellows themselves. Following are selected examples of these impacts:

- Professional skill and experience with specific technologies and solutions needed for in-country projects.
- Development and implementation plan for relevant solutions to immediate challenges.
- Financial structures and plans to be implemented upon return to home country.

- Working relationships with development and financial partners, such as bilateral and multilateral development financial institutions, and institutional investors.
- Personal development-developing personal capabilities.
- Building a professional network.
- Future job opportunities for Alumni.

Our applied research, Financial Innovations Labs, and Project Development Labs serve as a launching pad for transformative change, using innovative financing mechanisms, programs, and policies to bridge social, regional, economic, and technological and productivity gaps within Israel and between Israel and the world.

Alumni

We maintain an active network among our Alumni including social media, workshops and professional and participation to relevant centers events and lectures. Some alumni are also involved at the MDP Global Association level. We also coordinate and collaborate among the alumni of the Milken/IFC Scholars program on projects development and professional opportunities as available.

We continue to develop training for the Alumni both in the soft skills area (e.g. solving conflicts, facing change, enhancing personal and professional value propositions etc.) and professional skill needed in future careers. Moreover, the Alumni are helpful for current fellows in expanding their professional networks, professional and career guidance, and expert counsel.

How to get involved?

We are developing partnerships with many of the leading Masters in Development Practice (MDP), Development Economics, and Development Engineering programs in universities worldwide to offer Fellowships to participating students as they work towards completion of their masters-level education. The Fellowship is an excellent way of fulfilling the students' fieldwork experience and having an impact in a real-world setting.

<https://www.milkeninnovationcenter.org/>

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