

AMAP Financial Services Knowledge Generation

Year One Work Plan for DAI

A. OVERVIEW

This is the first annual work plan for the AMAP Financial Services Knowledge Generation (FSKG) Project, a task order issued to Development Alternatives, Inc. (DAI) under the AMAP-Microfinance IQC. DAI's FSKG task order was issued on September 30, 2003. This work plan is expected to be approved in mid-December 2003. It describes the research activities and deliverables that DAI expects to manage and produce between the date of work plan approval and 31 December 2004.

This work plan elaborates on the activities described briefly in DAI's March 2003 technical proposal, as refined and revised in a series of discussions with the FSKG Cognizant Technical Officer (CTO), Mr. Barry Lennon, with Mr. Lennon's colleagues in EGAT/MD, with DAI's fellow FSKG contractors, and with members of DAI's own FSKG team.

In Section B, the Work Plan briefly lays out the overall structure of the FSKG project. Section C identifies planned Year 1 tasks under Component One: Core Knowledge Generation.

B. PROJECT COMPONENTS

B.1. Project Management

Management of the FSKG project involves the development and maintenance of financial, contractual, and technical information systems; establishment of protocols and systems for all phases of work; provision of technical leadership to guide the overall research activity; production of required management reports; liaison with USAID, the AMAP Support Services Contractors, fellow FSKG contractors and other donors on the research activities; and maintenance of efficient communication among all parties, including DAI's ten FSKG subcontractors. In Year 1, many start-up activities will be undertaken:

- Development of subcontracts
- Construction of all management and administrative systems
- Development and sharing of the project vision with the broader FSKG team, and
- Orientation of all team members to the individual research activities.

The FSKG management team includes 4 individuals at DAI. The Project Director, Colleen Green, has responsibility to provide technical leadership and direction for the overall FSKG Project, as well as to ensure the quality of products and deliverables. She is also responsible for all management systems and for reporting to USAID.

Ira Singh will act as Deputy Director/Knowledge Manager of this contract. Ms. Singh, who made important contributions to the Microenterprise Best Practices project, will work with Ms. Green and the USAID Support Services Contractor with responsibility for knowledge management on enhancing the quality and breadth of dissemination of FSKG research.

Andrew Ippini, Project Administrator, will be responsible for undertaking most administrative functions including budget tracking, the processing of financial vouchers, requesting travel approvals and country clearance, procurement of airline tickets, and submission of deliverables.

Amy Harrington will serve as DAI's Contract Administrator, responsible for any contracting actions that may be required, and for interactions with USAID's Office of Procurement.

Because both Ms. Green and Ms. Singh are scheduled to be on maternity leave until mid-January 2004, Zan Northrip, who coordinates DAI's efforts across all three AMAP IQCs—Microfinance, Business Development Services, and Enabling Environment—will manage the FSKG project in their absence, with the assistance of Hillary Miller on selected tasks. Both Ms. Green and Mr. Northrip are listed as Key Personnel on this task order.

B.2 Component One: Core Knowledge Generation

DAI's award for Component One: Core Knowledge Generation included 26 distinct research topics, each of which will result in one or more deliverables. These topics have since been grouped under six themes, as described in an October 6, 2003 memorandum from Barry Lennon.

The thematic organization of the 20 DAI topics planned for launch during the work plan period is provided in Figure 1.

Each topic is headed by a Research Leader, who will guide the development, implementation, and documentation of the research and resulting deliverables. This decentralized structure allows many individuals from across DAI's consortium to play a role in shaping the research and allows for more streamlined management of the overall project. Project Management has worked closely with the Research Leaders to develop the work plans for their topics and will continue to play a key role in activity guidance and oversight.

Additionally, Project Management has ensured collaboration and coordination with the FSKG teams headed by IBM and Chemonics, where topics overlap or have synergies. DAI recognizes that close coordination with the other FSKG consortia, as well as with other donor projects, is critical to the success of AMAP FSKG.

B.3 Component Two: Short-Term Technical Services

Under Component Two of the FSKG project, the DAI consortium can be called upon by USAID to provide a variety of short term technical services, such as sector assessments and trainings for USAID missions. To date, Component Two has not been contracted, but we have been told to expect an award of \$300,000.

Once contracted, Component Two will be executed through a series of Technical Instructions issued by the FSKG CTO.

B.4 Component Three: Knowledge Management

Under Component Three of the FSKG project, the DAI consortium can fulfill the FSKG mandate for active collaboration with other FSKG contractors and contribute to the knowledge dissemination activities led by the AMAP Support Services contractors. To date, Component Three has not been contracted, but we have been told to expect an award of \$300,000.

Table 1
Research Topics and Leaders, by Theme

Theme 1: Institutional and Innovative Models for Outreach

State-Owned Retail Banks	Jay Dyer
Commercial Banks and MFI-Commercial Bank Linkages	Robin Young
Non-Financial Retail Strategies	Monica Brand

Theme 2: Market Research and Product Development

HIV/AIDS-Responsive Products and Services	Colleen Green
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Theme 3: Pushing the Frontier—Rural and Agricultural Finance

Agricultural Lending	Claudio Gonzalez
Savings for Rural and Poor Clients	Hillary Miller

Theme 4: Improving Microfinance Management

MFI Guide to Technology	John Cann
Dissemination of <i>Defining Options</i>	Colleen Green
Performance Indicators for Savings and Back Office Operations	Lynne Curran
The Missing Middle—Technical Guides for Middle Management	Robin Young
Credit Scoring Models for Microfinance	Dean Caire
Promotion of Financial Performance Standards	Till Bruett
Risk Management Series	Robert Dressen

Theme 5: Access to Capital

Private Debt Placements	Zan Northrip
DCA and Other Credit Enhancements	Mary Miller

Theme 6: Enabling Environment for Microfinance

Developing Private Credit Bureaus to Serve MFIs	Reese Moyers
Bank Secrecy Laws and Credit Bureau Formation	Reese Moyers
Policy Advocacy by Microfinance Networks	Sharyn Tenn
Proving Microfinance Matters	Zan Northrip
Standardized Accounting and Disclosure Regimes	Robert Vogel

C. YEAR ONE ACTIVITIES

C.1 Core Research Activities

The individual research activities that will be started in Year 1 of FSKG are detailed in Annex One.

C.2 Management Activities

C.2.A Project Kick Off and Planning Activities

The development of the work plans attached in Annex One has been a highly collaborative process, involving frequent meetings with USAID, with our consortium members, and with our fellow FSKG contractors. Once the Year 1 work plan is approved, we plan to host a project launch that will update all members of DAI's research team on the scope of DAI's FSKG activities. We also endorse and hope to participate in a USAID-sponsored launch for the entire FSKG initiative, with the intent of communicating the FSKG agenda to the broader development community.

C.2.B Management Reporting Deliverables, Year One

Outputs from the individual research activities will be produced and delivered as described in the work plans in Annex One.

We recognize the need for flexibility in work plan implementation and will consult regularly with the FSKG CTO, as well as with the FSKG Theme Managers he has designated. Any adjustments to the work plans will be documented in quarterly reports submitted by DAI to the CTO. Quarterly reports will be submitted two weeks after the end of each quarter:

- Quarter 1: January 1, 2004 – March 31, 2004
- Quarter 2: April 1, 2004 – June 30, 2004
- Quarter 3: July 1, 2004 – September 30, 2004
- Quarter 4: October 1, 2004 – December 31, 2004

Quarterly reports will provide updates on the progress of each of the research topics underway, as well as the budget expended per research topic.

D. YEARS TWO AND THREE ACTIVITIES

Six research topics awarded to DAI are planned for launch in Year 2 or Year 3. They are:

- *Non-traditional Institutional Models*
- *MFI Partnerships with Domestic Banks for Housing Finance*
- *Housing Products*
- *Money Transfers and Remittances*
- *Specialized Laws*
- *Risk-based Supervision*

Work Plans for these Year 2 and Year 3 topics will be produced and discussed with USAID in the second half of 2004.