



## ANDREW (DREW) TULCHIN

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**Financial Services Specialist.** International finance and development consultant with more than 13 years professional experience. Holds MBA with concentrations in finance and marketing. Professional experience in more than 30 countries across 5 continents includes Afghanistan, Argentina, Bangladesh, Bolivia, Brazil, Canada, China, Chile, Costa Rica, Dominican Republic, Dominique, El Salvador, Guatemala, Haiti, Honduras, India, Indonesia, Kenya, Malaysia, Malawi, Mexico, Morocco, Mozambique, Nepal, Nicaragua, Nigeria, Pakistan, Peru, the Philippines, South Africa, the United States, Zambia, and three Native American Indigenous Nations. Language ability includes native English speaker, fluent in Spanish, conversant in French, and passable Portuguese.

Consulting expertise focus is in development finance, program design, business planning, evaluation and monitoring. Sector experience includes microfinance, Small and Medium Enterprise (SME), Business Development Services (BDS), financial literacy programs, value-chain development, financing new ventures, development finance, pro-poverty strategies, post-disaster/conflict settings, risk management, and social enterprise. Additional content expertise offered in the environment, sustainability, triple bottom line, public health, ocean ecology, community development, and recycling.

Topic areas include country assessments, project design, market research, product development, program design, monitoring, social impact measurement, evaluation, establishing systems, accounting, grant writing, donor relations, and training. Consultant has familiarity with donor and private investor due diligence, reporting, and both private/public investment.

Published numerous white papers, industry reports, researcher for published books, and presented widely at international conferences on best practices.

### EDUCATION

MBA, with concentrations in Finance & Marketing, 2000

University of Washington, Seattle, WA.

Received Entrepreneurship and Innovation Award.

BA in both History and International Relations, Cum Laude, 1992.

Washington University, St. Louis, MO.

Year Abroad at Sussex University, Brighton, UK.

**PROFESSIONAL HISTORY****2007-Present****Managing Consultant, Social Enterprise Associates, Washington, DC**

In dozens of engagements, enabled finance companies, microfinance institutions, cooperatives, trade associations, and international development organizations to reach their goals. Worked with management on strategy, conducted market studies, assessed risk, set policies, reviewed programs, developed business plans, conducted value chain analyses, created financial projections, and led training. Engagements include:

- *Afghanistan.* Led train the trainers national model local language curriculum for teachers to teach youth micro-entrepreneurs. USAID Alternative Livelihood Project with DAI.
- *Africa.* Evaluated regulatory framework in 8 countries for investment potential for affordable financial services for low income people.
- *Bangladesh.* Country assessment and partner evaluation for microfinance relationship.
- *Central America.* Conducted a four country market evaluation (El Salvador, Guatemala, Honduras, and Nicaragua) of financial services supply and demand, with consideration of the future investment environment, for Katalysis Bootstrap Fund, the microfinance market, and banking entry into that market. Made recommendations on investment products for the fund in the region.
- *Haiti.* USAID DCA Guarantees Chemonics project for SOFIHDES, an SME and MFI lender. Provided evaluation of institution with review of operations and recommendations. Established risk assessment procedure.
- *Mexico.* Environmental Defense Fund, Cooperative Enhancement. Conducted assessment and evaluation of this regional fishing cooperative. Assisted institution with business development services, fishing product development, program evaluation, accessing financial services, accounting improvements, operational enhancements, and recommended changes to their charter.
- *Mexico.* Environmental Defense Fund, Value Chain Financing. Assessed market to identify government, private and philanthropic capital sources for value chain financing in the Gulf of California. Focused on second story financial institutions, wholesale funds, and other apex organizations.
- *Mississippi (U.S.) Post-Hurricane Recovery Region.* For Habitat for Humanity International, conducted field assessment and program evaluation to develop sustainable economic development initiative in post disaster region. Developed low income matched savings program. Secured government funding to implement program.
- *Mozambique.* For German consulting firm GFA, worked with Ministry of Finance on GTZ project. Two engagements:

- 1) Conducted assessment of microfinance industry and, working with the board of directors, led feasibility to create an MFI trade association – called AMOMIF.
  - 2) Developed marketing materials and brand for AMOMIF: including website, business cards, newsletter, brochure, and contacts database.
- *Multiple Countries. SEEP Network USAID Financial Services IGP Learning Network Facilitator.* Working with international NGOs with MFI programs in 5 countries: *Peru, Mexico, Pakistan, Morocco, and Malawi*, to identify learnings and collaborations for pro-poor strategies for deepening financial services. Sub-components include:
    - Value chain project in Peru to document financing solutions to 5 key sectors of local production.
    - Stored value card roll out in Mexico to ensure technical proficiency, successful product development, and customer data safety
    - Youth entrepreneurship and savings initiative in Morocco
    - New product development in post disaster region, Pakistan
    - Managerial accounting and reporting in Malawi
  - *Multiple Countries. SEEP Network Microfinance Reporting Standards Project Facilitator.* Working with international MFI stakeholders world-wide to review existing standards mechanisms and reporting systems to devise international universal norms, as well as an institutional system for the industry to operate. Specific tasks: industry wide survey; industry presentation; liaise with investors; and sector advocacy.
  - *Native American Indian Tribes.* For two sovereign tribes of indigenous people in the United States, conducted market assessments and evaluations to enable small business development for low income tribal members. Researched prospects for a small business incubator and wrote an industry white paper on small business incubation.
  - *Pakistan.* USAID Financial Services IGP Learning Network. Managed and co-wrote three publications based upon industry learnings for household surveys, product development, and operational systems of work in post disaster earthquake region of Pakistan. In conjunction with Shorebank/AMPER.
  - *South Africa.* USAID FSP project (Chemonics) on financial strengthening. Wrote paper: international survey and recommendations of lessons learned for financial institutions' use of financial business services to assist SME clients.
  - *U.S. Grameen America (Grameen Bank).* Advised strategic structuring and product development for U.S. consumer finance institution catering to immigrants in New York including financial literacy components.
  - *U.S. Department of Health and Human Services, Office of Refugee Resettlement.* Evaluated grant applications for \$10 million in funding for economic development, microfinance, asset development (savings), and job creation to assist immigrants, refugees, and asylees, including displaced people.

**2006-2007****Director, Ethiopian Community Development Council / Enterprise Development Group, Arlington, VA**

Led small business finance entity with annual budget of \$1.2 million, loan portfolio of \$2.5 million, and balance sheet of \$6 million. Made MFI and SME loans. Oversaw daily operations and reduced loan portfolio at risk by 40%. Revised MIS tracking and upgraded lending and risk policies. Streamlined reporting, and ensured compliance. Revised financial literacy program tailored to multi-lingual immigrant population. Developed bank partnerships and financing. Researched cost/benefit analysis on three new financial services products to African immigrants, including consumer credit and housing finance.

**2003-2005****Program Officer, Grameen Foundation, Washington, DC**

As founding staff on Capital Markets Group, established risk management system and contributed to launch of what is now a \$50 million guarantee product. I contributed to 20 investment transactions totaling more than \$20 million from sourcing to underwriting. Lead staff person in equity investment in first Blue Orchard Securitization, which has since invested more than \$200 million in development finance.

Project design work included “the High Growth Partner Project”. Determined evaluation criteria; conducted due diligence on 45 institutions, including OFAC. I undertook 20 final evaluations of potential candidates from more than 10 countries: Bangladesh, Bolivia, India, Indonesia, Morocco, Nepal, Nigeria, Pakistan, the Philippines, and Vietnam. Published 4 industry papers and participated in 6 conferences practices.

- *Bangladesh.* Country assessment and partner evaluation for microfinance relationship.
- *Dominican Republic.* Developed MFI spin-off from state run bank.
- *Haiti.* Conducted country analysis including risk assessment for private investment and market survey of microfinance institutions.
- *Malaysia.* Presented at international microfinance conference on financial institutions ‘Reaching 1 million borrowers.’
- *Mexico.* Assisted three institutions with business plans, strategic considerations, and financial projections. Reviewed peer lending product and suggested improvements. Analyzed financial statements and statistical reporting mechanisms.
- *Morocco.* Researched market scan and industry evaluation. Conducted due diligence on three institutions for potential guarantee investment.

- *The Philippines.* Provided T.A. to 3 MFIs to develop business plans, financial projections, capitalization strategy, market growth plan, and new product development.

**2001-2003****Consultant, Prisma Microfinance, Washington, DC**

As a consultant, I participated in 20+ consulting assignments in development finance, microfinance, and market research. Coauthored business plan; raised \$1.2 million in private equity for greenfield MFI. Additional engagements included: evaluated 100 social entrepreneurs for Digital Partners' Social Enterprise Laboratory; drafted research agenda for MicroCapital Institute; and developed U.N. Millennium Development Goals (MDG) country level performance indicators.

- *Afghanistan.* For Banyan Global, led assessment of Madera to develop a rural MFI spin-off (called Sunduq). Wrote business plan and recommended training for staff. Negotiated \$3.2 million funding package (World Bank funded through MISFA).
- *Chile.* Conducted market analysis of financial service provision to the informal sector.
- *China.* Assisted in business plan development and microfin financial projections for Mercy Corps microfinance institution.
- *Guatemala.* Assisted in training 40 people in Spanish in Microfin with Chuck Waterfield.
- *Kenya.* Evaluated microfinance institution for Dutch funder. Developed business plan and financial projections. Revised operational policies. Provided recommendations to donors for continued five years funding.
- *Nicaragua.* Converted co-operative into for-profit finance company. Revised chart of accounts and accounting procedures. Provided technical assistance to 6 staff. Established 2 loan products – one in consumer finance and other in housing. Increased collections activities resulting in 25% reduction of PAR and defaults.

**2000****Analyst, Cosant, Seattle, WA**

For wireless telecommunications mobile phone start-up company, led 12 industry market analyses, created conducted risk evaluation, and created financial models. Managed \$3.4 million private equity investment.

**1997-1999****Community Consultant, Family Ecology, Oakland, CA****1994-1996****AmeriCorps Team Leader, East Bay Conserve Corps, Oakland, CA****1993****VISTA (Domestic U.S. Peace Corps)**

American Red Cross Disaster Relief – Earthquake Relief Mobilization  
Alameda County Community Food Bank, Los Angeles and Oakland, CA

**LANGUAGES**      Fluent in Spanish; Conversant in French; Capable in Portuguese.

**PUBLICATIONS AND PRESENTATIONS**

- Co-Author, *Crossfire: Business Incubators*. Enterprise Development and Microfinance International Journal, March, 2009
- Co-Author. *Environmental Mortgages*. Submitted for publication, 2009
- Presenter, *Getting Social Enterprises Banked*. Social Enterprise Alliance National Conference, 2009
- Researcher, Compelling Returns, A Guide to Socially Responsible Investing, TIAA-CREF, 2008
- Faculty Member, *Business Programming and Evaluation Activities*, Kinship Fellows, 2008
- Author, *Serving Millions, Not Hundreds, with Financial Services*, 2007
- Presenter, *Implementing Financial Programs to Immigrant Communities*, CFED and OFN, 2006
- Co-author, *Five Strategies to Minimize Foreign Exchange Risk*, SEEP Progress Note #13, 2005
- Reviewer, *Triple Bottom Line: Does it add up?* Small Enterprise Development Magazine, 2005
- Panel Convener, *Microfinance & Social Measurement*; wrote summary paper, SEEP, 2003
- Project Manager & Author, Ford Foundation funded article, *Microfinance & the Double Bottom Line*, posted on United Nations' website; published in IMP-ACT CD on Social Impact, 2003
- Co-author, PRISMA business plan, prizewinner Global Social Venture Competition, 2001