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**MICROFINANCE/MICROENTERPRISE DEVELOPMENT, HOUSING
MICROFINANCE (LOW INCOME PROGRESSIVE HOUSING FINANCE),
PROJECT DESIGN, IMPLEMENTATION AND EVALUATION, CREDIT
UNIONS, AND FINANCIAL ANALYSIS**

SUMMARY

Accomplished development professional with over 30 years international experience in high-visibility leadership positions among diverse non-profit and government organizations. Handled a wide range of administrative and operational functions while consistently producing top-quality work. Excellent interpersonal, intercultural, and teambuilding skills, while displaying initiative, attention to detail, and follow-through. Orchestrated initiatives in countries on four continents.

Examples of accomplishments:

- Oversaw the disbursement of 770 loans totaling US\$ 850,000 with portfolio at risk of 3.5% to low-income families without access to formal bank financing in Peru.
- Leveraged U\$ 500,000 initial capital to raise additional microfinance loan capital and training funding of US\$ 930,000 in Peru.
- Instrumental in passage of legislation to create efficiency in 86 government-directed programs and facilitate expansion of private sector microfinance services in the Philippines.
- Facilitated seminars and workshops that trained 267 attendees to address the gaps with mortgage lending best practices in Mexico.

EMPLOYMENT OVERVIEW, 1990 TO PRESENT

- **Housing Microfinance Specialist**, *World Bank*, Tanzania, 2009.
- **Senior Housing Microfinance Expert**, *ShoreBank International*, Tanzania and Uganda, 2008.
- **Team Leader**, *ShoreBank International*, Mexico, 2007 – 2008.
- **Country Director**, *Cooperative Housing Foundation (CHF International)*, Cajamarca, Peru, 2004 – 2005.
- **Financial Specialist**, *CHF International*, Serbia, 2003.
- **Coordinator of International Programs**, *Institute for Social and Economic Development*, U.S.A., 2003.
- **Program Manager**, Credit for Habitat, *Plan International*, U.S.A., 2000 – 2002.
- **Financial Services Specialist**, *Chemonics International*, Mexico, 1999.
- **Senior Evaluation Specialist**, *Development Alternatives Inc.*, El Salvador, 1999.
- **Private Enterprise Officer**, *USAID/Philippines*, Office of Economic Development, 1995 – 1999.
- **Project Development Officer**, *USAID/Philippines*, Deputy Office Chief, Portfolio Development and Implementation Support Office, 1994 – 1995.
- **Project Development Officer**, *USAID/Bolivia*, 1990 – 1994 (Deputy Office Chief, Project Development and Implementation Office, August 1992).

EDUCATION

- **M.A., International Management (specializing in Finance)**, Thunderbird School of Global Management, Glendale, AZ, U.S.A.
- **M.A., Anthropology**, Pennsylvania State University, University Park, PA, U.S.A.
- **B.A., History (minor in Spanish, including residence in Mexico)**, Hanover College, Hanover, IN, U.S.A.

PROFESSIONAL EXPERIENCE

World Bank

Housing Microfinance Specialist/Independent Consultant

**2009
Tanzania**

- Provided inputs for the housing microfinance component of the Project Appraisal Document (PAD) of the Housing Finance Project. These inputs consisted of a description of the component, preparation of a detailed budget, and preparation of the terms of reference for a subsequent detailed marketing study.

ShoreBank International (SBI)

Senior Housing Microfinance Expert/Independent Consultant

**2008
Tanzania
and Uganda**

Under a contract to Strømme Foundation (Norway) Microfinance East Africa Limited (SMF EA Ltd.), conducted a feasibility study of housing microfinance in the East Africa region (Tanzania, with supporting role for Uganda).

- Market Assessment (analysis of the demand and supply side of housing finance markets).
- Proposed financing mechanisms and technical assistance for recommended partner institutions.

ShoreBank International (SBI)

Team Leader

**2007 - 2008
Mexico**

Under an IFC (World Bank Group) institutional contract the project objective was to enhance operational capacities (marketing, origination, administration and collections) at second-tier SOFOLEs in accordance with best practices – standardization of underwriting.

- Supervised the program implementation of technical assistance to four non-bank regulated financial institutions (SOFOLEs) and one bank that disbursed mortgage loans
- Assisted SOFOLEs to grow their portfolios while keeping low levels of nonperforming loans so they could ultimately access additional sources of funding on the growing Mexican secondary mortgage market.
- Liaised between IFC project team, SOFOLEs, SBI's consultants, and head office in all aspects of institution building and lending.

Supervised and participated in:

- Diagnostics of the five institutions to analyze and measure their conformity with best practices in lending, both individual mortgages and construction lending.
- Development and adaptation of two toolkits (individual mortgages and construction lending) as guides to best practices.
- Training of 267 attendees at seminars and workshops to address gaps in best practices identified in the diagnostics, including designing and leading a financial literacy seminar.

CHF International (Cooperative Housing Foundation)

Country Director

**2004 - 2005
Peru**

Implementation of progressive housing microfinance program for low income families without access to formal bank financing. Initial loan capital funding of

US\$ 500,000 from large private mining company. Innovative program technology of technical assistance to borrowers for progressive housing (smaller housing loans by stages for start-ups, improvement, expansion and finishing in accordance with capacity to pay) that included planning and prioritizing stages, preparation of budgets and plans, and inspection of construction and materials to assure quality. Loans were disbursed directly to suppliers and contractors instead of to borrowers.

- Oversaw, directed, and coordinated a ten-person team.
- Oversaw the disbursement of 770 loans for US\$ 850,000 with portfolio at risk of 3.5%

CHF International (Cooperative Housing Foundation)(cont'd)

Country Director

2004 - 2005

- Design development of program to provide training and credit (for business and home improvement/expansion) to existing and new home-based MSEs in an expansion area of Cajamarca.
- Raised additional loan capital and training funding of US\$ 930,000.
- Conceived and directed production of a promotional video used in fundraising, including borrower testimonials

CHF International (Cooperative Housing Foundation)

Financial Specialist/Independent Consultant

**2003
Serbia**

Co-team member for Shelter Sector Assessment Survey for Serbia. Objective was to develop a comprehensive picture of the status of the housing sector in Serbia with special focus on housing for medium and low-income population.

- Studied regional demographics, housing delivery mechanisms, existing housing stock and its maintenance, mortgage financing, home improvement lending, and legislative and legal environment.
- Made several programmatic recommendations for CHF Serbia in final report.

Institute for Social and Economic Development (ISED).

Coordinator of International Programs

**2003
Washington,
DC**

- Represented ISED in existing contracts and projects (including proposal development as part of indefinite quantity contracts).
- Developed international consulting and research opportunities.
- Provided consulting and research services.

Plan International

Program Manager, Credit for Habitat

**2000 - 2002
Arlington,
VA
Bolivia,
Perú,
Guatemala,
El Salvador,
Sri Lanka**

Programs in five countries (Bolivia, Peru, Guatemala, El Salvador, and Sri Lanka) consisted of a series of small incremental short term loans to PLAN and non-PLAN families to upgrade existing structures supported by the provision of integrated technical assistance.

- Coordinated country programs by working directly with local PLAN and partner organization representatives.
- Provided direct technical assistance in program design and implementation.
- Facilitated inter-country exchange of lessons learned through personnel, publications, and seminars.
- Developed a proposal to obtain donor funding for Phase II expansion in existing countries and additional countries in West Africa and Latin America.
- Developed: Yearly budgets and Phase II detailed budget, periodic progress reports using inputs from all programs, information flow among countries including organization of meeting of representatives from both PLAN and partner organizations, set of performance indicators measuring program results, and various presentations in Power Point of program characteristics, philosophy and accomplishments and future expansion projections.

Chemonics International

Financial Services Specialist/Independent Consultant

**1999
Mexico**

- Conducted institutional (technical, financial, and organizational) analysis of Servicios Financieros Comunitarios (FinComún), a credit union established to provide credit and savings services to microenterprise members.
- This analysis and others provided inputs to USAID/Mexico microenterprise support strategy, which, in turn, supported formulation of Special Objective in the Country Strategy.

Development Alternatives Inc.

Senior Evaluation Specialist/Independent Consultant

**1999
El Salvador**

Project objectives were to increase outreach (in rural areas) and sustainability of selected NGOs. Assessments included review of applications, site visits, and preparation of analytical reports.

- Designed custom comprehensive assessment guide for microcredit NGOs used by five evaluation teams.
- Member of a team who used the guide to assess applications of four NGOs for USAID assistance as part of Strengthening Rural Financial Markets Project.

USAID, Philippines

Private Enterprise Officer, Office of Economic Development

**1995 - 1999
Philippines**

- Project Manager for assistance to National Credit Council to carry out its mandate to improve and eliminate duplication in 86 government-directed credit programs and to develop an enabling policy environment to facilitate expansion of microfinance services offered by the private sector.
Accomplishment: Two legislative acts passed that reduce dependency on subsidies, emphasize savings mobilization, and phase out certain government directed credit programs.
- Co-designed and directed the procurement of technical assistance to rural banks and cooperative rural banks to develop and/or expand their capacity to provide sustainable financial services to microenterprises. *Accomplishment:* Capacity building assistance provided to 20 rural banks.
- Oversaw development of grant for assistance in the establishment of Entrepinoy Volunteers Foundation to provide assistance from both active and retired Filipino business persons to small and medium enterprises.
- Managed grant to Asia Foundation to provide assistance in policy reform for information technology, including protection of intellectual property rights, and legalization of electronic data interchange
- Served as advisor to teams responsible for Loan Portfolio Guaranty (partial guarantees of loans to small businesses), Mindanao Development Project (infrastructure projects), and Telecommunications.

USAID, Philippines

Supervisory Project Development Officer, Deputy Office Chief,

**1994 - 1995
Philippines**

Portfolio Development and Implementation Support Office

- Assisted the Office Chief in the management of four-person office.
- Served as design chairman for the Coastal Resources Management Project by coordinating all aspects of the design.
- Served as backstop officer for projects in Office of Population, Health and Nutrition (OPHN) and Office of Natural Resources, Agriculture and Decentralization (ONRAD) by providing assistance and direction in project implementation issues and problems.
- Drafted and finalized and/or oversaw the preparation of project documentation for OPHN and ONRAD.
- Participated in contractor selection for Natural Resources Management Program.

USAID, Bolivia

Project Development Officer , Deputy Office Chief, Project Development and Implementation Office, August 1992

**1990 - 1994
Bolivia**

- Assisted the Office Chief in the management of eight-person office.
- Monitored the development and implementation of BancoSol, the conversion of an NGO (PRODEM) portfolio to a commercial bank for microenterprises. BancoSol was established in 1992.
- Coordinated design for projects or activities: CARE Community Development, Self-Financing Primary Health Care II, Child Survival PVO Network II, Interactive Radio Learning, Drug Awareness and Prevention, Export Promotion (PP amendment), AIDS Prevention and Control (PP amendment), Community and Child Health (ProAg amendment), Sustainable Forestry Management, Human Resources for Development (master's level program establishment at local university). New projects total funding: US\$ 55 million.
- Monitored projects in Health and Human Resources (HHR) and Trade and Investment (T&I) divisions by providing assistance and direction in project implementation issues and problems.
- Drafted and finalized and/or oversaw the preparation of project documentation for HHR and T&I divisions.
- Coordinated Mission Semi-annual Reports (SARS) on all projects, including co-organizing and conducting a seminar on their preparation.
- Directed the start-up and implementation of a \$5M master's degree program which is now part of standard graduate curriculum.

Management Systems International

Enterprise Development Specialist for:

- Microenterprise sector assessment in Guatemala. Provided USAID/Guatemala with findings and recommendations for microenterprise project design.
- Evaluation of PVO co-financing project in Sri Lanka. Performed institutional analysis of six non-profit organizations. Assessed project impact on beneficiaries. Reviewed and proposed changes in USAID monitoring and evaluation system, and analyzed project design, specifically the logical framework.
- ***Team Leader*** for evaluations of:
 - Microenterprise credit/technical assistance programs in Mexico and Paraguay. Foundations were affiliates of ACCION International and funded by local commercial bank loans guaranteed by USAID.
 - Two projects in the Philippines to measure impact on small and medium scale enterprises of loans partially guaranteed by the USAID/PRE revolving loan fund and made with resources of local commercial banks.
 - Four partnerships in Partners of the Americas as an end-of-project evaluation for Central America Regional Strengthening Democracy Project (USAID).
 - Securitized Trade project in Turkey, which provided guaranteed loans to small businesses (USAID).
- ***Evaluation Specialist*** for:
 - Three private sector projects (Rural Private Enterprise, commercial bank lending and support to PVOs, and a Credit Guarantee Scheme), which formed part of an overall evaluation of USAID/Kenya's private sector strategy.

1988 - 1990
Washington, DC
Guatemala,
Sri Lanka,
Mexico,
Paraguay,
Philippines,
Turkey,
Kenya

International Science and Technology Institute

Team Leader/Independent Consultant

- Institutional evaluation and borrower impact analysis for National Development Foundation of Belize, which provides loans, technical assistance, and training to micro and small businesses unable to obtain commercial bank credit.

1988
Belize

USAID, Bolivia

Private Sector Advisor

- Directed and/or coordinated numerous programs and activities, including:
 - Microenterprise Support;
 - Low Cost Shelter through the Private Sector;
 - Potable Water and Sanitation (technical assistance and financing to the savings and loan system);
 - International Executive Service Corps; and
 - Loan Guarantee Program (for small businesses) and development of loan program for small businesses.
- Provided liaison services with small business federation.
- Coordinated development of a private sector strategy for the mission.
- Coordinated country-wide industry survey for industrial and small business federations.
- Contributed to design of a privatization project.

1986 - 1987
Bolivia

CHF International (Cooperative Housing Foundation)

Resident Advisor

Technical assistance in the design, implementation, and evaluation of two home improvement loan programs (USAID Housing Guaranty Loans of US\$ 2 million and US\$ 1.5 million respectively) for low income families in Belize and Peru. Designed and developed forms, procedures, and borrower requirements with personnel of implementing institutions (credit unions and national development bank in Belize, and savings and loan associations and national housing bank in Peru). Coordinated with technicians in the establishment of technical controls and parameters.

- **Belize**, 1983 - 1985. *Accomplishments:* A total of US\$ 661,000 was disbursed for 500 home improvement loans benefiting approximately 2,160 low-income persons. The families could not have accomplished improvements without the loans. Eight participating credit unions were strengthened.
- **Peru**, 1978 - 1982. In coordination with one savings and loan association, developed a community needs assessment instrument used in surveys of urban marginal settlements. Coordinated development of resulting program design, which became model for establishing the program in other S&Ls. *Accomplishments:* A total of US\$ 1.1 million for 693 home improvement loans benefiting approximately 3,500 persons was disbursed by seven savings and loan associations.

CHF International (Cooperative Housing Foundation)

Evaluator/Financial Analyst/Independent Consultant

- Performed financial analysis and evaluated operational effectiveness of credit unions as part of the feasibility study for home improvement loan program through the credit union system.

World Council of Credit Unions

International Finance Specialist

- Developed guidelines for the design and implementation of central finance service for national credit union federations.
- Evaluated small farmer production credit programs in Cameroon and Paraguay.
- Team leader for the feasibility study of small farmer production credit program through credit union system of Ghana.

Overseas Private Investment Corporation

Financial Analyst

- Prepared feasibility studies on proposed direct loans and guaranteed private sector loans in developing countries.
- Developed computer model for the analysis of financial statements.
- Performed financial monitoring of projects.

**1978 - 1985
Belize and
Peru**

**1985
El Salvador**

**1975 - 1978
Washington,
DC
Cameroon,
Paraguay,
Ghana**

**1973 - 1975
Washington,
DC**

International Basic Economy Corporation

Project Manager

1971 - 1973
Northern
Neck, VA

- Managed the initiation and administration of four modular housing projects for low income families in rural eastern Virginia. *Accomplishment:* Four projects with infrastructure and utilities established with 50 homes for low income families who had never owned a home before.
- Tasks included:
 - Market research;
 - Location of suitable land;
 - Sale of houses;
 - Coordination with local authorities;
 - Contracting of sub-contractors; and
 - Arranging financing of homeowner mortgages (through Farmers Home Administration).

Peace Corps

Volunteer

1965 - 1967
Peru

Schools built in a highland province using communal labor and combination of local and government provided materials in indigenous communities. *Accomplishments:* Nine rural schools constructed which provided better learning conditions for approximately 200 children.

- Worked with civil engineers in the initiation and management of school building projects.
- Organized communities using community development committees to coordinate construction process and labor inputs.

EDUCATION

- ***M.A., International Management*** (specializing in Finance), Thunderbird School of Global Management, Glendale, Arizona, 1971.
- ***M.A., Anthropology***, Pennsylvania State University, University Park, Pennsylvania, 1973.
- ***B.A., History*** (minor in Spanish, including residence in Mexico), Hanover College, Hanover, Indiana, 1965.

LANGUAGES

- Fluent in Spanish (FS-3+ level); understand some Portuguese, Italian, and Tagalog.

ADDITIONAL SKILLS AND TRAINING

- **BoP Housing Finance Conference: Investment strategies to scale up affordable housing finance**, Miami, Florida, June 2011. Sponsored by Ashoka and CONFESOL
- **Housing Finance Workshop for Sub-Saharan Africa**, Wharton Real Estate Center, April 2011, Nairobi, Kenya. Sponsored by the World Bank, Finmark Trust, the African Union for Housing Finance and the International Finance Corporation
- **Boulder Microfinance Training Program**, March 2007, Courses taught in Spanish for first time, Santiago, Chile.
- **Business Planning and Financial Modeling for Microfinance Institutions**, June 2005, Course taught in Spanish by Charles Waterfield, Lima, Peru.
- **Computer programs** - Windows XP, MS Word, Power Point, and Excel.
- **Photography**, Skilled B&W and color photographer. Several photography courses at Centro de la Imagen, Lima, Peru. *Accomplishments: Images of Peru* - a book of B&W photos of highland and coastal Peru in the 60s and 80s - published by Universidad Ricardo Palma, Lima, Peru (November 2010). Eight photography shows (Bolivia, Peru, and U.S.A.) of 26 B&W photos from rural and urban settings in Peru. College yearbook and newspaper staff photographer. College Editor's Award for Photojournalism.

ADDITIONAL SKILLS

- **M.A., Anthropology** - In addition to course work, designed and implemented an **ethnographic research project** for a study of merchant entrepreneurs (microenterprises) in a provincial capital of highland Peru. Used a questionnaire conducted in Spanish with open and closed questions. Analyzed data by social statistics methods using the Statistical Package for the Social Sciences (SPSS). The research was the basis for a master's thesis in anthropology and was partially funded by a grant from the Ford Foundation. *Accomplishment:* Surveyed 50 merchants and developed a typology with characteristics of each type. Developed conclusions as to role of merchants in the local economy and its development.

PUBLICATIONS

- **Earthen Construction Methods in the Sierra of Peru**, in Proceedings of the Earth USA Sixth International Earthbuilding Conference, National Hispanic Cultural Center, Albuquerque, New Mexico, September 30 - October 2, 2011, Cornelia Theimer Gardella, ed.
- **Images of Peru**, Universidad Ricardo Palma, Lima, Peru, 2010 - see above
- **Non-conventional Methods of Financing Housing for Low Income Urban Households in Peru**, in The International Workshop on Earthen Buildings in Seismic Areas, Albuquerque, New Mexico 24-28 May 1981, Ian Davis and Paul Oliver, ed. Organized by: INTERTECT and the University of New Mexico, Supported by: National Science Foundation (NSF), Office for Foreign Disaster Assistance (OFDA), and Appropriate Technology International.
- **Functions and Operations of a Central Finance Facility in the National Association of Credit Unions**, World Council of Credit Unions, 1976.
- **The Defiant Land** (story of Peace Corps impressions), Friends Journal, 1967.