

End-of-Project Report:
**Microenterprise and Microfinance Component of
the U.S. Agency for International Development
Guinea-Bissau Trade and Investment Promotion
Support Project (MICRO TIPS)**

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Introductory Comment

This final report on the Microenterprise and Microfinance Component of the U.S. Agency for International Development (USAID) Guinea-Bissau Trade and Investment Promotion Support Project (MICRO TIPS) includes information on microfinance activities, including some information on the use of the matching loan fund, as well as on the agriculture/horticulture and microenterprise management training components of the project. In a letter dated February 25, 2003, USAID Regional Contracting Officer Laurence Bogus provided AMEX International Executive Vice President Mori Diané with guidance for reporting on the matching loan fund. Most of this report was written before we received the letter; therefore, the main sections of the report do not follow the outline specified in the letter. However, we have prepared Annex III to this report, which addresses the ten points listed in the letter's annex.

Summary

The focus of the Microenterprise and Microfinance Component of the U.S. Agency for International Development (USAID) Guinea-Bissau Trade and Investment Promotion Support Project (MICRO TIPS) was to develop capacities for increasing private economic activity at the grass roots. To accomplish this, project staff assisted in the following three activities:

1. Establish microfinance institutions (MFIs) based on savings
2. Strengthen the capacity of civil society associations to provide services to their members
3. Working through the associations, provide training in improved agriculture and horticulture methodology to producers and training in business management for microentrepreneurs (combined totals of 2,154 women and 1,369 men were trained in microfinance, business management, and agriculture)

Strengthening the Institutional Capacity of Associations

MICRO TIPS worked with the National Association of Guinean Farmers (ANAG), the Association of Women in Economic Activities (AMAE), the Guinean Association of Small Entrepreneurs (AGUIPEC), and the Chamber of Commerce, Industry, and Agriculture (CCIA) to strengthen their capacity to provide services to their members. MICRO TIPS assistance to these organizations was in several forms. Workshops and seminars on management of associations were provided for the leaders and staffs of these and other civil society organizations. When the project started, in late 2001, these organizations were only beginning to resume activities following the 1998–99 war. At the time, none of them had training programs. Their former training staffs were scattered in the country and abroad and were not engaged in training. One of the early actions of MICRO TIPS was to locate and contact former trainers and ascertain their availability for refresher training and reengagement in training programs.

The offices of ANAG, AMAE, AGUIPEC, and the CCIA had been vandalized during the war, and their equipment and many of their files had been lost. The project assisted with institutional support in the form of modest amounts of office and other equipment, as well as recuperation and repair of vehicles. With this assistance, all of these associations resumed activities. Perhaps one of the most important results of the institutional support and training that MICRO TIPS provided was that upon resuming operations, these associations were able to obtain assistance from other donors.

Following the restoration of the associations' capacity to organize training of their members, MICRO TIPS worked with them to develop and implement the training programs described below.

Capacity-Building Training

MICRO TIPS carried out capacity-building training by working through civil society partner associations, ANAG, AMAE, AGUIPEC, and the CCIA. The predecessor TIPS project had developed trainers for the associations, but the trainers had ceased activities when the war broke out, in 1998, and had not started up again. After locating and contacting a number of the former trainers, MICRO TIPS organized refresher training for trainers in improved agricultural and horticultural methods and in business management, and it then developed a training plan for using the trainers to conduct training in the various regions of the country.

The MICRO TIPS work plan projected an average of two six-day training courses each month. However, that rate of training was surpassed by far. From February 2002, when the training program was started, through December 2002, fifty-one capacity-building training courses for 1,346 trainees were conducted. Thus, we supported an average of five six-day courses per month.

The agricultural training was “hands on” training in which each participant had to show that he or she had developed the procedures being taught and the necessary skills. The training evaluation showed that 96 percent of participants demonstrated that they learned improved production and orchard management techniques. Some immediate indicators of the positive impact of the training were participants’ establishment of tree nurseries in their villages and reductions in postharvest losses by the application of appropriate drying, packing, and storage techniques for cashew nuts. The positive impact in increased production per tree to be achieved by proper spacing of new trees and pruning to open up the trees to sunlight will become evident in the future.

MICRO TIPS, working with the CCIA, conducted a business procedures refresher course from May 20 to May 25. This course was based on the five business guides that had been produced under the TIPS project. Thirty-three business guide trainers from fifteen associations participated in the course. The training included basic accounting, business organization and management, and strategic and operational planning. Between May and December, fourteen business management training courses were conducted. This training has continued since the end of the project. For example, PLAN International has contracted MICRO TIPS to provide management training for the staff of a radio station that it has supported in Bafata.

Development of Microfinance Institutions

Donors have conducted other microcredit programs in Guinea-Bissau; however, they usually have been linked to specific projects. Also, except for the prewar TIPS project, none of the credit programs have had savings components. When MICRO

TIPS started, in September 2001, there were no MFIs active. Initially, people were pessimistic about being able to develop MFIs based on savings programs. They argued that the economy was too depressed. MICRO TIPS's first training seminars in microfinance focused on convincing people that it was possible to create self-supporting MFIs based on savings. In addition, project staff realized that to provide an incentive for the formation of MFIs based on savings, it would be necessary to create a matching loan fund. USAID concurrence was granted in October 2001.

Project staff and World Education's Senior Technical Adviser developed training materials and handouts during December 2001. By February 2002, several MFIs had elected leaders and started savings programs. Throughout the first half of 2002, MICRO TIPS provided training, using three visits by World Education's Senior Technical Adviser and four visits by specialists from the Piyeli savings and project staff. Participants were taught how to organize, register, calculate interest rates, evaluate credit applications, and manage MFIs. In addition to the formal training, project staff provided ongoing technical assistance to personnel of MFIs in Bissau and during trips to interior towns. The project made the first two loans to MFIs in April and May and then suspended lending while a budget realignment to create a revolving fund was considered. By June, seven MFIs had met the criteria for obtaining loans.

MICRO TIPS's achievements in microfinance can be summarized as follows:

- At the beginning of project activities, in September 2001, no MFIs were active and potential leaders of MFIs were pessimistic about being able to attract members. Through personal lobbying and seminars, MICRO TIPS persuaded a number of people to organize MFIs.
- Eight MFIs, with 817 members, organized and received eleven loans, totaling \$64,995, from the project's matching loan fund.
- Savings by members of the eight MFIs was \$42,903.
- These MFIs loaned \$37,633 of their savings deposits to members, which, when combined with MICRO TIPS matching loan fund loans, made a total of \$102,628 loaned to members.
- Reimbursement of loans was on or ahead of schedule, with three exceptions.
- The project provided training to more than 2,000 members of microenterprise support organizations, MFIs, and nongovernmental organizations. Some of the nongovernmental organizations are now organizing microfinance activities independent of MICRO TIPS.

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- The example provided by the eight MFIs, as well as the media coverage given these MFIs and the MICRO TIPS training, made others eager to get training from MICRO TIPS and form MFIs.
- Fifteen more MFIs, leaders of which had received training, reached various stages of organization. At least seven of them started savings programs and saved the equivalent of \$9,183, but did not receive loans from the project and did not start lending to members.
- A specific example of positive results was the Wakilare savings and loan association of Cassamandje village. The women in this small MFI saved enough to obtain a loan of FCFA 450,000. With this, they bought palm oil, paid for transportation to Bissau, and sold the palm oil with a profit. They repaid MICRO TIPS ahead of schedule and obtained a larger loan, of FCFA 1,000,000. With this money they obtained more palm oil and sold it in Cape Verde, where the price of palm oil is much higher than in Guinea-Bissau.

The response of Guineans to the opportunities for self-help offered by this USAID project was extremely gratifying. With limited resources and time, the project reached and benefited a relatively large number of people.

Project Objectives

The broad objective of the U.S. Agency for International Development (USAID) Trade and Investment Promotion Support (TIPS) project, which preceded the Microenterprise and Microfinance Component of TIPS (MICRO TIPS), was to assist Guinea-Bissau in achieving sustained, broad-based, and market-oriented growth. To continue toward this objective, the MICRO TIPS–AMEX International, Inc.–World Education project worked with microenterprise support organizations (MESOs) to build their capacities to operate effectively and provide services needed by their members. This assistance took the form of institutional support for the MESOs, training of trainers, and training programs for small farmers, market garden women, and microentrepreneurs. The other component of the project focused on development of microfinance institutions (MFIs).

Output A: Project Mobilization

Project mobilization activities were completed during the first two quarters of MICRO TIPS, and project staff continued and expanded relationships with MESOs, MFIs, nongovernmental organizations (NGOs), donors, and government officials after mobilization. These efforts resulted in proposals for cooperation with PLAN International, SNV (Dutch volunteer organization), the Guinea-Bissau government's Program for Rehabilitation and Reinsertion of Military Veterans (PDRRI), and Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ). Following an approach by project staff, the Food and Agriculture Organization (FAO) representative agreed that FAO would provide funding for a proposal from the Association for Community Integrated Development (ADIC)–NAFAYA, a partner NGO of MICRO TIPS in Gabu.

In January 2002 the project benefited from a visit by AMEX Vice President Irvin D. Coker, who provided guidance on project management. In September 2002 AMEX Executive Vice President Mori Diané visited to provide guidance on project closeout.

Output B: Microenterprise Support Organizations' Institutional Capacity Improved

During the first months of implementation, verification and planning assessments and baseline surveys of MESOs' status and capacities were completed, and former TIPS trainers were identified and contacted. Agreement was reached with MESO leaders on priority needs that MICRO TIPS could support.

In March, MICRO TIPS completed arrangements with the National Association of Guinean Farmers (ANAG) and the Association of Women in Economic Activities (AMAE) for the first deliveries of office equipment and supplies to those

organizations. However, deliveries were delayed pending a budget realignment. Much of the institutional support for ANAG and AMAE was provided during the fourth quarter. The institutional support (vehicles repaired and office equipment provided) enabled ANAG and AMAE to begin functioning and to plan and implement, with MICRO TIPS support, training programs for their members. These achievements are described below.

Suboutput B.2: Microenterprise Support Organizations Deliver Business and Technological Training to Memberships

MICRO TIPS, working with the MESOs, identified and produced lists of local trainers for agricultural techniques and small-business management. Twenty-one ANAG trainers completed an agricultural production trainer's refresher course in February. Subsequently they planned an ANAG training program, and they conducted the first four training courses for farmers during March.

A business procedures trainer's refresher course, based on the five business guides produced under the predecessor TIPS project, was conducted in partnership with the Chamber of Commerce, Industry, and Agriculture (CCIA) from May 20 to May 25, 2002. Thirty-three business guide trainers from fifteen associations participated in the refresher course. The training included basic accounting, business management issues, and planning. During June the trainees planned and developed a training program, and fourteen six-day training courses in business management were conducted during the following months.

The work plan projected that two training courses in agriculture, horticulture, and business management would be implemented each month. However, actual performance far surpassed that estimate. Between February 4 and December 31, 2002, MICRO TIPS and its association partners implemented fifty-one training courses, with 1,346 participants.¹ Table 1 provides data on these training courses. The beneficiaries were active microenterprise entrepreneurs and farmers.

Participants in the training were members of the following MESOs and MFIs:

- CCIA, including regional delegations
- ANAG
- AMAE
- Guinean Association of Small Entrepreneurs (AGUIPEC)

¹ This figure does not include twenty-five microfinance workshops.

- Association of Retailers of the Markets of Guinea Bissau (ARMGB)

Of the total of fifty-one training courses, thirty-two were in improved fruit tree production and orchard management, for 821 persons; 122 of the trainees were women, and 699 were men.² These courses were conducted in thirty-two villages in the nine regions of the country.³ The demand was primarily for cashew orchard management and handling of the crop during and after harvest. In some areas of the country, the emphasis was on mango and citrus orchard management.

The training methodology used was both instructional and “hands on.” Trainers worked in teams of two, with a supervisor, in each six day course. The participants in each course were required to show that they had mastered each of the procedures being taught.

Each course was evaluated and reported upon. The reports show that 94 percent of participants demonstrated that they learned improved cashew production techniques and orchard management, including seed selection, nursery installation and management, various grafting techniques, tree spacing, proper use of fertilizer, orchard management, harvest procedures, and cashew nut selection, drying, packing, and storage. MICRO TIPS staff made follow-up visits to seven of the beneficiary villages and confirmed that practices taught in the courses were being applied. ANAG’s training unit evaluation reports indicated that follow-up visits confirmed that most of the participants in the beneficiary villages were applying the knowledge that they had acquired in their training, particularly by cleaning their orchards through pruning. Farmers in seven villages had prepared nurseries for plant production. Others had started to thin out trees in their orchards to achieve better spacing. Also, the training’s emphasis on pruning of trees to open the branches to sunlight was observed to have been accepted by participants. Some participants were growing annual crops between the rows of cashew, mango, or citrus trees, as had been taught in the training.

Comment: Traditionally, farmers have planted cashews trees too close together. Although this practice has the advantage of reducing the danger of fire damage by crowding out grass and underbrush that would grow if the cashew trees were farther apart, the excessive crowding reduces production per tree and also produces smaller and often deformed nuts. By applying the techniques taught in the courses—especially, spacing the trees and pruning as the trees mature—greater yields and better nuts are produced. The postharvest handling of the cashew harvest is important in preventing losses due to excessive moisture and mold. This training is important; in

² If those trained in the third quarter are included, the total number of persons trained in agricultural technology as of June 30 was 585.

³ Annex I provides details concerning each course.

the past, many producers have been unable to sell part or even all of their harvest due to their failure to prevent moisture damage and mold.

These training actions were collaborative efforts by MICRO TIPS and its MESO partners. The sponsoring MESOs provided classrooms and trainer accommodation costs as well as the administrative support involved in scheduling and conducting the training. MICRO TIPS provided trainers' stipends, transportation, and didactic materials.

Table 1 summarizes MICRO TIPS training actions in non-microfinance areas (microfinance training is listed in Table 3, under "Output C: Savings-and-Loan Groups Will Be Established and Will Use Microfinance Best Practices," below). Table 2 summarizes impact of this training.

Table 1. Summary of Training Actions

Category	Course Titles	No. of Courses	No. of Participants			Length of Training (Dates)
			Total	Women	Men	
Training of Trainers	Refresher Training for ANAG Trainers on Improved Fruits Production Techniques and Orchard Management	1	23	0	23	6 days (Feb 4–9, 2002)
	Refresher Course for Trainers in Business Management	1	32	4	28	6 days (May 20–25, 2002)
Agricultural Training	Cashew, Mango, and Citrus Production Techniques– Orchard Management	32	821	122	699	6 days for each course
Market Gardening and Food Processing	Vegetable Production, Market Gardening Management and Food Preservation and Transformation Techniques	4	138	132	6	6 days for each course
Business Management Training	Small Business Administration (including planning, budgeting, basic accounting)	12	307	100	207	6 days for each course
Civil Society Association Management	Management and Leadership Training for Leaders of Civil Society Associations	1	25	6	19	6 days (Nov 18–23, 2002)
TOTAL		51	1,346	364	982	

Table 2. Training Impact Summary

Category and Title of Training Action	Impact: Training Results
Training of Trainers (refresher course for ANAG trainers on improved fruit production technique and orchard management)	23 trainers originally trained by TIPS before the war took a refresher course to prepare them for implementing a training program. Training refreshed their knowledge of the subject and training methods and techniques. The trainers were drawn upon to conduct the 32 six-day courses on Fruits Production and Orchard Management and the 4 six-day courses on Market Gardening and Fruit Preservation and Transformation.
Training of Trainers (refresher course for 5 business guides)	32 trainers took refresher course on business practices training, using the 5 business guides that TIPS had developed before the war. Some of them taught the 14 six-day courses that MICRO TIPS sponsored on small business management and accounting.
Agricultural Training: Improved Cashew Production and Orchard Management Techniques	32 courses had 821 participants, who learned how to open up trees to sunlight by pruning, proper planting methods, spacing of trees, grafting, creation of seedling nurseries, and postharvest drying of cashew nuts to avoid mold and spoilage. The most important immediate result was that producers immediately reduced postharvest spoilage. In participating villages, tree nurseries were started as a result of the training. Proper spacing of trees and pruning increase production per tree.
Business Training	Training was based on business guides on five topics: (1) basic accounting, (2) pricing methodology, (3) operational and strategic planning, (4) calculation of interest rates, and (5) applying for credit.
Private Associations Management	Leaders of 12 associations were trained in preparing business plans for associations, membership services, and management. Following the training, some organizations became noticeably active in focusing their efforts to achieve objectives. ANAG achieved a partnership arrangement with the U.S. organization LEAD Ministries.
Market Gardening and Food Processing Training	Participants applied the techniques to prepare vegetable beds during the rainy and dry seasons (different techniques involved), use of organic fertilizer, natural disease and pest control, and postharvest handling of products to minimize spoilage. They preserved fruits and vegetables by canning and drying for later sale or consumption. Products that participants canned appeared in the markets.

Output C: Savings-and-Loan Groups Will Be Established and Will Use Microfinance Best Practices

When the project started, in September 2001, no MFIs were functioning. The four associations in the BAMBARAM mutualist group had started before the 1998–99 conflict, but with the war and the loss of their savings in the bankrupt International Bank of Guinea-Bissau (BIGB), none of them had become active following the war. Moreover, their leaders were demoralized by the overall depressed economic situation

and the loss of their savings. Much of the project staff's effort during the early months was aimed at convincing leaders and members of potential MFIs that, no matter what incomes their members might have, accumulation of savings would be possible and would eventually form the foundation for an operational savings-and-loan (S&L) institution.

Project staff soon realized that to provide an incentive for organizing S&L institutions (MFIs), it would be necessary to offer matching loan capital so that relatively soon after an MFI organized and initiated its savings program, it would receive a loan and, in turn, begin offering loans to members. In October 2001, USAID/Dakar approved this concept. During a visit of the World Education Senior Technical Adviser in October, a subsequent visit by the adviser, and visits by leaders of the Piyeli S&L institution in Mali, criteria were developed by which S&L associations could establish eligibility for receiving loans from the project.

To become eligible to receive a loan from the project, an association had to have an elected board and officers and had to have solidarity groups formed under it, each with five to ten members. Every member of each solidarity group had to have started a savings program. Members of solidarity groups were also required to have had at least two years of prior engagement in an economic activity.

By May 2002, several MFIs had met the criteria for receiving matching loan funds from the project and the first two loans had been provided. Lending was then suspended while the issue of whether the project could realign its budget to transfer funds for administration, equipment, and expatriate-consultant line items to establish a revolving fund was under consideration. Authorization for the budget realignment was received on August 1.

The matching loan fund had a major positive impact on the development of MFIs. The prospect of receiving loans after having begun a savings program was an incentive for groups to form solidarity groups and begin savings. The initial loans also stimulated the recipients' economic activity and enabled them to earn money and increase their savings.

Microfinance training activities: MICRO TIPS staff and World Education specialists provided training and technical assistance to help S&L institutions organize themselves. Some workshops were aimed specifically at leaders of associations and solidarity groups. Other workshops and seminars were held for potential and actual members of the S&L groups. In all training sessions and informal discussions, project personnel emphasized the vital importance of savings for the survival of MFIs.

The following materials were developed (in Portuguese) for use during workshops and for distribution to MESOs and MFIs during field trips:

- *Indispensable Conditions for Creating a Microfinance Institution* (two pages, outlining the structure of the MFI, information to be collected and reported with the application, percentages of obligatory savings needed for starting, etc.)
- *Criteria for Obtaining Microloan Capital from MICRO TIPS*
- *Train-the-Trainer Topics for MFIs and MESOs*
- *Achieving Successful Microfinance Institutions through the Application of Microfinance Best Practices* (seventeen pages)
- *Tony's Rule of Thumb* (two pages)
- *Successful Financial Institution Criteria* (thirteen pages)
- *MICRO TIPS's Rotating Fund for Savings and Credit: Information Form for Solidarity Groups* (seven pages)
- *Transformation of an Informal Microfinance Organization into a Formal Organization*
- *The Role of the Administrative/Management Council in Building a Successful Microfinance Institution: Indispensable Practices in Governing a Microfinance Institution*
- *How to Implement a Program of Quality for Savings and Credit Service*
- *Basic Concepts and Practices for Planning, Implementing, and Evaluating a Business and an Organization*
- *Strategic Planning Handout*

During the year, MICRO TIPS benefited from three visits of World Education's Project Director, in October of 2001 and in January and July of 2002. In January, he conducted a workshop for leaders of BAMBARAM concerning the advantages and disadvantages of a mutualist or credit union structure for their organization.

World Education's Senior Technical Adviser made three two-week visits: October 5 to October 26, 2001; March 9 to March 23, 2002, and May 24 to June 7, 2002. The October visit was devoted to selecting a microfinance coordinator for the project, providing guidance to project staff, and conducting informal meetings with leaders of MFIs in the process of organization. The Senior Technical Adviser provided

assistance in the preparation of training materials and written procedures for management of microfinance activities by MFIs. During his second visit, he and project staff conducted workshops on microfinance best practices. During the third visit, a three-day seminar on strategic and operational planning was held. Thirty-nine representatives of fifteen microfinance and microenterprise associations attended. Part of the seminar program was for the participants to draft plans for their respective organizations.

World Education arranged four visits by officials of the Piyeli S&L association in Mali. The first two of these visits were used to supplement project staff's efforts to convince leaders and members of potential MFIs that it was possible to accumulate savings and use savings for loans. During the last two visits, workshops on management of MFIs were conducted.

During the year, a total of twenty-nine workshops and seminars on microfinance best practices were held for participants from various parts of the country. They were held in Bissau and several regional towns: Gabu, Bafata, Cassamandje, Cacine, and Quinhamel. Table 3 provides information about the workshops and seminars. In addition to the formal training, MICRO TIPS staff provided ongoing day-to-day counseling and technical assistance to the leadership of MESOs and MFIs.

Table 3. Microfinance Workshops and Seminars

No.	Date	Location	MFI/ MESO	No. of Participants			No. of Days	Topic of Training	Train- er(s)
				Total	Wo- men	Men			
1	Dec 10, 2001	Bissau	Several	51	22	29	1	What Is Micro Finance? Role of Savings	Sa- make, Piyeli
2	Dec 12, 2001	Bafata	Bamaco MFI	19	19	0	1		
3	Dec 13, 2001	Gabu	Asiedel & GIE- Barri	21	15	6	1		
4	Dec 14, 2001	Bissau	BAM- BA- RAM	20	18	2	1	Trainers for Savings Programs	Mahon
5	Feb 1, 2002			8	7	1	1	Types of MFI: Mutualist or Credit Union?	

No.	Date	Location	MFI/ MESO	No. of Participants			No. of Days	Topic of Training	Train- er(s)
				Total	Wo- men	Men			
6	Mar 18, 2002	Bissau, with partici- pants from Bissau, Gabu, Bafata, Cassa- mandje	Leaders of 27 MESOs & MFIs	67	60	7	1	Transition from Informal to Formal MFI	Schu- macher
7	Mar 19, 2002	Bissau		69	57	12	1	Role of Board & Manage- ment in Successful MFIs	
8	Mar 20, 2002			71	28	43	1	How to Operate a Quality Pro- gram of S&L Products and Services	
9	Mar 21, 2002			72	28	44	1	Support for Business Planning by Members	
10	Apr 17, 2002	Bissau, with participat ion from, Gabú, Bafatá, Cassa- mandje,	13 MFIs	99	89	10		How to Organize, Legalize & Register an MFI	Sou- mare, Piyeli
11	Apr 18, 2002	Cacine & Bubaque Island		97	89	8		Managing an MFI	
12	Apr 19, 2002			101	91	10	1	Interest Rates, Evaluating Credit Applications	
13	May 27-29, 2002	Bissau, with partici- pants from the interior	15 MFIs	39	27	12	3	Strategic & Operational Planning	Schu- macher

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No.	Date	Location	MFI/ MESO	No. of Participants			No. of Days	Topic of Training	Train- er(s)
				Total	Wo- men	Men			
14	Jun 25, 2002	Gabú	Asiedel & GIE- Barri	100	83	17	1	Organization of MFI, Criteria for Loan	Project Staff
15	Jun 26, 2002	Bafatá	Bamaco ^a	75	71	4	1		
16	Jun 28, 2002	Cassa- mandje	Waki- lare	54	33	21	1		
17	Jul 19, 2002	Bissau	AGUI- PEC, BAM- BA- RAM, Fruit Traders	116	98	18		Loan & Reimburse- ment Proce- dures, Manag- ing Accounts	Samake
18	Jul 20, 2002		149	129	20	1			
19	Jul 23, 2002	Bafatá	Bamaco	115	110	5	1		
20	Jul 24, 2002	Gabú	GIE- Barri	123	100	23	1		
21	Jul 25, 2002		Asiedel	54	54	0	1		
22	Aug 27, 2002	Cacine	Langi Fani	52	42	10	1		
23	Sep 7, 2002			82	72	10	1	Savings Pro- cedures, Crite- ria for Loans	
24	Sep 14, 2002	Bissau	Amas- bacal	118	114	4	1	From Informal to Formal MFI	
25	Sep 17, 2002		Several MSIs & MESOs	100	84	16	1	Savings Pro- cedures, Crite- ria for Loans	
26	Dec 13, 2002	Gabú	Asiedel	118	97	21	1	Supporting Business Plans of Members: Extending and Recovering Credit	

No.	Date	Location	MFI/ MESO	No. of Participants			No. of Days	Topic of Training	Train- er(s)
				Total	Wo- men	Men			
27	Dec 13, 2002		Asiedel, GIE- Barri, & ADIC	13	6	7	1	MFI Accounting Procedures	
28	Dec 28, 2002		GIE- Barri	72	60	12	1	Role of Board & Manage- ment in MFI Success: Practical Standards for Governance	
29	Dec 29, 2002	Pitche	ADIC Fancata Gonal	102	87	15	1	From Informal to Formal MFI	
TOTAL PARTICIPANTS				2,177	1,790	387			

^a This MFI started with name of Walondran and then changed to Bamaco.

Achievements in Microfinance

The project's achievement in microfinance can best be illustrated in the following:

- In September 2001, there were no microcredit institutions with savings components. Moreover, there was much pessimism about whether MFIs based on savings could function, given the state of the economy. Project staff overcame this pessimism, and there are now eight functioning MFIs and another fifteen in various stages of development.
- The project organized twenty-nine workshops, which provided training to 2,177 members of MESOs, MFIs, and NGOs. Some of the NGOs are now organizing microfinance activities independently from MICRO TIPS.
- Eight MFIs, with 817 members, received eleven loans, totaling \$64,995, from the project's matching loan fund.
- Savings by members of the eight MFIs was \$42,903.
- The eight MFIs loaned \$37,633 of their savings deposits to members, which, when combined with MICRO TIPS matching loan fund loans, made a total of \$102,628 loaned to members of the eight MFIs.

- Reimbursement of the eleven loans was on or ahead of schedule, with three exceptions.
- The example provided by the eight MFIs and the media coverage given these MFIs and the training made others eager to get training and form MFIs. The concept that it is possible in Guinea-Bissau for MFIs based on savings to function and survive was accepted.
- Another fifteen new MFIs were in various stages of development. Some of these had organized and started savings programs, but had not yet started lending. Others, after receiving training, were in the process of organizing.
- MICRO TIPS had records of savings amounting to \$9,183 by MFIs that had not yet received loans from MICRO TIPS. These records were not complete; however, this amount added to the \$42,903 savings by MFIs that had received loans made a total of \$52,086 in documented savings.

Table 4 provides data on the eight MFIs that received loans from MICRO TIPS. Table 5 provides data on the savings by MFI members, the loans by MICRO TIPS to the MFIs, the loans by MFIs to members, and the outstanding debt of MFIs to MICRO TIPS.

Table 4. Names, Locations, and Memberships of Microfinance Institutions

Name of Association	Location	No. of Solidarity Groups That Received Loans	No. of Members/Clients Who Received Loans	
			Women	Men
Asiedel	Gabú	15	75	0
AGUIPEC S&L	Bissau	38	155	35
Bamaco	Bafatá	8	34	2
BAMBARAM Mutualist (including 4 associations: No Pega Teso, Nunca Falta, AMU-PEIXE, and Dua Djabi)	Bissau	34	187	0
Fruit Traders S&L	Bissau	2 ^a	7	3
GIE-Barri	Gabú	23	103	12
NO DJUDA N'OUTRO	Bissau	10	96	4
Wakilare	Cassamandje	10	76	28
TOTAL		140	733	84
			Total women & men: 817	

^a At the time the Fruit Traders S&L received its loan from MICRO TIPS, it had only two solidarity groups. It now has five solidarity groups.

Table 5. Amounts of Savings and Loans

Association Name	Amount (FCFA)			
	Current Savings	Loaned by MICRO TIPS	Loaned to Members	Owed by Associations to MICRO TIPS
Asiedel	835,000	2,000,000	2,668,000	0
Wakilare (1 women's group & 1 men's group)	539,000	442,500, 400,000, 805,000, 1,000,000, Total: 2,647,500	3,158,700	0
NO JUDA N'OUTRO	817,500	1,500,000	2,000,000	945,500
Fruit Traders S&L	650,000	2,000,000	2,000,000	1,631,000
Bamaco S&L	1,550,000	3,000,000	4,050,000	97,500
GIE-Barri S&L	7,500,000	10,000,000	16,000,000	0
IFNB, CPC, BAMBARAM	7,500,000	15,000,000	22,500,000	12,770,000
AGUIPEC/Núcleo de Poupança	6,350,000	2,850,000	9,200,000	2,901,300
TOTAL (FCFA)	25,741,500	38,997,500	61,576,700	18,345,300
TOTAL (US\$) ^a	\$42,903	\$64,995	\$102,628	\$30,576
Average Size of Loan to Associations		\$5,908 ^b		

^a Exchange rate: FCFA 600 = US\$1.00.

^b MICRO TIPS made eleven loans. However, one of these loans was to the BAMBARAM mutualist group, which made loans to four associations under it. Thus, fifteen associations received loans, making the average size of loans to associations \$4,006.

As mentioned above, a number of associations received training in workshops and seminars conducted by MICRO TIPS and were in the process of organizing, but had not yet benefited from loans from MICRO TIPS. Seven of these (Table 6) had started savings programs.

Table 6. Microfinance Institutions in the Process of Qualifying for Loans

Name	No. of Solidarity Group	No. of Clients/Savers			Total Amount of Savings in (FCFA)
		Total	Women	Men	
Amasbacal	4	20	20	0	612,500
Alla Wallu	5	25	7	18	2,037,500
N'Dunguibon	7	54	41	13	670,000
N'Djauguibon	10	110	90	20	1,000,000
Nafibon	8	87	64	23	540,000
Agil	5	46	34	12	400,000
Acobam	4	46	40	6	250,000
TOTAL	43	388	296	92	5,510,000
TOTAL (US\$) ^a					\$9,183

^a Exchange rate: FCFA 600 = US\$1.00.

Conclusions and Lessons Learned

Emphasis on Savings

Traditionally, there had been little savings in Guinea-Bissau by people of limited economic resources. Donors had run a number of credit programs, usually linked to specific projects, without savings requirements. Also, due to the lack of liquidity in the economy, people had doubts that significant savings could be accumulated. In response to this situation, MICRO TIPS training and technical assistance placed strong emphasis on the vital need for savings. The message was that only with the accumulation of capital through savings and fees could MFIs survive and become self-sufficient organizations able to function without donor support. This message was accepted by the eight MFIs that received matching loan funds, and others were organizing and starting savings programs.

Loan Repayment Period

MICRO TIPS set short repayment periods for all but one of its loans, because the end of the project was near and we wanted each loan recipient to complete at least one

loan cycle. In some cases, this was possible. For others, the loans were made so late that completion of the cycle was not possible. Also, such a short repayment period was practical only for an individual involved in some activity where a quick turnaround was possible—specifically, commerce. Projects that required an investment and time to develop needed longer-term loans. In the future, we should develop loan products to serve these longer-term developmental needs.

Federation versus Individual Associations

BAMBARAM was a federation of four MFIs. Its leaders created the federation informally before the 1998–99 conflict. It was inactive for two years. When MICRO TIPS began working with its leaders in 2001, the leaders proceeded with the federation. We encouraged them to do this. However, in retrospect we believe that it was an error for them to have created this superstructure. It became apparent that BAMBARAM, with its current capabilities, could not effectively manage the four associations in the federation. MICRO TIPS's relations with the four associations were filtered through BAMBARAM, which did not provide MICRO TIPS with accurate information about problems of the four MFIs or about the loans made to them. In the future, we will encourage the formation of federations only after the individual MFIs have been functioning effectively on their own.

Need for Strongboxes

During their first year of operation, new MFIs in Guinea-Bissau generally lacked institutional funds to buy basic supplies and equipment. Also, they could not pay staff and therefore had to rely on volunteers. One need apparent during the past year was for safes or strongboxes for temporary storage of reimbursements and savings. We intend to seek donor support for providing small safes to newly formed MFIs.

Bank Accounts

MICRO TIPS encouraged each MFI to open an account in the local bank. During the past year, only three of the MFIs were able to open bank accounts. The others initially did not have enough savings or did not meet the other criteria for opening accounts. For the latter, MICRO TIPS initially held the savings and reimbursements in its safe and later established a separate bank account for holding MFI funds. We could ensure that 20 percent of all loans made to the MFIs for which we were holding savings were retained under MICRO TIPS control. However, of the three MFIs that established their bank accounts for savings and that provided MICRO TIPS with bank statements showing that they had 20 percent of the loans saved, two subsequently withdrew the savings to below the required 20 percent and used the funds for making loans. Both of these organizations were in Bissau, and they were also the only MFIs that fell behind in reimbursements. Evidently, it was not sufficient for savings amounting to

20 percent of the matching funds to be held in the MFI account. In the future, we will insist that the 20 percent be placed in the MICRO TIPS account.

Amount of Savings—a Gratifying Surprise

The amount of savings by the eight MFIs that received revolving loan funds by far surpassed our expectations as well as those of the leaders of these groups. They did not limit their savings to the 20 percent necessary to receive loans. As shown in Table 5, above, members of the eight MFIs had saved a total of \$42,903 as of January 31, 2003. This was 65 percent of the total of \$64,995 loans provided by MICRO TIPS. They used part of their savings as well as the loans from the project to make loans to members totaling \$102,628.

Importance of Revolving Fund Loans

The availability of revolving fund loans was crucial to the achievements of the past year. The prospect of receiving project loans for credit to members provided an incentive for establishing the MFIs. The loans also enabled the recipients to increase their economic activity and gain income from which additional savings could be drawn. This explains the unexpectedly large amount of savings that they accumulated.

Repayment Performance

The MFIs' overall performance in repaying the loans received from MICRO TIPS was good. Five of the eight MFIs that received a total of eleven loans made their payments on schedule or ahead of schedule.

One loan was over thirty-one days in arrears as of December 31, 2002. This was with the BAMBARAM mutualist federation, which was organized by members of AMAE. BAMBARAM was the recipient of a loan of FCFA 15,000,000, the largest loan from the project's matching loan fund. In deciding upon the amount loaned to BAMBARAM, we took into consideration the fact that it comprised four MFIs. Thus, there would be about FCFA 3,750,000 for each association if the subloans were distributed more or less equally.

There were several explanations or excuses for the failure to pay on time. BAMBARAM loaned most of the FCFA 15,000,000 to AMU-PEIXE, one of the four associations that composed the BAMBARAM group. This MFI was composed of *bideiras* (women who sell fish), and its members generally earned more than the members of the other associations. BAMBARAM leaders explained AMU-PEIXE's slow performance in repaying its loans as follows: They bought fish from the state's fish company at Alto Bandim, ordering and paying for the fish in advance. During much of the past year, the military requisitioned fish from the state enterprise, and the women could not get fish, even though they had already paid for them.

The explanation had some validity, but it was not the whole story. AMU-PEIXE repaid part of the loan to BAMBARAM; however, the latter reloaned the money to other associations rather than repaying MICRO TIPS. The other three associations had not been pleased that BAMBARAM had loaned most of the loan from the project to AMU-PEIXE. They had pressured BAMBARAM for loans, and BAMBARAM had yielded to the pressure.

Another of BAMBARAM's associations, Dua-Djabi, had solidarity group members who dealt in clothing and textiles. Their explanation for failure to pay was that they had sold goods on credit and had not yet been able to collect their payments.

Another problem was that BAMBARAM's staff did not apply the microfinance best practices in managing their federation. They should have held weekly meetings with the staffs of the subsidiary associations. They did not do this, and until recently they did not follow up vigorously to collect repayments. We placed them under heavy pressure, and they pledged to make regular payments.⁴

Two other MFIs had less than thirty days' arrearage in payments as of December 31. These were the AGUIPEC Núcleo de Poupança e Crédito in Bissau and Bamaco S&L in Bafatá. Their arrearage was caused primarily by the following problem.

In November 2002, a group from AGUIPEC's savings-and-loan association joined with a group from Bamaco to buy goods in Gambia. There were over fifty persons involved. They rented a large trailer truck to transport the goods (mainly onions, potatoes, and other perishables) to Bissau. When the truck entered Senegal, a Senegalese customs officer boarded it and accompanied it to Ziguinchor,⁵ where it entered a different Senegalese customs zone and a problem arose. The chief customs officer in Ziguinchor alleged that the truck was carrying contraband and demanded payment of FCFA 180,000. The truck driver did not have funds, and the persons to whom the cargo belonged were in Guinea-Bissau. The truck remained in Ziguinchor for eighteen days, and it was released only after it became a cause célèbre on Guinean television and the president of the Bafatá Region CCIA and representatives of the traders went to Ziguinchor to negotiate its release. The cargo was unloaded. There was no contraband. However, the onions and potatoes had spoiled, and thus over fifty small traders lost money and fell behind in reimbursing their loans.

Another reason that the AGUIPEC S&L association was behind in loan repayments to the project was that, like BAMBARAM, it reloaned some of the loan reimbursements from solidarity groups rather than making its payments to MICRO TIPS. We

⁴ Since December 31, BAMBARAM has made payment of FCFA 2,500,000 on its debt to the project.

⁵ This is normal practice. When goods being brought from Gambia to Guinea-Bissau through Senegal, the cargo is accompanied by Senegalese customs officers until it reaches the Guinea-Bissau border.

emphatically informed AGUIPEC's leaders that this was unacceptable and that they should have repaid MICRO TIPS and applied for another loan.

Somewhat counterbalancing the above, it should be noted that both BAMBARAM and AGUIPEC achieved high levels of savings and used their savings to make loans. Whereas the MICRO TIPS loan to AGUIPEC was FCFA 2,850,000, AGUIPEC used FCFA 6,350,000 of its members' savings to make loans. BAMBARAM used FCFA 7,000,000 of its members' savings for loans.

Both AGUIPEC and BAMBARAM are now cooperating with MICRO TIPS's efforts to collect reimbursements on the loans. We are confident that they will be repaid

Country versus City

Another observation that we draw from this year's experience in establishing and working with S&L associations is that, in general, the groups located in Bissau were less inclined than are the groups in interior towns to follow faithfully the procedures of microfinance best practices. The leaders of the associations in the city had a tendency to disregard the rules, whereas those in interior towns took training more seriously and adhered to the procedures. Additional information on the use of the matching loan capital fund, compiled in response to a USAID request of February 24, 2003, is in Annex III.

Output D: Entrepreneurs Obtain Credit for Expansion of Operations

MICRO TIPS did not succeed in obtaining a USAID Development Credit Authority loan guarantee program for the Bank of West Africa (BAO). The original proposal was followed up by additional data on BAO, and USAID/Dakar sent the proposal to USAID/Washington for consideration. We did not learn of a response from USAID/Washington.

Microenterprise Support Organizations' Matching Fund Contributions

The MESOs cooperated with MICRO TIPS by providing in-kind matching-fund contribution in various forms, including provision of transportation, meeting rooms, meals, and contributions to trainers' stipends. Details concerning the contributions are in Annexes IV, V, and VI. The data are summarized in Table 7.

Table 7. Partners' Matching Fund Contributions

Kind of Contribution	Value of Contribution by Organization (FCFA)			
	ANAG	AMAE	CCIA	Microfinance MFIs ^a
Trainers' Stipend	1,440,000	480,000	1,200,000	
MESOs' Leadership Level of Effort	2,020,000	288,000	366,000	
Participants' Contribution of Time	3,100,500	1,335,750	3,305,250	
Training Facilities/ Classrooms/Orchard Use	2,520,000	1,800,000	1,800,000	
Logistical Support Contributions	1,958,600	1,311,900	1,558,800	
TOTAL (FCFA)	11,039,100	5,215,650	8,230,050	
TOTAL (US\$) ^b	\$18,399	\$8,693	\$13,717	
TOTAL for ANAG, AMAE & CCIA (FCFA)	24,484,800			
TOTAL for ANAG, AMAE & CCIA (US\$)	\$40,809			

^a Data are to be reported by the Microfinance Coordinator through World Education.

^b Exchange rate: FCFA 600 = US\$1.00.

Concluding Comments

Project activities gathered momentum during the year. Partners showed enthusiasm in working with MICRO TIPS and in the renewal of their services to members. The MESOs ANAG, AGUIPEC, AMAE, and the CCIA started training programs for their members. The potential for expanding the number of MFIs appears infinite. Guinea-Bissau is a country with only one commercial bank and few credit sources open to microentrepreneurs. Therefore, once people understand that by mobilizing their own resources they can create credit institutions, they will do so. They need, however, ongoing technical assistance and training and the important boost provided by access to a modest revolving loan fund. Project staff are proud of the project and its achievements during the past year. Following the closeout of USAID funding, they intend to continue to work in microfinance and training.

Annexes

Annex I. Work Plan Outline

Output A: Project Mobilization

Activity A.1: Establish Field Office

Activity A.2: Establish Contacts with MESOs, MFIs, NGOs, and Donors

Activity A.3: Establish Contacts with Government Officials

Output B: MESOs' Institutional Capacity Improved

Suboutput B.1: MESOs' National Headquarters Offices Capacities Restored to Prewar Levels

Suboutput B.2: MESOs Deliver Business and Technological Training to Memberships

Output C: Savings-and-Loan Institutions Will Be Established and Use Microfinance Best Practices

Suboutput C.1: Determine the Current Status of AMAE's BAMBARAM and Other Microfinance Savings-and-Loan Groups

Activity C.1.A

Suboutput C.2: AMAE, AGUIPEC, ANAG, ARMGB, and Affiliated Organizations Increase Understanding of Their Members and Clients Concerning Microfinance Best Practices

Suboutput C.3: Microfinance Institutions Are Established and Applying Microfinance Best Practices

Output D: Entrepreneurs Obtain Credit for Expansion of Operations

Annex II. Abbreviations and Acronyms

AGUIPEC	Guinean Association of Small Entrepreneurs (Associação Guineense de Pequenos Comerciantes)
AMAE	Association of Women in Economic Activities (Associação de Mulheres de Actividade Económica)
ANAG	National Association of Guinean Farmers (Associação Nacional de Agricultores da Guiné-Bissau)
ADIC	Association for Community Integrated Development (Associação para o Desenvolvimento Integrado da Comunidade)
ARMGB	Association of Retailers of the Markets of Guinea-Bissau (Associação de Retalhistas da Guiné-Bissau)
BAMBARAM	Name given to the MFI created by founders from five S&L association members established among women at Bandim market under AMAE with TIPS support
BAO	Bank of West Africa (Banco da África Ocidental)
BIGB	International Bank of Guinea-Bissau (Banco Internacional da Guiné-Bissau)
CCIA	Chamber of Commerce, Industry, and Agriculture (Câmara de Comércio, Industria e Agricultura)
DCOP	Deputy Chief of Party
DPIP	Department of Private Investment Promotion (Direcção de Promoção de Investimento Privado)
FAO	Food and Agriculture Organization (Organização Mundial de Alimentação e Agricultura)
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
MESO	microenterprise support organization (organização para o apoio das micro empresas)
MFI	microfinance institution (instituição de micro-finanças)
NGO	nongovernmental organization (organização não governamental)

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PDRRI	Program for Rehabilitation and Reinsertion of Military Veterans
S&L	savings and loan
SNV	Dutch Agency for Cooperation (Agencia Holandesa de Cooperação)
TIPS	Trade and Investment Promotion Support (Projecto de Apoio à Promoção do Investimento Privado)
USAID	U.S. Agency for International Development (Agência Americana para o Desenvolvimento Internacional)

Annex III. Minimum Reporting for Microfinance Institutions: Portfolio and Outreach Data

This annex provides the data requested under Item A, “Portfolio and Outreach,” in the annex to the letter of February 25, 2003, from USAID Regional Contracting Officer Laurence Bogus to AMEX Executive Vice President Mori Diané. The data cover the period up to December 31, 2002. The responses are keyed to the ten points listed under Item A:

1. The total unpaid balance on outstanding loans to the target group at the beginning of the reporting period was zero. At the end of the reporting period, the unpaid balance was FCFA 18,575,000, which is about \$30,958.¹
2. The total number of outstanding loans to the target group, at the beginning of reporting period was zero. At the end of the reporting period, the number was five.
3. The borrowers’ identities and the sizes of outstanding loans as of December 31, 2002, are shown in Table III-1.

Table III-1. Outstanding Loans, December 31, 2002

Borrower’s Name	Amount Outstanding (including interest)	
	FCFA	US\$
BAMBARAM (federation of 4 MFIs)	15,270,000	25,450 ^a
AGUIPEC Núcleo de Poupança	2,901,300	4,836
Fruit Traders S&L	1,436,000	2,393
NO DJUDA N’OUTRO	1,154,000	1,923
GIE-Barri	230,000	383
Bamaco S&L	1,397,500	2,329
TOTAL	22,388,800	37,314

^a At the time this loan was issued, the exchange rate was FCFA 750 = US\$1.00 (FCFA 15,000,000 = US\$20,000)

4. The total amount of loans disbursed to the target group was FCFA 38,999,500 (\$64,995).
5. Eleven loans were disbursed to the target group.
6. Seventy-two percent of the borrowers who signed the eleven loan agreements with MICRO TIPS were female. Of the eleven loans that MICRO TIPS provided

¹ The exchange rate used herein is FCFA 600 = US\$1.00.

to the MFIs, eight were signed by women and three were signed by men. However, of the 817 loans that the MFIs made to clients, 733, or 90 percent, were to women.

7. One loan, to the BAMBARAM mutualist federation, was 31 to 60 days overdue as of December 31, 2002. Its amount was FCFA 15,770,000 (\$21,283). Payment of FCFA 2,500,000 was made on January 14, 2003. No other loans were 30 days or more overdue.
8. Data on small savers' deposit accounts are shown in Table III-2.

Table III-2. Small Savers' Accounts

Name of Saver's MFI	No. of Savers	Total Savings	Compulsory Savings	Voluntary Savings
Acobam	46	250,000	0	250,000
Agil	46	400,000	0	400,000
Alla Wallu	25	2,037,500	0	2,037,500
AMBASCAL	20	612,000	0	612,000
Asiedel	75	835,000	533,600	301,400
AGUIPEC	190	6,350,000	1,840,000	4,510,000
Bamaco	36	1,550,000	810,000	740,000
BAMBARAM	187	7,500,000	4,500,000	3,000,000
GIE-Barri	115	7,500,000	3,200,000	4,300,000
Fruit Traders S&L	10	650,000	400,000	250,000
Nafibon	87	540,000	0	540,000
N'Djauguibon	110	1,000,000	0	1,000,000
N'Dunguibon	54	670,000	0	670,000
NO DJUDA N'OUTRO	100	817,500	400,000	417,500
Wakilare	104	539,000	361,000	178,000
TOTAL	1,205	31,251,000	12,044,600	19,206,400
TOTAL (US\$)		\$52,086	\$20,074	\$32,011

9. At the beginning of the reporting period, there were no small savers' deposits. At the end of the reporting period, there were 1,205 small savers, of which 1,029 were women and 176 were men.
10. Four MICRO TIPS staff members were involved part-time with credit and savings activities.

Annex IV. National Association of Guinean Farmers (ANAG) Matching Fund Contribution

Items	Qt	Days	Unit Cost	Total Cost (CFA)	AEP	Location (Region)	Date
1. Contribution of Trainers' Stipend (estimated cost reduced)							
- ANAG training unit coordinator and courses designing and supervision	1	72	10,000.00	720,000.00			
- ANAG Local course supervisor	3	24	5,000.00	360,000.00			
- ANAG Local trainer on "Cashew Improved Production Techniques and Orchard Management"	9	8	5,000.00	360,000.00			
2. MESOs staff/leadership Level of Effort Cost Estimate (stipend)							
- ANAG training courses announcement and orchard facility arrangement	4	10	4,000.00	160,000.00			
- ANAG President advocacy speeches/closing ceremony attendance	1	12	30,000.00	360,000.00			
- ANAG leadership and training unit staff coordination meeting for a new training policy set up (dissemination and advocacy)	10	10	15,000.00	1,500,000.00			
3. Participants Contribution of Time							
- Contribution per person for entire course	318	6.00	1,625.00	3,100,500.00			
4. Training Facilities/ANAG Members Orchard Utilization for Nursery and Grafting Practices							
- Cost of orchard utilization	12	6	35,000.00	2,520,000.00			
5. Logistical Support Contribution							
- Expenses on Food and Beverage for the Closing Ceremony of the course	368	1	1,000.00	368,000.00			
- Contribution of transport to/from course for ANAG trainers	9	2	3,000.00	54,000.00			
- Participants contribution of transport to/from closing ceremony place	368	6	200.00	441,600.00			
- Lodging and meals for ANAG trainers	9	8	15,000.00	1,080,000.00			
- Taxic tickets paid by ANAG trainers' to attend planning session with Project DCOP	3	10	500.00	15,000.00			
TOTAL				11,039,100.00			

Annex V. Association of Women in Economic Activities (AMAE) Matching Contribution to Project Resources

Items	Qt	Days	Unit Cost	Total Cost (CFA)	AEP
1. Contribution of Trainers' Stipend (estimated cost reduced)					
- AMAE Local course supervisor	4	6	5,000.00	120,000.00	B.2.a/B.2.c
- AMAE Local trainer on "vegetables improved production techniques"	4	6	5,000.00	120,000.00	B.2.a/B.2.c
-AMAe trainer of trainer on " Vegetables and Fruits preservation and transformation techniques"	1	24	10,000.00	240,000.00	B.2.a/B.2.c
2. MESOs staff/leadership Level of Effort Cost Estimate (stipend)					
- AMAE training courses announcement and field facility arrangement for practice	4	3	4,000.00	48,000.00	B.2.a/B.2.c
- AMAE President representative advocacy speeches/closing ceremony attendance	4	1	30,000.00	120,000.00	B.2.a/B.2.c
- AMAE local affiliated associations leaders efforts for course organization/participants selection	4	3	10,000.00	120,000.00	B.2.a/B.2.c
3. Participants Contribution of Time					
- Contribution per person for entire course	137	6.00	1,625.00	1,335,750.00	B.2.a/B.2.c
4. Training Facilities/AMAE Members Agricultural Field Utilization for Practices					
- Cost of field utilization	12	6	25,000.00	1,800,000.00	B.2.a/B.2.c
5. Logistical Support Contribution					
- Contribution of transport to/from course for AMAE trainers	9	2	3,000.00	54,000.00	B.2.a/B.2.c
- Participants contribution of transport to/from closing ceremony place	137	6	200.00	164,400.00	B.2.a/B.2.c
- Lodging and meals for AMAE trainers	9	8	15,000.00	1,080,000.00	B.2.a/B.2.c
- Taxis tickets paid by AMAE trainers' to attend planning session with Project DCOP	9	3	500.00	13,500.00	B.2.a/B.2.c
TOTAL				5,215,650.00	

Annex VI. Chamber of Commerce, Industry, and Agriculture (CCIA) Matching Contribution

Items	Qt	Days	Unit Cost	Total Cost (CFA)	AEP
1. Contribution of Trainers' Stipend (estimated cost reduced)					
- CCIA's Business Guides trainer of trainers	2	6	10,000.00	120,000.00	
- CCIA Local Business Guide course supervisor (by the trainers of trainers)	2	36	10,000.00	720,000.00	
- CCIA Local trainer on "Small Business Administration, including planning, budgeting, basic accounting and general management practices"	6	12	5,000.00	360,000.00	
2. MESOs staff/leadership Level of Effort Cost Estimate (stipend)					
- CCIA training courses announcement and classroom facility arrangement	4	6	4,000.00	96,000.00	
-President of CCIA-Bafata Region advocacy speeches/closing ceremony attendance	1	2	30,000.00	60,000.00	
- President of CCIA-Bolama/Bijagos Region advocacy speeches/closing ceremony attendance	1	2	30,000.00	60,000.00	
- President of CCIA representative advocacy speeches/closing ceremony attendance (Bissau)	1	1	30,000.00	30,000.00	
- President of AGUIPEC advocacy speeches/closing ceremony attendance in Bubaque island	1	1	30,000.00	30,000.00	
- President of CCIA-Oio representative advocacy speeches/closing ceremony attendance (Farim)	1	1	30,000.00	30,000.00	
- President of CCIA-Oio Region advocacy speeches/closing ceremony attendance (Olossato)	1	1	30,000.00	30,000.00	
- President of CCIA-Oio representative advocacy speeches/closing ceremony attendance (Mansaba)	1	1	30,000.00	30,000.00	
3. Participants Contribution of Time					
- Contribution per person for entire course	339	6	1,625.00	3,305,250.00	
4. Training Facilities/Classroom Arrangement					
- Classroom rental	12	6	25,000.00	1,800,000.00	
5. Logistical Support Contribution					
- Contribution of transport to/from course for CCIA trainers	8	2	3,000.00	48,000.00	
- Participants contribution of transport to/from closing ceremony place	339	6	200.00	406,800.00	
- Lodging and meals for CCIA trainers	8	9	15,000.00	1,080,000.00	
- Taxis tickets paid by CCIA trainers' to attend planning session with Project DCOP	8	6	500.00	24,000.00	
TOTAL				8,230,050.00	