Mid-Term Evaluation

BREAKING THROUGH BARRIERS TO GROWTH:
EXPANDING THE SCOPE AND SCALE OF
CREDIT WITH EDUCATION IN TWO REGIONS

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ACRONYMS

ALCO	Asset Liability Committee
BCEAO	Central Bank of West African States
CARD	Center for Agriculture and Rural Development
CARD MRI	CARD Mutually Reinforcing Institutions
CIF	Centre d'Innovation Financière
CMDI	CARD MRI Development Institute (formerly CARD Training Center)
CwE	Credit with Education
DID	Développement international Desjardins
DIP	Detailed Implementation Plan
FECECAM	Fédération des Caisses d'Epargne et de Crédit Agricole Mutuel du Bénin
FFH	Freedom from Hunger
FUCEC	Faîtière des Unités Coopératives d'Epargne et de Crédit du Togo
IRAM	Institut de Recherches et d'Applications des Méthodes de Développement
LQAS	Lot Quality Assurance Sampling
LSAR	Learning Session at Risk
MBA	Mutual Benefit Association
MFI	Microfinance Institution
MG	Matching Grant
MIS	Management Information System
NGO	Non Governmental Organization
PAMECAS	Union des Mutuelles du Partenariat pour la Mobilisation de l'Épargne et du Crédit au Sénégal
PVC	Office of Private and Voluntary Cooperation
RCPB	Réseau des Caisses Populaires du Burkina Faso
RTSP	Regional Technical Service Provider
TA	Technical Assistance
TO	Technical Officer

1.0   EVALUATION PROFILE SHEET

PVO name	Freedom from Hunger
Cooperative Agreement Number	HFP-A-00-02-00024-00
Country program sites and names of principal partners	**Benin:** Fédération des Caisses d'Epargne et de Crédit Agricole Mutuel du Bénin (FECECAM)
	Burkina Faso: Réseau des Caisses Populaires du Burkina (RCPB), Centre d'Innovation Financière (CIF)
	Mali: Kafo Jiginew, Kondo Jigima, Nyèsigiso
	Togo: Faîtière des Unités Coopératives d'Epargne et de Crédit du Togo (FUCEC)
	Philippines: Center for Agriculture and Rural Development (CARD)
Duration of grant	Five years: October 2002–September 2007
Beneficiary populations	Very poor women 18 years and older, primarily of child-bearing age, and their families
PVC-PVO match totals	$2,515,780
PVC-PVO match funds disbursed to date	$1,486,659
Date DIP was first approved and changes made to DIP	July 2003
Evaluation Start Date	May 9, 2005
Evaluation End Date	September 15, 2005

2.0   SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

2.1   Background

Freedom from Hunger delivers technical support to microfinance providers in developing countries for the sustainable integration of microfinance and life-skills training services for very poor women—a methodology known as Credit with Education (CwE). The purpose of the current five-year Matching Grant (MG) program entitled *BreakingTthrough Barriers to Growth: Expanding the Scope and Scale of Credit with Education in Two Regions*, is to expand the quality and reach of integrated microfinance and life-skills training services to serve 200,000 clients in the Philippines and West Africa. The Matching Grant program accomplishes this through technical assistance (TA) on systems and new financial and education product development.

The Matching Grant program operates in two regions, using two different models:
➢ In West Africa, Freedom from Hunger works with six credit union networks in five countries and one regional partner, Centre d'Innovation Financière (CIF). The six networks[1] receive TA and training from Freedom from Hunger (on systems and education modules) and CIF (on market research and product development) to facilitate the growth of CwE. Providing CwE requires the credit union networks to establish the infrastructure to offer a decentralized, group-lending product to poorer clients, alongside an existing range of other financial products geared for individual clients.
➢ In the Philippines, Freedom from Hunger works with a single institution, the Center for Agriculture and Rural Development (CARD or CARD MRI), which is a group of mutually reinforcing institutions (MRI). CARD MRI is comprised of a microfinance non-governmental organization (NGO), microfinance bank, micro-insurance company, development institute and a new business development service provider. CARD's NGO and bank offer CwE services, while the development institute oversees training for CARD staff, regional MFIs and other organizations. The development institute has recently registered as an independent institution, and has the mandate of offering training services within CARD, as well as teaching other microfinance institutions (MFIs) how to offer its pro-poor approach to microfinance. Some of the courses offered will focus specifically on integrating financial and non-financial services, thus enabling CARD to become an RTSP for CwE.[2] Introducing and expanding CwE within CARD implies embedding education services into its existing products.

Experience in the first half of the matching grant has provided insight into successful approaches to breaking through growth barriers, as well as lessons for improvement.

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[1] PAMECAS in Senegal—counted here—plans to launch CwE in the fall of 2005.

[2] It should be noted that neither CIF nor CARD sees its primary mandate as becoming an RTSP for CwE. Through this MG program, however, they have gained the capacity to train (CARD) and offer TA (CIF) in CwE, and are willing to offer their services regionally. For this reason, within the context of this MG program, they are considered RTSPs.

2.2   Results

As of the mid-term, the Matching Grant program overall has achieved 72% of its stated targets for the first half of the Matching Grant. The growth target as of March 2005 was 196,000[3] CwE clients, but this was missed, with instead 160,000 clients reached as of the mid-term.

Results differ dramatically by region. West Africa experienced a decline from the baseline of 104,000 clients to 79,000, whereas the Philippines saw an increase from 12,000 to 80,000 CwE clients. By the end of the Matching Grant program, partners are targeted to reach 270,000 CwE clients, with 70,000 in the Philippines and 200,000 in West Africa. CARD has already exceeded its end target.

The Matching Grant program seeks to enable six partners to "break through" barriers to growth and serve over 30,000 clients each by September 2007. To date, two partners have achieved this goal (one in the Philippines and one in West Africa). While it is possible that a West African credit union network that recently joined the Matching Grant program[4] could also achieve this target, it is unlikely that any of the other partners will meet the 30,000 client mark within the life of the Matching Grant program.

The program model also calls for the development of an RTSP in each region, capable of training other organizations in CwE. In the Philippines, CARD has taken important steps toward developing a strong RTSP. In West Africa, CIF has played a valuable role as RTSP for market research and development. A second RTSP planned for the region was not identified, and the West African Office (WAO) of Freedom from Hunger has played the role of RTSP in terms of capacity building. Freedom from Hunger is currently reflecting on the most appropriate strategy to serve the needs of current and future CwE partners as well as other potential partners in the region.

Given the results to date, the mid-term evaluation focused on understanding the keys to the rapid growth of CwE in the Philippines and the main challenges faced by the credit union networks in West Africa.   It proposes recommendations for how to further strengthen and replicate successful efforts to date and address the most critical challenges in both regions.

2.3   Conclusions

2.3.1 Growth

Although successful growth depends on many factors, the foundation appears to rest on institutional vision. Only those institutions that recognize both the social and financial potential of CwE, and strive toward expanding outreach, can achieve significant scale. CARD's experience points to other key aspects that support an institution in achieving this vision, including commitment to the mission at all institutional levels, pro-active efforts to remain

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[3] The mid-term target as stated in the DIP totals 162,000 (132,000 in West African and 30,000 in the Philippines. This is considerably different from the quarterly target of 196,000. For the purpose of the evaluation report, the team used the March 2005 quarterly target, since it was broken down by partner institution.
[4] PAMECAS has an existing group loan product, which CIF estimates to serve some 60,000 poor women. PAMECAS, CIF and Freedom from Hunger are currently working together to embed education services in this product.

client-responsive, and incentives to attract and retain clients. CARD possesses management systems strong enough to manage and adapt to growth, a good understanding of its clients and competition, and capacity and willingness to invest in expansion of CwE to new zones.[5]

The six partners in West Africa have had very different experiences and challenges in growing CwE. RCPB in Burkina Faso has expanded its outreach and included CwE as a key component of its three-year business plan, yet other networks have had less success. Some appear to have a low or waning commitment to CwE, while others have demonstrated strong commitment but have had to engage in significant strengthening of management systems and could not grow while retrenching.[6] All of the West African credit unions have also experienced high CwE drop-out rates but do not monitor sufficient data to readily identify and address the issue. Further, while some institutions have made efforts to expand CwE to new areas or develop new CwE-related products, they have not always paid enough attention to opportunities to retain or re-attract clients in their current markets with current products. Drop-outs may result from increasing competition or the need to adapt product terms, but it often appears to result from internal policies. Finally, networks have found it difficult to invest in expansion to new areas, and start-up investment may require external financing sources.

Regional political instability and the departure of one network, Kafo Jiginew with 19,000 CwE clients from the Matching Grant program have also contributed to slower than expected growth.

2.3.2 Partnerships

The approach adopted in this Matching Grant program places the responsibility for meeting targets primarily in the hands of the implementing partners. Freedom from Hunger and CIF serve as TA providers, helping partners identify as well as respond to requests for training needs. This model assumes that all partners share in and are committed to achieving program goals. It also assumes that all institutions have the capacity to continually identify the TA required to expand CwE.

Successful partnerships under this model require equal efforts from all partners. This implies active efforts by the implementing partner to achieve targets. It requires that the TA provider be familiar with the implementing partner's broader institutional capacities and challenges, so that it can provide sound advice and appropriate assistance. Such a relationship involves frank and open discussions about challenges. It appears that when Freedom from Hunger spends more time on-site with partners, strong, productive and transparent partnerships are more likely to develop.

2.3.3 Technical Assistance

The TA provided under this Matching Grant program addresses critical issues, including networks' inadequate management systems, CwE-related product development, new and adapted

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[5] Note that the investment requirements at CARD are less intensive than in West Africa due to the difference between investing in the start-up of a whole new product (in West Africa) and adding the education component to an existing decentralized, group-based product (in the Philippines).

[6] See Section 4.2.1.2, discussion of West Africa Objective 2, for individual assessments of each participating network.

education modules and opportunities to learn from other CwE practitioners. Partners appear satisfied with the quality of the TA and the training sessions.

The TA approach is very demand-driven, with partners primarily identifying needs and Freedom from Hunger or CIF developing and delivering tools and/or facilitating interactive problem-solving workshops in response. In the Philippines this approach has worked well—partly because of a strong institutional commitment to learning and continuous improvement, and partly due to an unusually strong institutional partnership; and although all of Freedom from Hunger's TA to CARD is related to CwE, it extends somewhat deeper into the institution. In West Africa, this demand-driven TA approach has encountered limitations, many of which reflect partnership challenges. Networks that are not committed to CwE at all levels tend to identify their TA needs and implement TA with less success—even when select operations staff make strong efforts. Meanwhile, those networks that *are* committed to CwE could likely benefit from longer on-site visits, which may help not only to build stronger partnerships but also to permit Freedom from Hunger staff to gain a more well-rounded view of the institution and the context in which CwE operates.

Furthermore, in West Africa, CIF and Freedom from Hunger share responsibilities in providing complementary TA to partners, presenting some coordination challenges. Better communication and coordination between these providers would ensure more effective, sustainable solutions. Finally, networks could enhance the usefulness of their TA by inviting all of their TA providers (beyond Freedom from Hunger and CIF) to plan jointly with them. For example, if one TA provider is assisting a network in improving the information systems, the network could ensure that the new system has the capacity to monitor data captured in the CwE portfolio management tool (*Tableau de Bord*) by facilitating contact and planning events between the TA providers. In this way, less duplication and unproductive overlap would occur.

2.3.4 Education

While education remains an important aspect of CwE both for Freedom from Hunger and its partners, maintaining the consistency of education services is a challenge. Clients are enthusiastic about education, and noted behavioral changes and life-changing impacts during focus group discussions, but quality and consistency of delivery are necessary to have the greatest impact. Ensuring that education is viewed throughout the partner institution as a key element of CwE services requires that leadership communicate its importance to staff and ensure that education is integrated into regular management systems such as staff performance, roles and responsibilities in position descriptions, evaluations, incentives and MIS. It also involves allocating adequate resources to CwE, such as access to vehicles and support for regular staff training.

When there are major changes or delinquency in the credit portfolio, education is often put on hold, and delivery becomes less frequent or of lesser quality. During times of change or problems within groups, it would be appropriate to offer alternative education modules such as group-based problem-solving, in lieu of planned learning sessions on health or business. Clear policies on when to put current learning sessions on hold (perhaps to substitute them for alternative change- or problem-related modules), and at what point to restart the planned sessions would also address the consistency challenge.

2.4   Recommendations

2.4.1 General Recommendations

1. Partners are at very different levels in terms of outreach and capacity than initially assumed. Re-evaluate planned activities based on overall institutional capacity, genuine commitment to CwE and specific TA requirements for each partner.
2. The RTSP model appears sound. Continue to work toward developing RTSPs to extend CwE training and delivery.
3. Strengthen partnerships where needed or continue to build strong relationships where existing. Key aspects to this include shared vision and good understanding of partner capacities and needs.

2.4.2 West Africa

1. Use the upcoming West African conference as an opportunity to assess continued commitment and vision to grow CwE in each network.
2. Ensure that staff charged with expanding CwE has appropriate authority in decision-making and sufficient influence on institutional structures to work effectively.
3. Perform a joint assessment with each network to establish new targets, taking into account CwE growth, the quality and quantity of education delivery, supervision capacity and improvements in data monitoring.
4. Prioritize improving and expanding CwE in current markets (decreasing the number of drop-outs, improving supervision, saturating the market) before expanding to new zones within a network.
5. Continue TA activities of developing guides and tools, improving market research and product development, and lateral learning. Provide more on-site accompaniment.
6. Ensure adequate capacity exists within Freedom from Hunger, through WAO and/or a second RTSP, to provide needed support to networks and CIF.

2.4.3 The Philippines

1. Build on learning to date—continue efforts to introduce CwE to all CARD clients.
2. Focus efforts on improving learning session delivery and consistency through improving planning of learning sessions, integrating education into management systems and streamlining the training of technical officers in CwE and new education modules.
3. Concentrate on developing the new training institute (CMDI) to manage its three roles of training for CARD MRI, serving as an RTSP and offering a master's degree in microfinance. This implies finalizing CMDI's strategic and operational planning, developing clear policies, building capacity and increasing professionalism.
4. Strengthen the research department's capacity to disseminate findings more widely within CARD MRI, and to translate research into new and adapted products.

3.0   PROGRAM BACKGROUND

3.1   Brief History of the Matching Grant Program

Freedom from Hunger delivers technical support to microfinance providers in developing countries for the sustainable integration of microfinance and life-skills training services for very

poor women—a methodology known as Credit with Education. The purpose of the current five-year Matching Grant program entitled *Breaking Through Barriers to Growth: Expanding the Scope and Scale of Credit with Education in Two Regions*, is to expand the quality and reach of CwE services in order to serve 200,000 clients in the Philippines and West Africa. Activities under this Matching Grant began in October 2002.

The program was designed to operate on two levels. At the level of CwE providers, the Matching Grant program strengthens systems, products and education modules to prepare institutions to extend their services to more than 30,000 CwE clients. On a regional level, the program also develops and trains RTSPs to offer training and TA to institutions interested in CwE—thereby multiplying the TA available for CwE.

Now halfway through the grant period, the mid-term evaluation sought to analyze Freedom from Hunger's and its partners' progress to date, verify the Matching Grant program's initial hypotheses, identify strengths and weaknesses in the implementation of activities, and provide suggestions for achieving even greater impact during the second half of the grant period. The present report presents corresponding findings and recommendations.

3.2   Rationale for the Program

CwE services are designed for very poor women, primarily in rural areas. In the countries that make up the West African Monetary Union, approximately 10 million economically active women live on less than one dollar per day. Four million of their children are moderately to severely malnourished and 570,000 of them die every year as a result. Five hundred thousand of these women are afflicted with malaria every year. Eight thousand die from preventable causes related to pregnancy and childbirth, and 800,000 are living with HIV/AIDS. Freedom from Hunger's education services provide critical information about nutrition, health, family planning and HIV/AIDS to help these women make better use of the resources that surround them to mitigate circumstances that threaten their daily survival and that of their children.

Access to financial services is also highly limited for these women. Only 5% have access to credit and savings services. CwE, working with just five credit union networks, accounted for 20% of that capacity in 2002. Thus, CwE was one of the few services reaching these women.

While the public health and financial access issues in the Philippines are not as dire as in West Africa, millions of people can benefit from improved access to credit and educational services. There are 12 million economically active women living in rural areas, of whom 5.6 million live on less than a dollar per day. They have 2.7 million children who are moderately to severely malnourished, of whom 119,000 die each year. The maternal mortality rate is 170 per 100,000 live births and approximately 11,000 women are living with AIDS.

As of 2002, approximately 500,000, or 10%, of these women were receiving financial services from the various rural banks, credit unions and NGOs distributed throughout the country. Freedom from Hunger's partner, CARD, with 50,000 clients in its system, represented 10% of the existing service delivery, but CARD's education services reached only about 12,000 clients at the beginning of the grant period. Thus services combining education, credit and savings through women's groups were reaching a tiny fraction of the potential market.

Freedom from Hunger has developed two unique capabilities—integrating CwE into credit unions and embedding education into microfinance institutions—that are in demand from the two different types of microfinance institutions represented by its partners in West Africa and in the Philippines. After an integrated product is introduced and the number of clients begins to reach a significant level of outreach, however, these institutions' staffing, supervision, training and information systems tend to reach critical plateaus.

The premise of the *Breaking Through Barriers* Matching Grant was that by using new collaborative models—that emphasize lateral learning across peer networks, focus on product development and adaptation, build technological capacity, and strengthen systems for growth management—institutions that were reaching tens of thousands of women with an integrated down-market product could in fact reach many more. In other words, they could significantly accelerate their CwE client growth trajectory, while maintaining quality services in a sustainable manner.

3.3   Status of Interventions

At the beginning of the Matching Grant period in October 2002, Freedom from Hunger was working with five credit union networks in West Africa and with CARD in the Philippines. Their status in offering CwE was as follows.

➢ **Faîtière des Unités Coopératives d'Epargne et de Crédit du Togo (FUCEC)**. A Togolese network that consisted of 152 credit unions serving 107,714 members as of 2002. It integrated CwE in 1996 and as of 2002 served 15,437 women through its CwE services (largely through the financial support and technical collaboration of Plan International).

➢ **Fédération des Caisses d'Epargne et de Crédit Agricole Mutuel du Bénin (FECECAM)**. A network in Benin that consisted of 96 credit unions serving 275,000 members at the beginning of the Matching Grant. It integrated CwE in 2000 and was reaching 7,357 women through its CwE services in 2002.

➢ **Réseau des Caisses Populaires du Burkina (RCPB)**. A network that began operations in 1972 in Burkina Faso and consisted of 77 credit unions serving 695,729 clients as of 2002. It was the first West African network to integrate CwE into its operations (in 1993) and served 45,808 women through CwE services at the start of the Matching Grant.

➢ **Nyèsigiso**. A Malian network that began operations in 1993 and consisted of 52 credit unions serving 130,114 clients in 2002. It integrated CwE in 1996 and, at the start of the Matching Grant, served 16,287 women through its CwE services.

➢ **Kafo Jiginew.** A Malian network that began operations in 1988 and had 74 credit unions serving 82,898 members as of 2002. It integrated CwE in 1996 and was serving 18,889 women through its CwE services.

➢ **The Center for Agriculture and Rural Development (CARD)**. Established in 1986, CARD was offering group-based microfinance services to about 50,000 clients in 2002, but education services were only reaching 12,407.

3.4   What the Program Seeks to Achieve

The broad objectives of the *Breaking Through Barriers* to Growth program are as follows:
1. Expand the range of products Freedom from Hunger offers in the areas of health and business education and finance.

2. Develop new tools and systems for organizations seeking to reach 30,000 clients or more with this expanded range of products.
3. Develop new models for collaboration that increase local demand for products and services and create marketing and service delivery channels that can reach a large audience.
4. Develop a venture philanthropy fund that will attract private institutional investors for the purpose of developing Freedom from Hunger's capacity to invest in microfinance institutions that are ready to significantly expand their operations.

Specifically, the Matching Grant program set the target of increasing clients served by West African partners from 86,000 to 200,000 over five years, with the number of credit union networks serving over 30,000 CwE clients expanding from one to five. In the Philippines, CARD would increase its CwE clients from 12,000 to 70,000 and train at least two other microfinance providers in CwE. In addition, strong RTSPs would be developed in each of the regions.

3.5   Principal Partners

Two of these RTSPs act as principal partners under the Matching Grant. In West Africa, the Centre d'Innovation Financière (CIF) was established in 1999 as a research and innovation center offering services in market research and product development. CIF is owned by six credit union networks, which also comprise its primary customer base. Freedom from Hunger intends to identify and train an additional West Africa RTSP during the second half of the Matching Grant or find an appropriate alternative, such as spinning off the WAO or using a network of consultants to provide additional services. In the Philippines, the Center for Agriculture and Rural Development (CARD), established in 1986, is a group of mutually reinforcing institutions offering microfinance and training services. The CARD MRI Development Institute (CMDI), formalized during the first half of the Matching Grant, provides training to institutions under the CARD umbrella as well as organizations throughout the region. During the second half of the grant period, Freedom from Hunger will work intensively with CARD to strengthen the CMDI and position it as a leader in offering CwE and other microfinance and development-related training.

3.6   Current Implementation Status

Table 1 presents the growth targets and actual achievements as of March 2005 for each region. Both targets and results need to be considered in the context of the regional approaches. In West Africa, five networks were offering CwE to 104,000 at the beginning of the Matching Grant program. Growing this portfolio for each network requires introducing a new down-market, decentralized, group-based product and developing new CwE-related products. This is a different market than typically served and requires developing new infrastructure for each credit union.

In the Philippines, all growth is within a single partner, CARD MRI. For CARD, growing CwE requires embedding education services into the existing group-based financial product, and expanding the service to new branches and regions. While expanding to new branches and regions requires significant effort and resources, the institution is set up to serve poor women,

thus systems, staff and structure are already in place to serve this market. The challenges remain great, but less so than in West Africa.

Table 1: CwE Outreach: Comparison of Baseline, Mid-term Target, Mid-Term Actual and End Target				
Indicator	Baseline	March 2005 Target	Actual 3/31/05	End Target[7]
Number of credit union networks delivering CwE (West Africa)	5	7	6	7
Number of women receiving services (West Africa)	103,958	154,945	79,367	200,000
Number of Grameen Bank Replicators delivering integrated education services (Asia)	1	1	1	1
Number of clients receiving financial and education services (Asia)	12,407	41,200	80,297	70,000
Total Number of Organizations	6	8	7	8
Total Number of Clients	91,500	195,945[8]	159,664	270,000

3.7   Development Plans for the Second Half of the Matching Grant

The partners view the mid-term evaluation as an opportunity to consider successes and analyze challenges in order to improve performance over the second half of the Matching Grant program. In West Africa, the partners will likely reflect individually on their own vision and commitment to growing CwE. Targets will be re-set to reflect strong but realistic growth for each partner, and the design and implementation of TA will be reviewed and refined. Additionally, Freedom from Hunger will likely increase efforts to identify and train a second West African RTSP, or find an appropriate alternative. In the Philippines, the second half of the Matching Grant will likely focus on improving quality and consistency of learning sessions and strengthening the newly created training institution, both to improve CwE services offered within CARD, and to position it as a leader in offering CwE and other microfinance training regionally.

4.0   PROGRAM EFFECTIVENESS

4.1   Program Model or Approach

The Matching Grant program took a multifaceted approach to support partners in the significant expansion of CwE services. Partners were selected on the basis of successful past experience with CwE, their social mission and their apparent capacity to grow CwE substantially. Freedom from Hunger devoted focused TA on partners' operational and structural challenges to achieving positive CwE growth—such as integrating CwE into overall management systems, increasing CwE internal controls and supervision, creating staff incentives, building internal training and product research capacity, and developing new CwE-related products. Lateral learning among CwE providers was institutionalized. Freedom from Hunger also planned to build the capacity of RTSPs to offer training to a greater number of institutions.

The Matching Grant program is implemented through a distinct organizational model in each region, allowing Freedom from Hunger to test two approaches for dramatically augmenting CwE service delivery in two different types of institutions.

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[7] Note that these figures reflect goals that were revised and documented in the DIP at the beginning of the Matching Grant, and thus may differ from originally proposed targets.
[8] Note that the target in the DIP was 162,000, which is much closer to the March 2005 actuals than the quarterly breakdown projected for each partner.

In West Africa, where five credit union networks in Benin, Burkina Faso, Mali and Togo were already offering CwE to 86,767 clients,[9] Freedom from Hunger aimed to strengthen these partners while developing relationships with new partners in Ivory Coast and Senegal. The Matching Grant program would build the capacity of a regional microfinance research and innovation center, CIF, to improve current CwE services and develop related new services for very poor women. Freedom from Hunger would also identify and train an RTSP to leverage its TA to new partner institutions providing CwE.

In Asia, the collaboration model focused on one organization in the Philippines, CARD. The systems developed through the Matching Grant program were designed to support CARD in embedding education into its existing group-based credit and saving services. Freedom from Hunger would assist CARD in enhancing its Training Center to create an independent institution under the CARD umbrella, capable of training not only its own growing staff, but also microfinance institutions (MFIs) throughout Asia, in adding education to their microfinance services. As with CIF in West Africa, CARD's research unit would also receive capacity-building in market research and product development.

The program design and TA approach were developed under a set of implicit hypotheses. Analysis of performance over the first half of the Matching Grant program has provided insight into the accuracy of these hypotheses and helped inform recommendations for adaptations to the current program approach. Descriptions and brief analyses of these hypotheses are presented below.

Institutions already providing CwE services to thousands or tens of thousands of women have the vision and capacity to reach at least 30,000 each while maintaining the quality and financial sustainability of the service. Some partners clearly have the vision and commitment at all levels to grow CwE, but not all. Some partners' commitment to growing CwE was either overestimated at the outset or has since waned. Others have struggled to continue growing CwE while grappling with other institutional challenges and operating environments. Partners' capacities to use tools vary greatly, but even institutions able to reach high levels of growth remain challenged to maintain quality as the planning and systems bec0me increasingly complex.

Major barriers to growth and profitability of CwE include inadequate management systems and tools for CwE within implementing networks. When partners fail to operationalize adequate management systems and tools for CwE, this indeed poses significant barriers to growth. Weak systems challenge an institution's capacity to supervise and monitor appropriately, and make it more difficult to manage issues such as delinquency or an adverse operating environment. Focusing on systems is appropriate, but this process has been more challenging than anticipated. For those institutions in need of significant strengthening, simultaneously retrenching and growing has proven difficult. Furthermore, an institution's success in improving management systems to grow CwE appears linked to its overall vision and commitment to offering a pro-poor product—a necessary condition for significant CwE growth.

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[9] Initially the Matching Grant program intended to work with five credit union networks already delivering services. One, Kafo Jiginew, opted not to continue with CwE, thus the Matching Grant program continued with the remaining four.

Improvements in systems and procedures related to one product (in this case CwE) will lead to positive changes in broader systems throughout the institutions. While improving CwE-related systems has had positive spillover effects for some partners, doing so without a broader view of the institution's other products, challenges and outside TA can be counter-productive. Particularly among West African credit union networks, where CwE is but one of numerous products, Freedom from Hunger's view may have been too limited. Further, an institution's ability to replicate new practices introduced through CwE depends on its institutional culture and capacity to draw out key lessons and identify where they could be applied. Those institutions more inclined toward innovation are more apt to do this. Others would benefit from more hands-on TA.

Credit union networks, like MFIs, have and are willing to commit internal resources to investments required to expand CwE. Experience in West Africa has demonstrated that credit union networks face more challenges in investing to expand CwE than other large MFIs. Introducing CwE into a new credit union requires investment in new staff, equipment and initial operating deficits. Since each credit union is individually owned, it often makes its own financial decisions and bears its own risk. As a result, small credit unions are hesitant to invest a significant portion of their resources in CwE. (This is in contrast to a branch of an MFI, which shares risk with the entire MFI.) While networks in West Africa have been able to assist member credit unions with liquidity management—through lending among members and access to grants—they do not serve to mitigate investment risk for a single credit union. Each credit union views CwE as a new, and therefore risky, product, even if other credit unions in the network (many of which received initial subsidies prior to this Matching Grant) have extended it successfully.

Emphasizing lateral learning across peer networks—in which partners share experience with product development and adaptation, technological capacity building and systems for growth management— will assist these institutions to "break through barriers to growth." The lateral learning component of the Matching Grant program has been much heralded by partners and appears to have achieved positive results.

An expanded range and improved quality of financial and educational products and services will enable partners to better attract and retain clients. In general, partners that have successfully introduced new CwE-related products have seen an increase in CwE clients (including returning clients). However, neglecting to address operational and supervisory deficiencies of existing CwE products in a rush to create new ones poses serious risks—such as field agent fraud and widespread client drop-out—and can result in negative overall CwE portfolio and client growth.

Well-trained RTSPs can offer effective training in CwE to many more institutions than Freedom from Hunger can reach on its own. This hypothesis has yet to be fully tested. In the Philippines, the CARD MRI Development Institute (formerly CARD Training Center) has offered some CwE training to external organizations, but its activities were set to expand much more dramatically during the second half of the grant period. In West Africa, CIF has provided valuable services in market research, design and configuration of new CwE-related products with both new and existing partners, and WAO has played the role of RTSP in terms of system development. Freedom from Hunger is currently analyzing the most appropriate method of continuing to serve

the region: through a second RTSP, spinning off WAO, identifying local consultants or other means.

4.2 Achievement of Objectives

4.2.1 Progress Toward Objectives

Since the overarching goal of *Breaking Through Barriers to Growth* is to bring CwE services to scale effectively, the best general indicator of whether the Matching Grant program is on track is growth in CwE clients. Figure 1 presents progress toward this goal, and Table 2 provides details by partner.

Figure 1

**Overall Matching Grant Growth Goals and Achievements
September 2002-March 2005**
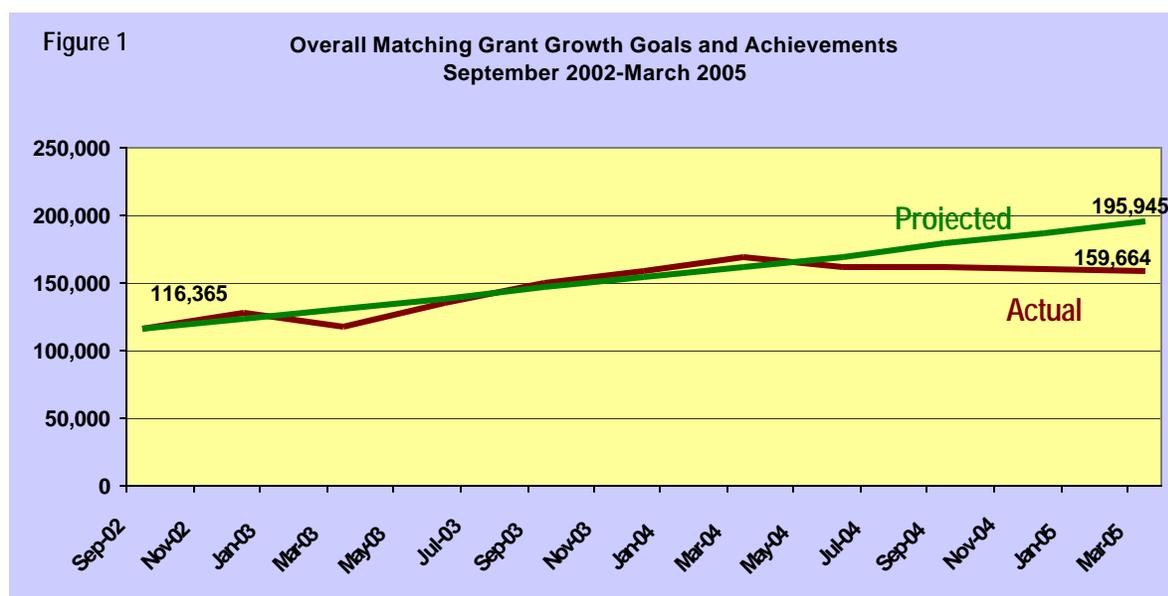
Overall, client growth slightly trails targets set for March 2005, but results vary dramatically by region. In the Philippines, CARD doubled its mid-term target and has already exceeded its end target, while West Africa has seen a 24% decrease from baseline and achieved approximately half of its mid-term target.

Table 2: Outreach by Partner, Goals and Achievements			
Partner	Baseline (9/02)	Target (3/05)	Actual (3/05)
Philippines			
CARD Internal	12,407	41,200	80,297
West Africa			
RCPB	45,808	60,400	57,276
FECECAM	7,537	21,250	4,722
FUCEC	15,437	27,700	8,125
Nyèsigiso	16,287	23,150	8,674
Kafo Jiginew	18,889	19,145	0
Kondo Jigima (new partner)	0	1,550	570
PAMECAS (new partner)	0	1,550	0
Sub-Total West Africa	103,958	154,745	79,367
Total	116,365	195,945	159,664

Examination of the West African partners' individual performance reveals considerable variation owing to many different factors. While RCPB did grow substantially, it was hampered in achieving 100% of its target when it did not receive anticipated grant funding from a third party to open new credit unions. FECECAM, FUCEC and Nyèsigiso saw a decline in their client numbers due to system, supervisory and sociopolitical issues. Kafo Jiginew decided not to continue with CwE, resulting in the Matching Grant program's loss of about 19,000 clients. Meanwhile, the new networks were delayed in initiating activities, as conflict in Ivory Coast required Freedom from Hunger to postpone its plan there and identify new partners, and the launch of CwE in Senegal has been delayed by due diligence to avoid internal competition with an existing product.

CARD's dramatic upward trajectory was equally unexpected. CARD staff, management and board are so pleased with the education component that they have rapidly integrated it throughout their centers and branches, reaching approximately 80% of CARD's clients to date. CARD has also used its market research effectively to make adaptations in the service delivery, enabling it to attract new clients and entice former clients to return.

The Matching Grant program design laid out a series of specific objectives and activities that would be undertaken to contribute to client growth. These objectives are divided into three categories: Freedom from Hunger headquarters, West Africa Region and Southeast Asia Region. As of the mid-term evaluation, 72% of anticipated program activities have been carried out on or ahead of schedule. This includes trainings, TA trips, development of guides and conferences. (See Annexes A and B for details.) A summary of the major successes, challenges and constraints in achieving each objective follows below.

4.2.1.1 Headquarters Objectives

1. *Assist organizations to expand range and improve quality of financial and educational products and services to poor women*. Freedom from Hunger has met or surpassed its targets in developing new products. Both CIF and CARD have rapidly appropriated and systematized new market research tools and practices. The West African networks continue to rely heavily on CIF's leadership to research and design products. In some cases, networks have requested new CwE-related products without first addressing serious issues with their current product. Further, there is some evidence of products developed with CIF's assistance that are either not clearly defined or not well operationalized.[10]

2. *Assist organizations to design and use tools and systems to manage growth of integrated services to 30,000-plus clients per organization*. Two partners, CARD and RCPB, have exceeded the 30,000 client mark, as compared to the single partner projected to do so by mid-term. Freedom from Hunger has also surpassed its target for the number of system guides developed; however, these guides have not been utilized independently by partners as originally intended. Although partners agree that the guides are relevant and user-friendly, they feel—as the first half of this matching grant has demonstrated—that direct, hands-on TA

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[10] In Burkina Faso, a "voluntary savings" product appears to have been intended to function separately from cash collateral, but systems were not developed, and as a result, this additional savings is currently added to cash collateral and drawn on in the case of group default.

is required along with the guides for the credit union networks to successfully adapt and improve their CwE-related systems.

3. *Create and work through innovative collaborative networks of public and private institutions that leverage Freedom from Hunger's technical capacity to provide integrated services to the poor.* All targets for this objective have been surpassed. Although no official satisfaction survey was conducted, the annual steering committee meeting and the West African annual conference provide ample opportunity for feedback. Partners in both regions report high satisfaction with the quality of Freedom from Hunger's TA and strong appreciation for the exposure and lateral learning opportunities provided by the Matching Grant program. Freedom from Hunger has enhanced lateral learning not only among networks and between regions, but also by inviting other TA providers working with the West African networks to participate in the annual conferences. Although the specific mid-term indicators related to RTSPs have been met, the over-riding objective of enabling RTSPs to provide high-quality CwE-related TA on a large scale has yet to be realized.

In the Philippines, CARD has provided exposure visits and training on integrating microfinance and education services to 40 MFIs, but does not yet have the capacity necessary to serve all of its programmed internal needs while meeting external demand. In West Africa, CIF has done some good-quality market research, but still could strengthen its skills.[11] It also plays less the role of trainer than service provider for the networks.[12] As noted above, new and existing CwE partners in West Africa are supported by Freedom from Hunger and CIF, rather than by a second RTSP. Freedom from Hunger is currently assessing the most appropriate method of ensuring sustainable services to the region.

4. *Create an innovative mechanism for attracting private institutional investors/donors to support CwE.* Freedom from Hunger made the wise decision to abandon this mechanism before it was launched due to changes in investment markets and declining interest in venture capital investments.

It has subsequently developed and launched another investment mechanism, MicroCredit Enterprise, which offers loans for portfolio financing guaranteed by MFI networks such as FFH. The partners in this Matching Grant are eligible to apply, but as yet, do not find the terms attractive. The interest rate is too high for the West African networks, which are accustomed to financing their portfolios through members' savings, and the fact that loans are in USD rather than local currency makes it less appealing to CARD at present.

4.2.1.2 West Africa Objectives

1. *Increase the capacity of credit union networks and technical support institutions to enhance the CwE product and develop new credit and savings products.* The indicators for this objective have

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[11] The mission was able to observe several areas where improvement is needed. The market study for PAMECAS was well done, but conclusions did not correspond to research findings. In RCPB and FECECAM, market research was conducted and product development engaged without sufficient analysis of systems required to supervise and control new products.

[12] CIF conducts market research for networks rather than offering training on how to do so.

fallen short of mid-term targets. These include the number of networks using product development guidelines on their own, number of new or improved financial products offered,[13] costing products and using client impact tools, the number of dissemination workshops for customized education modules, and the publishing of new modules. There are some sound justifications for the missed targets, the most important one being that specific targets in the Detailed Implementation Plan (DIP) were based on expected TA demands from the networks over five years, and not the sum total of individual networks' annual CwE action plans.[14] As a result, the participative annual planning process often reveals needs that are different from the DIP activities. Freedom from Hunger's flexibility and responsiveness to partners' needs is appropriate and commendable.

However, this missed target also relates to an earlier point: that the West African partners' capacity to independently apply step-by-step TA guides and to appropriate market research and product development practices effectively has been much weaker than anticipated. Freedom from Hunger has had to divert energy and resources toward reinforcing partners' basic CwE systems in lieu of establishing internal training systems, developing new modules and creating efficient progress tracking tools.

Another aspect of this objective was the strengthening of CIF's capacity in market research and product development. CIF has designed policies for market research and product development that are complete and easy to follow, has led networks in undertaking sound market research and has successfully developed new products with networks. CIF's strategy of drawing on the market research skills of RCPB staff has been effective (apart from capacity limitations), and CIF has hired a staff member to focus on supporting CwE product innovation. There are areas, though, in which additional TA to CIF could enable CIF to go further in its support to the networks. For example, much could be gained in further upgrading the skills of CIF staff members and other network staff in market research and product development.

Also, CIF has included in its tools an appraisal of management systems to monitor and implement new products, but sample reports provided to the evaluation team did not include such an appraisal. The evaluators noted that market research or new product development was under way in the two visited networks, despite serious weaknesses in the supervisory systems of both. Such weaknesses should have been identified by CIF during the initial appraisal and addressed prior to launching new product development work.

Finally, CIF's role will be changing significantly over the next few years, as it works to develop a regional confederation that will provide many new services to the networks— including liquidity management, regional representation, inspection and TA. It is recommended that Freedom from Hunger and CIF take a serious look at what these changes

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[13] The second annual report states that four products had been developed, but spot checks reveal that only two have been fully rolled out in active networks. RCPB (1) developed and is using a second–generation loan product, plus testing an urban CwE product. It also is offering voluntary savings, but the product is not yet structured as separate from the compulsory savings; Nyèsigiso (1) also developed and is using a second-generation loan product; and FUCEC and FECECAM are researching second-generation products, and health-savings research is under way by CIF. Kafo Jiginew had also developed a product, but it is not considered, as that network has left the program.

[14] See section 5.2 for more discussion on DIP indicators.

will mean for CIF's capacity to implement its responsibilities under the Matching Grant, and whether any supplemental strategic or technical support will be needed in order to achieve the targets.

2. *Enhance the service delivery operations and organizational capacity of five existing credit union collaborators to manage growth to reach 180,000 clients.* While the number of networks using new systems and the number that have worked to integrate CwE more fully into their systems have achieved mid-term targets, the overall number of CwE clients in West Africa has decreased by 24%. Thus, the new, integrated systems have not led to their intended results. Reasons vary by network.

    ➢ At FECECAM, overall systems are weak, so Freedom from Hunger's mandate to strengthen only those systems which directly affect CwE was not sufficient, and the hypothesized positive spillover effect to the larger institution has not occurred.[15] Additionally, management has not demonstrated clear commitment to the maintenance and growth of CwE. Finally, a (recently changed) policy of forced graduation of clients after five cycles has resulted in a loss of CwE clients which apparently exceeds the gain in individual clients to the credit unions.

    ➢ At FUCEC, a major fraud incident, as well as unintentional reporting on inactive clients, led to inflation of early clients numbers. Improved systems provide a more accurate picture. FUCEC put much effort into strengthening its CwE systems, and found it difficult to retrench and grow simultaneously. Growth efforts were further challenged by Togo's growth-limiting political situation, punctuated by recent violence. Granted a more stable political environment, FUCEC is likely poised to achieve strong growth during the second half of the grant period.

    ➢ At Nyèsigiso, a combination of significant, ongoing organizational restructuring and unclear commitment to growing CwE are the main reasons for lack of growth. The serious downturn in CwE portfolio health beginning in late 2004 points to additional retrenching, rather than strong growth, in the year to come.

    ➢ At RCPB, although growth has continued, insufficient supervision of CwE puts the portfolio at serious risk, especially as RCPB has the vision, drive and new product development skills to dramatically expand the service. Strengthening supervision and generally tuning up the delivery of existing CwE-related products is vital to protect credit union portfolios and staff confidence in CwE, and to pave the way for renewed growth during the coming years.

    ➢ Kafo Jiginew's departure from the program resulted in a decrease of 19,000 clients.

Setting aside the departure of one partner (and the loss of those CwE clients), the Matching Grant program's failure to reach growth targets in West Africa has two dimensions: a lack of CwE expansion and a loss of clients.[16] On the one hand, most of the networks have not succeeded in bringing in new clients, whether by launching CwE in new areas or by

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[15] For example, given that FECECAM has a delinquency problem throughout its portfolio, it is not surprising that it has started to affect the CwE portfolio. Without knowledge of this broader institutional challenge, Freedom from Hunger could limit its efforts to identifying market or operational issues related only to CwE, rather than helping FECECAM seek assistance in tackling its larger problem and treating the CwE delinquency issue in context.

[16] It should be noted that Kafo Jiginew's departure resulted in a loss to the MG program of approximately 19,000 clients. Had Kafo remained in the program and sustained its CwE client level, the total CwE membership figure in West Africa would have stood at about 98,500 at the mid-term point, still 36% below the target.

attracting more clients in existing areas. On the other hand, the networks are losing clients at too fast a rate. While in some networks a small proportion of this loss may be attributable to the successful "graduation" of CwE clients to the networks' mainstream services, the evaluators believe that most clients are leaving for less satisfactory reasons.

Lack of expansion
➢ Some networks appear less committed to CwE and its growth, demonstrating a lack of leadership to drive and coordinate the expansion of CwE.
➢ Efforts to date have appropriately focused on reinforcing CwE systems, and it has proven difficult to retrench and grow at the same time. For example, one network devoted much of the past two years to improving systems in response to major fraud, while another is still undergoing a major institutional reorganization.
➢ Various operational issues also have continued to limit the networks' ability to grow. Some networks are challenged by weak management systems, making internal communications and pro-active decision-making difficult. Field agents are not working efficiently for various reasons, including long distances between Credit Associations, inadequate or lack of goal-setting, decline of members per Credit Associations, challenges in developing policies and practices relating to pregnancy and maternity leave, and lack of motivation.
➢ Credit union managers do not yet demonstrate ownership of the product, resulting in a loss of opportunity for growth. In fact, they sometimes perceive CwE as not a product but a separate activity (even institution) that brings with it an additional burden. For example, some credit union managers do not take the initiative to investigate new zones within their service areas where CwE could be offered and do not offer support and guidance to field agents who identify possible growth opportunities.[17]
➢ Networks appear to have difficulty identifying a person responsible for CwE and/or according him/her with the authority to make relevant decisions. In some cases, the person responsible for growing CwE does not have the ear of those who oversee management of credit unions, and is thus unable to push through necessary system improvements. In one visited network, no one was responsible for addressing product issues such as adjusting policies on payment frequencies in response to clear client demand and to the belief of staff that such policies would be sustainable.
➢ Networks are unable to invest in start-up costs required to launch CwE in new areas/credit unions (hiring field agents, purchasing motorcycles, covering initial operating losses), and individual credit unions cannot take on this risk because of their small size and asset base. This is a structural challenge particular to credit unions, and unique to CwE, as existing staff and facilities are used to introduce other products. Access to affordable, medium-term financing appears to be one way to resolve this issue.

Client Loss
➢ One factor in client drop-out is delinquency monitoring. Delinquency has a bearing on drop-out for two reasons: (1) With a solidarity guarantee (which is part of CwE

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[17] At RCPB, the director of a visited credit union noted that there was ample opportunity to open new CwE associations in his zone, but did not see it as his role to implement it. At FECECAM, interviewed field agents had expressed to management their desire for help in growth and client retention but did not receive adequate support or assistance.

methodology), delinquent clients will eventually be forced to leave, or on-time clients will have an incentive to leave (so as not to continue subsidizing their peers). This is exacerbated when delinquency is not addressed and managed immediately; and (2) Credit Associations in default do not receive new loans, so clients go in search of other options.[18] CwE methodology calls for regular weekly, biweekly or monthly payments to be closely monitored and enforced by the field agent. In practice, however, the West African partners measure delinquency in their CwE portfolio only at the end of the loan cycle, and field agents have become lax in enforcing intra-cycle, Credit Association-level payments. Thus problems are not identified by supervisors until they have become very serious. High unrecorded delinquency was an issue in both networks visited.[19]

➢ Secondly, client drop-outs are not measured. The indicator is included on the quarterly status reports, but many partners do not report it, and no standard formula has been determined. The failure to track this has allowed a situation of the very high number of drop-outs to go unreported. Although the mission did not do a complete assessment of this question, according to Credit Association registers, field agent documentation and focus group discussions, all visited field agents and Credit Associations experienced high levels of drop-out. Solutions to the drop-out issue must be twofold: ensuring that products respond to market demand and ensuring that field agents are not actively encouraged to force clients out, but rather resolve repayment problems when they first occur.

➢ Delays in data monitoring make it difficult to respond promptly to issues. As of the evaluation visits to Burkina Faso and Benin in May 2005, RCPB's most updated *Tableau de Bord* was for January 2005, while FECECAM's latest update was in March. Inaccuracies in data may also exist.[20]

➢ Not all networks perform trend analysis, and it has resulted in some networks having limited knowledge of the declining client numbers, particularly at the leadership level.

➢ Competition is increasing for some of the networks. They are still in the process of becoming more demand-driven, and not all of them have the ability to adapt products to new market demands. In Benin, both clients and field agents noted that former CwE clients had left to join competing institutions, and although network staff was aware of this, they were unable to adapt their products in response.[21]

➢ Clients and field agents note that economic and political instability has resulted in clients' hesitance to borrow. This issue is likely to affect both CwE client retention and growth to some extent, but does not appear to be an overwhelming factor in client loss

3. *Select and train a sustainable regional technical service provider (RTSP) that can assist two new CwE implementers in West Africa to reach 20,000 new clients*. Freedom from Hunger explored possible

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[18] Note that in one network, field agents were implicitly encouraged to close Credit Associations with delinquency problems, *even if they ultimately repaid the loan*. Inappropriate monitoring led field agents to conclude that PAR was the only important indicator and that a portfolio of only five Credit Associations with only six members each, for example, was preferable to a standard portfolio of over 15 Credit Associations of 30 members each, if the former assured 0% PAR and no end-of-cycle repayment delays.

[19] The evaluation team was not privy to the overall portfolio data of all networks. The one network for which data was available showed high delinquency levels throughout the network. A conclusion cannot be drawn that this is a similar situation in all. Delinquency monitoring in other products, however, was more transparent than for CwE.

[20] See Section 5.4

[21] Visited Caisse de Cové.

collaboration with two potential RTSPs early in the Matching Grant program,[22] but determined that neither had sufficient capacity and interest to take on the role successfully. To date, the West Africa Team (made up of the two-person West Africa Office (WAO) and two head office staff) has been playing this role during the first half of the Matching Grant. In FY2006, Freedom from Hunger plans to hire a new West Africa team member to strengthen its capacity to provide TA to partners. It also plans to assess further its strategy in terms of developing sustainable CwE support services in West Africa. This may include spinning off WAO, identifying local consultants or continuing efforts to identify a local RTSP.

In terms of new partners, the West Africa Team has identified two new partners, of which one (Kondo Jigima in Mali) has successfully launched CwE services and reached 570 clients by the end of its first quarter of lending (as of March 31, 2005). Collaboration with the other new partner, PAMECAS, continues to proceed and CwE launch at last is anticipated in fall 2005. Concerns about overlap and competition with an existing group loan product for women at PAMECAS led to careful analysis, market research and CwE product configuration discussions over the second year of the Matching Grant. The revised approach will entail adding education to a down-market portion of the existing group loan portfolio in numerous credit unions, similar to the approach used with CARD. While this process of reflection and revision has delayed the launch in Senegal, Freedom from Hunger, the partner and CIF are now confident that this altered approach will be much more sustainable and scalable. As a result of these events, and the political situation in Ivory Coast, the Matching Grant program has achieved only 570 of the targeted 3,100 clients from new partner networks as of March 2005.

4. *Maximize and promote lateral learning, while coordinating TA, among all key stakeholders (CU networks, local and international technical service providers, and institutional investors).* Lateral learning has two key components under the Matching Grant program: annual conferences and exchange visits. The exchange at the annual conference has been hailed and very much appreciated. At the 2004 West African conference in Togo, CARD also participated and then followed up with a visit to RCPB and CIF in Burkina Faso, providing valuable opportunities for cross-regional exchange and dissemination of lessons learned. Similarly, the 2005 Matching Grant steering committee meeting was held in the Philippines, permitting CIF and RCPB representatives to visit and learn about CARD's practices. While some exchange visits have occurred between West African partners, especially in conjunction with CIF product development activities, the networks have not taken full advantage of exchange visits by sending operational staff, for example. This is partly due to funding limitations.

4.2.1.3 Southeast Asia Objectives

1. *Enhance CARD's research unit capacity to conduct market research for developing new or improved products.* CARD has dedicated much effort to the development of its research unit, which is well utilized by the NGO and Bank. The research unit was able to document eight new procedures and inform significant changes to CARD's main product as well as the new individual loan product. It has hired four of the targeted six staff. Two challenges were identified by the research unit itself: (1) Research results are not yet well disseminated

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[22] CESEAO in Burkina Faso and ISPEC in Benin

throughout CARD. The unit could benefit from TA to develop a method for streamlining research results to make them practitioner- and reader-friendly so that they could be distributed to and applied by all levels of the organization.
(2) Another area for improvement would be the translation of research findings into product features. Freedom from Hunger plans to work with CARD during the next year to develop solutions to these concerns.

2. *Expand the range of products offered by CARD to poor women in rural areas in order to enhance client satisfaction and impact*. CARD has made significant changes to its core product – changing from group to individual liability, making access to saving more flexible and reorganizing meeting schedules. CARD Mutual Benefit Association (MBA) has introduced life insurance to CARD clients and will soon be offering health insurance as well. In addition, various products are being piloted, including small business loans and housing loans. CARD's strategy to focus first on improving its core product and then develop additional products was wise and has borne fruit, as can be seen in its impressive growth. CARD monitors drop-outs and reacts when rates increase by performing market research and making necessary adaptations. The Balik CARD product, for example, was designed to offer incentives and a client-friendly mechanism for drop-outs to return. CARD has also introduced a pre-exit survey designed to understand why clients are leaving and convince them to stay. CARD's client-responsive product development is one key to its effective growth.

3. *Enhance CARD's organizational capacity to manage growth of integrated services*. CARD has achieved impressive growth in CwE, increasing the number of clients served more than five times since the baseline. It has deliberately managed its growth, by electing to introduce the education into some branches only after the new (ASA) lending methodology was introduced and/or delinquency issues addressed. It has also introduced various new systems to manage growth, including observation checklists and learning session checklists to monitor the quality and flow of Center meetings and education sessions; the Learning Session At Risk (LSAR) tool to measure the quantity of education delivered against targets; numerous client and staff incentives, such as weekend stays at the resort-like training center and eligibility for student scholarship awards; a new asset-liability management system and a new accounting system in the NGO. The CMDI has developed trainings for new technical officers and branch managers, contributed to the development of an education module for members on managing household finances and adapted two education modules on microenterprise management.

The keys to CARD's success are myriad, but the most important appear to be as follows:
> ➢ Strong leadership and vision for the growth of CwE to poor women
> ➢ Commitment to social mission that permeates the organization and its culture
> ➢ Demand-driven and client-responsive products
> ➢ An institution-wide target market of very poor, mostly rural women organized into cohesive groups[23]

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[23] Unlike in West Africa, where introducing CwE implies creating new credit services for clients in a market different from the networks' typical target, at CARD CwE was introduced by integrating education into credit services offered to CARD's primary market.

> ➤ Powerful incentives to attract and retain clients (such as scholarships; plaques; business, health and livelihood training; and overnight exposure visits)
> ➤ Careful attention to client drop-out and innovative strategy to bring back former clients
> ➤ Active use of research department to improve services

Despite this impressive performance, there are important areas for improvement to ensure that service quality can be maintained alongside growth:

> ➤ Education services ("learning sessions") are not delivered continuously to CwE clients, sometimes with long delays between learning topics.
> ➤ Rapid growth in clients and staff has challenged the CMDI's capacity to provide timely training to technical officers in CwE on education modules.[24]
> ➤ The education component is sometimes viewed as supplemental to CwE, and its monitoring is not yet embedded in CARD's systems and trainings.[25]
> ➤ Quality of delivery of education is inconsistent. Newly trained technical officers are not as strong as the "pioneer" training officers of several years ago (who are increasingly promoted out of those posts).

Although a tool has been developed for monitoring the quantity of education sessions offered to each CwE client group (LSAR), the adopted measure will only be useful once technical officers are receiving training in new education modules on a regular basis and training sessions are scheduled to take place without interruption.[26]

4. *Develop CARD Training Institute (CTI) to prepare CARD's and other MFI staff to offer financial and education services that respond to the needs of poor women.* The CARD Training Center was established as a free-standing CARD MRI and registered as CMDI in April 2005. At the time of the evaluation team's visit in July, CMDI was establishing new systems and operational strategies in preparation for its new phase. Most importantly on CMDI's agenda is the training of 300 new technical officers and the launching of its new Master's degree program by the end of December 2005. CMDI has extended training to 40 external MFIs on integrating financial and non-financial services (CwE), and while it will continue to play a regional role, the institute will focus heavily on meeting the training needs of the CARD MRIs over the next few years. CMDI is on target, and if it continues at this pace of development, will likely have positioned itself firmly as an RTSP for CwE services by the end of the Matching Grant. Still, CMDI has many challenges ahead. It will need to significantly increase its staff and put clear systems in place in order to balance its three

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[24] In fact, fundamental training in CwE for newly hired technical officers does not appear to have taken place at all in at least a year (but training in new education modules has indeed continued).

[25] Staff performance evaluation, TO Ready to Go, BM Ready to Go. Plans are in place to include education performance tracking in the MIS and performance evaluations, but as of the evaluation it was not yet in place.

[26] Since many technical officers have either not yet received training on CwE facilitation or have already provided all the learning sessions on the education modules they have learned, the LSAR system classifies them as "on-time" with learning sessions—they cannot give a session if they haven't been given the skills, so they also cannot be considered "late" in delivering those sessions. There are many more education modules available, but CMDI training capacity, demand by branches and operational transitions have led to delays in providing them to the technical officers.

monumental responsibilities: training CARD staff, providing exposure visits to counterparts throughout the region, and administering a Master's degree program in Microfinance.

4.2.2 Impact of the Matching Grant Program on Target Populations

The TA and activities provided under the Matching Grant program have had a noticeable, positive impact on clients. Although client impact was not the primary focus of the evaluation and therefore could not be systematically verified, in both West Africa and the Philippines, clients responded very positively to questions about changes in their lives since becoming members.

In both locations, training was cited freely by clients as a valuable and important service. In West Africa, clients described benefits of both health and business trainings. In the Philippines, the most popular training is in livelihood skills, such as the small production of coconut oil or the preparation and selling of pork dumplings. CARD has created a linkage with a government project in order to offer such occasional trainings for Center representatives (note that this is separate from Center meetings and the offer of CwE).

The vast majority of the interviewed clients in both regions expressed satisfaction with the CwE services and could identify positive impacts. Noted impacts include: children who were bigger and stronger than their older siblings at the same age after being exclusively breastfed; fewer trips to the pharmacy or the hospital because of family's better health and fewer bouts with malaria; higher business profits due to lower interest rates for CwE loans (as compared to buying on credit); improved business due to higher awareness of customers, competition and the need to diversify, and the new practice of separating business capital from personal funds.

While clients noted that they liked the savings services, they spoke more about the impact of loans. In West Africa, clients of a network that had begun adapting CwE services to fit their needs better expressed their approval of these changes. Examples cited were monthly rather than weekly payments and extension of the loan cycle. In the Philippines, clients were very satisfied with recent changes in product terms (individual liability and flexible savings) and greatly appreciated incentives such as small educational scholarships for their children, insurance schemes and community development projects. These are clear results of improved systems and an ability to adapt products to client needs.

4.2.3 Impact on Freedom from Hunger

The Matching Grant program served to test the most effective ways to bring about significant growth in CwE services through two distinct models:

1. Integrating CwE into credit unions by helping them develop the capacity to introduce a down-market product to poor women which bundles credit, savings and education services.
2. Embedding education into microfinance institutions by helping them incorporate learning sessions in their existing group-based financial services for poor women.

The lessons learned from these two experiences will serve to inform not only the activities for the remainder of the Matching Grant, but also Freedom from Hunger's approaches to future programs. Freedom from Hunger expected the following activities in particular to have a positive impact on its own capacity and future endeavors:

➢ Providing TA to large institutions seeking to improve supervisory, controls, human resource and portfolio management systems

➢ Developing new guides and trainings tailored to the needs of two different types of institutions, to enhance the delivery and outreach of CwE

➢ Refining tools for CwE market research and product development—allowing Freedom from Hunger and other CwE service providers to offer stronger TA in these areas

➢ Working with partners to develop and test larger CwE loans, such as through experimentation with second-generation CwE products

➢ Experimenting with savings product development through its partnership with CIF (for example, voluntary and health savings)

➢ Determining the optimal level of TA to provide to MFIs or NGOs seeking to embed education into current microfinance services

➢ Determining the appropriate TA required by credit unions to provide CwE effectively on a large scale

➢ Developing a CwE venture capital fund, including experience gained through appraisal of and investment in microfinance institutions

➢ Working through RTSPs developed during this Matching Grant program

As of the mid-term, Freedom from Hunger has already acquired several of the anticipated capacities, including adapting systems for CwE growth, refining market research tools, experimenting with second-generation CwE loans, and achieving the optimal level of TA for an MFI. Over the next two and a half years, the organization will also gain the anticipated experience in savings and hone its understanding of the complete TA package required for credit unions. At least in the Philippines, Freedom from Hunger will likely have developed an RTSP able to offer a full range of CwE training. As noted above, the venture capital fund was never implemented, and thus this impact will not be felt, though Freedom from Hunger has gained experience through its newly launched MicroCredit Enterprises fund, which finances partner MFIs through portfolio loans.

In addition to the anticipated impacts, Freedom from Hunger also has some valuable lessons to learn from successes and challenges to date, to be further discussed in Sections 4.4 and 5.8.

4.3 Cross-cutting Issues

4.3.1 Partnerships

Since Freedom from Hunger is a technical service provider rather than an implementer, partnerships are key to the success of this Matching Grant program. Partners are responsible for setting their CwE goals, identifying and requesting TA, and implementing and monitoring the CwE service. Freedom from Hunger's responsibility to craft appropriate TA interventions and tools is reliant on a shared understanding of the partners' needs and individual contexts. Therefore, good communication, trust and responsiveness are important ingredients for the success of the Matching Grant program in both regions. Many of the partnerships under this Matching Grant program are sound and productive, but this section provides some insight as to how partnerships might be strengthened.

One element that has contributed to strong partnerships was the careful selection of program partners. Freedom from Hunger had worked with CARD under a previous Matching Grant and had experience with several credit union networks in West Africa. Although CIF was a new institution, it was created by the networks and managed by a visionary and dynamic leader who had previously worked with Freedom from Hunger in his role as General Director of RCPB. Freedom from Hunger's strategy of partnering with institutions that had a stated mission to reach the poor and the apparent capacity and commitment to expand CwE was also very much in line with program goals, and laid a good foundation for the evident strength of many of the partnerships under the Matching Grant program.

The partners and Freedom from Hunger itself are in many ways positive about their collaboration. In West Africa, operational staff—at all the networks interviewed and at CIF—appreciates Freedom from Hunger's expertise and commitment. They highlight the quality of TA services provided and appreciate Freedom from Hunger's flexibility and responsiveness to their requests. In the Philippines, the partnership is characterized by mutual respect and trust on the part of both leadership and operational staff. CARD and Freedom from Hunger clearly share a vision and commitment to quality, as well as ownership of the Matching Grant objectives. This has led to well-focused and productive TA and a relationship that goes beyond CwE services.[27]

The following specific partnership impacts can be noted for each participant:
- ➢ *CIF* has documented its market research and product development methodologies, making its services to networks more systematic.
- ➢ *RCPB* has increased CwE outreach by 25% and developed new products, including second-generation and urban CwE products.
- ➢ *Nyèsigiso* has integrated CwE into its broader systems and designed a second-generation product to serve mature CwE clients.
- ➢ *FUCEC* has undertaken significant systemic improvements since the start of the Matching Grant, particularly in internal controls, supervision and successful integration of CwE into its systems. These changes have positioned FUCEC for growth of CwE.
- ➢ *FECECAM* has improved internal controls, and CwE is now monitored through regular inspections. CwE is relatively integrated at the level of the credit union, with loan officers able to fill in for field agents when necessary (on the credit and savings side).
- ➢ *Kondo Jigima* invested its own funds to launch CwE in its network and is making great strides in ramping up its activities.
- ➢ *CARD* has been able to significantly develop its research and training capacities, including the important step of establishing the CMDI for both internal and external training. It has seen a strengthening of its overall systems, from simple tools such as monitoring checklists to an asset-liability management system.
- ➢ *Freedom from Hunger* has also benefited from its partnership with CIF and CARD, which have provided a testing ground for the RTSP model. Most importantly, the Matching Grant program has afforded Freedom from Hunger the opportunity to make its TA more effective—responding to demand, tailoring products to the local context and ensuring that TA is appropriately designed and managed.

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[27] See Annex C for additional partnership details.

One of the key differences noted in partnership relationship management between the two regions is the time spent with partners. In the Philippines, Freedom from Hunger spends significant time on-site with CARD (visits typically lasting two to four weeks). This has led to CARD including Freedom from Hunger in larger strategic issues, and resulted in Freedom from Hunger's more global view of the organization, which has perhaps helped the TA provider better assist CARD in reinforcing its CwE, research and training services. Longer visits with time built-in to address unexpected concerns and challenges were cited by CARD staff and leadership as a primary ingredient in the strong partnership.

In contrast, though Freedom from Hunger has devoted more staff and time to the program in West Africa, its time is divided among the six networks and CIF. West African partners noted of their own accord that Freedom from Hunger visits are too short, infrequent, narrowly focused and overloaded. This TA strategy has challenged the partnerships in West Africa in several ways. First, Freedom from Hunger does not systematically collect data and information on partners beyond that which is directly related to CwE, and larger institutional weaknesses that might impact the networks' ability to expand CwE have sometimes gone undetected or undervalued.[28] TA visits are usually made in accordance with an annual TA plan and are focused on one or two specific areas (such as an intensive, week-long workshop on internal controls). While partners appreciate such in-depth, well-prepared and collaborative interventions, there is usually little time or energy outside the workshops for addressing unexpected issues that may be impeding growth or improvement, in a timely and spontaneous manner. This focused relationship may in some cases have contributed to a reluctance to engage in frank and open discussions.[29]

Further, not all leaders of partner institutions are familiar with their networks' outreach targets under the Matching Grant or their own progress toward achieving those targets.[30] This may be indicative of a lack of commitment to the specific goals of the grant, but also reflects the value these leaders place on the partnership with Freedom from Hunger.[31]

Some important steps can be taken to tackle the partnership challenges in West Africa:
➢ Freedom from Hunger and CIF need to revisit and agree on the structure of their relationship under the Matching Grant program. The evaluation team detected a mismatch between the partners' respective expectations and understandings of their roles. CIF seems to consider itself a contractor, hired to provide specific services on behalf of Freedom from Hunger and its Matching Grant objectives, while Freedom from Hunger has looked to CIF as a co-leader

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[28] An example of this may be FFH's under-estimation of the accompaniment required by credit union networks to implement tools and guides.

[29] At FECECAM, although leadership at the credit union level was aware of serious problems with the CwE product, they chose not to share them with Freedom from Hunger, or the evaluation mission until they had been discovered.

[30] Interviews with CIF and FECECAM revealed that management was not readily familiar with indicators and progress toward them, although Freedom from Hunger shares them annually in the West Africa Conference and discusses them with partners during bilateral discussions. In addition, CIF has all the project documentation (project proposals, DIP, annual reports) and was involved in developing the proposal and DIP and participates in discussions relating to the project targets. The evaluation mission provided progress data to them during the visit.

[31] Freedom from Hunger has on several occasions experienced difficulty in setting up meetings with key staff at FECECAM, Nyèsigiso and PAMECAS during visits.

and co-owner of the Matching Grant program. The partnership could work under either assumption, but a clearer, shared understanding would enable the two to work together and with partners more effectively.

➢ Activities undertaken by CIF and Freedom from Hunger under the Matching Grant program need to be better and more proactively coordinated. New product development and reinforcement of systems are iterative, reflexive processes, and better coordination of these will ensure a more effective, timely and appropriate TA package.

➢ Freedom from Hunger and CIF should have a frank discussion together with each partner to confirm the partner's commitment and vision for expanding CwE. A common vision is fundamental to shared responsibility for meeting objectives. During the remainder of the grant period, Freedom from Hunger and CIF need to avoid devoting scarce resources to partners that do not intend or are unable to implement the tools and TA extended to their staff, whatever the reason. Firm milestones should be set with partners as prerequisites for providing the next TA intervention.

➢ Freedom from Hunger should find ways to restructure its own activities such that TA staff can spend more time with partners, and gain a better understanding of partners' broader capacities and goals and how CwE fits into those. Deepening the partnerships in this way will require efforts from both sides but is likely to result in much greater impacts.

➢ Expectations of networks also need to be clarified. Throughout the evaluation mission, network leaders clearly intimated that Freedom from Hunger could assist them in accessing funding. This was not part of the initial Matching Grant program design, nor part of Freedom from Hunger's TA-based strategy. There has been discussion of creating a CwE expansion loan fund, which may address some of these requests; but expectations should be discussed and agreed upon once again to ensure that each partner is satisfied with the services provided.

➢ A final, simple change would be more advanced confirmations of trips and trainings. Delayed confirmations on both sides have sometimes resulted in unavailability of key parties to attend (which can give the impression of lack of interest).

On a final note, efforts have been made in both regions to build associations and coalitions with some success. In West Africa, three international TA providers that also partner with the networks have attended annual conferences. CIF has played a pivotal role in increasing the interest of one key network partner, *Dévéloppement international Desjardins* (DID), in CwE services, which may offer greater possibilities for coordination. In the Philippines, CARD has developed a relationship with a government livelihoods training project to provide additional enterprise training to its clients. It has also been able to expose staff to new tools and ideas through participation in an international research project with Freedom from Hunger to develop financial education curricula for clients.[32]

As noted, many good things have come out of the partnerships. Partnerships play a central role in meeting the objectives of this Matching Grant program; thus careful attention to maintaining positive relationships in the Philippines and improving relationship weaknesses in West Africa could go a long way to ensuring that the Matching Grant program moves forward more effectively.

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[32] *Financial Education for the Poor*, a collaborative three-year effort of Microfinance Opportunities and Freedom from Hunger, to develop and pilot a financial education curriculum for microfinance clients in developing countries.

4.3.2 New Tools, Guidance or Standards

This Matching Grant program has produced a series of high-quality tools and approaches which merit broader distribution, in addition to two models that can facilitate that distribution.

Financial products. In West Africa, a second-generation CwE product has been developed for women whose businesses have grown and now require different services. An urban CwE product, a health savings and voluntary savings products are also under development. In the Philippines, the Balik CARD product designed to re-attract drop-out clients, an individual loan product and the housing loans are important innovations. A health insurance product is also under development.

Education products. Freedom from Hunger has developed and further adapted education modules jointly with its partners. Revised or new modules include Diarrhea, Manage Your Business Money, Increase Your Sales, Malaria and Family Planning. Additionally, CARD has developed some important education strategies, including partnering with a local institution to provide livelihood training to clients and introducing a training for new technical officers or "TOs" entitled "TO Ready to Go."

Education dssemination strategies. RCPB uses a tiered structure for disseminating new training modules to field agents throughout the institution. Such a structure could facilitate quick, efficient ways of ensuring that new training modules are disseminated quickly.

Systems Guides for CwE. Although credit union networks in West Africa have struggled to implement the system guides without accompanying TA, the tools are complete and may be useful for wider dissemination, as institutions with sufficient internal capacity would likely be able to implement the guides with no additional assistance. Systems guides include Designing Staff Incentive Systems, Adaptation of Monitoring and Reporting Systems, Improving CwE Internal Controls, Ensuring Strong CwE Supervision and Integration of CwE into Credit Union Systems. Additionally, a training systems guide and product costing guide are under development.

Progress monitoring. In the Philippines, much has been done in the way of developing progress monitoring tools and approaches.   Such tools include observation checklists, regular senior management spot-checks of branches and Center meetings, learning sessions-at-risk (LSARs) indicator and client drop-out tracking.

Research tools. Contributions have been made in both regions toward improved research tools. CIF has developed simple, complete procedures, which will be turned into a toolkit for product development. CARD's research department has made considerable strides in developing, refining and/or implementing a variety of tools, including Lot Quality Assurance Sampling (LQAS), participatory rapid data analysis methods (relative preferences and competitor analysis), mini-surveys on food security, staff and client satisfaction surveys, integrated market research tools, exit survey, pre-exit survey, food security index, and poverty monitoring indicator.

Approach. In West Africa, the Matching Grant program has emphasized lateral learning, and the networks have expressed both great appreciation for the opportunity to exchange experiences

and the need to increase it. In the Philippines, Freedom from Hunger has trained CARD to customize and design its own education modules.

Dissemination. Part of the Matching Grant program's intended approach is to develop RTSPs to leverage CwE TA dissemination. Although this has not yet been fully realized in West Africa, all learning for CIF is automatically available to all West African networks. In the Philippines, CARD has provided training in the integration of education and financial services to several external institutions, as well as exposure visits to hundreds of others.

4.3.3 Advocacy

Although advocacy was not the initial intention of this Matching Grant program, in West Africa, credit union networks have identified a constraint to growth, which affects all of them in expanding CwE—a 27% effective interest rate cap, imposed and increasingly enforced by the Central Bank of West African States (BCEAO). Networks have selected CIF as the entity to take up this issue on their behalf. CIF has reluctantly agreed to play this role and hopes to conduct an in-depth cost and efficiency analysis at the institutional level before engaging in regional-level advocacy. No timetable has been set, although the issue appears relatively urgent.

The evaluators recommend that Freedom from Hunger work with CIF and partners to create a plan and timetable for completing this research and initiating advocacy efforts if deemed appropriate. A successful intervention on the part of CIF in this issue could well become an unanticipated positive outcome of this Matching Grant program.

4.3.4 Conflict Mitigation/Prevention

The Matching Grant program has attempted to avoid conflict zones. In fact, this decision delayed expansion, since intended partnerships in Ivory Coast were put on hold due to unstable conditions in the country. Nonetheless, program partners and participating networks work in turbulent countries. Several CARD branches were affected by conflict and displaced clients over the past few years. And FUCEC suffered serious if hopefully temporary delinquency during civil unrest in Togo in April–May 2005.

CARD has developed an emergency loan product in response to floods, which could also be applicable immediately following civil unrest. It also is beginning to manage assets and liabilities more closely, but could do more to analyze market risk and implications on investment and liquidity management as part of its new ALCO.

Networks in West Africa so far have maintained relatively conservative liquidity policies for their credit unions, enabling them to stop lending during temporary civil unrest. As they look toward building a confederation through CIF, the networks will have many more options for providing financial services to their clients through sister networks (in case of cross-border displacement). They also may have more access to emergency liquidity lines to help see them through crises.

No consistent conflict strategy appears to exist, but key elements enabling partners to weather such events are in place or under way.

4.3.5 Sustainability and Scale-Up

The design of this Matching Grant was geared toward sustainability and scale-up. None of the partners are financially dependent on this Matching Grant program. In fact, the Matching Grant program offers more to partners in the way of TA than financial support. As noted earlier in this section, the decision to build RTSPs and to work with partners with the capacity and vision to grow on their own was intended to ensure both scale-up and sustainability beyond the Matching Grant program period.

In the Philippines, CARD is well on its way to becoming a strong RTSP for CwE, able to train other organizations to offer integrated products. Its own operations and capacities should continue to grow and improve in quality over the second half of the Matching Grant program. Sustainability of CMDI was part of CARD's vision even before the Matching Grant program, but the program has strengthened its capacity, and placed sustainability at the center of the business plan that is being revised.

In West Africa the expansion and even the ongoing sustainability of CwE services in some networks is currently in question. The region has seen a 24% overall decline in CwE clients since the beginning of the Matching Grant program, with only one partner (RCPB) demonstrating any growth and only one other veteran partner (FUCEC) poised to grow CwE significantly during the next two years. In terms of financial sustainability, no network has yet been able to cost its CwE (or other) products, although several continue to question the profitability of CwE without sufficient data to analyze this. Freedom from Hunger has taken steps to address these concerns through discussions at conferences, continuing to respond to requests for specific TA on systems issues, developing a tool for tracking and analyzing CwE portfolio, carrying out a product costing exercise, and many other activities. But CwE growth has remained elusive. The evaluation team has, therefore, placed much emphasis on this issue and summarizes its recommendations in Section 4.4.

4.4   Lessons Learned and Program Recommendations

The dramatically different contexts and structures of the two regions and partners of this Matching Grant program might, at first glance, lead one to assume that few lessons could be applicable to both. In West Africa, the Matching Grant program operates in five countries. The role of RTSP is shared by CIF and Freedom from Hunger. CwE is implemented by six credit union networks, each composed of independent credit unions with varying degrees of management and investment autonomy. In the Philippines, the roles of RTSP and CwE implementer are both carried out by a single partner. CARD MRI is a group of institutions functioning under a single management structure making centralized investment decisions.

Moreover, the approaches in each region are quite distinct. In West Africa, the Matching Grant program has entailed developing the systemic infrastructure for credit unions to add a decentralized, down-market, group-based product to their otherwise centralized, individual product menu, while in the Philippines, the Matching Grant program has worked to embed education into an existing group-based microfinance technology and enhance the capacity of the research unit and training center to continue innovating, expanding and disseminating the linked

CwE technology to their branches and other institutions. Challenges to growth were thus greater in West Africa because of the scope, structure, and activities involved in offering CwE.

Despite these differences, useful lessons can be drawn that may inform both regions not only in improving progress toward Matching Grant targets, but also maintaining sustainability beyond the Matching Grant program. This section summarizes program lessons drawn from successes as well as challenges and provides recommendations for the second half of the Matching Grant program.

4.4.1 Lessons Learned

Growth

1. The keys to growing CwE while maintaining quality are as follows:
   - ➢ Institutional vision and commitment to the growth of CwE
   - ➢ A commitment to social mission at all institutional levels
   - ➢ Pro-active efforts to remain demand-driven and client-responsive
   - ➢ Capacity and willingness to invest in expanding CwE to new zones
   - ➢ Strong management systems able to manage or adapt to growth
   - ➢ Good understanding of market and competition
   - ➢ Powerful incentives to attract and retain clients
   - ➢ Responsiveness to CwE staff and staff incentives
   - ➢ Access to appropriate TA to assist in improving systems and products.
2. It is difficult to retrench and expand at the same time. The more strengthening that an institution's systems require, the more difficult expansion becomes. The experience at CARD shows that, to some extent, it is possible to introduce new systems and address portfolio quality issues while growing. CARD managed a significant product adaptation on a branch-by-branch basis, while simultaneously addressing a rise in delinquency and expanding to new areas. It ensured that adequate financial, portfolio, controls and supervisory systems were in place prior to adapting the methodology or undergoing major expansion. Even with this impressive performance, however, CARD faced challenges in maintaining quality of education services during rapid expansion of CwE.
3. Credit Union networks are inherently different from private or NGO MFIs, as they are networks of independent institutions. Depending on how centralized the network is, changes may require discussions with the board of each credit union, slowing the replication process, and communication among credit unions or regions of a single network may be minimal, reducing opportunities for internal replication and lesson-sharing. Each credit union will view the product as new and may be resistant to investing in start-up costs.
4. Sufficient and prudent monitoring of data indicators (including portfolio at risk, client drop-outs, trend analysis) in a timely manner can alert management to deficiencies and help direct efforts to avoid large client loss.
5. Loss of clients may be due to market or internal policies encouraging field agents to remove clients and discouraging efforts to re-attract drop-outs. Incentive packages to attract, retain and bring back members can have a substantial impact on client retention and growth.

Technical Assistance

6. Demand driven TA is positive, but should be coupled with regular, joint planning and revisiting of institutional context and goals.

7. Lateral learning can be a powerful tool, both for leaders (strategic questions) and for operational staff (operational questions).

8. No product can be developed and maintained in isolation. Systems, management and institutional structures affect all products. TA for CwE must take into account the broader context of the institution and its products.

9. In order to ensure that CwE or a related TA package is appropriate, a general institutional assessment undertaken by the TA provider and partner would help the TA provider to understand the institutional context, tailor the product and TA package, and strengthen the working relationship.

10. If the CwE portfolio is not healthy or growing, developing a new CwE-related (such as a second generation) product to offer alongside CwE is not an appropriate response. Instead, the existing product should be adapted or replaced.

11. TA to partners is most effective when focused, intensive workshops and trainings are combined with less-structured time for addressing more general and unexpected needs.

Education

12. Education is a much appreciated aspect of CwE by clients, and focus groups maintain that it is having an impact on clients' health and businesses. Ensuring quality and consistency of learning sessions is necessary to have the greatest impact.

13. Ensuring that education is viewed as a key part of CwE services throughout the institution requires integrating its management systems, such as staff performance evaluation, incentives, MIS.

14. A well-defined, efficient and internal mechanism for preparing field agents to deliver the education topics is a key to service sustainability and growth; this becomes increasingly crucial as the CwE client and staff base grow.

15. When there are major changes or challenges in the credit portfolio, education is sometimes put on hold. Institutions could develop modules to address changes or challenges a group is facing to be delivered in place of health or business modules. They also need clear policies on when to put regular learning sessions on hold (perhaps while offering specialized modules) and at what point to restart programmed learning sessions. This would ensure continuity and emphasize the central role of education in CwE.

16. Checklists are a simple and effective way to monitor education quality and quantity.

Partnerships

17. Strong partnerships are necessary to the success of joint programs between TA providers and implementers. Keys to strong partnerships include the following:
   ➢ Shared vision and commitment to goals
   ➢ Mutual respect and trust
   ➢ Transparency
   ➢ TA providers' understanding of institutions' current systems, capacities, experience in similar activities (e.g., developing new products) and decision-making structure
   ➢ TA providers' presence in the field (i.e., longer visits and history with partner)
   ➢ Clear definition, understanding and coordination of partners' respective roles and responsibilities.

4.4.2 Recommendations

This section summarizes the key recommendations overall for the Matching Grant program, and then specifies recommendations by region.

Overall Matching Grant Program

Globally, the Steering Committee should:

1. Re-evaluate and set new growth targets by region and partner. The March 2005 target of 196,000 CwE clients was nearly met, but the variations by region were dramatic, with the Philippines far exceeding expectations and West Africa facing unanticipated challenges. In order to challenge CARD to further innovation and growth, and spur the West African partners to reach for realistic indicators, it is recommended that fresh targets be set between Freedom from Hunger and each partner in a collaborative process.

2. The evaluation team finds the RTSP model a good approach and although it cannot confirm its success, encourages progress along these lines. This includes the following:
   ➢ Continuing anticipated strategic and technical support to CMDI.
   ➢ Re-evaluating support planned for CIF to determine if it would benefit from assistance similar to CMDI's.
   ➢ Stepping up efforts to determine the appropriate strategy for ensuring regional technical services in West Africa. This may be through identifying a new RTSP, spinning off the West Africa office or identifying local consultants.

3. Strengthen partnerships by drawing on applicable lessons from the Philippines for the approach in West Africa. This implies the following:
   ➢ Mutual commitment to goals and Matching Grant program targets
   ➢ More on-site time with partners
   ➢ More global understanding of institutional capacities
   ➢ Frank and open discussions

West Africa

Given the variety of organizations and contexts in West Africa, each partner needs to be assessed individually, but the recommendations presented here summarize proposed strategies for the region overall.

4. Networks that have not grown CwE tend to fall into two categories:
   ➢ Retrenched and poised for growth during the second half of the grant period
   ➢ Unclear commitment to growing CwE

   Certain networks have received numerous TA interventions during the first half of the grant period, yet have not instituted needed tools and systems and do not appear poised to grow CwE. Freedom from Hunger, CIF and each partner should engage in a frank, open discussion about the networks' commitment to expanding CwE and capacity to take advantage of related TA. Set firm milestones to demonstrate ongoing engagement and ensure that TA is being properly allocated.

5. For all current partners, improving and expanding services in existing markets should take priority over expansion to new areas. All visited credit unions had experienced high levels of drop-outs,[33] but these have gone largely unrecorded and unaddressed. Improve delinquency management, client drop-out tracking and portfolio trend analysis to assist credit unions and

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[33] As evidenced in field agent documents and Credit Association registers.

networks in identifying and addressing problems early. Assessments of client drop-out should take into account product features, internal policies and competitors' offerings.

6. The incapacity to invest in new areas appears to be a real constraint. Individual credit unions are unable to invest funds required to launch CwE. As noted above, however, priority should be given to current areas of activity. Continue efforts to establish a fund with the intention of using it once institutions have strengthened and ensured sufficient systems for growth.

7. Field agents are not working as efficiently as possible in all networks. Encourage network leaders to set and communicate clear performance targets, identify and offer targeted training for field agents and their supervisors to enhance their skills to work more effectively and efficiently, create incentives (financial or non-financial) for field agents, include field agents in decision-making discussions around CwE, and encourage supervisors in trend analysis and practical, hands-on resolution of difficulties in the field.

8. Given political conflict in the region, continue to demonstrate caution in entering new areas with civil unrest, but also support current networks to strengthen their conflict mitigation strategies. (See Section 4.3).

9. Re-assess realistic targets and the TA package needed to meet these targets. This would be best accomplished through a joint on-site appraisal with network partners. Strategies will likely include the following:
   ➢ More on-site TA for partners
   ➢ Stronger coordination with other TA providers
   ➢ Distribution of TA guides to all relevant operational staff at trainings or workshops[34]
   ➢ Follow-up TA as implementation progresses

10. Supervision appears to be an important weakness in visited networks. Failure to strengthen this will put current and future CwE services at risk. Focus on improving supervision systems in all networks prior to expanding to new regions.

11. Lateral learning is a strong means of TA and should be encouraged. Networks would like to see more operations staff included at annual conferences and more opportunity for informal or self-guided exchange. Consider dedicating a portion of Matching Grant funds to exchange visits for those networks demonstrating true commitment to growing CwE.

12. To improve education, emphasize more efficient systems to prepare field agents in education modules (such as the RCPB model). Institute tools for tracking quantity and quality of education delivered, and reinforce the use of learning session checklists by supervisors.

The Philippines

CARD has been very successful at growing CwE and must now focus on ensuring the consistent delivery and high quality of learning sessions in all of its branches.

13. Given unanticipated growth, re-evaluate targets for the remainder of the Matching Grant program and set new strategic CwE outreach goals.

14. Address delays in delivery of learning sessions to Centers. They appear to be due to several factors, including: (a) a bottleneck at the CMDI in preparing technical officers to offer new education modules, (b) a lack of clarity about which education modules should be delivered

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[34] One observation made by the evaluation team was that very few operations staff possessed a copy of Freedom from Hunger's technical guides (such as supervision, internal controls, etc.) and that these guides often remained in the hands of senior management staff. Certain key operations staff at the networks visited were not even aware that such guides existed, despite Freedom from Hunger sharing electronic and hard-copy versions of the guides with each network at the annual WAC and as appropriate throughout the year.

to clients, which technical officers have been trained and the importance of continuous education delivery, and (c) unclear communication mechanisms between branches and CMDI regarding CwE training needs and opportunities.

15. In order to improve the continuity and quality of education, it is recommended that CARD:
    - identify which institution or unit is responsible for setting learning session plans and delivery targets for technical officers and branches;
    - increase the efficiency, volume and frequency with which CwE training and new modules are delivered to technical officers;
    - establish stronger communication mechanisms between branches and the CMDI so that trainings may be scheduled according to needs in the field and so that maximum participation is assured;
    - create policies on acceptable reasons for not delivering learning sessions and set triggers for re-starting learning sessions after allowable delays;
    - develop and communicate to branch management and technical officers clear goals for the delivery of education, and ensure that incentives are aligned with these targets; and
    - ensure that the LSAR indicator is included in information submitted and tracked by senior management, as per plan.

16. Quality of learning sessions is not yet consistent throughout CARD. Analyze why new technical officers are less confident in delivering trainings, and tap "expert" CwE trainers (many of whom are now branch managers or fellow technical officers) to help coach and transfer skills to the newer technical officers.

17. Strengthen product development by ensuring that the research department has the capacity to design and roll out products in collaboration with key departments. One specific focus for product refinement could consider how to make repayment frequency responsive to client business cycles.[35]

18. Focus on strengthening CMDI's institutional capacity to meet the increasing training needs of the CARD MRI while also extending its successful practices and expertise to regional organizations and Master's degree students.

(See also Section 5.8 for program management recommendations.)

5.0 PROGRAM MANAGEMENT

5.1 Management Approach

### 5.1.1 Overview of Management Structure

The management approach for this Matching Grant program was designed to be flexible and inclusive. Freedom from Hunger and its partners are represented in decision-making bodies, and monitoring and planning is done jointly. The approach appears sufficient and appropriate for the Philippines model. In West Africa, however, Freedom from Hunger's TA delivery structure has made it difficult to spend sufficient time with network partners to build strong relationships and identify key issues as they arise. In order to convert TA into desired outcomes more effectively,

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[35] The evaluation team noted that a significant proportion of CARD's weekly repayment of CwE loans are used by clients for activities such as hog-raising, which demand several months of investment before creating revenues. While the fungibility of family assets, in combination with the new family guarantee, has so far assured on-time repayment, a more adapted product might be considered for such purposes.

the organization of the West Africa team and its use of time should be revisited such that team
members can spend more time with CIF and networks.

The management structures appropriately reflect Matching Grant program design. The steering
committee, composed of representatives from CARD, CIF and Freedom from Hunger, serves as
the main coordinating body. The steering committee communicates regularly and meets annually
to review progress over the previous year and plan for the following year. It appears to function
well and encourages some cross-learning between regions. Figure 2 maps the (original)
coordination structure.

FIGURE 2: MATCHING GRANT COORDINATION STRUCTURE
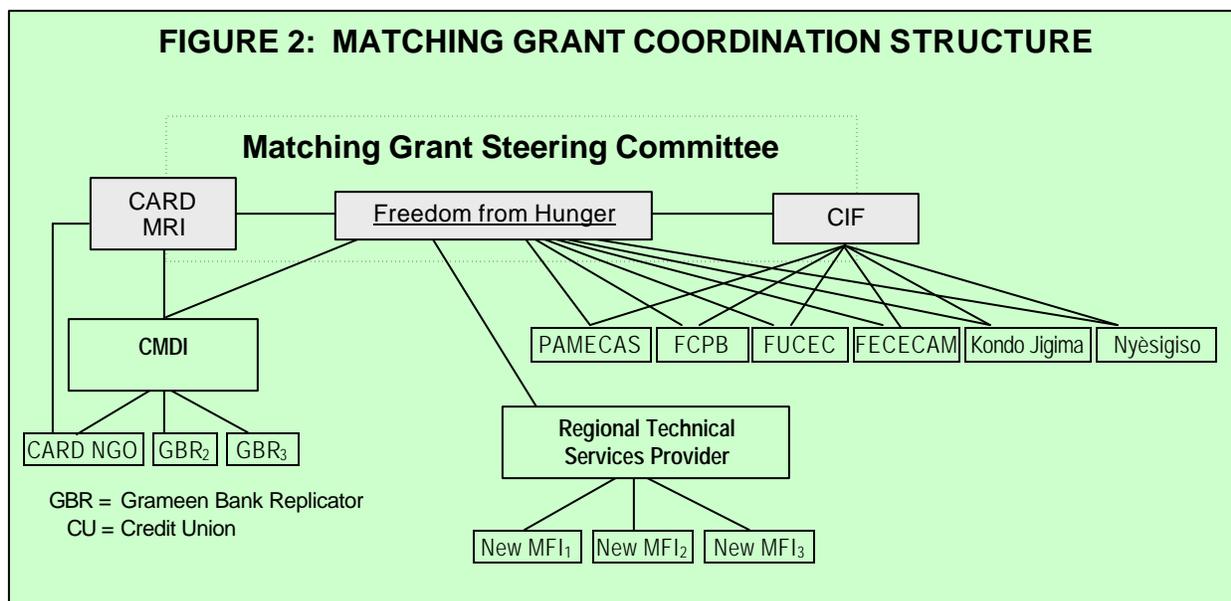
As can be seen from the diagram, the regions have very distinct management approaches,
necessitated by different program designs.

The Philippines
In the Philippines, the approach is simple and clear. Freedom from Hunger provides TA to
CARD MRI. CARD MRI is a single management body overseeing four institutions (NGO,
Bank, MBA, CMDI), all of which play a role in implementing the Matching Grant. CARD MRI
is responsible for coordinating and monitoring their activities. Since CARD MRI responds to a
single management structure, it ably coordinates its various TA partners (including Freedom
from Hunger) to avoid overlap. Coordination takes place at regular meetings of the MRI
Executive and Management Committees. This MRI coordination appears strong. Improvements
are needed, however, in the implementation of education services [36] in order to ensure regular
quality learning sessions to CwE clients.

In addition to TA provided to the MRI, Freedom from Hunger also works directly with CMDI to
assist in its development and build its capacity to offer various services, including offering
training in integrated financial and non-financial services beyond CARD. At the time of this

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[36] Discussed above in program section.

evaluation, CMDI had just completed registration, hiring a director and strategic planning. Freedom from Hunger's intense TA to CMDI began immediately after the Matching Grant evaluation.[37] The scope of work for this assistance appeared appropriate, and was developed collaboratively by Freedom from Hunger, CMDI and CARD MRI.

West Africa
In West Africa, the approach is necessarily more complex. The Matching Grant program works in five countries with six networks. The West Africa team (two head-office staff plus the addition of the WAO) provides technical support to CIF in product development. CIF then offers this service to the West African networks participating in the Matching Grant. The West Africa team works directly with networks for all other TA services.

An initial plan to engage a second RTSP that would offer basic training and technical assistance to credit union networks wishing to introduce CwE (as seen in Figure 2) has not yet been realized, although the WAO has been considered as essentially playing this role. Networks that have recently started participating in the Matching Grant program (PAMECAS and Kondo Jigima) have been served through the original team of CIF and the West Africa Team.

The approach in West Africa requires significant coordination between CIF and the West Africa Team to ensure that technical support is combined as needed. Freedom from Hunger would like to extend the coordination to other TA providers (such as DID) which offer complementary technical support to networks. In order to enhance communication among the various partners, a West Africa conference is held annually. This event provides a second management layer in West Africa in which all partners come together to report on progress, exchange experiences and plan for the following year. Other key TA providers are also invited, including *Développement international Desjardins* (DID), Plan International and *Institut de Recherches et d'Applications des Méthodes de Développement* (IRAM) to ensure coordination of support to the networks.

It should be noted that the Matching Grant program in West Africa—like its Philippines counterpart—was designed with the intention of developing strong RTSPs. Despite this, CIF was not intended to receive the same level of strategic support as CMDI under the Matching Grant. This difference can be explained by the institutional distinctions of the RTSPs at the outset. CIF was an existing (if very young) institution, with a completed business plan, founded with the intention of providing technical services regionally. CMDI was, however, a service unit within CARD NGO, expected to become a new, free-standing institution and gradually take on a new mandate as an RTSP. For this reason, TA for CIF was conceived to be limited to market research and product development, not organizational development, while planned TA for CMDI was much more intensive.

5.1.2 Relationship with Partners

The different program structures impact the way in which Freedom from Hunger relates to the partners in the two regions.

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[37] A Freedom from Hunger technical expert was seconded to CMDI for four months starting in July 2005.

The Philippines
Freedom from Hunger offers demand-driven services to CARD, responding to requests for training or TA. As CARD is the only partner in the Philippines under this Matching Grant program, visits are often long, lasting for two to four weeks. This time appears to be an important ingredient in relationship-building and CARD's willingness to engage Freedom from Hunger on various issues. As a result, Freedom from Hunger has a global understanding of the institution, affording it greater insight into how to assist CARD in growing high-quality CwE services and in establishing CMDI.

West Africa
In West Africa, both CIF and the West Africa Team offer their services in response to demand. Missions are typically short (about one to two weeks) and focused on planned TA and training activities. Activities do not appear sufficiently coordinated between the two technical service providers, which has led in some cases to less than optimal TA.[38] Networks and service providers alike feel that trips are too short and broader issues sometimes get missed.

CIF has a global knowledge of its network members, thanks to its close, longstanding relationship with the networks.[39] CIF dedicates two people (one full-time and the other part-time) to CwE and related products. It seeks to harness capacities existing within the networks by engaging skilled network staff to support market research and product development activities regionally. These "resource people," however, have responsibilities within their own networks and, thus, CIF's TA is sometimes limited by their availability.[40]

Freedom from Hunger's West Africa team, on the other hand, has a more limited mandate, and does not systematically monitor networks' overall activities and performance outside of CwE, making it difficult to assess in a timely manner how other issues may affect CwE.[41] It has a four-person team (soon to be five), two of whom (WAO) are based in Mali. According to the plan for 2005, of this team's combined time: 32% is spent in the field, 54% at the home office (preparing tools and trainings and conducting follow-up and relationship management) and 14% in transit.[42] Figure 3 shows a breakdown of how that team's time is used.

In response to the unanticipated level of TA needed by network partners to apply tools and guides, Freedom from Hunger has already adjusted its strategy to spend much more training and TA time with each network (for example, conducting training on supervision with each network, rather than working with each network on a different technical area and having the others independently apply the resulting TA guides). This has, to some degree, stretched its capacity to meet such objectives as establishing internal network training systems and developing new education modules. Nonetheless, recognizing the need to strengthen partnerships further and

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[38] At RCPB, it was noted that new products were being introduced in the absence of sufficient supervisory systems. At FECECAM, a second-generation product was being studied in the absence of sufficient data analysis to understand trends and issues with the current CwE product.

[39] The director of CIF was a former network executive director and thus is a trusted peer among the other network directors.

[40] The evaluation mission learned that FECECAM had waited for a long time to hear a response from CIF.

[41] See Section 4.3.

[42] This is based on the West Africa Team's schedule of planned activities, July 2005–June 2006.

more intensively support the networks' efforts to expand CwE effectively, Freedom from Hunger could consider spending an even greater amount of time with individual network partners.

As discussed in Section 4.3, by increasing time spent with networks, Freedom from Hunger could improve its CwE-focused TA, perhaps gain a more global understanding of the partners and their broader operational challenges, and work more closely with partners to design technical support packages that effectively grow high-quality CwE services.

Figure 3: West Africa Team's Planned Time 2005

	On-site	Off-site	Total
Relationship Management		8%	8%
TA and Training	18%	17%	35%
Tool / Guide / Module Development		8%	8%
Assessment	1%	1%	2%
Other Technical work		4%	4%
New Partners	4%	3%	7%
Program Management	9%	13%	22%
Transit		14%	14%
Total	**32%**	**68%**	**100%**

Certain adjustments would likely enable the same team, with the same capacity, to achieve even more. Fewer but longer trips, for example, could reduce the 14% travel time, while increasing potential time spent with partners. Although the West Africa team does a sound job of coordinating its members' efforts, a different division of relationship management—so that each West Africa Team member spent the bulk of its field time with only one or two networks, rather than spreading his or her efforts to all networks—might contribute to deeper partnerships. Finally, 25% of time is spent off-site for relationship management and training and TA preparation. Freedom from Hunger could review whether any of this time could be spent on-site.

5.1.3 Assessment of Management Structure

While the management approach is not the main reason for differing results, it does play an important role. The Philippines' simpler structure has made coordination and relationships easier to manage.

The Philippines

Generally speaking, the management approach appears to work well in the Philippines. CARD could consider improving on its current structure by developing and regularly convening taskforces of staff from different CARD units and institutions to address specific issues. Recommended areas for such work are as follows:

- Planning for education module delivery. This would include determining which education modules to provide over the course of the year and identifying new education modules for development. Such actions call for close coordination in assessing the demand of clients in the field (operations staff and research unit); developing new modules (training staff); extending training on new and existing modules (training staff and area managers); and ensuring that technical officers attend relevant training on modules they have not yet learned (branch managers).

- Ensuring that members receive education on a regular and continuous basis. This covers the quantity of education delivered and would include setting a schedule for organization-wide module delivery, developing policies on such issues as when to put education on hold and when it must be restarted, monitoring the quantity of education provided through consolidated LSAR reports, and responding to challenges and bottlenecks. Such actions similarly call for collaboration of operations and training staff.
- Assuring the continued quality and excellence of education delivery. This taskforce might include representatives of CMDI, area and branch management and technical officers. The group would be charged with considering the quality of learning sessions over time according to consolidated learning session checklists; identifying specific, common deficiencies; and developing solutions for dissemination throughout the organization (e.g., adding a new component to CwE training, changing how a specific module is taught to field staff, alerting branch managers to the need for coaching in a specific area, etc.).

West Africa
- The complex approach in West Africa appears to have been well thought out. The TA package covers a complete array of tools: systems, product development, lateral learning and education modules. In addition, the West African Annual Conference serves to coordinate the multiple partners and enhance inter-institutional exchange. Nevertheless, altering the management approach in West Africa could profoundly impact the results during the second half of this Matching Grant program. Freedom from Hunger and partners could collaborate in looking at the context of CwE in the institution as a whole, which would likely lead to better TA that is more customized to individual networks' strengths and challenges.
- See sections 4.3.1 and 5.8 for additional, related recommendations.

5.2   Quality and Status of Detailed Implementation Plan (DIP)

The DIP is well monitored. Spot checks on the reported accomplished activities in the second annual report show high levels of accuracy.[43] The DIP is used as the basis for annual plans in the Philippines. In West Africa, however, annual plans are developed at the West African conference, with reference to, but independent of, the DIP. Freedom from Hunger and CIF use the DIP for project management, whereas partners in the field more closely monitor their annual plans.

In the Philippines, CARD and Freedom from Hunger developed the DIP jointly. CARD clearly owns the DIP objectives and targets. The institution monitors the progress of activities and was able to present clearly to the evaluation team its progress vis-à-vis each indicator.

In West Africa, all partners were involved in defining the type of activities and technical support in the DIP. Specific targets, however, reflect an estimate of potential demand by the networks for TA, rather than the sum of detailed plans from each network. The requested support has not always coincided with the DIP, and thus progress with regard to the DIP does not accurately reflect whether the networks' needs are being addressed.

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[43] See Annex B.

The indicators in the DIP for both regions measure activities more than impact. It is possible to accomplish all of the activities without achieving the desired impact. Therefore, it is recommended that partners review the indicators and adopt fewer, more impact-oriented indicators. Table 3 presents some examples.

A revision of the DIP is recommended to make it more useful. Such an exercise would entail a planning process for each network and an appropriate monitoring system to collect and confirm the indicators. Monitoring impact-oriented indicators would require much closer accompaniment by Freedom from Hunger and CIF, and a commitment by the networks to implement systems needed to monitor the indicators.

Table 3: Sample DIP Indicators			
Indicator	**Targets (baseline—mid-term—EOP)**	**Question measured**	**Possible Alternative Indicator**
West Africa Objective 1: Increase the capacity of credit union (CU) networks and technical support institutions to enhance the CwE product and develop new credit and savings products			
# of improved or new credit and/or savings products offered by West African credit union networks	0-3-6	Are networks responding to client demand?	% client retention
# of networks using guidelines to carry out product costing exercise	0-1-3	Are networks able to analyze the cost of each product and use this for pricing and improving efficiency?	# of networks pricing their products for cost recovery
# of dissemination workshops for customized health and business education modules attended by at least one trainer of each participating partner	3-5-8	Are networks able to customize education modules effectively and train their staff to disseminate them in a timely manner?	% of satisfied clients through client satisfaction survey # of field agents trained by partner institution trainers Are internally trained field agents providing high-quality learning sessions (via LQAS monitoring)?

5.3 Financial Management

Adequate financial controls appear to be in place. CIF and CARD track their own expenses for the Matching Grant, and submit reports to Freedom from Hunger for review and consolidation. Both partners compare budgeted to actual expenses for both the USAID funds and the partner match by line item. Freedom from Hunger undergoes an external audit annually. There have been no unusual findings on any aspect of its financial control systems.

The Matching Grant program has been able to leverage additional resources beyond the match requirement of $500,000 per year (as per original proposal). The Freedom from Hunger match consists of the following:

<div align="center">

Unrestricted Funds: $827,490

GlaxoSmithKline Grant: $338,823

CARD match: $320,346

CIF match: $202,527

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In addition, Plan Benin granted $40,000 to FECECAM and a grant of $400,000 was also received by Freedom from Hunger to support work in sub-Saharan Africa; part of this will be allocated to Matching Grant-related activities in West Africa.

5.4 Monitoring and Evaluation (M&E) System

Progress is monitored using three methods:
1. Progress Tracking
2. CwE Status Report
3. Matching Grant Planning Matrix

5.4.1 Progress Tracking

Progress tracking is undertaken by the partners and networks in the following ways:
- ? Management information system (MIS)
- ? Standard record-keeping for group-based lending and savings services
- ? Observational checklists for assessing staff and Credit Association performance
- ? Focus-group interviews with CwE clients and prospective clients
- ? Standardized questionnaires for "mini-surveys"

Collected data includes client/household status, borrowing and saving opportunities, meeting attendance, client satisfaction, client retention, loan portfolio quality, staff performance, cost efficiencies and cost recovery.

Not all partners are at the same level of progress tracking. CARD monitors portfolio, outreach, profitability and client drop-out related to CwE clients. It is also working on developing a poverty score, to be incorporated into its MIS to track changes in clients' economic situation. CARD's research team is also called on frequently to perform client satisfaction assessments. Spot checks of visited branches confirmed data accuracy and timeliness of reporting (accounts are reconciled daily and reports submitted monthly).

The networks visited in West Africa track and consolidate outreach and portfolio data. In some networks, field agents submit reports on learning sessions, but data is not consolidated. Spot checks of visited credit unions were not able to confirm data accuracy. It was not possible to verify data at RCPB, as no centralized paper trail was available,[44] and at FECECAM, one credit union's data was inconsistent with the regional-level reports for February and March 2005.[45]

The current MIS used in the networks does not accommodate the level of detail needed to track a decentralized, group-based product. Following unsuccessful efforts to coordinate with DID staff working on the MIS both in the field and at headquarters, Freedom from Hunger collaborated with partners to develop the user-friendly Management Chart (*Tableau de Bord*). It is unclear

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[44] RCPB field agents send data to the regional coordinator, who consolidates the regional (union)-level data. Regional data is then sent to the federal level and consolidated. The breakdown of the regional data was only available at the union offices, and the person responsible was unavailable. Thus the mission was able to receive network- as well as credit union-level data, but was unable to check for consistency. At the federation level, the March 2005 report was consolidated with the other unions, but had not yet been verified (as of May 2005).

[45] A spot check of data from field agents' reports from the Boussé credit union did not correspond with the Tableau de Bord for March and April 2005, though the difference was small and trends were similar.

whether the *Tableau de Bord* has served to improve CwE portfolio management in the West African networks better than could have been achieved by incorporating similar reporting into the networks' MIS. But the *Tableau de Bord* appears to be a good "Plan B" solution.

Visited networks were using the *Tableau de Bord*, though data was not up to date. RCPB was four months behind due to a system problem, about which Freedom from Hunger had not been informed, and data was consolidated in a simpler spreadsheet. FECECAM had not yet produced March or April reports as of the visit in late May. Nevertheless, networks appear to appreciate it and use it, despite the delays.

5.4.2 Status Report

The CwE Status Report is a quarterly report on scale of outreach, volume and quality of portfolio and savings services, cost efficiency and profitability of the product. There were some recommendations put forth in the DIP to include additional indicators such as the following:
- Average rate of client retention
- Percentage of Credit Associations receiving education
- Percentage of clients who are very poor

The first two of these recommended indicators are extremely important to monitor CwE performance. CARD has made important improvements through monitoring client drop-outs. As noted in Section 4.2.1.2, undetected client drop-out is a key impediment to growth in West Africa. Though this is an indicator in the status report, it has not yet been defined and many partners do not track or report it.

In addition, CARD has developed an indicator to measure quality and is currently testing an indicator to measure the quantity of and consistency with which learning sessions are offered. Neither of the two West African networks visited is effectively monitoring the delivery of education sessions.

The third indicator would be of interest generally to Freedom from Hunger, and may assist the partners in reporting impacts and achievements to their boards, but is less urgent in terms of progress monitoring.

Additionally, Section 4.0 presented some areas of data collection in West Africa which need improvement, including portfolio at risk (4.2.1.2—West Africa Objective 2) and trend analysis (4.3.4).

Finally, partners will only be able to determine the profitability of CwE (and other products) by tracking product line expense data. Ability to make informed decisions in terms of growth and investment of CwE requires information on profitability and operational efficiency.

CwE Status Reports are received by Freedom from Hunger headquarters and consolidated with worldwide CwE data. This combined data provides a good picture of the current status of CwE around the globe.

5.4.3 Matching Grant Planning Matrix

The Matching Grant Planning Matrix is the matrix included in the DIP. As discussed in Section 5.2, while it is monitored carefully, more impact-oriented indicators would enhance its usefulness, although it would require a commitment from each partner to monitor defined indicators.

5.4.4 Summary

In summary, overall the system is complete. CwE progress tracking has been well managed in the Philippines, while West African networks need to further improve their progress tracking and keep data current to allow timely analysis. The quarterly reports would be considerably more robust if additional indicators proposed in the DIP were included. The planning matrix could also be improved by measuring outcomes rather than outputs.

5.5   Information Systems

Networks in West Africa use the *Tableau de Bord*, an MS Excel-based portfolio management tool designed for and distributed by Freedom from Hunger. Visited networks used and appreciated the tool. No other examples of improved access to information technology were identified by the evaluation team.

5.6   Staffing and Supervision

Freedom from Hunger's technical staff is very strong, and quality of training and TA has been highlighted by all interviewed partners. Management is actively involved in the steering committee and aware of successes and challenges in the Matching Grant program.

The West Africa Team is comprised of four Technical Advisors—two based in Davis, CA and two in Bamako, Mali. All are directly involved in implementing the Matching Grant program, and there is frequent communication within the team. As discussed in Section 5.1, sufficient capacity exists to meet the needs of the partner network, but restructuring the team and its use of time, as well as recruiting an additional team member based in the WAO, could make a significant difference in relationship-building and the success of the Matching Grant program.

In terms of RTSPs, the CMDI has recently hired a new director and is working to build needed capacity to implement its plan. CIF continues to have limited staff and capacity. Given CIF's increasing mandate, its staff and technical capacity should be reviewed and enhanced.

5.7   PVC Program Management

In general, oversight of PVC appears to have been appropriate. It has responded positively to needed adaptations in the plan, such as the agreement not to continue with the Impact Venture Fund and the departure of Kafo Jiginew from the Matching Grant program. PVC has been actively engaged in the program, for example visiting a network partner in West Africa in 2004 and providing insightful feedback and suggestions.

5.8   *Program Management Lessons Learned and Recommendations*

5.8.1   Lessons Learned

Management Approach

1. Implementing a product such as CwE requires coordination of various departments (or in the case of CARD, multiple institutions). Clarifying the responsible entity for planning and monitoring activities is necessary, as is defining the mechanism through which various departments can work together.

DIP

2. Project indicators that are developed and owned by the partners are more likely to be monitored by them and to reflect the reality of their progress toward achieving goals.
3. Output-oriented indicators are sufficient when programs are running smoothly, but make it difficult to pinpoint the source of the problem when overarching targets are not met. More impact-oriented indicators in the planning matrix could have helped to identify some of the weaknesses in West Africa earlier on.

Monitoring and Evaluation

4. Monitoring client drop-out and satisfaction on a regular basis would alert service providers to potential TA needs.
5. The failure to monitor product-specific costs makes it very difficult to assess profitability and operational efficiency. Product costing needs to be a top priority.

5.8.2   Recommendations

The Philippines

1. Continue to work to advance progress tracking systems. Specifically, develop a poverty monitoring tool and fully implement and monitor indicators such as the LSAR.
2. Given that CARD uses checklists to track quality of learning sessions, work with CARD to develop a system to track trends or changes in quality over time.
3. Disseminate indicators developed under the Matching Grant program at CARD (client drop-out, LSAR, poverty index) to other Freedom from Hunger partners.

West Africa

4. As discussed in Section 4.3, focus TA on those partners who have demonstrated the commitment and vision to grow CwE throughout the first half of the Matching Grant, either through expanding outreach or restructuring and poising themselves for growth. Work more intensively with partners, and assure a more global, regularly updated view of their other product offerings, performance, institutional challenges and capacities. Freedom from Hunger, CIF and the networks could assess TA needs for CwE over the next 2.5 years jointly on-site and develop a strategy which ensures that appropriate TA is available. This should not remove the demand-drive aspect of services which partners appreciate, but rather guarantee that requests for assistance are carefully considered. *Note, this is not a recommendation to work more globally with institutions, but rather understand them better and encourage them to plan for appropriate support from other partners – like DID – in key areas of weakness.*

5. Recognizing that West Africa is necessarily more complex in terms of structure, improve coordination between Freedom from Hunger and CIF. TA packages offered to partners need to be complete. For example, if CIF is developing a new product, it must ensure that all systems are adequate to manage it. If it identifies weaknesses, it needs to coordinate with Freedom from Hunger to support the development of necessary systems and procedures.

6. Freedom from Hunger could consider restructuring its four-person West Africa team so that one individual is responsible for one or two networks. If possible, it could go further, and place its team members, or RTSP-like TA providers, in the country where the networks they support are located.[46] This would allow much more regular contact with the networks, and enable closer relationships to develop.[47] Problems could be identified and dealt with long before they become serious growth impediments. This would not require a Freedom from Hunger team member to devote 100% of his/her time to a single network partner, but rather focus the majority of his/her TA time on that single partner.

7. Consider whether CIF would benefit from institutional development support, similar to the assistance provided to CMDI. This would need to be done taking into consideration CIF's current capacities, its responsibilities under the Matching Grant, as well as the changing role of CIF as it looks to develop a confederation of networks. Also, ensure that any such institutional support is coordinated with CIF's other technical service providers, such as DID.

8. If Freedom from Hunger decides to increase its time spent with partners, the need to address operational issues at annual conferences diminishes. Freedom from Hunger and CIF should use the conferences—especially the upcoming 2005 Annual Conference—to address strategic issues such as networks' commitment to growing CwE. Sessions with individual networks could go further along this line to discuss what level and type of support is appropriate.

9. Step up efforts to develop a strategy to ensure sustainable CwE TA capacity in West Africa—through spinning off WAO or by identifying and training a new RTSP or local consultants.

10. Improve coordination among various TA providers to the credit union networks. Freedom from Hunger has made repeated efforts through the years to coordinate its activities in West Africa with DID, but has not received significant interest. Through the efforts of CIF, however, DID appears increasingly interested in CwE and recognizes the need to coordinate better with Freedom from Hunger. Individual networks could consider inviting all of their TA providers (including Freedom from Hunger, CIF and DID) to plan together, to ensure the optimal coordination and most complete TA for the networks. Experience to date has shown, however, that networks—not TA providers—must take the lead in this coordination. In order to minimize potential expenses involved in coordination, networks could take advantage of individual planning sessions at annual conferences or coordinate the timing of TA visits to organize meetings between various TA providers.

11. Identify several additional impact-oriented indicators that focus more on what the activities are trying to achieve in each network as opposed to the number of TA interventions

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[46] This recommendation is not directly in line with Freedom from Hunger's strategy of providing only necessary TA, and ensuring that partners implement their own activities. Nonetheless, it is worth seriously considering in the case of West Africa, where on-site assistance is very important. Freedom from Hunger, if it takes this approach, should be careful to ensure that its staff members continue to play the role of facilitators—not implementers—within the networks.

[47] FUCEC reports that more than the tools, it benefited from working intensely with Freedom from Hunger to test and develop them. Other networks wish for similar assistance.

accomplished.

12. Progress tracking is good, but could be improved. Include indicators such as cost recovery, efficiency, client retention and education services in progress tracking and status reports.

See also Section 4.4 for program effectiveness recommendations.

6.0   EVALUATION METHODOLOGY

6.1   Evaluation Team

A two-person team undertook the mid-term evaluation from May 9 through July 22, 2005. The team was composed of the following members:

Eileen Miamidian, External Evaluator, worked with the Freedom from Hunger Evaluator to assess Matching Grant program implementation and outcomes to date and to make recommendations for changes during the remaining two and a half years of the Matching Grant program. The External Evaluator held primary responsibility for preparing the evaluation report.

Myka Reinsch, Freedom from Hunger Evaluator, collaborated with the External Evaluator to carry out the assessment, analyze the key questions and develop recommendations. The Freedom from Hunger Evaluator supplied background information and context for the evaluation and contributed to the preparation of the final report.

The team members were jointly responsible for presenting the findings to the Matching Grant steering committee in July in the Philippines, and will both participate in a debriefing call with USAID in September.

In addition, two CARD staff members accompanied the evaluation team in the Philippines, providing important insight into findings and recommendations:

- **Ludy Medina**, Research Officer, CARD MRI
- **Leslie Ramirez**, Training Officer, CMDI

6.2   Data Collection and Analysis

The evaluation team started with a review of Matching Grant program documentation, including the Matching Grant proposal, annual reports, detailed implementation plan, conference reports and trend reports. The team visited Burkina Faso and Benin in May, and the Philippines in July. It conducted interviews with staff of Freedom from Hunger, CIF, RCPB, FECECAM, FUCEC, Nyèsigiso and CARD. Focus group discussions were held with clients of RCPB, FECECAM and CARD. During the visits, the evaluation team also gathered and reviewed reports, tools and communications relevant to Matching Grant objectives. Before leaving each network and principal partner, the evaluation team provided feedback on initial findings and took into account additional information provided based on the findings of the evaluation team.

Findings were analyzed in comparison to reported information and to mid-term objectives. Through spot checks, data was verified for accuracy, reliability, timeliness of reporting, adequacy for assessing performance progress and practicality of data collection. Some limitations in verifying data accuracy are highlighted in Section 5.4.1, but data collection in general posed few problems. The one exception was that at RCPB, it was not possible for the evaluation team to follow the data trail from credit union to head office because of staff availability and report filing. (Credit union data is consolidated first at the union level and then unions are consolidated at the federation level. The staff person responsible for consolidating the union level was unavailable, due to a recent promotion, and the federation was unable to locate the credit union-level reports. As a result, it was not possible to confirm the data from the spot check conducted during the credit union visit.)

Finally, debriefings were held with Freedom from Hunger, CIF and CARD to discuss findings, confirm information and clarify specific questions. An initial draft of this evaluation report was shared with Freedom from Hunger, CIF and CARD, and certain factual corrections and conceptual clarifications were made in response to feedback received.

6.3   Constraints in Methodology

Due to time limitations, it was not possible to visit all partner networks in West Africa, thus conclusions must be drawn from site visits in two networks, as well as interviews and reports for other networks. Lessons drawn were vetted through a presentation and subsequent debriefing with the regional partner to ensure applicability to all networks.

In both regions, partner institutions selected the credit unions or branches and groups to be interviewed. Selection of sites was based on distance from the head office and availability of staff and clients. Thus the selected sample was not random, but to the extent possible, findings were discussed in debriefings with head office staff prior to departure.

Finally, the mission was only able to speak with current clients, and therefore valuable information which could have been gained from ex-clients regarding reasons for drop-outs is not available first-hand. In the Philippines, the mission was able to review reports on client satisfaction and client exit interviews, providing some useful insights.

(See Annexes D through F for schedule, interviews and documents reviewed.)

7.0   CONCLUSIONS

Breaking Through Barriers to Growth is an innovative program exploring how to reach the greatest number of poor women with sustainable, high-quality CwE services. Experience to date with the two regional models has demonstrated that it is possible to reach large numbers of women with the right combination of commitment and capacity. Where partnerships are particularly strong, growth was facilitated by Freedom from Hunger's ability to identify crucial needs and address unanticipated challenges as they arose.

Many of the partners have experienced a decline in CwE client numbers for diverse reasons. While some have been strengthening systems and building a foundation on which to grow, others have demonstrated less commitment to CwE, and have not taken sufficient steps to prepare

themselves for growth. TA provided through this Matching Grant program can help address the capacity issues, which were well identified as systems and products, but it cannot ensure partners' commitment. While this evaluation has been able to offer recommendations as to how TA can be improved, it also has highlighted the fundamental need for each partner to re-assess its commitment to expanding CwE significantly, and review with TA providers the best way to achieve that growth.

The status of the education component of CwE was another important area explored. Discussions with clients revealed that both health and business modules have affected behavior and resulted in positive impact. For this reason, the evaluation team recommends strongly that emphasis be placed on offering continual, high-quality learning sessions. This requires planning, setting delivery targets and monitoring education and—to the extent possible—embedding the quantity and quality of education delivery in overall systems such as MIS and staff incentives. The ongoing sustainability of high-quality education sessions also requires a streamlined, internal mechanism for training field agents/technical officers in CwE and new education modules.

Overall, the evaluators are optimistic about the Matching Grant program. In the Philippines, CARD has surpassed expectations. In West Africa, RCPB is on track with outreach targets. Although initially set targets are unlikely to be met by other networks in West Africa, several committed networks could benefit from more intense and coordinated TA to enable them to grow now and beyond the grant period. With a clear plan, realistic growth targets and good indicators to monitor progress, Freedom from Hunger and its partners will likely find the right formula in both regions to break through CwE growth barriers.

ANNEX A: STRENGTHS AND WEAKNESSES BY OBJECTIVE

Program Objective	Strengths	Weaknesses
Headquarters Objective 1: Freedom from Hunger assists organizations to expand range and improve quality of financial and educational products and services to poor women.	• FFH has surpassed targets for number of new products, number of organizations trained in market research, number of organizations trained to customize education modules. • CIF has developed a systematic format for developing new products which it uses. • High-quality market research at CARD. • CARD has developed its own business education modules.	• Trainings alone in West Africa are not sufficient to meet the objective of "expanding range and improving quality." Federations appear to depend on CIF to assist in implementing. • In West Africa, technical assistance for management systems is not well coordinated with development of new products, and questions such as supervision and controls are not fully developed. • In West Africa, the two visited federations, new products were being developed before serious risks in the current product were addressed. • In West Africa, new products are not always clearly rolled out; for example, voluntary savings in RCPB was not fully developed, and clients' voluntary savings are used to collateralize group loans. Mixed messages about this serious issue could result in client dissatisfaction.
Headquarters Objective 2: Freedom from Hunger assists organizations to design and use tools and systems to manage growth of integrated services to 30,000-plus clients per organization.	• FFH has met its anticipated target as of the mid-term of one federation surpassing 30,000 clients. • FFH has surpassed its projected development of systems guides. • The guides are complete and sufficiently user-friendly.	• With the single exception of RCPB, all other federations have fewer CwE clients than in Sept 2002, thus showing negative growth. • Guides are appreciated by federations, but not typically used unless accompanied by technical assistance. (RCPB not using supervision or controls guide, FECECAM using controls well, but not supervision, FUCEC was used as a test case, and guides were developed with them. FUCEC credits this experience as being as important as the guide.)
Headquarters Objective 3: Freedom from Hunger creates and works through innovative collaborative networks of public and private institutions that leverage its technical capacity to provide integrated services to the poor.	• Operations staff of partners speak well of partnership with FFH. They appreciate network exchange, and FFH has made efforts to ensure that conferences meet expectations. • FFH has assisted CARD to provide high-quality technical assistance to other MFIs in the Philippines. This meets the anticipated mid-term target of one TSP. • FFH has made efforts to adapt its approach to the reality in West Africa, by providing direct services in areas such as systems, which CIF did not undertake.	• Surveys not completed as per plan to get more formal feedback. • In West Africa, the TSP has been difficult to locate. CIF to date has only worked on the product development side, and requires further assistance to ensure that product development includes a full internal assessment. • The goal may have been too ambitious for West Africa given the weaknesses of the federations. FFH has had to work at multiple levels, looking for an appropriate TSP, while trying to ensure that federations receive sufficient assistance. This balance has been difficult to manage.

Program Objective	Strengths	Weaknesses
Headquarters Objective 4: Freedom from Hunger creates an innovative mechanism for attracting private institutional investor/donors to support Credit with Education.	• This idea was innovative and seemed appropriate at the time. Considerable research and development went into it. • FFH responded wisely to changes in market realities, which made the fund less attractive. It has since started to develop an alternative, the MicroCredit Enterprises lending facility. This new facility has provided loans in Latin America.	• None of the Matching Grant partners use the current facility. • Neither the originally conceived philanthropy fund nor the MicroCredit Enterprises facility was targeted at West African credit union networks, while these networks do require funding to grow CwE, especially when opening services in a new credit union. • CARD has not found the new facility attractive due to foreign exchange risk.
West Africa Objective 1: Increase the capacity of credit union (CU) networks and technical support institutions to enhance the Credit with Education product and develop new credit and savings products.	• Visited networks have an apparently new attitude toward product development, with a growing recognition that adapted products are important to serving clients. Both had engaged the services of CIF to help them develop new products to meet current or new market needs. • The target of three new financial products being offered was reached by all second-generation products. Additionally, both visited networks were in the research or pilot stages of additional products.	• Interviews and visits demonstrate that there are some serious weaknesses in product development. These include continued dependence on CIF in the research and design phases, as well as insufficient assessment of network capacity to roll out the products. • Before launching new products, there is insufficient assessment done as to needed adaptations in the current product (examples include RCPB's supervisory system and FECECAM's delinquency and drop-out concerns). • Most of the targets under this objective were not met, including use of product development guidelines, product costing exercise, dissemination workshops for education modules, advanced modules for second-generation groups and client impact tracking. Some of this may be reflective of relatively low priority of CwE within networks.
West Africa Objective 2: Enhance the service delivery operations and organizational capacity of five existing credit union collaborators to manage growth to reach 180,000 clients.	• FFH has met or surpassed its activity targets of number of networks using new or adapted systems and number of networks which has sought to integrate CwE into the existing structure. • Impacts of these trainings were available in that visited networks were able to use the monitoring tool (Tableau de Bord) and one— FECECAM— was using the internal controls guidelines.	• The biggest weakness has been that projections have fallen far short of mid-term targets of reaching 130,000 clients. In fact, the total clients served has decreased. • Guides alone appear to be insufficient in assisting networks to adapt their systems. The most successful in adapting new systems, FUCEC, received considerable hands-on TA from FFH as it was used as the test case. Networks do not disseminate guides to all appropriate staff (e.g. in FECECAM the unions had not seen the updated supervision manual and in RCPB it had not yet been read as of the time of the mission). Interviews highlight the need for more technical assistance to accompany manuals. • Adapting current systems to CwE assumes that current internal controls, delinquency management, and supervisory systems are adequate. This does not appear to be the case with all networks, so broader system assistance should be understood and coordinated with technical assistance providers, such as DID.

Program Objective	Strengths	Weaknesses

West Africa Objective 3: Select and train a sustainable regional technical service provider (RTSP) that can assist two new Credit with Education programs in West Africa to reach 20,000 new clients.	• FFH has demonstrated wise assessment in selecting and working with new partners, as demonstrated by the following:
	  o Decision not to operate in unstable Ivory Coast was prudent.
	  o Ensuring that CwE's market was sufficient and not overlapping with other products at PAMECAS in Senegal
	  o Initiation of work with a smaller but pro-active network in Mali
	• FFH has adapted its strategy to the absence of TSP by providing direct services and working through CIF.
		• FFH has not been able to identify a regional TSP to train the two new networks.
		• Although there are clear reasons, FFH is behind in its plans to work with two new networks, not having launched new products with either of the current partners under negotiations.

West Africa Objective 4: Maximize and promote lateral learning, while coordinating technical assistance, among all key stakeholders (CU networks, local and international technical service providers, and institutional investors).	• Lateral learning was frequently cited as the most important strategy in the MG (FECECAM, RCPB—exception FUCEC). • Lateral learning is a well-conceived idea as networks have demonstrated interest in working together through the creation of CIF and discussions on the creation of a confederation. Additionally, given they function with the West Africa Monetary union, there are some regional concerns—such as interest-rate caps—that affect all networks. • Conferences have provided networks an opportunity to get to know each other and to plan and report on annual action plans.	• Reportedly due to financing, networks have not taken their own initiatives to finance lateral learning trips to other networks. The two visited networks, however, convinced the mission that much would be gained as they have complementary strengths. • The conferences cover many topics rather than focusing on key ones. This concern is being considered in future conferences.
Southeast Asia Objective 1: Enhance CARD's research unit capacity to conduct market research for developing new or improved products.	• CARD has successfully established a research center, which has played a central role in keeping CARD client-focused and client-responsive. • The research center is very professional, having documented its procedures, using participatory research methods and producing high-quality reports. • Research is often requested by operational staff and findings are integrated into operational systems or products. • The research center has played an important role in testing new systems and ensuring that quality of education services is monitored.	• Research results need better dissemination throughout CARD MRI. • The Research Department does not yet have the capacity to translate research findings into product features.

Program Objective	Strengths	Weaknesses
Southeast Asia Objective 2: Expand the range of products offered by CARD to poor women in rural areas in order to enhance client satisfaction and impact.	• CARD, through the research department, has kept client satisfaction as central to its mission. Product adaptations and development are ongoing in response to research findings. • CARD MBA is offering a very popular life insurance product to clients and will soon be adding health insurance. • CARD NGO has made significant changes to its primary product offered to poor women: changing the methodology from group to individual liability and allowing more access to savings. Clients appear very appreciative of changes. • CARD monitors drop-outs regularly and has developed a product to re-attract clients.	• Portfolio quality has declined with the introduction of recent product adaptations. CARD anticipated this, but it needs to be closely monitored.
Southeast Asia Objective 3: Enhance CARD's organizational capacity to manage growth of integrated services.	• CARD has increased its CwE client outreach five-fold since the beginning of the program. • CARD has introduced various systems to manage growth, including observation checklists, a simpler accounting program and an asset-liability management program. The systems are used and appear well monitored. • Important steps have been taken in monitoring education services, including education checklists and the development of a quantitative indicator to measure consistency, known as Learning Sessions at Risk (LSAR). • CMDI has developed training for new loan officers and branch managers, provided to all newly hired or newly promoted staff. Branch managers report that loan officers arrive better prepared for their jobs since the training.	• Learning sessions are not delivered continuously, sometimes with long delays between topics. This is due to a gap in the planning process, as no schedule for delivery of learning sessions exists; thus field agents offer sessions as (and if) they learn them. • Loan officers do not receive learning session trainings in a timely manner, partly due to demands on CMDI to train new staff. • Although the systems have been developed, information is not yet consolidated to ensure that learning sessions are delivered with appropriate quality and quantity. • Newer loan officers struggle to provide learning sessions of the same quality as the "pioneer" loan officers.
Southeast Asia Objective 4: Develop CARD Training Institute (CTI) to prepare CARD's and other MFI staff to offer financial and education services that respond to the needs of poor women.	• CMDI was officially registered in April 2005. A director was hired and strategic planning session held in July 2005. • In July 2005, CMDI started to establish new systems to prepare for new responsibilities, training the growing CARD MRI staff, providing regional training, and master's training. • CMDI has started its roles as an RTSP, providing training to several MFIs.	• CMDI does not yet have the capacity to manage all of its new responsibilities, and needs to increase its staff capacities.

ANNEX B: ACHIEVEMENT OF DIP OBJECTIVES

DIP Objective	DIP Indicator	Baseline	Targets MT	Achieved? MT	EOP	Data Verified?	Comments
Headquarters Objective 1: Freedom from Hunger assists organizations to expand range and improve quality of financial and educational products and services to poor women.	# of new financial and educational products	0	4	11		annual reports, interviews, field visits, available documentation	Financial products include: RCPB (1) - second generation, plus testing of voluntary saving and urban products; Nyesigiso (1) - second generation; CARD (5): individual liability, Balik CARD, housing, calamity loan, flexible savings; also FUCEC and FECECAM researching second-generation products and health savings research underway by CIF; Education modules include (4) Diarrhea, Manage Your Business, Increase Your Sales, Malaria. Other product enhancements include market research, assessing client impact. <u>Note</u>: In the second annual report, RCPB is reported as having two new financial products. The mission found that only one has been fully rolled out. The other is still being pilot-tested.
	# of organizations trained to conduct market research and develop new products	0	2	7		annual reports, spot check interviews	The following institutions have participated in trainings: CARD (2003); RCPB, FECECAM, Nyèsigiso, FUCEC, PAMECAS, CIF (2004)
	# of organizations trained to design and customize education modules	0	2	1		annual report, interviews	Two organizations were planned, but to date only CARD has received the training. Note the second RTSP has not yet been identified to train in module design and customization.

DIP Objective	DIP Indicator	Baseline	Targets MT	Achieved? MT	EOP	Data Verified?	Comments
Headquarters Objective 2: Freedom from Hunger assists organizations to design and use tools and systems to manage growth of integrated services to 30,000-plus clients per organization.	# of organizations reaching 30,000-plus clients using new systems and tools	0	1	2		March 2005 Status Report	The two partners serving over 30,000 clients are RCPB and CARD.
	# of systems guides developed (training, supervision, MIS, internal controls, incentive systems, etc.)	0	2	5		annual report, spot check interviews	Guides for Incentive System, M&R, Internal Controls, Supervision and Integration have been developed.
Headquarters Objective 3: Freedom from Hunger creates and works through innovative collaborative networks of public and private institutions that leverage its technical capacity to provide integrated services to the poor.	# of partners responding positively to 75% of survey questions assessing effectiveness (quality) of Freedom from Hunger as a technical assistance and training organization	1	3	6		z	A survey tool has not been developed to assess this, but interviews and conference reports confirm that partners are satisfied with the quality and professionalism of Freedom from Hunger's TA. They are also pleased with the training methodologies used. Partners counted in-conference reports. Interviews include CIF, RCPB, FUCEC, FECECAM, Nyèsigiso and CARD.
	% of organizations articulating benefits of participating in collaborative network	0	30%	70%		interviews	A survey tool has not been developed to assess this, but interviews with three West African networks and CIF confirm that the West African partners appreciate the opportunity to exchange and learn from each other. Additionally, the opportunity afforded to CIF to visit CARD was also noted.

DIP Objective	DIP Indicator	Baseline	Targets MT	Achieved? MT	EOP	Data Verified?	Comments
Headquarters Objective 3: Freedom from Hunger creates and works through innovative collaborative networks of public and private institutions that leverage its technical capacity to provide integrated services to the poor.	# of public and private organizations participating in collaborative networks	7	9	22		conference report, annual report, interviews	The following institutions have participated in collaborative networks through this program: Networks: RCPB, Nyèsigiso, FUCEC, FECECAM, PAMECAS, Kafo Jiginew, Kondo Jigima, TIAVO, OTV; TSPs: Freedom from Hunger, CIF, CARD: Other TA Providers: DID, IRAM, PLAN, Freedom from Hunger Ghana; Funders: GlaxoSmithKliine, UNFPA, IFAD; Government: 3 National Ministries of Health
	# of institutions able to provide high-quality technical assistance, relating to deep outreach products, to implementing partners	0	1	1		product development procedures and reports (CIF), list of training participants (CARD), annual reports, visits, interviews	CIF is offering technical assistance to West Africa network partners in diversifying product range for poor women. More technical support is needed to ensure that products developed are in line with institutional needs and capacities. Interviewed networks reported satisfaction with the service, though one noted delays. CARD has also started to provide CwE training services to other practitioners, but no reports were made available to the mission on the quality or impact of these trainings.

DIP Objective	DIP Indicator	Baseline	Targets MT	Achieved? MT	EOP	Data Verified?	Comments
Headquarters Objective 4: Freedom from Hunger creates an innovative mechanism for attracting private institutional investor/donors to support Credit with Education.	# of multi-year investors/donors subscribing to the fund	0	4	NA		interview	Freedom from Hunger did not launch the Impact Ventures Fund due to changes in the market potential. It is instead developing the MicroCredit Enterprises Accounts, which offer loans to partner MFIs. The partners served by this project have not been able to or have not opted to borrow from this facility due to foreign exchange risk.
	value of commitments to the fund	0	$500,000	NA		interview	The Impact Ventures fund was not developed.
	# of investment proposals that are financed by the fund	0	4	NA		interview	The Impact Ventures fund was not developed.
	Social Return on Investment (SROI) created by fund investments	0	20%	NA		interview	The Impact Ventures fund was not developed.
West Africa Objective 1: Increase the capacity of credit union (CU) networks and technical support institutions to enhance the Credit with Education product and develop new credit and savings products	# of CU networks using product development guidelines to enhance current *Credit with Education* services or to develop a new product	2	4	2		annual report, interview with FUCEC	RCPB and FUCEC have both adapted the current products. To develop new products, all networks continue to work with CIF.

DIP Objective	DIP Indicator	Baseline	Targets MT	Achieved? MT	EOP	Data Verified?	Comments
West Africa Objective 1: Increase the capacity of credit union (CU) networks and technical support institutions to enhance the Credit with Education product and develop new credit and savings products	# of improved or new credit and/or savings products offered by West African credit union networks	0	3	2		annual report, interviews with RCPB and CIF	The second annual report states that four products have been developed, but spot checks shows that only two have been fully rolled out in active networks. RCPB (1) developed and is using a second -generation loan product, plus testing an urban CwE product. It also is offering voluntary savings, but the product is not yet structured as separate from the compulsory savings; Nyèsigiso (1) also developed and is using a second-generation loan product; FUCEC and FECECAM are researching second-generation products; and health savings research is under way by CIF. Kafo Jiginew had also developed a product, but it is not counted here, as that network has left the program.
	# of networks using guidelines to carry out product costing exercise	0	1	0		interview with FFH	Nyèsigiso initiated the process but did not carry through. FECECAM does keep a separate income statement for CwE, but no costing exercise has been done to confirm the actual cost of the product.
	# of dissemination workshops for customized health and business education modules attended by at least one trainer of each participating partner	3	5	4		annual report	The following dissemination workshops took place: Family Planning (Sept 2002), IYS (Jan 2004), MYBM (Jan 2004) and Malaria (Sept 2004).
	savings education, credit union membership, malaria and advanced business education modules published	0	2	1		annual report, interview with FFH and visited networks	The malaria module has been finalized.
	# of institution assessing client impacts using progress tracking tools	0	1	0		interviews with network partners and FFH	During the mission, RCPB was finalizing a report on client impact assessment conducted externally. There are not yet any tools in place to track this systematically.

DIP Objective	DIP Indicator	Baseline	Targets MT	Achieved? MT	EOP	Data Verified?	Comments
West Africa Objective 2: Enhance the service delivery operations and organizational capacity of five existing credit union collaborators to manage growth to reach 180,000 clients.	# of clients served by five (5) CU networks	104,000	130,000	71,250		reports, data spot checks	Total of CwE clients served by RCPB, FUCEC, FECECAM, Nyèsigiso and Kondo Jigima as of March 2005.
	# of CU networks operating one or more new or adapted growth management systems	2	3	3		annual report, interviews, field visits in selected networks	FECECAM (internal controls), FUCEC (internal controls and integration), Nyèsigiso (M&R and integration). Note the second annual report also noted that RCPB and FECECAM were implementing incentive systems, but the mission found that RCPB is still under development and FECECAM has since discontinued.
	# of CU networks that worked on improving and streamlining the integration of *Credit with Education* service using the process suggested by Freedom from Hunger and CIF	0	2	2		reports, interviews	The two networks which have moved toward integrating their CwE services were Nyèsigiso and FUCEC.
West Africa Objective 3: Select and train a sustainable regional technical service provider (RTSP) that can assist two new Credit with Education programs in West Africa to reach 20,000 new clients.	# of *Credit with Education* clients of two new CU network partners trained by RTSP	0	2,000	570		quarterly report, interviews with FFH and CIF	Kondo Jigima served 570 CwE clients as of March 2005. PAMECAS is anticipated to offer services in the fall of 2005.
	# of effective training workshops provided to *Credit with Education* start-up organizations by RTSP	0	2	3		annual report	Technical assistance provided to Kondo Jigima, PAMECAS and FENACOOPEC-CI.
	# of effective training and technical assistance events provided to existing *Credit with Education* organizations by RTSP	0	0	N/A		interview with FFH, CIF, annual report	The new RTSP has yet to be identified. There have been, however, multiple TA events offered by CIF to networks in terms of market research and product development.

DIP Objective	DIP Indicator	Baseline	Targets MT	Achieved? MT	EOP	Data Verified?	Comments
West Africa Objective 4: Maximize and promote lateral learning, while coordinating technical assistance, among all key stakeholders (CU networks, local and international technical service providers, and institutional investors).	# of CU network senior managers participating in annual conferences	10	12	15		conference report, annual report, interviews	Representatives from RCPB, FUCEC, FECECAM, Nyèsigiso, Kondo Jigima, PAMECAS and TIAVO.
	# of local, national and international technical service providers who participate in annual conferences	0	1	10		conference reports and interviews	<u>Other TA Providers</u>: DID, IRAM, PLAN, Freedom from Hunger Ghana <u>Funders</u>: GlaxoSmithKliine, UNFPA, IFAD <u>Government</u>: 3 National Ministries of Health
	# of learning exchange visits among partners	0	1	0		interviews with network partners	Interviews with networks did not indicate that exchange visits were occurring outside of conferences. Although some had been scheduled, they were not realized. Interest on the part of operational staff was apparent, but funding appears to be a constraint. Through CIF, however, skilled network staff are sometimes sent to other networks in the region to provide TA or perform market research.
Southeast Asia Objective 1: Enhance CARD's research unit capacity to conduct market research for developing new or improved products.	# of documented new procedures in client research and product development	0	3	8		reports, interviews, introductory presentation	CARD has developed and documented the following procedures: Remeans Test; Exit Survey (done through participatory rapid analysis); Pre-Exit Survey (performed systematically on clients wishing to leave); Mini-Survey on Food Security; Integrated Market Research Tools; and Education Impact Study. In addition, CARD is in the process of developing a poverty score to be embedded in the MIS and has participated in a Food Security Study with Freedom from Hunger. CARD uses participatory rapid data analysis methods, market analysis tools (relative preferences and competitor analysis) and LQAS in its research.

DIP Objective	DIP Indicator	Baseline	Targets MT	Achieved? MT	EOP	Data Verified?	Comments
Southeast Asia Objective 1: Enhance CARD's research unit capacity to conduct market research for developing new or improved products.	# of dedicated or part-time staff in research and development	2	6	4		reports, interviews	There are four staff members, but this does not appear to represent a constraint.
	# of improved or new products tested by CARD	0	1	3		reports, interviews, introductory presentation	In addition to products already rolled out (Housing Loan and Balik CARD), CARD is also testing a Small Business Loan for CARD Bank. It is also in the advanced stages of developing a health insurance product.
Southeast Asia Objective 2: Expand the range of products offered by CARD to poor women in rural areas in order to enhance client satisfaction and impact.	# of improved or new products used by CARD	0	2	3		reports, interviews, introductory presentation	CARD has made several adaptations to its current product, including shifting from group to individual liability and allowing greater access to savings. It has also launched a housing loan, the Balik CARD product, a calamity loan. It has also initiated a Livelihoods Training in conjunction with an external trainer.
	# of former clients reintegrated into CARD after new product	0	1,500	4,400		interview	The mission did not see the records indicating this, but the figure was approximated during an interview with CARD MBA, which is charged with monitoring returning clients.
	% decrease in client drop-out as a result of offering new products	19%	5% drop	drop-out rate for the second quarter of 2005 = 6%		CARD Quarterly CwE report	CMDI consolidates a report for all Centers receiving education services. Drop-out figures are based on these Centers only.

DIP Objective	DIP Indicator	Baseline	Targets MT	Achieved? MT	EOP	Data Verified?	Comments
Southeast Asia Objective 3: Enhance CARD's organizational capacity to manage growth of integrated services	# of women clients receiving integrated services while CARD maintains performance standards (e.g. PAR less than 2%)	12,400	30,000	80,297		March 2005 Status Report, data spot checks	CARD's PAR has increased. In March it was reported as 5.58%. CARD anticipates that most of the delinquency is due to the transition to individual liability, and will decrease after an adjustment period. It is important, however, to monitor this closely.
	# of new or adapted management systems as well as new or adapted education modules	0	3	10		review of documents, field visits	In terms of systems, CARD has developed the following: Asset-Liability Management System, LSAR, Education Checklist, Observation Checklist, new accounting system for the NGO (ASA Model). CARD also seeks to integrate the LSAR into the human resource performance reporting and MIS. For education modules, CARD has tested a Financial Life Cycle Module and adapted Diarrhea, Manage Your Business and Increase Your Sales.
Southeast Asia Objective 4: Develop CARD Training Institute (CTI) to prepare CARD's and other MFI staff to offer financial and education services that respond to the needs of poor women.	% increase in number of new CARD and other MFI staff trained in CARD methodology	current load	5% increase	Training all new CARD field agents: approximately 400 in 2005.		interview with Personnel Department	CARD field agents have increased by 20% in the last year, and another 300 are anticipated to be recruited. Every new staff field agent is trained by CMDI. Additionally, current staff are trained by the Center in new learning session modules as they are introduced and receive additional trainings to upgrade their skills. The mission does not have a baseline from which to base growth, but can confirm that CMDI has a large mandate and a full training schedule.

DIP Objective	DIP Indicator	Baseline	Targets MT	Achieved? MT	EOP	Data Verified?	Comments
Southeast Asia Objective 4: Develop CARD Training Institute (CTI) to prepare CARD's and other MFI staff to offer financial and education services that respond to the needs of poor women.	# of CTI administrative procedures documented and functioning	0	3	4		Interviews, review of documents	CMDI has a training center curricula, an annual training schedule, a list of external clients, and document training manuals for CwE modules. Its policies and procedures, including the resource center, are to be developed as CMDI implements its strategic plan (developed in July 2005). It should be noted that a new director was hired in July 2005 as well. Note: Tthe second annual report states that a hotline has been developed, but it appears that it is not yet utilized by staff.
	# of organizations paying for CTI training and post-training for integrated services	0	0	40		list of participants	CMDI offers a variety of courses and exposure visits for external clients; included in this is CwE training for MFIs.

ANNEX C: PARTNERSHIP ANALYSIS

Partner Type	Name of Organization	Organization Type	Agreement Type (MOU, sub-grant, contract, etc.)	Role/Main Responsibilities	Funds Received From PVO (as % of total income)	Quality and Outcomes of Partnership
Primary In-Country Partners Receiving PVO MG Funds	The Center for Agriculture and Rural Development (CARD)	NGO	Partnership agreement	Provide high-quality, well-adapted CwE services to poor women. Train two other institutions to add education to group-lending products. Increase CwE clientele to at least 70,000 by September 2007.	The funds received from FFH represent 33% of the MG costs. In terms of overall budget for CARD MRI, the consolidated financials were not reviewed, but considering portfolio earnings only, the funds represent approximately 10%.	CARD and FFH's partnership is one of mutual respect and shared vision. CARD has seen a growth in outreach of over five times since the beginning of the program, and has developed a strong research unit and founded a training institute to serve not only CARD MRI but also MFIs regionally. The partnership has also enabled CARD to strengthen systems and improve financial and educational products.
	The Centre d'Innovations Financières (CIF)	Societe Anonyme	Lateral learning agreement	Provide TA to WA CUs in market research, new product development and product design.	40%, but will decrease significantly as CIF takes on a 10-year (CFA 11 billion) contract with CIDA	There is mutual respect between FFH and CIF. CIF also has the respect of partner networks. CIF has documented market research and product development procedures. It has implemented 2 new products and is in the process of developing various others, and has supported FFH in initiating CwE in 2 new networks. Partnership could be strengthened by clarifying CIF's role as either contractor or co-leader of the program. Programming would be enhanced through more deliberate coordination between FFH and CIF in providing TA services.

Partner Type	Name of Organization	Organization Type	Agreement Type (MOU, sub-grant, contract, etc.)	Role/Main Responsibilities	Funds Received From PVO (as % of total income)	Quality and Outcomes of Partnership
Primary In-Country Partners Receiving PVO MG Funds	Faîtière des Unités Coopératives d'Epargne et de Crédit du Togo (FUCEC)	Credit union network	Lateral learning agreement	Provide high-quality, well-adapted CwE services to poor women. Increase CwE clientele to at least 30,000 by September 2007.	Support provided in the form of TA and training	FUCEC has worked very closely with FFH in developing systems guides. It has restructured and integrated its CwE systems. Senior management is very happy and operations staff are very happy, and now anticipates growth. Growth to date has been disappointing, but FUCEC now appears prepared for growth and will likely see more growth.
	Fédération des Caisses d'Epargne et de Crédit Agricole Mutuel du Bénin (FECECAM)	Credit union network	Lateral learning agreement	Provide high-quality, well-adapted CwE services to poor women. Increase CwE clientele to at least 30,000 by September 2007.	Support provided in the form of TA and training	FECECAM has implemented the CwE internal controls system. Communication and transparency between FECECAM and FFH appears to be poor. FECECAM had not highlighted serious problems in its portfolio or requested TA to address it. There is no one clearly in charge of CwE at the level of the federation to ensure the product is performing well or replicated in other regions. FECECAM has experienced a major decrease in number of clients, and management had not noticed or reacted to it.

Partner Type	Name of Organization	Organization Type	Agreement Type (MOU, sub-grant, contract, etc.)	Role/Main Responsibilities	Funds Received From PVO (as % of total income)	Quality and Outcomes of Partnership
Primary In-Country Partners Receiving PVO MG Funds	The Fédération des Caisses Populaires du Burkina (FCPB)	Credit union network	Lateral learning agreement	Provide high-quality, well-adapted CwE services to poor women. Increase CwE clientele to at least 30,000 by September 2007.	Support provided in the form of TA and training	FFH and RCPB are long-term partners, and the relationship has grown and strengthened with time as FFH became more demand-driven in support of RCPB's goals. RCPB has placed CwE as a major component in its three-year growth plan, and has successfully expanded outreach by 25%, introducing a new product and piloting another. Senior management is engaged and informed about the product. More work needs to be done to ensure that senior management promotes needed supervision to manage growth.
	Nyèsigiso	Credit union network	Lateral learning agreement	Provide high-quality, well-adapted CwE services to poor women. Increase CwE clientele to at least 30,000 by September 2007.	Support provided in the form of TA and training	Nyèsigiso has integrated CwE into its systems and designed a second-generation program. It has been undergoing restructuring since the beginning of the MG program, which has affected both growth and portfolio quality. Though Nyèsigiso has been a long-time partner, it has demonstrated less interest in requesting TA from FFH. Communication needs to be strengthened.
	Kafo Jiginew	Credit union network	NA	NA	NA	No longer a partner.

Partner Type	Name of Organization	Organization Type	Agreement Type (MOU, sub-grant, contract, etc.)	Role/Main Responsibilities	Funds Received From PVO (as % of total income)	Quality and Outcomes of Partnership
Primary In-Country Partners Receiving PVO MG Funds	Kondo Jigima	Credit union network	Lateral learning agreement	Provide high-quality, well-adapted CwE services to poor women. Increase CwE clientele to at least 10,000 by September 2007.	Support provided in the form of TA and training	Kondo Jigima is the newest partner, demonstrating strong interest in CwE. It has invested its own funds in the expansion of CwE, and clearly shares a vision with FFH.
Main partners of primary partners also receiving MG funds						
Other key partners who do not receive MG funds	Plan-Benin	NGO		Provide match funding for CwE activities with FECECAM.	NA	Plan International has attended conferences and has funded some networks to expand CwE into new areas. Coordination appears good with FFH.
	GlaxoSmithKline	Multinational Corporation		Provide match funding for development of malaria education module.	NA	GlaxoSmitKline has attended conferences, and has funded the development of the malaria module.

ANNEX D: MISSION SCHEDULE

May 6–9:	Document Review and Mission Preparations
May 9–26:	Field visits to West African partners in Burkina Faso and Benin
May 26–July 8:	Collection of initial findings, interviews with Freedom from Hunger and DID, and preparations for mission to the Philippines
July 9–15:	Field visits with partner in the Philippines
July 16–21:	Preparations for and delivery of presentation on initial findings
July 22–August 18:	Preparation of initial draft of report
August 18–September 15:	Translation of report and feedback from partners
September 15–30:	Finalization and submission of report

ANNEX E: INTERVIEWS

Burkina Faso:
Alpha Ouédraogo, Director of CIF
Daouda Sawadogo, General Director of
RCPB
Célestine Toé, Point person for CwE in
RCPB and provides technical support to
CIF
Yolande Ouédraogo, CIF
Staff of the Credit Union of Boussé
Yves Dufour, Consultant, DID
Luc Boily, Consultant, DID
Fédy Kokoumeh, General Director of
FUCEC (off-site interview)
Adjovi Ayeh, Point person for CwE at
FUCEC (phone interview)

Benin
Mouhamadou Arikama, General Director,
FECECAM
Abraham Ivan Hervé Ouaba, Director of
Operations Department, FECECAM
Head of Credit Department, FECECAM
Martin Codjo, Head of Marketing and
Statistics, FECECAM
Mohammed Sherrif Ligali, Director of
Union of Zou, FECECAM
Pierre Abi, Head of Credit Operations,
Union of Zou, FECECAM
Renéla Léon, Manager of Credit Union of
Cové, FECECAM
Josianne Dguenon, Animator, Credit Union
of Cové, FECECAM
Alapini Vladimir, Treasurer, Credit Union
of Cové, FECECAM
Romarique Sehounom, Loan officer, Credit
Union of Cové, FECECAM
Soude Blandine, Accountant, Credit Union
of Cové, FECECAM
Guy Amoussou, Director of Union of Mono
Couffo
Head of Credit Operations, Mono Couffo

The Philippines

Aristotle Alip, Founder and Chairman of
CARD MRI
Aniceta Alip, Research Director, CARD
MRI
Dolores Torres, CEO of CARD Bank
Flordeliza Sarmiento, Director of CARD
NGO
Lorenz de Roes, Finance and Administration
Director
Alex Dimaculangan, CEO of CARD Mutual
Benefit Association
Enrique Navarro, Director of CMDI
Marilyn Magampon, Head of Resource
Mobilization
Edzel Ramos, Head of Training, CMDI
Luisa Cadaing, Board member, CARD MRI
Jocelyn Dequito, Accountant, CARD NGO
Ludy Medina, Research Officer, CARD
MRI
Leslie Ramirez, Training Officer, CMDI
Office in IT Department
Ellen Vor der Bruegge, Freedom from
Hunger
Staff and clients of Bay Branch, CARD
Bank
Staff and clients of Pagsanjan Branch and
Santa Maria Branch, CARD NGO

Phone interviews
Beth Porter, Freedom from Hunger
Christian Loupeda, Freedom from Hunger
Guy Vaillancourt, DID

ANNEX F: DOCUMENTS REVIEWED

The team reviewed a series of documents, totaling over one hundred. The list below summarizes the categories of documents reviewed and analyzed.

Freedom from Hunger
> ➢ Matching Grant proposal and annexes
> ➢ Detailed Implement Plan and annexes
> ➢ Annual reports
> ➢ Conference reports
> ➢ CwE strategy, policies and procedures
> ➢ Training manuals for CwE in credit unions
> ➢ Appraisal guides
> ➢ Partnership study and findings
> ➢ Financial reports

West Africa
> ➢ CIF agreements
> ➢ CIF strategic planning documents
> ➢ CIF/CIDA proposed confederation strategy
> ➢ CIF market research and product development policies
> ➢ Samples of CIF reports
> ➢ RCPB Tableau de Bord, other portfolio data collection for CwE
> ➢ RCPB Business Plan
> ➢ FECECAM Tableau de Bord, other portfolio data
> ➢ FECECAM product income statement—CwE by union
> ➢ Systems, tools used at level of credit union
> ➢ Reports for inspection department
> ➢ Data available at the level of visited credit unions
> ➢ Samples of guides and manuals developed

The Philippines
> ➢ Training manuals
> ➢ Research reports
> ➢ Research tools
> ➢ Performance monitoring tools and reports
> ➢ Accounting system and client documents
> ➢ Portfolio and financial reports
> ➢ Asset/Liability management system
> ➢ Internal auditing system
> ➢ List of clients of CMDI
> ➢ Work plans for research and training
> ➢ Tools and data available at branch level