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**LORNA GRACE**

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**RURAL AND AGRICULTURE FINANCE SPECIALIST**

Financial Development specialist with more than 20 years of experience in international and domestic finance. A strong project director and technical consultant, Ms. Grace has implemented and advised on a number of rural and agriculture development projects worldwide. She has designed and led numerous trainings, based on adult learning methodologies including Financial Education for Producers. She has trained in multiple venues including Boulder Turin and Costa Rica. For ACDIVOCA she transformed the challenging MCA-H/ACA (Honduras) project into an innovative, trend setting model for horticulture finance. As an independent finance professional, she led multi sector evaluations and assessments worldwide. She delivered long term technical consulting services to several financial institutions in Asia and in Latin America. She is the co-author of the CGAP costing tool and has implemented it worldwide, as well as mentoring others on its implementation.

Known for her creativity and practical approach to achieving goals, Ms. Grace is a seasoned development professional, fluent in English and Spanish.

**EDUCATION**

**M.B.A Finance**, University of Alberta, Edmonton, Alberta 1988

**B.A International Government**, Harvard University, Cambridge, MA 1984

**C.F.A** Chartered Financial Analyst 1992

**EXPERIENCE**

**2011**

***Principal, Small Finance Big Change***, Vancouver, Canada

- Delivery of technical advice and training with an emphasis on agriculture rural, and value chain finance.
- Trainer at Boulder Microfinance Institute (Spanish and English programs)

**2005-2010**

***Director of MCA-H/ACA (ACDIVOCA)***, Honduras. Illustrative Achievements:

- In a three year period, facilitated access to finance to over 5000 horticulture producers, with more than 9000 loans or lines of credit through project interventions
- Designed and implemented financial education for producers course modules covering savings, insurance, loans and budgeting
- Designed, developed and implemented industry courses such as “Agriculture Credit with Minimum Risk”, “Financial Analysis for Input Providers”.
- Oversaw the design, development and implementation of Household Cash flow tool for assessing horticulture and agriculture loans; Loan Tracking System for small providers of credit
- Implemented the ACA-Equifax project which developed and marketed an improved agriculture lending credit rating database, to a broad spectrum of users, including input providers, financial cooperatives and production cooperatives.
- Designed, piloted and implemented six new or modified lending products, in 11 financial and non financial institutions, for the horticulture value chain, including a private trust fund arrangement between a supermarket, a bank and a technical assistance provider, a wholesale caja rural product and a “carnet de credito” a tiny revolving credit of six months implemented at the input provider level.
- Catalyzed numerous cross industry financial arrangements ranging from administrative agreements to risk sharing agreements, among and between the trade credit system, the microfinance industry and the banking industry.
- Improved and expanded the trade credit system, through enhanced lines of credit from wholesalers to retailers, and better credit and financial management technical assistance and training, resulting in better and more appropriate credit product delivered from the input retailers to the small producers.

***Senior Finance Specialist (FINTRAC)***, Illustrative Achievements Include:

- Design and development of a cash flow based model for the rural agriculture household.
- Design, development and delivery of financial education for horticulture producers, including preparing a cash flow, assessing true costs of credit, and evaluating loan opportunities.
- Development of agriculture finance products for banks, finance companies and microfinance institutions.

- Design, development and implementation of leadership and delegation training for MFIs.

## 1993-2005

**Independent Finance and Enterprise Consultant** delivering evaluation/appraisal, financial design/ forecasting, diagnosis and appraisal, product design and testing, staff training, program planning, credit, savings and financial management to institutions, providing microfinance services to the informal sector. Illustrative work includes:

- **Training/Speaking** – Developed (solo or in conjunction with others) and Delivered highly specialized courses (Analyzing Costs, Cash Management, Credit Analysis, Financial Management, Banking Simulation) in Turin/Boulder, Mexico, Peru, Nicaragua, Panama, Vietnam, Pakistan, and Directional courses (Issues in Microfinance, Strategic Thinking and Planning, Leadership and Management) at Aga Khan Foundation Canada, CEP-Vietnam, and Hodeidah Microfinance Program-Yemen.
- **Educational/Practical Courses** – Managed CGAP course development for Information Systems and Product Development. Created (solely or in conjunction with others) specialized content courses on Analyzing Costs, Marketing and Customer Service, Cash Management, Credit Analysis, and Financial Management with the focus on use of this developed resource without consultative involvement (Train the Trainers initiatives).
- **Product Development** – designed pilot and/or rollout of savings, health products for Proshika-Bangladesh, and CEP-Vietnam.
- **Management/Technical Advisor** (multi year contracts) in both leader and advisory roles for financial, credit, product and/or growth issues to CEP-Vietnam, Mibanco-Panama, Proshika-Bangladesh. Eight month contract with CGAP to manage portfolio of “lead financial specialist”, including management of training programs, funding initiatives and budgets.
- **Tool Installation** – implemented costing tool in a Honduran commercial bank, Nicaraguan MFI, Ugandan MFIs, Ethiopian MFI and credit unions in Peru, Nicaragua and Honduras.
- **Publications** - Researched and/or Published 1. Ford Foundation whitepaper (in conjunction with Shorebank Advisory Services), 2. “Islamic Banking methodology as applied to microfinance” (UNDP) and “CGAP Product Costing Tool” (CGAP)
- **Additional Clients** include - DFID, CIDA, SIDA, Dutch Government, World Bank, UNDP, NOVIB, OSI, and Ford Foundation.
- **Additional Countries** worked in include - Azerbaijan, Tanzania, Dominican Republic, Colombia, Peru, Ecuador, Nicaragua, Guatemala, Philippines,

Bosnia, Mexico, Haiti, Kenya, Egypt, Lebanon, Bolivia, Ethiopia, Tanzania, Pakistan, Jamaica, and Sri Lanka.

**1991-1993**

**Program Officer, Calmeadow Foundation, Toronto, Ontario**

Responsible for provision of technical assistance and financing to programs and institutions providing savings and credit services to the informal sector. Specific services include feasibility studies, financial design, debt and equity sourcing, program planning and cost management. Countries worked in include: Bolivia, Ecuador, Colombia, Bangladesh, Panama, Ghana, Mali, Philippines, Kenya, Egypt and Indonesia.

**1989-1991**

**Researcher, Nesbitt Thomson Investment Bank, Toronto, Ontario**

Worked with senior, top-ranked analyst covering Canadian financial services industry. Sole responsibility for covering Canadian and U.S. life and health insurance industry and emerging Canadian biotech sector. Developed computer forecasting models and industry databases. Composition and presentation of equity research reports. Member of an internal task force to investigate corporate strategy/direction.

**1988-1989**

**Cash Management Analyst, First City Trust Company, Toronto, Ontario**

Oversaw transition of cash management functions from Vancouver to Toronto. Monitored fund flows of corporate and branch operations. Liaison between accounting, securities and asset/liability functions. Responsible for start-up and maintenance of computerized financial reporting system for extensive operations.