



Alternative Credit Technologies, LLC

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Tillman Andrew Bruett

Tillman Bruett co-founded Alternative Credit Technologies (ACT) in 2000 in order to provide high quality consulting services in the field of microfinance and microenterprise development. He has fifteen years of finance experience including commercial banking and microfinance. Mr. Bruett has worked with microfinance institutions (MFIs), banks, and microenterprise support projects to develop business plans, establish programs, develop products, improve delivery mechanisms, train staff and strengthen planning, monitoring, controls, and overall management. In addition to MFIs, Mr. Bruett also works with microfinance associations and networks, donors, and governments by designing or improving support mechanisms and providing strategic advice, technical assistance and training. He has designed training courses, projects, technical assistance mechanisms as well as microfinance funds for grants, loans, equity and guarantees. At ACT, he is a managing partner responsible for finance, accounting, and new business development.

Mr. Bruett has developed tools and trainings for performance monitoring, business planning, and institutional assessments and is the author and editor of several guides, manuals, and technical notes focusing on MFI management with an emphasis on financial performance and management. He is an adjunct professor for microenterprise development at Johns Hopkins SAIS and has taught at Georgetown University.

Prior to founding ACT, Mr. Bruett worked at FINCA International where he managed the Village Bank Capital Fund and led new business development activities. He managed a guarantee fund used to support local commercial borrowing of MFIs and conducted over a dozen on-site institutional assessments of fund applicants. He also developed plans and raised funds for eight new MFIs and three technical assistance centers from bilateral and international donors, lenders and investors. In the 1990s, he worked for Chemical Bank's International Financial Institutions Group as a credit analyst and client manager for international financial institutions.

Professional Experience

ALTERNATIVE CREDIT TECHNOLOGIES, LLC
Owner/Partner

Washington, DC
2000-present

Evaluation and Analysis. Mr. Bruett has developed several financial and operational evaluation tools for MFIs, cooperatives, MFI network organizations, and microfinance support programs with a strong focus on operational capacity and internal controls. He has conducted many evaluations for DFID, USAID, and the World Bank, to name a few. His work includes practical, clear and detailed recommendations.

- Developed self-assessment tools for MFIs and cooperatives to enable management to analyze their performance in critical areas.
- Designed and developed on-site diagnostic tools, including a guide, questionnaires, and spreadsheets to analyze MFIs and cooperatives in critical performance areas and trained staff to conduct them.
- Evaluated and provided strategic advice to DFID's financial sector deepening programs in East Africa.
- Designed and conducted internal controls review of an Opportunity International partner in Russia and drafted report with key recommendations to strengthen controls and audit procedures.

Loan, Equity and Guarantee Funds. Mr. Bruett has conducted feasibility studies for loan, equity and guarantee funds and assisted in developing plans, projections, policies and operations manuals for new funds.

- Conducted feasibility study for a small and microenterprise fund in Ukraine and Russian MFI loan fund with Development Alternatives, Inc. (DAI) that was later funded by USAID.
- Designed and conducted feasibility study for a microfinance equity and loan fund for United Bank for Africa in Nigeria as part of USAID project with Chemonics International.
- Designed the Mongolian Microfinance Development Fund, a World Bank project, and drafted the business plan, projections, policies and procedures that was implemented by Mongol Bank.

Project Design. Working for donors and MFI networks, Mr. Bruett has developed strategies to provide support to the microenterprise sector to make businesses and lenders profitable and self-sufficient. His designs focus on sustainability, outreach and maximizing the desired results of the client.

- Designed a grant mechanism for Russian MFIs, including the operations manual.
- Created strategy and design for technical assistance component for World Bank project in Nicaragua.
- Designing output-based aid mechanism for MFIs and cooperatives serving the unstable inner cities of Kingston, Jamaica. Drafted bidding documents and operations manual.

Studies and Surveys. Mr. Bruett has designed, overseen, and conducted surveys and studies for a variety of microenterprise support projects.

- Conducted in-depth on-site operational and financial feasibility study for the merger of three Palestinian MFIs with Chemonics.
- Designed survey forms and methodology for over 250 Mongolian Community Revolving Loan Funds supported by the World Bank and oversaw data collection and analysis.
- Organized survey and implemented focus groups on value chain analysis and access to financial services of microentrepreneurs Montenegro for CHF International.
- Conducted Case Studies on downscaling of State-owned Retail Banks with DAI/USAID AMAP.
- Drafted study on deposit protection programs for Bill and Melinda Gates Foundation.

Strategic and Operational Planning. Mr. Bruett has worked with clients to create business plans, including financial projections.

- Wrote five-year strategic plan for the transformation of FINCA Kyrgyzstan into a microfinance bank.
- Developing business plan for Catholic Relief Service's global loan fund.
- Designed business planning tool for Ukrainian cooperatives.

Product Development. Mr. Bruett has worked with MFIs to develop and roll out new products, including:

- Developed action plan for Catholic Relief Services' partner in Cambodia (TPC) to modify its village banking product to support its transformation into a regulated entity. Conducted training on product design and review.
- Designed and assisted in pilot of micro leasing product with Indonesian Islamic cooperative in Aceh as part of the UN International Labour Organization Tsunami economic recovery project.
- Advised on new performance monitoring system of Uganda's microfinance association (AMFIU).
- Designed marketing strategy and plan for Cambodian MFI (AMRET). Advised on product development.

Aid Effectiveness. Mr. Bruett has worked with CGAP's efforts to improve the effectiveness of donor aid to microfinance.

- Conducted country level review in Uganda on the effectiveness of donor and government efforts to increase access to finance and a portfolio review of a multilateral agency.
- Provided technical support on development and pilot of SmartAid for Microfinance Index that measures funders' preparedness to provide effective aid.

Instruction/Facilitation. Mr. Bruett has taught at universities and has worked as a facilitator and trainer for the past five years.

- Managed Financial Services Working Group of the SEEP Network, consisting of financial specialists of various MFIs and NGOs. Commissioned, draft and edit working papers and studies on MFI issues.
- Teaches course on microfinance and development at Johns Hopkins SAIS and seminars at Georgetown University.
- Conducted training sessions for SEEP Network in use of Financial *Performance Monitoring: A Guide for Board Members of Microfinance Institutions* and the SEEP FRAME tool.

FINCA INTERNATIONAL, INC.
Village Bank Capital Fund Manager
New Business Development Manager

Washington, DC
1998-2000
1996-1998

Investment and Guarantee Funds. Managed \$2.5mm guarantee fund used to support commercial borrowing of MFIs.

- Negotiated and arranged \$2.4mm in guarantee facilities with commercial banks and secured \$2.9 mm in credit lines from commercial banks for eight microfinance institutions.
- Wrote and marketed offering memorandum for a \$3 mm private placement securing \$1.8mm

Financial and Operational Analysis. Conducted 13 financial and institutional assessments, known as diagnostic evaluations. Revised and improved FINCA's diagnostic evaluation tool.

Business Planning. Drafted business plans and detailed implementation plans for MFIs, including activity plans, proforma financial statements and budgets.

- Organized, Implemented and Trained MFI staff on planning and budgeting.
- Managed Program's department planning and budgeting

Proposal Development and Contact Negotiation. Wrote technical proposals that were awarded over \$20mm in funding from bilateral and multilateral agencies for the creation of MFIs and technical assistance centers.

Management. Managed MFIs, projects, consultants, personnel and departments for results.

- Acted as Associate Program Director of FINCA International, responsible for a HQ staff of five
- Managed consultants for diagnostic evaluations and feasibility studies.
- Acted as temporary Country Director for FINCA Uganda and FINCA Kyrgyzstan.

Marketing and Product Development.

- Developed and advised on new retail and wholesale credit and non-credit products and services for network of 20 MFIs
- Conducted and managed market studies for the creation of nine new MFIs or technical assistance programs, including on-site visit, country analysis, and market analysis.

CHEMICAL BANK, International Financial Institutions Group
Associate

New York, NY
1993-1996

Client Management

As an Associate, he managed relationships with U.S. branches and subsidiaries of major European financial institutions, multilateral development banks, and export credit agencies marketing credit facilities, treasury and trading products, structured assets, trade services.

- Developed marketing program for clients, managed and monitored client calling program.
- Developed and managed contact reporting system for European Financial Institutions Department.
- Managed execution of deals for clients by acting as interdepartmental with foreign exchange, derivatives, money market, trade services, payment services, global custody, and project finance.

Education and Training

SCHOOL OF ADVANCED INTERNATIONAL STUDIES THE JOHNS HOPKINS UNIVERSITY

Washington, DC and Bologna, Italy
1991-1993

MA in International Economics and European Studies

- Achievements: 3.7 gpa; Selected student graduation speaker; Editor, student paper.

ROTARY INTERNATIONAL SCHOLAR, Rheinische Friedrich-Wilhelms-Universität

Concentration: Political Science and History

Bonn, Germany

- Received full scholarship for academic achievement and leadership skills.

1988-1989

DUKE UNIVERSITY

Durham, NC

AB in Political Science

1984-1988

- Achievements: Graduated cum laude; Dean's List with distinction; Chairman, Judicial Board; Honor Council; Duke Senior Leadership Award.

Professional Training

- Completed four month credit training program (accounting, corporate finance, tax, credit analysis).
- Computer Training in Microsoft Excel, Access, Lotus Notes, Microfin.

Publications

Brown Warren and Tillman Bruett. "Performance Monitoring by Affiliate Networks." *The Microbanking Bulletin*, Issue No. 7, November 2001.

Bruett, Tillman and Nancy Natilson. *Financial Performance Monitoring: A Guide for Board Members of Microfinance Institution*. The SEEP Network: Washington, DC, 2002.

------. *Microfinance Consensus Guidelines, Definitions of Selected Financial Terms, Ratios, and Adjustments for Microfinance*. Consultative Group to Assist the Poorest and the SEEP Network: Washington, DC, 2004. http://www.cgap.org/docs/Guideline_definitions.pdf

Bruett, Tillman, Reuben Summerlin and Sharon D'Onofrio. *Manual de Técnicas para Gestão Microfinanceira* (Technical Guide to Microfinance Management). BNDES. Rio de Janeiro, 2002. http://www.bndes.gov.br/conhecimento/microfin/07livro_tecnica.pdf

Bruett, Tillman. "Four Risks that Must be Managed by Microfinance Institutions." *The Microfinance Experience Series*, No. 2, (November 2004).

Bruett, Tillman, editor. "Supporting Microfinance in Conflict-affected Areas." *CGAP Donor Brief* No. 21, (December 2004). http://www.cgap.org/docs/DonorBrief_21.pdf

Bruett, Tillman, editor. "Five Strategies to Minimize Foreign Exchange Risk to Microfinance Institutions." *SEEP Progress Note* No. 13, (October 2005).

<http://www.seepnetwork.org/content/library/detail/3110>

Bruett, Tillman, editor. *Conflict and Post-conflict Environments: Ten Short Lessons to Make Microfinance Work*. *SEEP Progress Note* No. 5, (September 2004).

<http://www.seepnetwork.org/content/library/detail/2059>

Bruett, Tillman, editor. *Measuring Performance of Microfinance Institutions, A Framework for Reporting, Analysis and Monitoring*. The SEEP Network. Washington, DC, 2005.

Bruett, Tillman, with Carlos Abreu, and Bassem Adly. *Banque du Caire of Egypt: A State-owned Retail Bank Case Study*. DAI/USAID AMAP. Washington, DC, 2006. <http://www.microlinks.org>

Bruett, Tillman. "Cows, Kiva and Prosper.com: How disintermediation and the internet are changing microfinance." *Community Development Investment Review*, Volume 3, Issue 2. 2007.

<http://frbsf.org/cdinvestments>

Personal

Languages: English (native); German (fluent); Spanish (advanced)

Date of Birth: November 5, 1966

Citizenship: American