



## **FIELD-Support LWA Award**

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### **Quarterly Report**

**The Financial Integration, Economic Leveraging, Broad-Based Dissemination  
Leader with Associates  
Cooperative Agreement No. EEM-A-00-06-00001-00**

**October 1, 2006 to December 31, 2006**

**Submitted By:**



Academy for Educational Development  
Connecting People > Creating Change

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## **Background**

FIELD-Support is a Leader with Associates Award (cooperative agreement) between the office of Microenterprise Development in USAID (EGAT/PR/MD) and the Academy for Educational Development (AED), along with the latter's large consortium of 9 core partners and 17 resource organizations. The AED team consists of leading NGO development organizations with proven track records in reducing poverty and promoting sustained, equitable growth through microenterprise development, microfinance, value chain development, institution and human capacity-building, and the promotion of other market-based approaches.

FIELD-Support encompasses both a core leader award and a mechanism for USAID missions to issue associate awards. The purpose of the leader award is to advance the frontiers of practical knowledge in relation to microfinance, microenterprise development, and sustainable rural livelihoods, working in close collaboration with the MD office, USAID missions, and the community of development practitioners. The leader award implements activities that seed innovation, demonstrate better practices, document results, and disseminate findings that will advance the global state-of-the-practice.

Activities implemented under FIELD-Support include work at every level of the economy, from the regulatory environment, business value chains, to financial service providers, to promote economic growth, and improve the financial security of poor households and businesses by strengthening financial and business support systems and their ability to access those systems.

The FIELD-Support Management Team at AED is pleased to present this quarterly report highlighting the LWA developments and accomplishments for the quarter ending December 31, 2006.

### **1. Leader Activities**

#### **After Action Reviews**

As the project approached the end of its first year of implementation, AED leadership of the project conducted a 3 phase *After Action Review* (AAR) process to capture how overall management of the project has proceeded. The AARs were held on November 30 (AED/Internal), December 6 (with Core Partners), and December 15 (with USAID). All three AARs were facilitated by AED's Senior Program Officer for Knowledge Management and constituted a candid and professional discussion of strengths and weaknesses of how things progressed during the first year of FIELD-Support's implementation. Three key action items emerged from the AARs process:

- Develop a marketing and outreach plan through joint efforts with partners and USAID to educate Missions about the LWA, results of early pilots, and opportunities to engage the FIELD-Support LWA.
- Implement the learning agenda and knowledge management plan for the LWA.
- Enhance internal project communications.

## **LWA, SCALE, and AMAP Collaboration Meeting**

On December 13, the FIELD-Support team and AED staff from the DevCOM associate award co-hosted a one-day think-tank meeting with USAID and AMAP participation for the teams to share their approaches and develop a common understanding of the SCALE™ and Value Chain frameworks, approaches, and tools. This meeting resulted in a proposal for a two-day think tank to develop a common understanding of the SCALE™ and value chain frameworks, approaches, and tools. Participants asked Paul Bundick and Bette Booth to organize the think tank. They proposed and participants agreed to have Frank Lusby and Bette Booth prepare an advance discussion paper that compares the two approaches. It was felt that this would speed up the process and help participants to work more effectively towards a common understanding. The proposed think tank would then only need one-day to review the discussion paper and develop an action plan on how the teams could work together in the future. The think tank will be held January 26<sup>th</sup> at AED.

## **2. Pilot Activities**

Implementation continued on the seven pilot activities approved in 2006 as part of the Year 1 Workplan I. A brief review of each pilot activity can be found below.

### **Microenterprise Development in Fragile States – IRIS with Save the Children, CARE, and World Vision (October 2005 – May 2007)**

The IRIS Center, working in partnership with CARE, Save the Children, and World Vision, continued its work on developing *model guidelines* for sustainable microenterprise development work in fragile states. The project is focusing on finding practical ways to improve *local institutional arrangements* (“enabling environments”) as they impact enterprise development and the related areas of financial services and delivery of public services. IRIS will emphasize learning from local initiatives (and coping mechanisms) that support enterprise development and enhancing these in ways consistent with longer-term transformational development.

- The team began work in June. Scopes of work, budgets and sub-grant agreements for country pilots were finalized in October.
- Fieldwork will take place between January and March 2007 and pilot designs will be completed sometime between February and April, 2007. Specifically: fieldwork in Angola and Mozambique has been scheduled for mid-March, and fieldwork in Nepal for late April/early May. The pilot project management team plans to submit a modification request, including a deadline extension and budget re-alignment.
- IRIS and Save the Children are planning a joint trip in April to finalize the case study and present it to donor and practitioner community in Nepal.

### **The Savings-Led Financial Services Working Group – CARE with SEEP Network (previously titled as Community Managed Savings and Loan Fund Working Group) (March 2006 – March 2007)**

During the reporting period, work continued under the Savings-Led Financial Services Working Group. Activities included: (i) developing a set of performance management ratios and industry wide standards for savings-led financial services; (ii) investigating and documenting sound practices in outreach and the provision of savings-led financial services; (iii) increasing awareness of savings-led financial services and identifying barriers to increased donor support; and (iv) identifying challenges and planning for growth.

### **Integrating the Un-banked through Remittance-linked Product Development in Guatemala – WOCCU (March 2006 – March 2007)**

With an annual influx of more than \$2 billion, remittances are vital to Guatemala's economic growth as well as its largest source of foreign exchange. Credit Unions (CU) are the primary providers of remittance distribution services to the very poor in Guatemala's remote rural areas. WOCCU and the Federacion Nacional de Cooperativas de Ahorro y Credito (FENACOAC) are working with five federation members to design and market new products and encourage those who receive remittances to join credit unions. Project efforts center on two areas – convincing people to channel a portion of their funds into a savings account and designing credit products for those who would consider taking a loan for housing, business, or other viable investment.

Together, WOCCU, FENACOAC, and the credit unions are developing easily-managed products that are attractive to remittance recipients. They are also upgrading the credit union management information system to track the rate at which non-members join credit unions and the types of services they use.

- During the reporting period, the content of the guidelines for conducting the focus group was drafted, revised, and adjusted accordingly to the scope of work and expected outputs.
- William Bonilla, program manager, traveled to Guatemala in October 2006 to work with the consultancy firm in the implementation of the focus group sessions and to devise ways to overcome the challenges for organizing the sessions as a result of the insecurity problems in Guatemala. A meeting was held with the marketing firm and the local implementing partner, FENACOAC, in order to explore a safe and reliable mechanism for inviting people to attend the sessions. After deliberations, it was decided to write invitation letters to be delivered by the marketing officers of the CUs. CUs representatives were invited to attend the focus group sessions in order to generate greater confidence among the attendees during focus group meetings.
- Eight focus group sessions were successfully held in four provinces of Guatemala. The sessions were attended by 66 individuals; 51 women and 15 men of ages ranging between 20 and 50 years old.
- Despite all the efforts to make sure that the invitees would attend the sessions in Guatemala City, they were rescheduled to take place in mid January 2007 due to poor attendance. Some individuals were consulted by phone about their lack of participation. Consistently, they attributed their absence to the prevailing insecurity climate in town.

### **Financing Water: Using Financial Systems to Improve Access to Irrigation and Markets in Rural Peru – CARE with ACDI/VOCA (October 2006 – May 2007)**

This purpose of this project is to build and rehabilitate productive water systems using the microfinance institution EDYFICAR as the primary source of funding. CARE is using a value chain approach. The project includes not only the financing of water systems, but also development of linkages with markets so participants can maximize the value received from their increased productive capacity.

Specific outcomes of this pilot will include:

- Sixty loans will be made to farmers in at least three communities to construct, rehabilitate, or expand productive water systems;
- Sixty small agri-enterprises will have improved access to water;
- Fifty percent of agri-enterprises will have adopted new high-value crops in response to new market opportunities;
- Enterprise income for small farmers will increase at least 15% owing to increased production capacity and access to new markets.

### **SOCIAL Performance Evaluation of two MFIs – ACCION International (October 2006 – April 2007)**

Through this pilot activity, ACCION is applying the SOCIAL tool, a diagnostic to evaluate the success of the microfinance institution in fulfilling its social mission and contributing to broadly accepted social goals. The tool will be applied at two microfinance institutions, Uganda Microfinance Limited in Uganda and an affiliate of Unitus network in India.

During the course of this project, ACCION will evaluate the social performance of the two institutions with respect to the following six dimensions of social performance: Social Mission, Outreach, Client Service, Information Transparency & Consumer Protection, Association with Community, and Labor Climate.

- ACCION staff Rekha Reddy (Washington DC) and Hema Bansal (Bangalore) are scheduled to conduct a social performance diagnostic of Unitus partner ASA-GV from January 29<sup>th</sup> - February 20<sup>th</sup> in Trichy (Tamil Nadu), India. Analysis of existing ASA-GV data and India secondary source data has taken place, and interviews relevant to the diagnostic have been scheduled.

### **Social Performance Management (SPM) Working Group and SPM Map/State of the Practice Paper – SEEP Network (October 2006 – December 2007)**

This activity supports the work of the SEEP Network's Social Performance Working Group (SPWG, formally known as the Client Assessment Working Group, or CAWG) and specifically the development of a Social Performance Management (SPM) Map/State of the Practice Paper. The map, or state of the practice paper, will summarize SPM experience, knowledge, initiatives, and approaches to date from the NGO, private, and microfinance sectors. These experiences will

then be shared at the SEEP annual conferences and practitioner-led workshops, as well as the Microlinks Speaker's corner.

- The Social Performance Working Group hosted a two-day workshop during the SEEP Annual Conference (October 23 - 24, 2006). Twenty-two participants convened approximately 12 sessions to share experiences and discuss critical issues within social performance. Topics included cost-benefit analysis, creating appropriate frameworks for social performance, and helping microfinance institutions differentiate between various social performance tools. At the end of the workshop, participants identified 10 major areas to pursue as a part of the mapping process. Subsequently, SPWG members contributed additional feedback and committed to research specific topics.

### **Poverty Assessment Tools Training - IRIS Center (September 2006 – October 2007)**

In 2003, USAID/EGAT/MD contracted IRIS to develop, test, and disseminate poverty assessment tools that meet Congressional requirements for accuracy and practicality. Developing Poverty Assessment Tools (PAT I), began in September 2003, and lasted until October 2006. Phase I of the Project involved establishing communications with the microenterprise community, reviewing existing poverty measurement tools, and developing testing methodology and criteria for certification. During the implementation phase of the project (Phase II), IRIS drew from existing indicators and developed a composite survey that yielded roughly 250 indicators to be tested. In 2004, the poverty indicators making up the composite survey were tested for accuracy in four countries: Bangladesh, Kazakhstan, Peru, and Uganda.

One of the findings which emerged from the testing for practicality is that, for many organizations, a procedural manual is not sufficient for teaching organizations how to implement a poverty assessment tool. Thus, Trainings of Trainers (TOTs) will be offered in many regions where USAID funds microenterprise programs. The participants of the TOTs will then be available to train specific organizations in their home countries on the use of the poverty assessment tools. The IRIS team will use its experience in training the practicality test participants to fine tune the training materials for the Poverty Assessment Tools' regional trainings (PAT II). This FIELD-Support pilot includes three regional trainings for the USAID Poverty Assessment Tools Project, in Bangladesh, Uganda, and Washington, DC.

- The Washington, DC training is taking place on January 22 - 26, 2007 for some 20 participants.
- The Uganda training is being planned for February 26 – March 2, 2007. This training will be conducted by a local trainer, the Rural SPEED program, funded by USAID.
- Peru training has been tentatively scheduled for lat week of March.
- Asia Training has been tentatively scheduled to take place in Cambodia in April.
- The pilot project management team is currently preparing a budget modification to incorporate additional funding of \$200,000.

### **3. SEEP Program**

#### **Collaborative Learning Networks to Advance Microenterprise Development Knowledge and Practice – SEEP Network (October 2006 – September 2009)**

The *Collaborative Learning Networks to Advance Microenterprise Development Knowledge and Practice* consists of two components:

- The Practitioner Learning Program; and
- The Implementation Grant Program (IGP) Learning Networks

Through the FIELD-Support LWA, USAID is funding SEEP to administer and facilitate the two learning components. As resources for technical, academic, and practical expertise and guidance, both project components will include partners from FIELD-Support LWA consortium, the AMAP consortia, and other organizations and individuals. The project is headquartered in Washington, DC, at SEEP's office, but project activities for both components (PLP and IGP Learning Networks) will be carried out in a variety of USAID-presence countries.

In October – November, SEEP initiated start-up activities for these two programs, including identifying facilitators and resource persons, setting dates and planning for learning workshops, working with QED to set up a workspace for the IGP Learning Network participants, and discussing potential PLP topics with USAID.

#### **Practitioner Learning Program**

The Practitioner Learning Program (PLP) component of this project is building on the successes – and benefiting from the mistakes – of the Practitioner Learning Program predecessor project. The PLP explores the key challenges facing the microfinance and microenterprise development fields through targeted grants in priority thematic areas that resonate strongly with both practitioner needs and USAID interests. The PLP is a competitively-run grants program, engaging practitioners in the SEEP Network and beyond, with an emphasis placed on practitioners outside the SEEP Network, in a collaborative learning process to document and share findings, helping to identify effective and replicable practices and innovations. As practitioner organizations implement their activities, the PLP will sponsor joint meetings and promote virtual information-sharing for participants to learn from each other.

#### **Implementation Grant Program (IGP) Learning Networks**

The IGP Learning Networks emphasizes collaborative, peer learning to improve implementation of USAID-funded projects in enterprise development and financial services. There will be one learning network for recipients of Enterprise Development Implementation Grants and one learning network for recipients of Financial Services Implementation Grants.

For each IGP Learning Network, a part-time facilitator will be engaged to coordinate the network, facilitate discussions and exchanges among participants, and assist with the documentation of lessons learned across grants. Also, for each IGP Learning Network, there will

be two resource persons, drawn from the FIELD-Support LWA core team or the AMAP research consortia, which will assist SEEP and the Facilitator with the development of lessons learned from implementation activities for the benefit of the participants in the learning network as well as the industry at large. Given the small number of IGPs, there may be good opportunity to widen the exchange of learning to include selected Mission-funded projects and practitioners. The aim of these exchanges will be to identify, reach agreement on, and document good or best practices in microfinance and enterprise development.

#### **4. Associate Awards Under Implementation**

##### **Small- and Microfinance Assistance for Recovery and Transition (SMART) (September 2006 – September 2008)**

Tightened restrictions on internal and cross border movements, and other related factors have lead to a severe decline in the Palestinian economy. This has been compounded by the imposition of sanctions on the newly-elected Palestinian government. Because of the economic downturn, the microfinance sector is facing a serious challenge. MFIs have reported increases in arrears, increases in portfolio at risk, decreases in earnings, and decreasing levels of sustainability (percentage of costs covered with earnings).

Small- and Microfinance Assistance for Recovery and Transition (SMART) is a two-year program designed to preserve the microfinance institutional infrastructure in the West Bank and Gaza and assist microfinance intermediaries develop and adopt effective strategies and management practices during the present emergency in order to lay the foundation for a transition to sustainable growth. During the reporting period, project launch was completed, including the development of the project implementation plan.

##### **Development Communication (DevCom) (September 2006 – September 2007)**

The DevCom associate award under the FIELD-Support LWA will build upon and help validate original assumptions and document the work previously begun in Morocco and Kenya within the framework of the *Agriculture Partnerships for Productivity and Prosperity (AP<sup>3</sup>) Project*. AP<sup>3</sup> is a global demonstration project supported by USAID that is designed to improve rural livelihoods by increasing the scale and impact of agriculture development programs.

The DevCom project will finalize demonstration activities with an emphasis on innovative, comprehensive, and integrated system/value chain approaches that will lead to sustainable environmental protection and economic growth with poverty reduction through increased productivity in the agricultural sector. Among others, it will: (i) measure and validate the number and strength of linkages among targeted value chain stakeholders (i.e., individuals, micro-, small, medium, and large enterprises, public institutions, NGOs, etc.); (ii) improve the productivity and competitiveness of value chain stakeholders as well as their access to physical inputs, technology, and credit; (iii) improve value chain stakeholders' access to national and international markets; (iv) through collective action, help advocate for the removal of value chain or system barriers or constraints and create win-win scenarios for all stakeholders; (v) improve

value chain efficiencies, value-added products, and ability to promote the use of new technologies; and (vi) disseminate findings and lessons learned from these two demonstration activities to a broad cross section of development practitioners in a variety of formats. During the reporting period, project launch was completed, including the development of the project implementation plan.

During the just completed quarter, DevCOM made progress on a number of fronts. These include:

*AP3 Video:* Digital Development Communications (DDC) was contracted to produce a fifteen minute video presentation about the application of SCALE in Morocco and Kenya. A good deal of footage from AP3 Morocco already exists. Very little, however, had been obtained in Kenya and more was needed to create the desired video presentation. During this quarter, DDC conducted ten days of on-location shooting in Kenya during both the USAID workshop and SCALE™ Practitioner training, as well as in the field with small dairy farmers.

The Communication Initiative (CI) submitted their proposal “Strengthening and Supporting Effective Communication Action on Natural Resource Management including Biodiversity Issues in mid December and it has been approved by the project CTO. As soon as AED receives the requested 1420s and resumes from CI, we will proceed with the contracting.

In addition, as mentioned earlier in this report, DevCom and the FIELD-Support team co-hosted a one-day think-thank meeting for the teams to share their approaches and develop a common understanding of the SCALE and Value Chain frameworks, approaches, and tools

### **Agriculture, Rural Investment and Enterprise Strengthening Program USAID/Afghanistan (September 2006 – September 2009)**

Agriculture is central to the Afghan economy and society with a high proportion of the population depending directly or indirectly on farm income for their livelihoods. However, 25 years of war, a progressively deteriorating infrastructure, and a severe and prolonged drought have dramatically slowed the country's agricultural output.

At the forefront of the USAID strategy are programs that support economic growth led by the private sector. The Agriculture, Rural Investment, and Enterprise Strengthening (ARIES) Program, awarded in September 2006, is led by AED along with its implementing partners—ACDI/VOCA, the World Council on Credit Unions, FINCA, Microfinance Investment Support Facility for Afghanistan (MISFA) and ShoreBank International — and is designed to introduce innovative, comprehensive, and integrated approaches to sustainable economic growth with poverty reduction in Afghanistan by strengthening existing or create new regional networks for micro-lending, farmer associations, agricultural cooperatives, and rural credit unions in selected production areas. The project will increase farmer access to financial products and services, agricultural inputs, and other services and it will establish a Rural Investment Fund to assist in financing industrial-level development activities through the Afghan private sector and to help cooperative and private agribusiness finance investments in storage, processing, and marketing facilities.

In October the FIELD-Support project director, Paul Bundick, traveled to Afghanistan as part of the Project start-up team in Kabul. Mr. Bundick led, with support from the interim COP, John Tabor, the project launch and support initial development of the project implementation plan. Several start-up action items are still to be addressed. Registration of ACDI/VOCA, an ARIES partner is still not complete. A revised full package of application for license was submitted to the Ministry of Economy.

After project launch was completed, ARIES moved rapidly into implementation on a number of fronts. In regards to working with financial institutions, an MOU was signed with the First Microfinance Bank for a credit line through the MISFA SME Wholesale lending facility, and the National Bank of Pakistan was provided with a MISFA Draft Agreement for the Guarantee Facility for SME lending. In addition, discussions were initiated with the Azizi Bank and the Arkhozy Bank. On another front, an SME Lending Guideline Manual for bank Partners and a Policies and Procedures Manual for staff of MISFA to institutionalize the SME lending were drafted.

ARIES also made progress in its work with Community Development Investment and Finance Cooperatives (CDIFCS). ARIES continued training and oversight of Samangan CDIFC. An orientation was conducted for Board members of Pul-e-Khumri CDIFC and the CDIFC was soft-opened. In regards to rural finance activities, the process of registering the Afghan Rural Finance Center (ARFC) has continued. The ARFC Charter was drafted and its context was discussed with the Afghanistan Investment Support Agency. Recruitment for ARFC management is in process; screening of resumes was completed and a short list of candidates for interview was prepared.

## **5. Knowledge Management**

### **5.1 Knowledge Management Consultant:**

FIELD-Support continued to use the services of Margie Brand as a KM consultant to ensure close integration between AMAP, SEEP, and LWA knowledge generation, sharing and wider applications. The consultant continued work on defining effective and efficient ways for managing the knowledge generated in the FIELD-Support LWA. During the reporting period, the KM consultant also contributed to the pilot project selection and design.

During the LWA Partner meeting (held in September 7, 2007), the KM consultant solicited input from partners into the FIELD-Support KM Strategy. Input consisted primarily of the following: 1) integrate the learning agendas with other MD learning agendas; 2) share learning around outputs along the process rather than simply waiting for project deliverables; 3) target the knowledge shared by audience type so as to efficiently share learning; 4) integrate the learning across LWA activities to share as a whole rather than separate pieces; and 5) involve debate and deliberation in the sharing of learning rather than simply sharing isolated learning pieces. As a result, research was done on the current and planned KM learning events that fall under the auspices of the USAID MD so as to link FIELD-Support projects and learning to these events and resources. This led to the development of a matrix that was presented to partners. Partners

were contacted for updates on their deliverables, obtaining information on expected timelines, components, and interim outputs or learning.

The KM Consultant worked closely with the teams engaged in implementing the Social Performance pilot through the SEEP Network, ACCION, and the OVC (Microenterprise plus HIV AIDS plus Youth) projects through the MD office and the USG OVC office. The Social Performance Mapping Workshop component of the Social Performance pilot project was held for two days prior to the SEEP Network AGM. The consultant attended this Workshop and continues to play a role in the 2007 workplan development for the project.

In recognition that FIELD-Support Knowledge Sharing activities will be ramping up with the start of the project's second year, time was spent designing and planning the KM Year 2 strategy to be incorporated into the Year 2 Workplan. The proposed strategy focuses on working closely with the FIELD-Support Partners to determine learning to be shared, using the knowledge shared as a vehicle to market the LWA as a mechanism, and integrating the learning shared with learning generated from other MD mechanisms, events and resources. The initial planning steps were put in place with submission of FIELD-Support topics to the MD Breakfast Series and After Hours Series 2007 programs.

## **5.2 Partners' Knowledge Management Activities:**

ACCION has developed two new *InSight* publications on housing microfinance and client retention. Funds from the management budget will be used to support their translation into Spanish, printing, and dissemination. These publications will be released in the first quarter of 2007.

In October, AFE presented the findings from the Bangladesh Health Sector pilot to the "Private Sector Working Group" – a USAID-funded forum for health practitioners (including AED, Abt, Emerging Markets Group, PSI, Chemonics, Futures Group, etc.) trying to apply market development approaches in their projects. AFE participation at this meeting was facilitated by the USAID Office of Population and Reproductive Health.

Based on the findings from the pilot activity in Bangladesh, in December, AFE initiated additional research into USAID-funded health sector activities/projects to identify and profile those that promote private sector delivery of products and services to targeted populations following market development principles. The objective of this research is to capture lessons learned from these activities, understand the challenges and propose areas to explore to advance the field.

In November, FINCA attended the MicroCredit Summit in Halifax, Nova Scotia. While in Halifax, FINCA held a press conference jointly with AED and USAID to publicize USAID's recent Associate award in Afghanistan, ARIES. The press conference was well received by media and donors alike.

## 6. 2007 Annual Work plan

The development of the 2007 annual Workplan was completed and submitted to the FIELD-Support CTO. The workplan presented a broad agenda, including a robust outreach program and knowledge management/learning agenda. In addition, the workplan presented a proposed performance measurement plan (PMP) designed to capture the results of the FIELD-Support leader and associate awards.

## 7. FIELD-Support Team Staffing

The AED management team has been reorganized and expanded from last year. During the reporting quarter, technical and administrative staff was added to support the associate awards in the field. The AED have also added a finance manager to assist in budget development and project financial management. This larger team will permit AED, as leader, to do a better job in managing FIELD-Support by addressing shortcoming expressed in our annual after action reviews. This larger team will improve our effectiveness and efficiency in issuing awards, communicating opportunities and providing a transparent process for decision-making. See Table below.

<b>Position</b>	<b>Function</b>	<b>Incumbent</b>
Director	Provide overall direction and leadership for the LWA and partner relations. Drive mission outreach and new award development. Coordinate all LWA functions with USAID.	Paul Bundick
Deputy Director	Manage day to day operations including proposal production, partner meetings, contracts, financial reporting, monitoring and evaluation as well as USAID reporting.	Nick Wedeman
Microenterprise Specialist	Provide technical and management support to field-based associate awards and pilots as well as intellectual input into the learning agenda. Work closely with Director on the outreach and communications functions.	Tim Nourse
Knowledge Management Specialist	Develop and manage the KMC function including organizing learning events, publications and communicating results, key findings and new products.	To be determined
Finance Manager	Provide monthly financial reports to USAID and provide financial management for pilots and associate awards in the field.	Bob Steiner
Program Associates	Provide operations management and support for overall leader award, partners and associate awards.	Rada Lankina Megan Greeley