

ANNUAL REPORT 2010



Volunteers for Economic Growth Alliance

## Vision

To lead international efforts to combat poverty and promote sustainable economic growth in emerging markets.

## Mission

To mobilize the world's largest member-directed consortium of non-profit economic growth organizations to design and deliver high impact programs, incorporating skilled volunteers and professionals into its work with donors, philanthropic institutions, private enterprise, and developing country organizations. VEGA builds the capacity of emerging markets through the provision of long- and short-term technical assistance, with an emphasis on innovation, entrepreneurship, and resource mobilization.



## VEGA Member Organizations

- » ACDI/VOCA
- » Aid to Artisans
- » CDC Development Solutions (CDS)
- » CNFA
- » Florida Association for Volunteer Action in the Caribbean and the Americas, Inc. (FAVACA)
- » Financial Services Volunteer Corps (FSVC)
- » Institute of International Education (IIE)/Emerging Markets Development Advisers Program (EMDAP)
- » International Executive Service Corps (IESC)
- » International City/County Management Association (ICMA)
- » International Real Property Foundation (IRPF)
- » International Senior Lawyers Project (ISLP)
- » Land O'Lakes International Development
- » NCBA/CLUSA
- » Opportunities Industrialization Centers International (OICI)
- » Partners of the Americas
- » SAVE Travel Alliance
- » Winrock International

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## VEGA Programs

- » Afghanistan Capacity Building and Change Management Program
- » Afghanistan Community Development Agriculture Program
- » Bahrain Free Trade Area Program
- » Bulgaria Business Trade Development Program
- » Cyprus Partnership for Economic Growth Program
- » Ethiopia African Growth and Opportunities Act Program
- » Iraq Private Sector Development Initiative Program
- » Lebanon Assessment for Growth and Opportunity Program
- » Lebanon Investment in Microfinance Program
- » Morocco and Bahrain Export Trade Training Program
- » South African APS Grants Administration Program
- » Sri Lanka Facilitating Economic Growth Program
- » Sudan Agricultural Market and Enterprise Development Program
- » VEGA's Long-Term Business Advisers Program in Armenia, Bolivia, Ecuador, Guyana, Indonesia, Jordan, Kazakhstan, Madagascar, Mexico, Philippines, Sierra Leone, and Zambia
- » West Africa Improved Access to Credit Program

# Message From the Chairman

2010 was filled with firsts and transitions for VEGA. Perhaps most importantly, this was the first year that the VEGA Leader-with-Associate mechanism was used by an entity other than USAID, the U.S. Department of Agriculture (USDA). While not VEGA's first program in Afghanistan, it certainly represents the largest and most complex undertaking in our seven-year existence. As described more fully elsewhere in this report, the \$36 million Afghanistan Capacity Building and Change Management program represents a top-to-bottom overhaul of the Ministry of Agriculture, a great challenge and a wonderful opportunity for any development organization.



As for transitions, VEGA faced changes in our Executive Director, USAID AOTR, and several key staff members in little more than six months of 2010. On behalf of the entire VEGA Board, and for myself personally, I want to express our appreciation for the leadership and commitment of Art Warman and Steve Silcox, the now former Executive Director and AOTR respectively. I am indebted to the VEGA Search Committee for its thorough

and exhaustive efforts that culminated in the selection of Michael Deal as our new Executive Director and CEO. We believe that Mike's blend of experience with USAID as well as with both private consulting and non-profit development organizations will serve VEGA and our members exceptionally well as we seek to grow and diversify in the months and years to come.

We also welcome Kathleen Wu as the new USAID AOTR. Kathleen brings a business-savvy focus combined with professionalism and enthusiasm to her role, which has added to a very upbeat view of VEGA's future. We welcomed several new staff Members to Mike's team: Renee Gifford, Lorenz Wild, and Jennay Ghowral. They are already making a positive difference

through their proactive engagement with Members, partners and clients.

During the four-month hiatus between Executive Directors, VEGA counted on the tireless efforts of Shakil Tabassum who served as Interim Executive Director while also performing his CFO role. This was a period of intense activity as the Secretariat managed the proposal review process for new bids totaling over \$150 million. Shakil's leadership was both excellent and appreciated and his performance as CFO was most reassuring as he successfully and seamlessly introduced new accounting software and oversaw two clean external audits. Fred Smith of ACDI/VOCA also deserves special mention for his consistently sound advice, experience and oversight as Chairman of the Audit Committee.

Finally, I would like to acknowledge the excellent cooperation that we on the Executive Committee have received from Member Organizations and their various representatives. It was most rewarding to see six Members pull together for the successful Afghanistan proposal just as it was to have the VEGA Microfinance program in Lebanon expand six-fold to a new total of \$12 million because of the outstanding results achieved during the first phase of that program.

I look forward to supporting the new VEGA management team and working with Members to achieve even greater successes in the year to come.

A handwritten signature in black ink that reads "Michael Levett".

Michael Levett, Chairman

## Message From the Executive Director

Having joined VEGA at the end of 2010, these comments are meant more as reflections on the future than a review of the past year. I am delighted to be joining the Alliance as it embarks on its largest and most ambitious undertaking—the \$36 million Afghanistan Capacity Building and Change Management Program to revitalize the Ministry of Agriculture, Irrigation and Livestock’s operations nationwide. This program draws upon a wide array of Member skills (IESC as lead implementing organization with the participation of five other Members) to support this Afghan-led venture with funding from the U.S. Department of Agriculture.

I have come to know and admire the valuable contributions of several VEGA Members over the course of my career with USAID. As Mission Director in Colombia, I was fortunate to have four VEGA Members as partner organizations in what was the largest development program in the Latin America and Caribbean region. I look forward to forging close ties to those VEGA Members with whom I have not worked previously and to ensuring that all Members have ample opportunity to participate in new programs.

In the coming year, I also look forward to building upon VEGA’s impressive track record to maximize the utility of the Leader With Associate mechanism by helping more USAID Missions worldwide to become familiar with the many advantages VEGA brings. These distinctive advantages include the most administratively quick and agile procurement mechanism available; the full range of economic growth expertise represented by our 17 non-profit Members; its cost-effective use of pro-bono experts to complement full-time staff; and the internal competitive process ensuring procurement integrity — setting VEGA apart from other LWA holders. The major impediment to VEGA’s future growth is the lack of awareness of all the assets and experience that the Alliance has at its disposal. This applies as much to VEGA’s traditional client, USAID, as it does to other U.S. government agencies and departments as well as to other donors, foundations, and private sector partners.

What impresses me the most about the VEGA Alliance is the depth and range of our Members’ emphasis on excellence in forging innovative partnerships to ensure

impact and sustainability. Creative networking with partners in the developing world, private corporations, foundations, impact capital organizations, diaspora networks, and a range of donors have served to leverage public and private funds to foment new enterprise development, improve livelihoods of the disadvantaged, and provide hope to those suffering from violence, conflict, and natural disasters. While VEGA has traditionally been known for its excellence in agribusiness development, financial services, private market development, small and medium enterprise capacity building, and urban and rural poverty reduction programming, more visibility is warranted for its equally impressive contributions to tourism, trade, youth employment and entrepreneurship, and energy and the environment. I very much look forward to helping VEGA and its Members further expand the contribution they make to economic growth in emerging markets.



Michael Deal,  
Executive Director & CEO



# Core Expertise

## Areas of Focus

- » **ENTERPRISE DEVELOPMENT:** Assisting stakeholders along the entire value chain strengthen their private sector linkages and achieve long-term economic growth. We help local entrepreneurs, businesses, associations and cooperatives, from micro-enterprises to large-scale operations, in manufacturing, agribusiness, information and communication technology, tourism, and the service industry with capacity building to improve their ability to provide services on a sustainable basis.
- » **FINANCIAL SERVICES:** Strengthening and reforming central, commercial and investment banking systems, capital markets, corporate governance, and pension and insurance systems. We support access to finance through microfinance institutions and facilitate the flow of socially-responsible impact capital.
- » **ECONOMIC GOVERNANCE:** Strengthening developing countries' enabling environments to support the public and private sectors through training and technical assistance programs at both local and national levels. Whether engaging ministries, central banks, municipal leaders, or community organizations, we believe in empowerment and civic engagement as powerful drivers of sustainable economic growth.
- » **VOLUNTEERISM:** Harnessing the collective expertise and experience of a network of over 65,000 skilled professional advisors that serve in a variety of assignments around the world. These advisors are incorporated into long- and short-term technical assistance projects alongside consultants and in-country staff to support small businesses, educational institutions, NGOs, advocacy organizations, associations, local governments, and communities. We build upon a long history of American volunteerism as a way of fostering global citizenship. This is a central part of nearly all VEGA programs.

## Sectors

- » **AGRICULTURE:** Taking a comprehensive approach to increasing efficiencies along entire value chains from crop production through strengthening market linkages, building input supply networks, promoting enterprise growth and development, enabling agribusiness financing, and improving processing and post-harvest handling. We also strive towards quickly improving the productivity and profit margins of large numbers of smallholder farmers.
- » **ENVIRONMENT AND ENERGY:** Promoting sustainable use and management of natural resources to support the food and income needs of growing populations and the health of the planet. Activities encompass a broad range of programs and services, including clean energy, ecosystem services, and forestry and natural resource management.
- » **TOURISM:** Tapping into the opportunities inherent in tourism value chains, our programs use an integrated, cross-sectoral approach with host country ministries, associations, chambers, NGOs, and both large and small businesses, to stimulate sustainable economic growth, job creation, environmental practices, and social and cultural preservation.
- » **TRADE AND INVESTMENT:** Helping businesses become more competitive, from interventions affecting national policy to coordinating industry-wide activities, and consulting by providing workshops and training at the firm level. We explore ways to penetrate global markets, enhance quality, increase sales, attract investment, apply new technologies, and create jobs. We often work through and with business support organizations such as chambers of commerce and trade organizations.

## Cross-cutting Themes

- » **VALUE CHAINS:** Examining opportunities and constraints facing key businesses in an industry and the critical factors affecting their competitiveness. We use a participatory, stakeholder-driven approach to exploit opportunities for investment and growth in industries with high levels of micro- and small enterprise involvement.
- » **SUSTAINABILITY:** Leveraging development resources to ensure local buy-in and maximize the long-term effectiveness of our programs. A cornerstone of our work is strengthening local institutions. We emphasize market-driven solutions and integrated cross-sectoral approaches that promote close collaboration with the private sector and strengthen local actors and institutions.
- » **PUBLIC-PRIVATE ALLIANCES:** Providing solutions to serious development issues require collaboration among public sector, private sector, and non-governmental actors. We take an outcomes-based approach to forming strategic alliances in order to contribute real value to both business and development objectives.
- » **YOUTH AND WORKFORCE DEVELOPMENT:** Providing a wide variety of educational activities, training, and employment services to help youth reach their potential and become empowered to help create lasting social and economic change.
- » **GENDER:** Creating economic opportunities for women to become entrepreneurs, business leaders, farmers, community activists, and educators that build stronger communities through increased self-sufficiency and higher social status.
- » **INNOVATION AND TECHNOLOGY TRANSFER:** Moving ideas into practical action, scaling-up programs that have demonstrated a positive impact, and disseminating information to increase sustainable productivity of farms, small enterprises, nongovernmental organizations, and communities.

## Spotlight on Tourism: A Competitive and Sustainable Development Assistance Approach

Tourism can be a powerful tool for achieving sustainable economic development worldwide. According to the World Travel and Tourism Council, tourism presents a special opportunity for developing countries, being a major source of employment and often among the top three export revenue producing industries with double-digit percentage contributions to GDP.



VEGA and its Members have long recognized the potential of tourism as key to economic growth in developing countries and are actively working on programs using an integrated cross-sectoral approach to sustainable tourism.

By tapping into the opportunities inherent in tourism value chains, VEGA programs collaborate closely with host country ministries, associations, chambers, NGOs, and private businesses to stimulate sustainable economic growth, job creation, sound environmental practices, and preservation of valued social and cultural practices.

### VEGA PROGRAMS HAVE INCLUDED:

- » National tourism and investment strategies
- » Assistance to small and medium enterprises in the tourism supply chain
- » Export promotion for artisan handicrafts
- » Private sector-led Destination Management Organization Development
- » National Tourism Workforce Development policy reforms
- » Training through Inbound Tour Operators Associations in destination governance, event management, and tour route development and guiding
- » Mapping software, virtual maps and adventure geo-maps
- » Strengthening the capacity of local business schools to expand their curricula to include tourism
- » Developing a Sustainable Tourism and International Development Online Learning Program



### MEMBER HIGHLIGHTS

- » CDC Development Solutions (CDS) has created three specialized approaches to harness the power of the tourism sector as a driver of economic development. Their suite of services include the Tourism Employment & Opportunity (TEMPO) Model, the Tourism Products Registry (TPR) and the Tourism Development Corps.
- » ACDI/VOCA conducted a highly regarded nature-oriented tourism assessment in Ecuador. The team combined a value chain approach with a “Nature, Wealth and Power” framework that takes into account the ecological, economic and social factors and benefits involved in natural resource management and nature-based enterprise.
- » The SAVE Travel Alliance (SAVE) was formed to coordinate their members’ volunteer efforts related to sustainable tourism and economic development. SAVE’s goal is to build the capacity of destinations to identify, develop, and market tourism opportunities to achieve core economic development, heritage and environmental conservation, and scientific capacity goals.
- » Aid to Artisans (ATA) has spent 33 years creating economic opportunities for over 100,000 artisans in more than 110 countries. ATA blends deep-rooted cultures and handmade traditions of the developing world with a commitment to building profitable businesses. Over the past 10 years, these efforts have leveraged nearly \$230 million in retail sales. About 70% of the artisans ATA works with are women.
- » International Executive Service Corps’ (IESC) approach to tourism is focused on assisting the private sector as a driver of sustainable development. IESC has developed a worldwide tourism sector initiative, and it offers a strong portfolio of technical and managerial assistance, linkage facilitation, workshops, trade show participation, and access to financing along the tourism value chain.

“When done right, sustainable tourism development can be an effective tool for stimulating economic growth, alleviating poverty, conserving biodiversity and environmental resources, and creating employment opportunities for local communities. ...Tourism allows for the implementation of programs focused on improving the quality of life for citizens in the developing world without compromising the future well-being of the people or the planet...The United States Agency for International Development has embraced tourism as a change agent over the last several years by supporting over 100 projects in 72 countries.” SOURCE: WWW.GSTALLIANCE.NET



An ACIDI/VOCA volunteer conducts business skills training for youth in Juba, South Sudan.

## Spotlight on Youth and Workforce Development

VEGA programs empower youth to lead healthy, productive, and equitable lives. By tapping youth's creativity and energy and expanding their opportunities, VEGA programs help young people make powerful contributions to creating more stable and thriving communities reducing social unrest, and fostering stabilization, in post-conflict and natural disaster-stricken regions. In countries trapped by cycles of poverty and conflict, generating employment and enabling youth to focus on long-term education and career development goals can be an effective means to break the cycle.

VEGA's youth and workforce development projects collaborate closely with host country ministries of education/labor, vocational training institutes, associations, chambers, educational institutions, and private businesses. Programs include:

- » Business skills and technology training
- » Small grants and microfinance loans for young entrepreneurs
- » Vocational training and career development services
- » Scholarships, apprenticeship and internship placements
- » Youth-oriented agricultural and tourism value chain interventions
- » Conservation education and employment programs (e.g. coral reef restoration and tree planting)
- » Team sports, summer camps, leadership conferences, and exchange programs to help youth channel energy into constructive endeavors and transition from unemployment into formal education and job placement programs
- » Community volunteerism and service

VEGA incorporates youth and workforce development across its areas of focus, sectors, and regions. Nearly all programs include youth components and many programs focus on youth exclusively. VEGA is proud to be an industry leader generating widespread opportunities for youth. Program highlights include the following:

- » **YOUTH "LIFT-OFF" INITIATIVE IN EGYPT**, awarded to the Institute of International Education (IIE) by the U.S. Department of State's Middle East Partnership Initiative in September 2010, fosters a culture of entrepreneurship among youth across North Africa. LIFT-OFF is implemented in partnership with Endeavor Egypt, a global nonprofit that promotes high-impact entrepreneurship. Activities include a virtual IdeaLab, contests and competitions at schools and universities, capacity building for university and youth entrepreneurial support centers, an Entrepreneurial Leadership Program for university students, and support for high potential young entrepreneurs as they enter the job market.
- » **"A GANAR TEAM" SPORTS PROGRAM LED BY PARTNERS OF THE AMERICAS**, utilizes team sports to help youth in Latin America and the Caribbean find jobs, learn entrepreneurial skills, or re-enter the formal education system. "A Ganar" combats youth unemployment through an integrated job training program to transform lessons and skills developed through sports into marketable job skills. "A Ganar" has grown with support of major donors including the Multilateral Investment Fund of the Inter-American Development Bank, USAID and the Nike Foundation. "A Ganar" plans to train over 9,400 youth in Latin America and the Caribbean by 2012.
- » **YES YOUTH CAN! (YYC) IS A SUCCESS IN KENYA**. YYC is an USAID funded program which aims to empower youth across Kenya to participate effectively in political leadership and governance and build their entrepreneurial skills to engage in livelihood activities that will enhance their socio-economic status. NCBA/CLUSA has partnered with two Kenyan non-governmental organizations, the Youth Foundation of Kenya and Participatory Approaches for Integrated Development, to initiate the YYC Program.
- » **COCOA-GROWING COMMUNITIES PROVIDE OPPORTUNITIES FOR YOUTH IN COTE D'IVOIRE AND GHANA**. In Côte d'Ivoire and Ghana, through Empowering Cocoa Households with Opportunities and Education Solutions (ECHOES), Winrock is strengthening cocoa-growing communities—and in the case of Côte d'Ivoire, promoting peace and stability—by expanding opportunities for youth (eight to 30 years old). Participant-led programming includes developing improved agricultural practices and providing training in life skills, leadership, and small-business management. The program is a public/private partnership with the cocoa industry.

# Program Highlights



MAIL extension agents sharing improved cultivation practices.



Increased agricultural productivity depends on greater access to technology and inputs.

## Afghanistan Capacity Building and Change Management Program

In 2010, the US Department of Agriculture awarded VEGA the \$36 million, four-year Afghanistan Capacity Building and Change Management Program (CBCMP) with the Ministry of Agriculture, Irrigation and Livestock (MAIL). The International Executive Service Corps (IESC), as the lead implementer, and five other VEGA members are working in partnership with Afghan leadership to develop MAIL's evidence-based decision making, process improvement, and human resource capacity, which in turn will allow MAIL to provide greater and more meaningful support to Afghanistan's agricultural sector. The program includes two components: one focuses on creating a contracts and grants management services unit to enhance the Ministry's ability to manage international donor funds, and the other focuses on change management and covers leadership development, extension programs, research, and performance management.

An improved MAIL is critical to the development of Afghanistan, and it can make a significant contribution to peace, economic growth, and stability. MAIL's beneficiaries represent more than 70 percent of the population, who derive their livelihoods either directly or indirectly from agriculture.

The success of this ambitious program will ultimately depend on the extent to which the Ministry can play its rightful role in implementing the national development strategy; establish a conducive environment for agricultural trade with its neighbors; provide sound leadership in land management; and contribute

substantially to the rapid economic development of rural communities. Sustainable change will only come about if MAIL is properly aligned to achieve these objectives and if it has the human resources and capacity to do so.

CBCMP has already seen success in several important areas. A grants management unit has been set-up and is fully functional, enabling MAIL to begin awarding grants to municipalities, educational institutions, and agribusinesses around the country through the provision of international donor funding. A fully-automated financial management system has also been put into place at MAIL, and it will serve as a model for other ministries. Finally, an automated attendance system is being installed to facilitate attendance tracking for 3,200 employees through a convenient swipe-card system.

VEGA is excited to support ministries and government institutions around the world with similar programs as CBCMP becomes a model for how improved economic governance contributes to sustainable economic growth.



MAGIC Trade Show (Las Vegas).



Ethiopian Textile/Apparel Factory.

## Ethiopia AGOA+: A Successful Model for Trade and Investment Promotion

Trade and investments are powerful engines that drive economic growth and reduce poverty. “By trading with other countries and attracting foreign investment,” USAID states, “countries can take advantage of global market forces—competition, human resource development, technology transfer, and technological innovation—that generate growth. Also, participation in the rules-based international trading system reinforces good governance and strengthens legal and institutional reforms.”

VEGA and its Members have long recognized the potential of trade and investment as key to economic growth in developing countries. The VEGA Ethiopia/ AGOA+ program, implemented by IESC, is a five-year USAID funded (\$3.7 million) highly successful initiative to develop and promote Ethiopia’s export market to the United States and other international markets.

### ETHIOPIA/AGOA+ PROGRAM COMPONENTS INCLUDE:

- » EXPORT TRADE PROMOTION AND BUSINESS DEVELOPMENT focuses on delivering business linkage services; informational services related to the opportunities afforded by as well as the technical requirements to trade under AGOA; and technical assistance to enterprises, including firm-level expert volunteers to help firms overcome capacity and quality constraints, and intermediaries such as business associations.
- » THE DIASPORA DIRECT INVESTMENT CREDIT FACILITY for Ethiopia increases investment by mitigating the perceived risk of lending to Diaspora investors. Under this arrangement, USAID provides partial credit guarantees to selected private sector banks in Ethiopia, covering up to 50 percent of their risk in financing Diaspora investors.
- » Assistance to and development of the AMERICAN CHAMBER OF COMMERCE in Ethiopia, providing networking, business assistance, and information and training services.

## AGOA+ Program Results

Total Ethiopian AGOA exports increased from \$4.5 million in 2005 to \$18 million in 2008. Efforts were slowed by the global economic financial crises, but Ethiopia was still able to export \$11 million in 2009, and \$10 million in 2010. The AGOA+ Program was a significant contributing factor to this expansion. AGOA export numbers for 2011 look very promising and could potentially reach over \$15 million. Sample successes include:

- » Over 500 small and medium enterprises were trained on AGOA and its benefits, international trade processes, and business skills to export to the US market; 1,000 new employees were hired in one company alone as a result of business linkage support; Ethiopian firms attended major trade shows in the US in the specialty shoes, food, floral, and garment and textile sectors resulting in over 98 new leads and potential orders of \$1 million/ month. Assistance to the Ethiopian Investment Agency was provided to promote Ethiopia as an investment destination; and the program teamed-up Ethiopian garment companies to supply an initial test order of 92,000 bags for a U.S. producer.
- » More than 750 Diaspora Direct Investment (DDI) investors contacted the DDI office with approximately 150 investors taking advantage of the services by completing the application process; and about 20 projects got bank financing through the DDI program for an amount of approximately \$5.6 million. Training to the Ethiopian financial sector changed the common practice of requiring 100% collateral for loans to allow borrowers access to credit under the DDI loan guarantee scheme, and successfully secured financing for 30 projects, including for local women entrepreneurs.

“The Obama administration wants to reauthorize the African Growth and Opportunity Act (AGOA), which is set to expire in 2015, through 2025,” Assistant Secretary of State for African Affairs Johnnie Carson said, citing the measure’s success in enhancing trade levels between the United States and the African continent.



Sanaa Masri poses in the mini-market she opened using a LIM-funded loan.



VEGA Expert Ms. Haoua inspecting a hand loom on assignment in Sri Lanka.

## Lebanon Investment in Microfinance

During 2010, VEGA successfully oversaw the expansion of its Lebanon Investment in Microfinance (LIM) program from \$1.6 million to \$12 million. Through increased access to finance and business development services, LIM helps small microenterprises expand their operations, incomes, and jobs. It encourages participation by women and promotes entrepreneurship, particularly among young borrowers operating in rural and peri-urban communities.

The program's expansion builds upon a highly successful initial phase, during which 2,221 micro loans were disbursed for a total value of \$3,514,565 across all geographic regions in Lebanon. Over 40% of the beneficiaries were women.

Under the initial phase of the program, LIM partnered with three leading microfinance institutions, the Association of Rural Development, Al Majmoua, and Ameen, to maximize access to finance for microenterprises and small businesses operating within the agribusiness, tourism, and information and communication technology value chains. Volunteer experts have conducted sector assessments and have provided direct technical assistance to improve their institutions lending practices.

Under Phase II, an additional four microfinance institutions will be supported bringing the total number to seven. This covers the majority of the microfinance sector in Lebanon. Volunteer advisors will also continue to provide technical assistance as Lebanon's microfinance sector rapidly grows.

## Sri Lanka Facilitating Economic Growth

To spur the all important economic revitalization of the Eastern provinces, the program provides direct, targeted assistance to small and medium enterprises, agribusinesses and related associations, and NGOs. It also builds capacity within a number of key public and private institutions. Specifically, the program works closely with provincial government officials in developing strategic plans to attract new investment.

### NOTABLE ACCOMPLISHMENTS IN 2010 INCLUDE:

- » An international volunteer expert teamed with a local consultant to build a local company's capacity to effectively promote aquaculture projects among farmers and encourage related entrepreneurial ventures.
- » An environmental impact assessment of the dairy sector conducted by a volunteer expert in the Eastern provinces produced valuable recommendations for broad adoption by USAID-funded projects and beneficiaries.
- » An environmental impact assessment of aqua hatcheries conducted by a volunteer expert was a critical factor to the further expansion of hatcheries.
- » An information communications and technology skills impact assessment using a volunteer expert was key to encouraging USAID to facilitate more public-private partnerships.
- » A diagnostic study of barriers to foreign direct investment was presented to the Sri Lankan Ministries of Finance and Planning and Economic Development and was accepted.
- » VEGA looks forward to expanding its portfolio in Sri Lanka with similar activities to promote peace, prosperity, and economic growth through all provinces, particularly those in the North and East.

"USAID Forward efforts to modernize and strengthen our Agency requires an array of technical assistance. USAID/Sri Lanka has quickly responded to a spectrum of strategic and tactical level needs through Leader with Associate, VEGA, technical experts. We recommend a flexible, rapid response capability, like VEGA provides, for every economic growth program."

GERALD R. ANDERSEN, (A) MISSION DIRECTOR, USAID/SRI LANKA AND MALDIVES, SEPTEMBER 2010.

## Volunteers in the Spotlight



### Beekeeping in Haiti

Beekeeping is quickly becoming a major industry where selling honey and wax products are increasing revenues for families. Beekeepers in Haiti have no inspection criteria or way to categorize hives to help them with the identification and treatment of disease and pests. FAVACA in collaboration with Partners of the Americas, recruited first time volunteer Rob Horsburgh, Gainesville, and Doug Corbin, Pensacola, both of whom work for the Florida Department of Agriculture's Division of Plant Industry's Apiary Inspection Section. They worked across Haiti to provide beekeepers with a good foundation on how to inspect hives for disease and pests.



### International Real Property Foundation (IRPF)

Judith Lindenau, IRPF Board Member, has been instrumental in developing the associations in Uganda, Rwanda, and Kenya through the East African Regional Real Estate Training Center (EARRETC) since its launch in early 2010. She facilitated leadership training sessions, training on Code of Ethics and enforcement, and association development in the region. Of significant importance was her role in directing a strategic planning session where leadership from the Institution of Surveyors of Kenya, Association of Real Estate Agents of Uganda and the Real Estate Association of Rwanda met in Uganda. Outcomes of the session included a concrete business plan for EARRETC, a training schedule, and greater communication between the three associations.



### Land O'Lakes

Thanks to funding support from USAID through VEGA, Dr. Martin Sieber, livestock consultant from Wisconsin traveled as a volunteer to Sri Lanka to conduct dairy training courses for members of the Jaffna women's chamber engaged in dairy farming. While in the northern conflict-affected district, Dr. Sieber worked with the chamber's five groups, 86 members and 150 dairy cattle. The assessment and training courses lasted 10 days, covering a wide variety of dairy topics, including calf rearing, nutrition and feeding, cow comfort, hand milking procedures, reproduction, and sanitation techniques. Women in villages in the Jaffna district rely on dairying primarily for subsistence. With improved dairy productivity, however, the women are able to sell more milk to collection centers for income.



Three horsemen towing a van ashore following Spencer's driver's attempt to navigate a river swollen from snowmelt.

### International Senior Lawyers Project (ISLP)

Richard Spencer's volunteer work through the International Senior Lawyers Project in Mongolia in 2007 made such a strong impact both on him and his project's beneficiaries that its story still stirs and captivates audiences. In Mongolia, Spencer, whose project was featured in a recent article in the Columbia Law Magazine, worked for four months with the Centre for Human Rights and Development (CHRD), a small public interest organization in Ulan Bator. Spencer worked with CHRD to develop negotiation strategies which helped yield some very significant results: a Mongolian judge invalidated a large company's license to excavate a river bed for gold, and two additional mining licenses were renegotiated to protect "special needs areas." While in Mongolia, Spencer also gathered and provided to CHRD a collection of best mining practices from around the world. He offered these services to CHRD during a crucial time of the then-nascent environmental movement in Mongolia, and in doing so provided tools for the group to cultivate a strong and capable coalition for action.



FSVC Volunteers Garrett Glass (bottom center) and Ozgur Kutay (two from right, bottom) with FSVC staff and members of the CBI Compliance Staff.

### Financial Services Volunteer Corps

Garrett Glass is a former Chief Market Risk Officer for Bank One with over 25 years of experience in risk analysis. As a FSVC volunteer expert, Mr. Glass traveled to Erbil, Iraq, where he trained staff from five branches of the Central Bank of Iraq (CBI) on identifying, analyzing, and managing counterparty and country risks. Evaluating international financial institutions, along with understanding how the CBI itself is evaluated, is an important step in promoting investment, reducing financial crimes, and spurring development in Iraq. Since 2002, Mr. Glass has volunteered for 15 projects with FSVC.

# Financial Summary

## Expenditures

from January 1 to December 31, 2010

	PROGRAMS	YEAR 2010
1	Afghanistan	(\$19,494)
2	Ethiopia	873,852
3	Indonesia	61,331
4	Jordan	563,538
5	Kazakhstan	73,151
6	Leader With Associate	455,260
7	Lebanon Micro	399,462
8	Microenterprise Development	3,638
9	Sri Lanka	454,292
10	Afghanistan — CBCMP	530,692
<b>Total Expenditures</b>		<b>\$3,395,722</b>

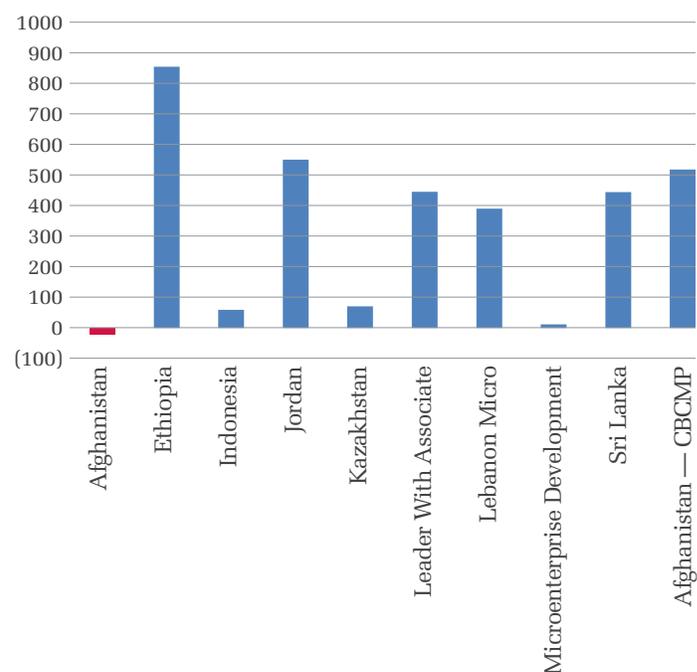
## Statement of Functional Expenses

as of December 31, 2010

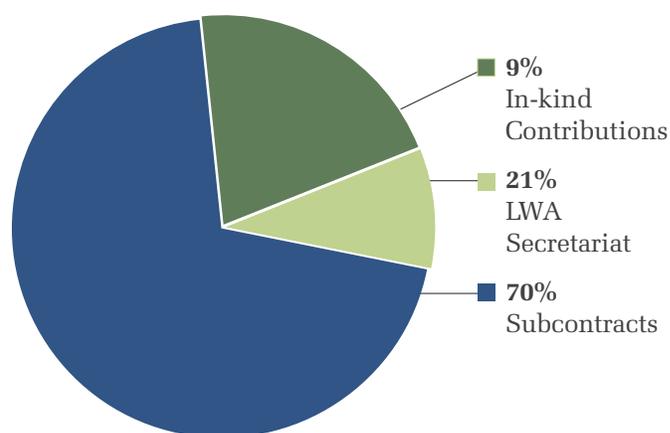
	TOTAL	MANAGEMENT AND GENERAL
Subcontracts	\$2,661,160	
In-Kind Contributions	348,801	
LWA Secretariat :	781,352	
Salaries		\$334,452
Employee Benefits		126,702
Professional Fees		121,217
Occupancy		76,590
IT Support		37,723
Travel		31,086
Insurance		15,104
Others		13,709
Telecommunications		6,842
Printing and Production		6,056
Supplies		5,766
Furniture and Equipment		3,108
Postage and Delivery		1,939
Bank Fees		1,058
	<b>\$3,791,313</b>	<b>\$781,352</b>
Indirect Recovery		(279,303)
<b>GRAND TOTAL</b>	<b>\$ 3,791,313</b>	<b>\$502,049</b>

## Expenditures

from January 1 to December 31, 2010 (in thousands)



## Expenditures by Category



# Balance Sheet

as of December 31, 2010

Assets	2010	2009
Cash	\$357,242	\$175,272
Grant Receivable	327,774	425,737
Advances to Subrecipient	1,976,001	–
Prepaid Expenses & Other Assests	14,554	14,390
<b>Total Assets</b>	<b>\$2,675,571</b>	<b>\$615,699</b>

## Liabilities and Net Assets

Liabilities		
Accounts Payable and Accrued Expenses	\$10,009	\$11,546
Refundable Advances	2,091,459	232,645
<b>Total Liabilities</b>	<b>533,534</b>	<b>558,521</b>
New Assets — Unrestricted	\$40,569	\$57,178
<b>Total Liabilities and Net Assets</b>	<b>\$2,675,571</b>	<b>\$615,699</b>

Audited by McGladrey & Pullen, LLP

# Board of Directors & Staff

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CDC Development Solutions

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Business Development and Program  
Manager

### Lorenz Wild

Business Development and Program  
Manager

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Program Accountant

### Soeun Seng

Accountant

### Jennay Ghowrwal

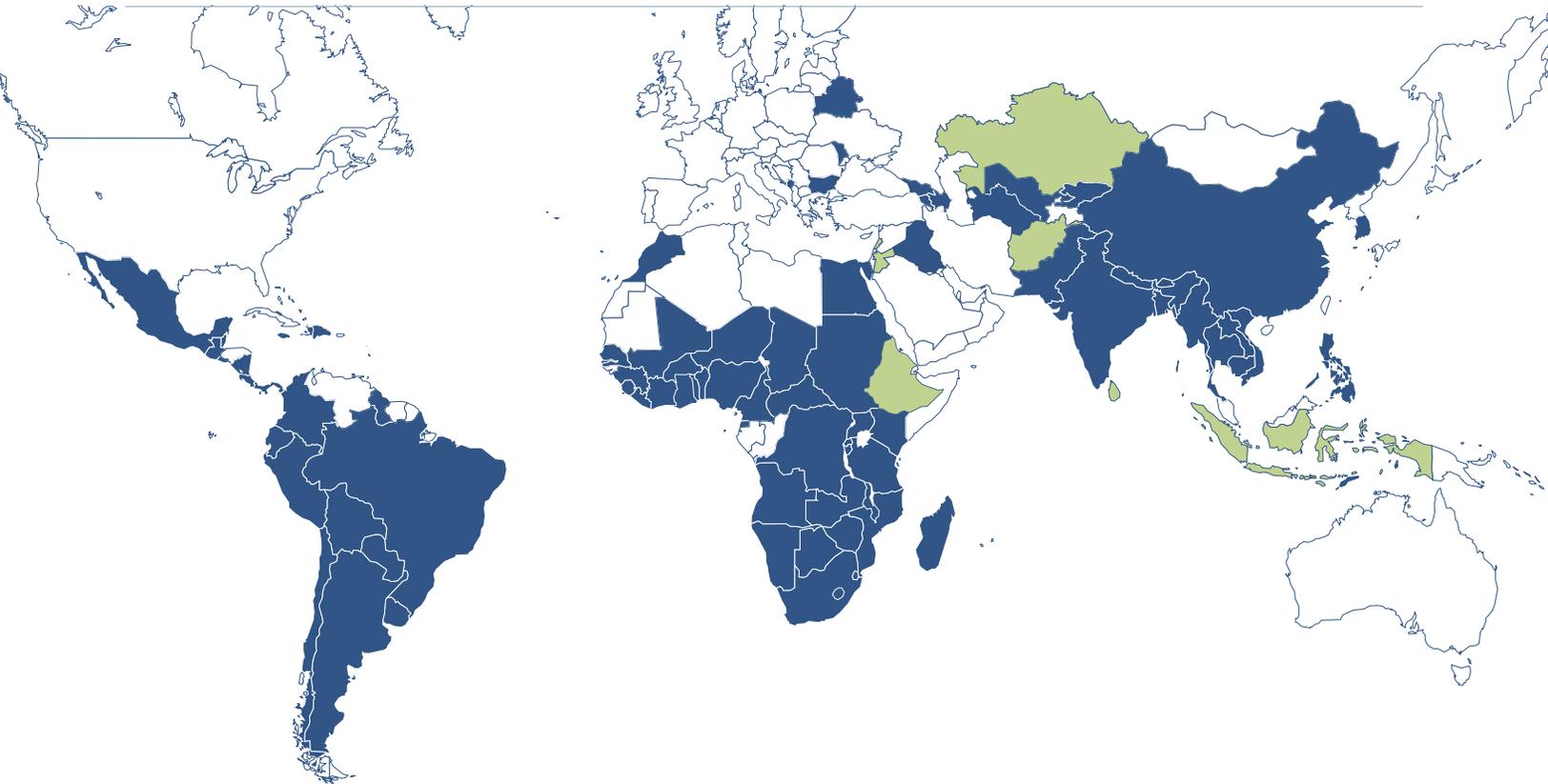
Associate

# Where We Work

VEGA's members offer a magnitude of experience and a vast geographic presence. Currently, VEGA members are active in 101 countries across the globe (as listed in blue below and on the map).

Programs that are currently active through VEGA are listed in green.

<b>AFGHANISTAN</b>	Bulgaria	Cote d'Ivoire	Honduras	Mexico	South Korea
Albania	Burkina Faso	Dominica	India	Moldova	<b>SRI LANKA</b>
Andorra	Burma	Dominican Republic	<b>INDONESIA</b>	Morocco	St. Kitts & Nevis
Angola	Burundi	East Timor	Iraq	Mozambique	Sudan
Argentina	Cambodia	Ecuador	Jamaica	Nepal	Swaziland
Armenia	Cameroon	Egypt	<b>JORDAN</b>	Nicaragua	Tajikistan
Azerbaijan	Cape Verde	El Salvador	<b>KAZAKHSTAN</b>	Niger	Tanzania
Bahrain	Central African Republic	Equatorial Guinea	Kenya	Nigeria	Thailand
Barbados	Chad	<b>ETHIOPIA</b>	Kosovo	Pakistan	Trinidad & Tobago
Bangladesh	Chile	Gambia, The	Kyrgyzstan	Panama	Togo
Belarus	China	Georgia	Laos	Paraguay	Turkmenistan
Belize	Colombia	Ghana	<b>LEBANON</b>	Peru	Uganda
Benin	Comoros	Grenada	Lesotho	Philippines	Uruguay
Bhutan	DRC	Guatemala	Liberia	Rwanda	Uzbekistan
Bolivia	Congo, Republic of	Guinea	Madagascar	Senegal	Vietnam
Botswana	Costa Rica	Guyana	Malawi	Sierra Leone	Zambia
Brazil		Haiti	Mali	South Africa	Zimbabwe



VOLUNTEERS FOR ECONOMIC GROWTH ALLIANCE

1726 M St., NW | Suite 800 | Washington, DC 20036 | TEL 202.223.7012 | FAX 202.223.7240

[www.VegaAlliance.org](http://www.VegaAlliance.org)