

# MicroEnterprise Solutions



Volume 4  
Summer 2001

## News from the Philadelphia Development Partnership

What's at  
the heart of  
PDP's mission?

Hardworking  
microentrepreneurs,  
their families, and  
their neighborhoods.

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### Benoliel Takes the Lead at PDP

White to continue in advisory and fund-raising role

On May 1st, Leslie H. Benoliel was promoted to Executive Director of the Philadelphia Development Partnership, succeeding Jeremiah White, who has run PDP since its inception 11 years ago. In addition, board member David Castro has been named vice chairman of operations (see related story on page 3).

Having worked with White for almost a decade as program director, Benoliel is well prepared for her new role. For his part, White will remain involved with PDP, serving in an advisory role and helping raise funds to continue PDP's efforts to stimulate economic development by assisting microentrepreneurs in the region.



"The Board felt strongly that, based on her performance, Leslie deserved a shot at the executive director's job," states Frederick Heldring, chairman of the PDP Board of Directors. "Now her major challenge is to lead all the programs managed by PDP. We have full confidence she can do it."

Benoliel joined PDP in 1992. Prior to that, she had worked for a small investment banking firm in Valley Forge. Her background is a natural fit for PDP as it focuses on financial services for microentrepreneurs and small businesses. Ms. Benoliel worked for European-American Bank in New York for seven years, specializing in commercial lending for small- to mid-sized businesses. Following that, she attended the Wharton School at the University of Pennsylvania, where she earned an MBA in Finance in 1991.

After more than a decade at the helm, White says he was looking for new challenges. "I saw a new role I could play on the PDP team," he remarks. "Leslie is qualified, eager, and has good people working for her. I accomplished a lot in 11 years."

White plans to divide his time between PDP and his new business venture, Monarch Consulting Group. For PDP, he will focus on fundraising activities. "Jeremiah has been a terrific asset for the past 11 years," Heldring declares. "Together, we have achieved many things and I hope he can now help us on the funding side."

"Jeremiah has built a strong foundation and provided me with an opportunity to further serve this long-overlooked segment of our neighborhood economies," adds Benoliel. "This transition is strengthening the organization because it frees up Jeremiah from day-to-day activities to focus on building relationships and raising money. For my part, it's a smooth transition because I am a known quantity with nine years' experience managing our programs and services."

PDP has been extremely successful in Chester and is now trying to expand its support base in Philadelphia. "Leslie has helped create a wonderful situation in Chester, with support from the Mayor and the Commonwealth," remarks Heldring. "We would love to see that happen in North and West Philadelphia. Chester is a great 'pilot' showing it can be done."

Benoliel concurs. "Our challenge is to raise the visibility and importance of this market segment with business leaders and government officials," she asserts.

In his new role, Castro will be responsible for helping Benoliel formulate and implement strategy, and in overseeing PDP's daily operations.

## MESSAGE FROM THE EXECUTIVE DIRECTOR

### PDP Staff

Leslie H. Benoliel ..... Executive Director  
 Jeanne Fields ..... Finance/Administration Manager  
 Pri Seebadri ..... Program Manager,  
 CCW Peer Group Program  
 James Turner ..... Program Director,  
 Chester Microenterprise Partnership  
 Harold Robinson ..... Peer Group Coordinator &  
 Information Specialist  
 Jennifer Krout ..... Training Coordinator  
 Tonia Terry ..... Office Manager  
 Jeremiah J. White, Jr. .... PDP Business Advisor

### TRAINING SPECIALISTS/ BUSINESS DEVELOPMENT SERVICES STAFF

Iola Carter ..... William Freedman  
 Dr. John Meli ..... Brenda Davis

### ENTERPRISE AGENTS

Sophia Avery ..... Geneva Bessellieu  
 Katrina Coleman ..... Angela Gracey  
 Sa'eed Abdul-Khabeer ..... John A. Petty II  
 Wanita Pierce ..... Margaret Rorie  
 Sandra Wilks

### Board of Directors

Frederick Heldring ..... Chairman  
 David Castro ..... Vice Chairman of Operations/Secretary  
 I-LEAD  
 Ernest Jones ..... Vice Chairman  
 Philadelphia Workforce Development Corp.  
 Mark Ledger ..... Treasurer  
 Aegis Realty Consultants  
 Leslie H. Benoliel ..... Assistant Treasurer  
 Thomas Arasz ..... Assistant Secretary  
 Commerce Bank

It is with great honor and excitement that I take over the reins of PDP from Jeremiah White. Jeremiah and I have worked side by side for nine years to build and transform this organization. His leadership, vision and passion for helping the disadvantaged in our distressed neighborhoods has brought the organization to where it is today – one of the region’s premier agencies serving microenterprises.

I have learned much from him and look forward to continue working together to raise the resources and build the relationships required to further strengthen and expand our programs and services. I also salute PDP’s board for offering me this opportunity and providing me with the support and guidance to manage a smooth transition.

My challenge, as I look towards this coming year, is to expand the products and services we offer microentrepreneurs so they have access to the tools and resources they need to start a business or grow an existing enterprise. Now more than ever, it is critical to find ways to support neighborhood entrepreneurs.

Most of our clients rely on the modest revenues generated from their businesses to supplement their household incomes. While many in the economic mainstream prospered during the past decade, most low-income microentrepreneurs did not, isolated due to poor credit histories, lack of experience or collateral, weak business skills and/or cultural differences. Now that the economy is taking a turn for the worse, the need for self-employment has grown tremendously.

Under the leadership of Jeremiah White and Fred Heldring and with support from our partners and funders, PDP sits on a solid foundation in both Philadelphia and Chester. We have learned much about our market during these first few years operating microenterprise development programs. Clearly, the need for our services and products is there. We also know that we have just barely scraped the surface. However, we must qualify and quantify the impact our programs have on the entrepreneurs and their businesses. Part of my focus this coming year will be assembling key information on our clients and evaluating our programs. With this information we will be able to refine our products and services to serve larger numbers of entrepreneurs in more meaningful ways.

The challenges I face as the new Executive Director seem daunting at times. But I am inspired by the hard work, perseverance and positive energy of the microentrepreneurs with whom we work.

## PDP Creates Innovative Program for Muslim Entrepreneurs

One of the challenges in helping faith-based entrepreneurs build their businesses is making sure they comply with religious laws. Toward that end, PDP has developed new financial services for Muslims that solves the vexing issue of Riba, or interest payments, which are not permitted under Islamic law.

The Micro Equity Initiative, as it is called, enables Muslim entrepreneurs access to capital without charging interest. Instead, explains Program Manager Pri Seebadri, it is a two-part agreement in which monies are provided to the Muslim entrepreneur under what is known under Islamic law as qard hasan, or a benevolent loan requiring repayment of only the capital. The second part of the agreement is a fee for

management and administrative services related to the qard hasan. The result is that Muslims gain access to capital without having to worry about running afoul of Islamic law.

PDP has done a number of informational seminars to make Muslims aware of its MEI program, which resulted in the formation of a four-member group, Taha City Entrepreneurs, who are affiliated with the Taha Mosque in the Frankford Avenue section of Northeast Philadelphia. According to Seebadri, all four members have applied for their first micro equity investment under PDP’s accelerated program (see article on page 8) for \$1,500 in capital.



With help from Enterprise Agent Sa'eed Abdul-Khabeer, Taha City Entrepreneurs close on their first Micro Equity Investment

Seebadri says that providing these entrepreneurs with qard hasan will help PDP and CCW gain credibility within the Muslim community. In turn, that will help PDP attract new participants when they put on the next set of informational seminars.

## City of Philadelphia Invests \$50,000 into the Heldring Fund

Community Capital Works, PDP's peer-lending program, continues to gain backers. The most recent benefactor is the City of Philadelphia's Department of Commerce, which contributed \$50,000 on June 27th. The grant was presented by the Director of Commerce, James J. Cuorato, to PDP Executive Director, Leslie Benoliel, at a reception in the Mayor's Reception Room at City Hall.

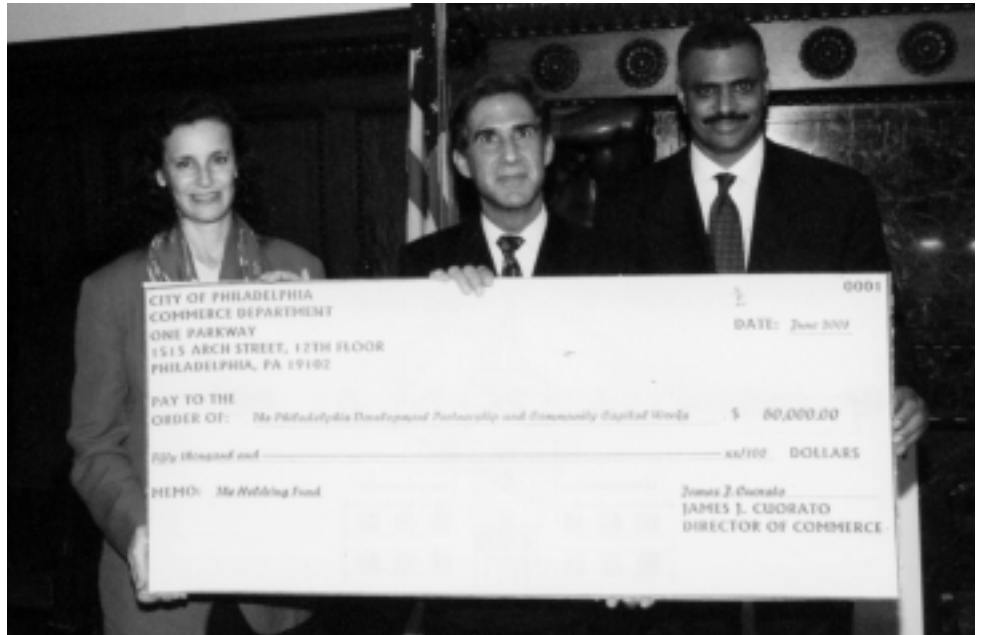
"Small businesses are the life blood of the City. Part of our strategy for helping these businesses is to get dollars invested in the neighborhoods in an effective manner," commented Cuorato. "That's exactly what PDP does: give small loans and technical assistance to small businesses in an efficient way."

Cuorato went on to note that, while the CCW Heldring Fund provides capital to microenterprises, training and technical assistance are also vital to helping disadvantaged microentrepreneurs.

"This grant is important for several reasons," Benoliel stresses. "It explains the capital pool we have to provide loans to our clients. Second, it demonstrates the City of Philadelphia's commitment to microenterprises."

Rebuilding the inner City requires combined and coordinated efforts from various resources using different tactics," notes Benoliel. "What we're doing complements the Mayor's efforts to revitalize distressed neighborhoods through the administration's Neighborhood Transformation Initiative."

The reception, which was attended by more than 150 people also featured a presentation by PDP



Leslie Benoliel, PDP Executive Director, and Jeremiah J. White, Jr., former PDP Director, accept grant for Heldring Fund from James J. Cuorato, Director of Commerce for the City of Philadelphia

partner Trickle Up (see story on page 7) to four area microentrepreneurs to help them launch their businesses. Darius Ellis, director of the Trickle Up USA Program, presented \$500 seed grants to Linda Avery, a women's clothing manufacturer, Shirlee Brinson, who makes infant and toddler undergarments and flower arrangements, Patricia Giple, a caterer, and Geneva Lucas, an interior decorator. Assuming they meet specified performance criteria, these women will be eligible for an additional \$200 in 90 days from Trickle Up. All four are members of CCW peer loan groups.



James J. Cuorato and Jeremiah J. White, Jr. share comments

## Eastern College Workshops

### Nine Microentrepreneurs Complete Marketing Workshop Series

PDP and Eastern College co-sponsored a series of marketing workshops held at Eastern's urban campus, the Campolo School for Social Change, in North Philadelphia. Nine microentrepreneurs completed the six workshops, which were taught by Iola Carter during April and May, and received certificates.

Topics included how to develop a marketing strategy, creating a marketing plan, developing a coordinated sales strategy, market research, pricing, and using the Internet as a marketing tool.

Based on the success of the initial course, word is getting around and a number of microentrepreneurs have requested that it be held again. In response, PDP will be offering the workshop series in the Fall of 2001.

For more information about the training, contact Jennifer Krout at (215) 545-3100

## Ridge Administration Awards CMP \$250,000 Grant

The Pennsylvania Department of Community and Economic Development has awarded the Chester Microenterprise Partnership with a \$250,000 grant to expand its training and business development services.

The grant, which was made possible by support from the Ridge Administration, will enable CMP to purchase computers and hire more staff and business consultants to help microentrepreneurs launch and grow their businesses.

“This grant will have a major impact on the City of Chester and microentrepreneurs. It will enable us to bring in business advisers and consultants to deliver the services they need,” explains James Turner, CMP Program Director.

“This is a perfect example of a partnership working together to create new opportunities in a community facing challenges,” said Lt. Gov. Mark Schweiker at the formal announcement on May 24th. “By spreading more community-building seeds with the support of CMP, PDP and the Commonwealth, we are helping to put Chester on a path to prosperity.”

“We are delighted with the state’s support in the City of Chester,” added PDP Executive Director Leslie Benoiel. The Ridge/Schweiker administration has played a key role in helping us stimulate microenterprises in Chester.”

According to Turner, the grant makes it possible for CMP to assist more microentrepreneurs more rapidly. “We’re most excited about being able to provide additional technical information and start-up advice,” he declares. “The grant will also enable us to purchase four or five computers with Internet access that can be used by microentrepreneurs to write business plans, conduct research on the web, etc. Not 10 years from now, but within the next six months!”

Advice and guidance are essential services required by microentrepreneurs, many of whom have no experience in writing a business plan or filing for any necessary permits. “A lot of people have ideas for new businesses, but many don’t understand all the things that are required to launch a business,” explains Turner. “This will enable us to bring together SBA resources on how to start a restaurant, a catering business or a photography business.”



Leslie Benoiel, PDP Executive Director and Jim Turner, CMP Program Director Accepting Grant Award from Lt. Gov. Mark Schweiker and Chester Mayor Dominic Pileggi

The current administration has helped funnel nearly \$3 million to Chester to help the city stimulate its economy.

Lt. Governor Schweiker was joined by Chester Mayor Dominic Pileggi for the announcement, which was held at the Junior Achievement Program Building. To highlight CMP’s services, Schweiker and Pileggi presided over a commencement ceremony for graduates of a 10-week business training program co-sponsored by CMP and Widener University’s Small Business Institute (see article on page 5).

Lt. Gov. Schweiker is responsible for overseeing Pennsylvania’s Weed and Seed initiative, which was run by current PDP board member David Castro. The “weeding” portion focuses on removing negative influences from the community; the “seeding” consists of economic development activities such as those run by CMP.

CMP opened its office in December 1999, the culmination of many hours of effort by Jeremiah White and Todd Pride. In the short time it’s been operating, CMP has already assisted more than 200 microentrepreneurs.

Turner says the grant is helping Chester turn a corner in its economic history. Once the home of many large-scale manufacturing operations, Chester has struggled to fill the void caused by their departure.

“This grant is so important for us. We have hope again. Hope is the thing that has been missing in the City of Chester for a long time,” Turner observes. “What CMP and PDP and our partners have been able to do is to help restore that hope. This grant confirms the Governor and Lt. Governor’s commitment to make changes and inroads here in Chester.”

### PDP WELCOMES NEW STAFF

Tonia Terry took over the position of office manager in May. Tonia lives in South Philadelphia with her husband and four children.

Jeanne Fields joined PDP in June as financial and administrative manager with responsibilities for managing the Helderling Fund (CDFI) loan activities. She comes to PDP with 19 years of banking experience at Jefferson Bank, and serves on numerous small-business loan committees. Jeanne lives in South Philadelphia and is an avid tennis player.



## 20 Microentrepreneurs Complete CMP Business Development Series

On May 24th, 20 Chester-area microentrepreneurs graduated from an innovative business development program created by the Chester Microenterprise Partnership and Widener University's Small Business Institute.

The program consisted of ten weeks of seminars and workshops delivered by Widener Professor John T. Meli. It covered a variety of critical topics for microentrepreneurs, including writing business plans, legal and organizational issues, marketing and promotion, and accounting and financial analysis.

The graduates received certificates at a ceremony presided over by Pennsylvania Lt. Gov. Mark Schweiker and Chester Mayor Dominic Pileggi that accompanied the Commonwealth's grant to CMP. For those unable to attend, CMP Director Jim Turner hosted a reception and party—complete with Pomp and Circumstance music—the following week.

One of the graduates is Nanette Williams. Having run her own business, Nette's Designers Touch, since 1991, she's put in countless 16-hour days but was still only breaking even. Although her training in Cosmetology at Chester High School helped her learn hair cutting, braiding, and perms, it didn't cover issues such as cash flow or business administration.

After spending ten weeks with Professor Meli, Williams says she plans to put the seminar lessons to good use. "I want to expand [my business] into a full-service salon," she reports. "The seminars has helped me shape my vision so I can take the business to the next level."

Professor Meli will be offering the 10-week seminar/workshop series to a new group of microentrepreneurs. This one will run through the summer. In addition, the success of the first workshop series has led to the development of an advanced seminar series that is being taken by seven microentrepreneurs—including Williams, who says she will use it to continue developing her business skills.



Recent graduates honored by Lt. Gov. Mark Schweiker and Chester Mayor Dominic Pileggi



## CMP Hosts Networking Events for Women

The Chester Microenterprise Partnership launched a series of networking events called, "Women on the Move." To date, there have been two events, both held at the Edgmont Diner in Chester. The first, held March 3rd, was attended by women representing 50 different businesses in the Chester area. More recently, 30 female microentrepreneurs gathered together on June 2nd.

According to PDP Executive Director Leslie Benoiel, Women on the Move provides an informal and supportive environment for microentrepreneurs to get to know each other and discuss business opportunities. "Many established business people enjoy social networks—schools, clubs, and whatnot—that these people lack," she comments. "We're trying to create this environment for microentrepreneurs where they can meet, socialize and discuss potential business."

In addition to organizing the event, CMP also pulls in speakers to give brief presentations about topics of interest to microentrepreneurs. In March, for instance, Carol Hendrix spoke about the financial issues related to launching a new business, while Brenda Davis gave a first-hand perspective on making the transition from employee to entrepreneur. The June breakfast featured Tonya Norwood, who gave attendees advice about maximizing productivity through careful time management, and Brenda Freeman, who spoke about the requirements for using the Internet as a business tool.

For information regarding future networking events, please contact Brenda Davis at 610-499-9184.

## PDP and Ben Franklin Technology PArtners to Collaborate

Philadelphia Development Partnership has entered into an agreement with the Ben Franklin Technology PArtners of Southeastern PA (BFTP-SEP) to help each other better serve micro-entrepreneurs. The agreement covers both fund raising and program development activities.

BFTP-SEP, based in Philadelphia, provides loans ranging from \$5000 to \$25000 under its Competitive Edge Loan Program, as well as a wide range of technical support, training and assistance. The organization focuses on women, minorities, low-income individuals, credit-challenged entrepreneurs, and individuals locating their enterprises in distressed areas throughout the five-county region around Philadelphia.

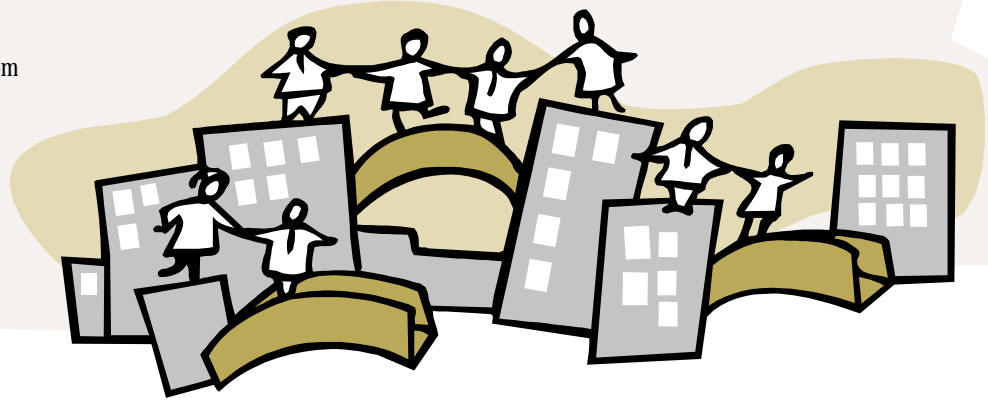
Given PDP's focus on providing loans ranging from \$500 to \$5000, as well as a variety of business training and technical support services, this agreement enables both organizations to address the needs of a broader group of micro-enterprises and small businesses.

"The two programs complement each other very nicely," says Leslie Esdaile-Banks, director of the BFTP-SEP Competitive Edge Loan Fund. "PDP targets the lower end of the market and provides us with a potential pipeline. PDP's programs are a 'proving ground' where businesses with little or no borrowing experience can test their abilities to take on and manage debt."

The specifics of the agreement include referrals, mutual loan committees, collaborative training, seminars and workshops, as well as collaborative fund raising and program development for low- and moderate-income micro-entrepreneurs.

"This partnership makes a lot of sense," asserts Benoiel. "BFTP-SEP is a natural stepping stone for our more seasoned clients seeking higher levels of financing. In addition, as a member of their loan committee, I can see what other loan programs and banks look for so that we can better prepare our clients to access these types of financing."

Already, the partnership has borne fruit. John A. Petty II, president of bean Counters Enterprises, an accounting, business consulting and tax firm that got its start with PDP's CCW peer-lending program, was recently awarded a \$15,000 working capital loan from BFTP-SEP.



### PDP PROFILE: DAVID CASTRO

The struggle to rebuild neglected communities can always use a hand. And in David Castro, PDP has a strong and enthusiastic supporter and advisor who is completely committed to revitalizing distressed areas throughout Pennsylvania.

Having served on PDP's board of directors for several years, he has been appointed vice chairman of operations. In this role, Castro will work with Executive Director Leslie Benoiel to formulate and implement PDP's strategies for community revitalization.

He's well prepared for the job. As president and CEO of I-LEAD, the nonprofit Institute for Leadership, Education, Advancement and Development, Castro has been working to help disadvantaged people learn how to be leaders who can rebuild their communities from within. Just as PDP focuses on providing microentrepreneurs with business skills and access to financial resources, I-LEAD helps community leaders develop personal and organizational skills, as well as an understanding

of how the public and private sectors operate and what resources are available.

"Our mission is to revitalize communities through the development of people – building communities by building people," he notes. "PDP has a similar mission, stimulating economic development by helping microentrepreneurs. They're complementary and symbiotic."

Castro is also just the right person to assist former Director Jeremiah White and work with Benoiel to ensure continuity and momentum. White and PDP helped him as he was setting up I-LEAD in 1995 and White serves on its Board. He also has close personal ties to Benoiel that go back more than a decade. "My relationship with these leaders will help make the transition effective and successful," Castro says.

Educated at Haverford College and the University of Pennsylvania Law School, Castro worked for the Philadelphia District Attorney's office and then headed up the Pennsylvania Weed and Seed

Program for Governor Ridge. In both capacities, he focused not only on ridding communities of destructive influences such as crack houses



and vacant lots, but in planting the seeds of community renewal. To achieve these goals, he increased the Ridge administration's interest in grass-roots efforts by PDP, which helped secure the recent grant for the City of Chester.

"At the end of the day, it's people that make the difference," he asserts. "Programs like PDP's are confronting the problems that have torn the social fabric away. Microentrepreneurship is a novel strategy that is making slow, steady progress fighting poverty."

## Trickle Up Selects PDP



Trickle Up's Richenda Van Leeuwen, Executive Director, and Darius Ellis, Director of the USA Program, along with Leslie Benoiel, Executive Director of PDP, present CCW microentrepreneur, Geneva Lucas, a seed grant to start her business

Recently, PDP formed another partnership to help microentrepreneurs start new ventures in the greater Philadelphia region. PDP is now an official Coordinating Partner Agency for the Trickle Up Program, a New York-based organization that provides seed capital and training grants for start-ups.

Trickle Up provides new micro ventures with \$700 in seed capital that is delivered in two installments. The first, for \$500, is given when the business plan is approved by PDP. After 90 days, the microentrepreneurs must complete a Business Report showing they have started a viable business and met other program criteria to receive the \$200 installment.

Trickle Up's services differ slightly from PDP in that it offers grants to new microentrepreneurs, while PDP's CCW program is a formal lending/financial service. Both organizations stress business training as a critical success factor, but only PDP provides such services.

According to Pri Seebadri, program manager, the new alliance enables PDP to do that much more with its limited funds. "Trickle Up's seed grants provide much needed additional capital to CCW

clients and supplement our loans. The beauty of the grant is that it does not need to be paid back," he says. Something awesome about program that will stimulate new businesses in region, and help PDP stretch its budget a little further."

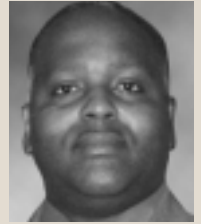
"Our partnership with PDP is exciting because of the initiatives in which PDP is engaged," explains Darius Ellis, Director of the USA Program for Trickle Up. "We can't open offices in every city. We work through community-based organizations like PDP."

Ellis says that, although many low-income entrepreneurs have ideas for business ventures, they are not ready for loan programs such as CCW.

"Many have difficulty just getting their businesses started," he explains. "We come on board at first, using PDP to qualify their business plan, and show it's working. Then they can graduate to loans."

Founded in 1979, Trickle Up is about to pass an amazing milestone: This summer it will celebrate its 100,000th business launch! The domestic program, started in 1994, has also been very active. Ellis says that his group helped 423 entrepreneurs in 11 states in 2000, and expects that number to grow to about 500 this year.

If the recent boom-bust cycle of the Internet has proven anything, it is that it is best to grow a business through customers and revenues rather than investors. And one entrepreneur that has taken that lesson to heart is John A. Petty II, president of beanCounters Enterprises, an accounting, business consulting and tax firm that got its start.



Having started his firm with only a business plan in 1996, Petty has since grown the business to the point where it is now moving into offices at 4601 Market Street in Philadelphia. A key part of the plan, however, was taking advantage of the networking opportunities provided by organizations such as PDP.

To achieve his goal, Petty joined a peer group and took out a \$500 loan through Community Capital Works. "I came to get clients," Petty recalls. "I joined a group and took advantage of the networking opportunities and relationships they could help me build."

According to Petty, the exposure to potential business partners gained by working with PDP, as well as Philadelphia Commercial Development Corporation (PCDC) and Equal Dollars, have enabled him to grow the business. "It's provided me with great exposure and introductions to business people in the Delaware Valley," he reports. "These relationships have helped me provide better service as well as grow the business."

His hard work is clearly paying off. Already this year, Petty has been named Businessman of the Year by Equal Dollars, a community based organization that operates a currency and trading system within the city of Philadelphia.

As a microentrepreneur, Petty says that it is often helpful to have someone with whom to talk about ideas and strategies. "Pri Seebadri, Leslie Benoiel, and Jeremiah White have always been there to answer my questions or bounce ideas off of," he remarks.

Having worked his way up the lending ladder, one might expect Petty to dismiss the need for the small loans offered by CCW. Not at all. "Ten to 15 day turnaround for access to capital is not trivial," he declares. "It's nice to be able to get together with my peer-lending group and get \$1,000 to meet short term needs such as payroll."

# PDP Launches Accelerated Loan Program

PDP has begun testing a pilot loan product for experienced microentrepreneurs participating in its Community Capital Works peer-lending program.

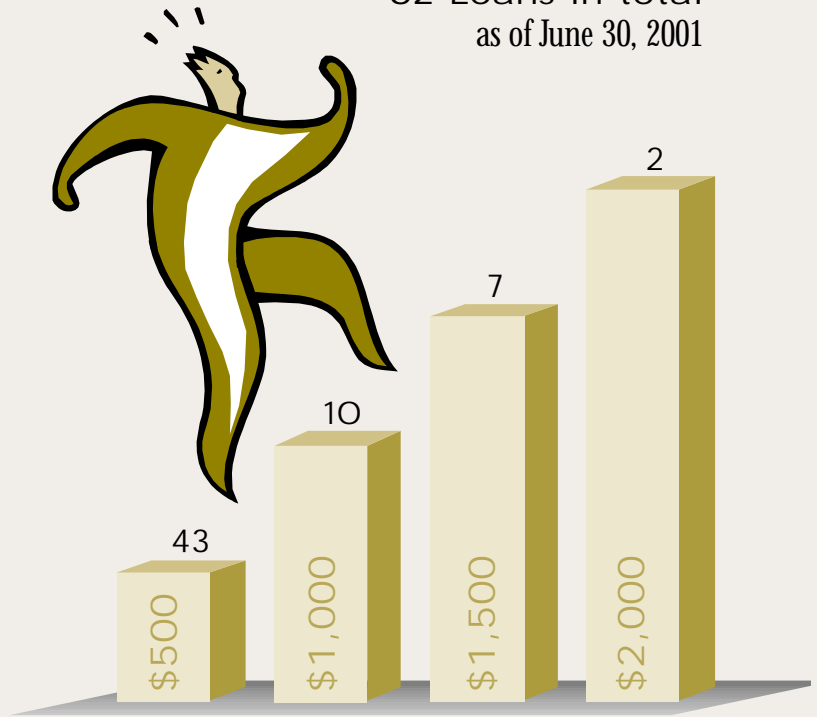
Called the Accelerated Peer Loan Track, microentrepreneurs can start borrowing at the \$1,500 level and, after repaying it, increase their loans to \$3,000 and, finally, \$5,000. CCW's normal program requires that microentrepreneurs start with a \$500 loan and, after repaying it, can double the loan amount with each successive loan until they hit the \$5,000 ceiling.

To qualify for the accelerated lending program, there are two criteria. First, the microenterprise must have been in business at least three years; and, the microentrepreneur must have at least five years' experience running a microenterprise.

"There are a number of people coming to us with established businesses and their capital needs are greater than startups," explains Leslie Benoliel, executive director of PDP. "They have demonstrated they can reliably pay back loans. It's part of our ongoing efforts to develop new products and services for microenterprises."

The pilot program is currently being tested with several microentrepreneurs. Once PDP managers can assess its performance, they will make the decision about rolling it out as a standard CCW offering.

\$45,000 in Loans  
62 Loans in total  
as of June 30, 2001



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Development Agency

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A hand up, not a hand out.