SCBF

SWISS CAPACITY BUILDING FACILITY

Association for Income and Employment Generation

Annual Report 2018

Mission

The Swiss Capacity Building Facility is dedicated to promoting responsible financial inclusion that meets the needs of smallholder farmers and small-scale entrepreneurs, especially women and those living in rural areas, to improve their livelihoods and rise out of poverty.

Table of Contents

List of Acronyms

ABB Al Barid Bank
ACRE Agriculture and Climate Risk Enterprises
AGFUND Arab Gulf Programme for Development
BBM Barid Bank Mobile
BFC Business and Finance Consulting
CHF Swiss Franc
COAC JA Calculadora de Ahorro y Credito - Jardín Azuayo
CTA Construction Technical Assistance
DRC Democratic Republic of the Congo
HIL Home Improvement Loan
HMF Housing Microfinance
FE/W Financial Education Window
FS/W Feasibility Study / Window
MfW Microfund for Women
MSME Micro Small and Medium Enterprise
MTR Mid-term Review
NMB National Microfinance Bank Jordan
PFI Partner Financial Institution
PU/W Product Up-scaling / Window
SCBF Swiss Capacity Building Facility
SDC Swiss Agency for Development and Cooperation
SFSA Syngenta Foundation for Sustainable Agriculture
TA Technical Assistance
ToT Training of Trainers
USD United States Dollar
WWB Women's World Banking

Message from the Chair

Olga Speckhardt
Chair of the SCBF

In 2018, the SCBF celebrated 8 years of promoting innovative solutions to meeting the challenges of responsible financial inclusion in low-income countries across the globe. This was a year of reflection and provided an opportunity to take stock of where the SCBF stands, what the SCBF has built since inception and where the SCBF will go in 2019 and beyond. With the results of three independent outcome studies publicly available (see pp. 13 - 14), completion of the SCBF's first comprehensive outreach survey of partner financial institutions, and a rigorous external mid-term review (see pp. 49 & 50), the SCBF took a hard look at itself to prepare for the challenges and opportunities ahead.

However, 2018 saw far more than a review of past activities: the SCBF already began pushing ahead in new directions, laying the groundwork for an even more innovative year in 2019. Funding streams to support agricultural insurance acquired in 2017 were first put to use in 2018, with the launch of innovative projects to reduce risks and increase incomes for smallholder farmers. The success of these projects led the SCBF's donors to increase the range of agricultural finance projects that can be supported and more than double the funding available to 1'750'000 CHF.

The SCBF's footprint is set to increase in Africa as well with funding of 4'000'000 CHF earmarked for West Africa and a challenge grant of 200'000 CHF has been set out to target job creation for youth in Southern and Eastern Africa. A chief focus of the SCBF in the coming years will be combatting the economic insecurity and joblessness that causes so many African youth take the perilous journey across the Sahara and Mediterranean through innovative financial products and services. Whether through loans for entrepreneurs to start and expand micro, small and medium enterprises, insurance programmes to protect families from disasters or savings products to assist poor families in setting aside a rainy-day fund, the SCBF is positioned to bring these services to where they are most needed.

As always, the SCBF accents the importance of financial literacy to ensure the sustainable and responsible uptake of these financial services by low-income clients. One initiative that sprang out of the financial education workshop organized by the SCBF in Rabat, Morocco in June 2018, is an innovative financial education platform planned for launch in Jordan and Egypt in early 2020.

Finally, and most exciting of all, the SCBF welcomed the Arab Gulf Programme for Development as a new sponsor. Even more important than matching funding, AGFUND, and H.E. Al Kahtani in particular, brings unparalleled expertise in financial inclusion across the Sahel, West Africa and the Middle East, as well as a vast network of partner institutions and actors - see page 10 for more information on this partnership.

Last year, the SCBF set itself the goal of exploring new strategic alliances, diversifying its funding base and identifying new fields of innovation where the SCBF can keep pushing the envelope. It is my pleasure to announce that these goals have been reached and exceeded, setting the stage for opening new, exciting horizons in 2019.

SCBF at a Glance

The SCBF General Assembly 2018

From left to right: Mohammed Al-Saleem (AGFUND); Klaus Maurer (Head of MTR); Michael Kortenbusch (BFC); Gertrud Stäuber (SCBF); Alain Guggenheim (SCBF); Mariano Larena (Symbiotics); Thor Erismann (SCBF); Nasser Al-Kahtani (AGFUND); Peter Beez (SDC); Guido Beltrani (SDC); Olga Speckhardt (SFSA); Brandon Mathews (Stonestep); Gabriella Crescini (Swisscontact); Nelly Elimbi (Symbiotics); Yves Guinaud (SDC); Christian Sinobas (KiWi); Anke Luckja (Opportunity International Cristian Canis (Venture South); Monira Al-Otaibi (AGFUND); Gilles Renouil (WWB); Nadina Stodiek (BlueOrchard); ; Bernard Zaugg (SDC); George Petty (Venture South); Alexandre Berthaud (AKIBA).

About the SCBF

A non profit association founded in 2012 by six leading institutions in financial sector development, the Swiss Capacity Building Facility (SCBF) has steadily expanded membership and reached two million low-income individuals through its programmes over the years. Functioning as a technical assistance (TA) facility and early grant provider, the SCBF supports partner financial institutions (PFIs) in the South with a mission, and clear record, of combatting poverty through financial inclusion of low-income communities. As a Swiss association, the SCBF acts in the public interest and is not profit-oriented. By pooling the financial expertise and resources of the Swiss private and public sectors, the SCBF fosters the development of inclusive financial sectors that provide the responsible and client-oriented financial services that low-income people need to build their business, grow their farm and insure their family against disaster. The SCBF focuses on traditionally marginalized groups in society, especially women and those living in rural areas, to ensure financial inclusion for all.

Funding Windows

The SCBF funds three different types of interventions: the *Product Up-Scaling Window (PUW)*, the *Financial Education Window (FEW)*, and the *Feasibility Study Window (FSW)*.

PUW co-funds the development, testing, launch, distribution, improvement and up-scaling of responsible financial products that target low-income households, smallholder farmers and micro, small and medium enterprises (MSMEs) with a particular focus on women and rural areas.

FEW co-funds financial education campaigns in operational areas of PFIs where financial literacy levels are low, focusing on PFIs that are introducing insurance products and innovations.

FSW co-funds the preparation of feasibility studies, dry runs and pilots that are pre-conditions for (1) introducing insurance and other new financial services and (2) establishing greenfield financial institutions in markets where access to financial services remains severely limited.

Key Figures

The SCBF has worked with **81** PFIs and **34** TA providers in **119** interventions spread over **39** countries.

More than **1'400'000** low income clients used SCBF-supported loan, insurance and savings products.

More than **900'000** end clients insured with an SCBF-supported product, with a total sum insured greater than **500'000'000** CHF.

SCBF-supported responsible loans disbursed to more than **250'000** clients with an average value of **1'300** CHF.

More than **280'000** clients, with an average balance of **1'300** CHF, are saving with an SCBF-supported product.

SCBF supported digital finance products that have handled more than **5'000'000** transactions worth more than **260'000'000** CHF

More than **3'000** PFI staff received training and more than **2'000** staff work with SCBF-supported products and services worldwide.

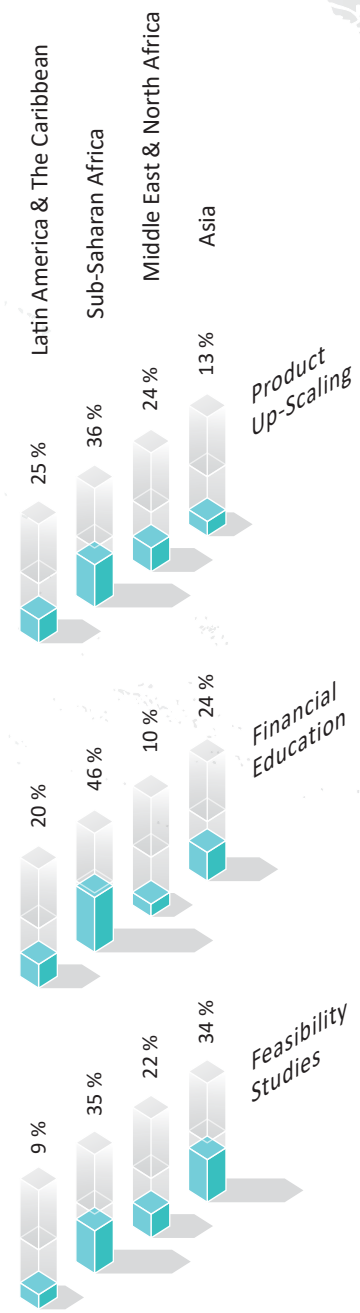
More than **750'000** clients reached through awareness campaigns and financial literacy programs

62% of SCBF's end clients are female.

43% of SCBF's end clients live in rural areas.

The main source of these figures is an outreach survey conducted in spring 2018 and spring 2019. The survey results were complemented with a review of various reporting SCBF requires from the TA providers and PFIs that it funds. Due to a low response rate in 2019, data points from previous yeras were used, thus it is expected that these figures represent an underestimate of the overall outreach of the SCBF. Please contact the SCBF Secretariat for more information on methodology and a further breakdown of SCBF's outreach.

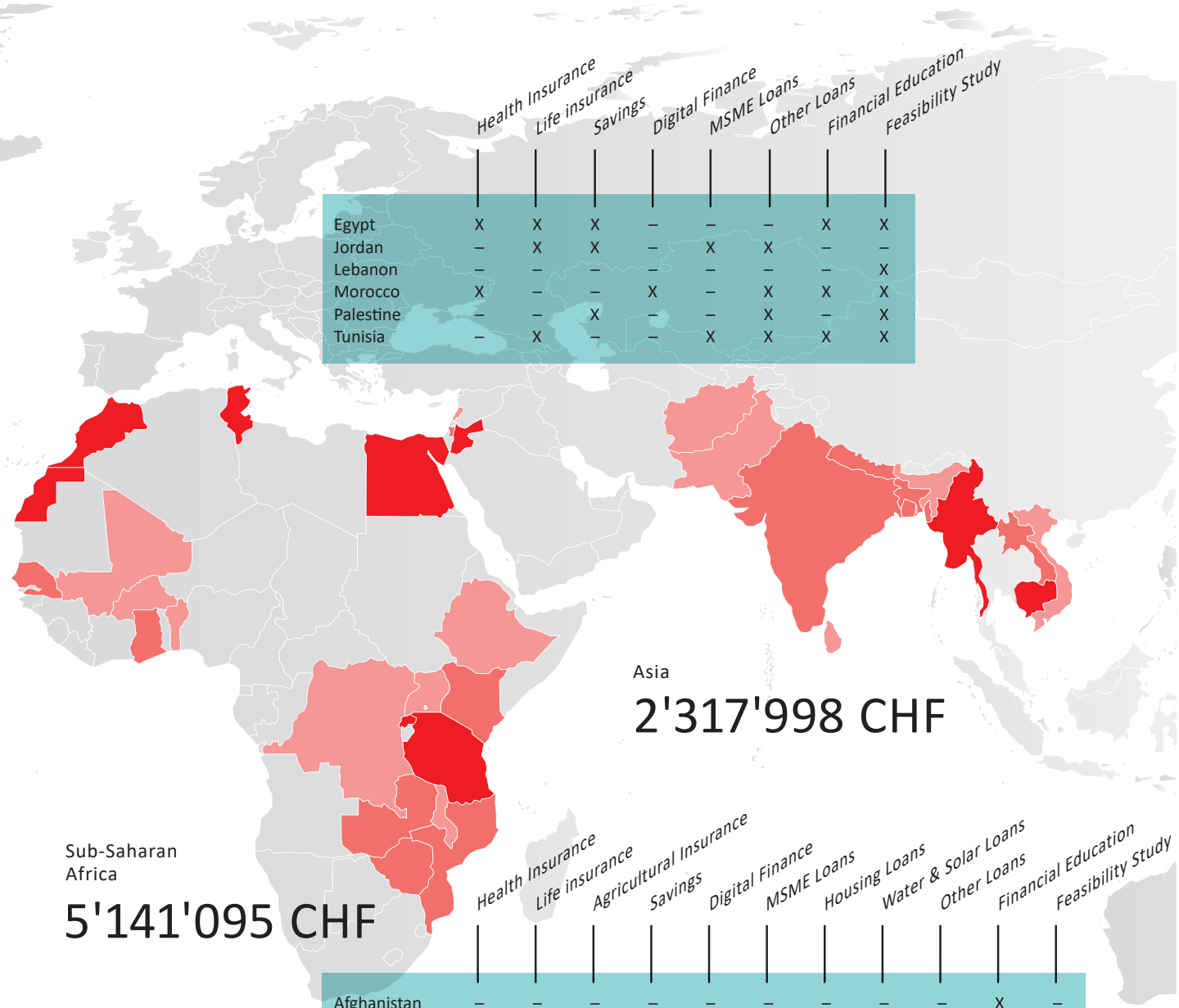
Global overview since inception in 2011



Projects per country

1 | 2–3 | ≥ 4

	Savings	Digital Finance	MSME Loans	Housing Loans	Other Loans	Financial Education	Feasibility Study
Ecuador	X	–	–	X	–	–	–
El Salvador	–	–	X	X	–	–	–
Guatemala	–	–	–	–	X	X	–
Haiti	–	X	X	–	–	–	–
Honduras	–	–	X	X	–	–	–
Mexico	X	X	–	–	X	X	–
Nicaragua	X	–	X	X	X	–	–
Peru	–	–	X	–	–	–	–
Latin America	–	–	–	–	–	–	X



Asia

2'317'998 CHF

	Health Insurance	Life insurance	Savings	Digital Finance	MSME Loans	Other Loans	Financial Education	Feasibility Study
Egypt	X	X	X	–	–	–	X	X
Jordan	–	X	X	–	X	X	–	–
Lebanon	–	–	–	–	–	–	–	X
Morocco	X	–	–	X	–	X	X	X
Palestine	–	–	X	–	–	X	–	X
Tunisia	–	X	–	–	X	X	X	X

Sub-Saharan Africa

5'141'095 CHF

	Health Insurance	Life insurance	Agricultural Insurance	Savings	Digital Finance	MSME Loans	Housing Loans	Water & Solar Loans	Other Loans	Financial Education	Feasibility Study
Afghanistan	–	–	–	–	–	–	–	–	–	X	–
Bangladesh	–	X	–	–	–	–	–	–	–	–	X
Cambodia	–	X	–	X	–	–	X	–	–	–	X
India	–	–	–	–	–	–	–	–	X	X	–
Laos	–	–	–	–	–	–	–	–	–	X	–
Myanmar	–	X	–	–	–	X	–	–	X	X	X
Nepal	X	X	–	–	–	–	–	–	X	–	–
Pakistan	–	–	–	–	–	X	–	–	X	–	–
Sri Lanka	–	–	–	–	–	–	X	–	–	–	–
Vietnam	–	–	–	X	–	–	–	–	–	–	–
Benin	–	–	–	X	–	–	–	–	–	–	–
Burkina Faso	–	–	–	X	–	–	–	–	–	–	–
D.R. of Congo	–	–	–	–	–	–	X	–	–	–	–
Ethiopia	–	–	–	–	–	–	–	X	–	–	–
Ghana	–	–	–	–	–	–	–	X	X	–	X
Kenya	–	–	X	–	–	–	–	X	–	–	X
Malawi	–	X	–	–	–	–	–	–	–	–	–
Mali	–	–	X	–	–	–	–	–	–	–	–
Mozambique	–	X	–	–	X	–	–	–	–	X	–
Rwanda	–	–	X	–	–	X	–	–	X	X	–
Senegal	–	X	–	–	X	X	–	–	–	–	–
Tanzania	X	X	X	–	–	X	–	X	–	X	X
Uganda	–	–	–	–	–	–	–	–	–	X	–
Zambia	–	X	–	–	X	–	–	–	–	–	–
Zimbabwe	–	X	–	–	–	–	–	–	–	X	–
West Africa	–	–	–	–	–	–	–	–	–	–	X

Members and Sponsors

Thanks to its 18* members, the SCBF is a unique repository of knowledge in the fields of financial inclusion, financial sector development and microfinance. The 17 private sector members range from insurance industry titans to fintech startsups and impact investors, with operations spanning the globe.

The SCBF's member from the public sector, the Swiss Agency for Development and Cooperation (SDC), contributes expertise from across its thematic and regional divisions and provides the SCBF's core funding.

AGFUND, SCBF'S NEWEST SPONSOR

In the 2018 General Assembly, SCBF welcomed the Arab Gulf Programme for Development (AGFUND) as a sponsor and partner. AGFUND's mission is to enable vulnerable people, especially women and children, to exercise their civil rights and lead a dignified social and economic existence. AGFUND operates nine microfinance banks, including in fragile states such as Yemen and Syria, and is planning on opening another 15 banks across West and Central Africa.

SCBF launched two innovative projects with AGFUND network microfinance banks in 2018: the first supports National Microfinance Bank Jordan's development of savings-linked insurance; the second supports IBDAA Lebanon in offering financial products and services to Syrian refugees. See the project summaries on page 19 for more details on these interventions. Coming down the pipeline in 2019 are more exciting collaborations that will bring inclusive finance to those who need them most.

*SCBF member FIDES resigned in April 2018.

SCBF Events

In 2018, SCBF co-organized a Savings and Credit Forum hosted by the SDC in March 2018 and organized a financial education workshop hosted by the Swiss embassy in Rabat, Morocco in June 2018. In addition, the SCBF played a major role in AGFUND's 7th Annual Development Forum that took place in Geneva in October 2018.

Savings and Credit Forum: Digitalized delivery of financial and non-financial services Bern, Switzerland, March 28th, 2018.

This workshop aimed to showcase the diversity of digital tools to deliver inclusive finance that have been developed and piloted by SCBF members and partners. The Savings and Credit Forum is a semi-annual event of the Employment and Income Generation divion of the SDC and a number of SDC partners and staff were in attendance alongside SCBF members. Following presentation of the five case studies, a panel discussion among the speakers and a networking apèro closed out the event.

The featured speakers were the following:

- Marc Tison, Managing Director, ZingSure: *Fully digitalized life insurance claims management and settlement process by ZingSure in Zimbabwe*
- Martin Hintz, Consultant, Micro-Equity: *The open source business model of the Trust Network Finance in Indocesia*
- Solène Morvant-Roux, Assistant Professor, University of Geneva: *Results froim the digital money transfer market development by Al Barid Bank in Morocco*
- Christian Sinobas, Founder & CEO, KiWi: *Are epayments going to bring financial inclusion to the next level? The example of KiWi, an app and mobile POS [Point of Sale] solution in Mexico*
- Juan Vega Gonzales, Independent Financial Education Expert: *Digital delivery of financial education, examples from SCBF's FEW projects in Tunisia, Laos and Myanmar.*

For more information about the Employment and Income division of the SDC please visit their public website*: https://www.shareweb.ch/site/EI/Pages/Home.aspx*

SCBF Financial Education Workshop Rabat, Morocco, June 21st - June 22nd 2018

Building on the Savings and Credit forum in March 2018, the focus of this workshop was on digital delivery of effective financial literacy programmes. SCBF brought together diverse members and stakeholders from four continents to exchange on the future of financial education and provide valuable inputs to guide the development of SCBF's financial education agenda through 2019.

Mr. Somphone Sisenglath, CEO of Loatian MFI EMI, exchanges with Stella N'Dirangu, financial inclusion specialist of ACRE Kenya on the improtance of financial education for introducing insurance products.

Panelists presented innovative digital tools, such as an e-learning platform and mobile app-based financial literacy game, to spark an imitation effect among participants and gain critical feedback. A main discussion point was how these digital tools could be replicated

across borders, adapted to meet the unique needs of each local context and thus scaled cost-effectively. On this point, the workshop was a success: the SCBF and the Center for Arab Women Training and Research began collaboration on an online platform to share open-access digital financial education tools. This platform will be cofunded by AGFUND and the SCBF and rolled out initially in Jordan and Sudan in collaboration with two AGFUND network banks.

The SCBF is grateful to the Embassy of Switzerland in Morocco which kindly provided the ambassador's residence as a unique space to host this event. In addition, the SCBF is especially thankful for the participation of Mr. Benjamin Frey, Head of Swiss Cooperation in Morocco, without whom this event would not have been possible.

(Panelists left to right) Olga Speckhardt (SCBF), Juan Vega Gonzales (independent consultant) and Seloua Saki (Enda Tamwheel) present the experience of Enda in pioneering Tunisia's first microinsurance product and the role a strong financial education campaign played in making the roll-out a success. See the interview with Ms. Essma Ben Hamida, Exeuctive Director of Enda Tamwheel on page 29 for more information.

7th Annual AGFUND Development Forum: Symposium on Achieving SDGs in Western and Central Africa through Financial Inclusion, Geneva, Switzerland, October 15th, 2018

SCBF had the honor of participating in the 7th Annual AGFUND Development Forum held in Geneva in October 2018 focused on expanding financial inclusion in Western and Central Africa. SCBF Chair Olga Speckhardt delivered the keynote address, highlighting the potential this partnership between SCBF and AGFUND has to bring life-changing inclusive finance to the region. Several SCBF members attended the forum and this opportunity to exchange has already led to AGFUND and SCBF private sector members coming together to invest in leveraging inclusive finance to achieve the SDGs.

His Royal Highness Prince Abdulaziz Bin Talal Bin Abdulaziz Al Saud, Special Representative of AGFUND and Ms. Olga Speckhardt, SCBF chair, at the 7th annual AGFUND symposium.

Two key reflections that came out of the symposium, out of many others, are that (1) a massive inclusive finance funding gap remains in Africa, despite efforts of large donors and (2) the AGFUND banks planned for launch in the region will be a significant value added for achieving the SDGs; collaboration between Central Banks, AGFUND and SDC will be key to their success.

AGFUND looks forward to welcoming SCBF, and all SCBF members, to attend and participate in the 8th Development Forum that will take place in fall 2019.

Outcome Studies

The SCBF commissioned three outcome studies in 2017, all of which were completed and published for public consultation on the SCBF website in 2018 (http://scbf.ch/about-scbf/reports/). The studies rigorously examined the outcomes at the client, PFI and sector level of projects that were financed by the SCBF in three different fields: digital finance, agricultural insurance and housing microfinance.

Digital Finance

Overseen by Dr. Solène Morvant-Roux, Assistant Professor at the University of Geneva

Between 2011 and 2014, the Swiss Capacity Building Facility (SCBF) funded two projects to encourage digital financial inclusion in Morocco with Al Barid Bank (ABB), a spin-off of the Poste Maroc launched in 2010. The institution first offered savings and checquing services, and by 2017 offered a range of standard services of retail banking. The intervention, part of a larger programme, aimed to develop and scale digital financial services, in particular cash transfers called Barid Cash (BC) and ABB's mobile application, Barid Bank Mobile (BBM).

The SCBF contributed to ABB's strategy by: (1) Developing mapping tools to identify locations for new BC kiosks, (2) implementing a "mystery shopper" survey of competing money transfer services, (3) designing a training-of-trainers (ToT) programme for BC's employees, (4) contributing to the development and finetuning of BBM, to ensure that it meet the needs and fits the characteristics of low-income Moroccans.

Highlights

- BBM is perceived to be a success due to *accurate market research, technical collaborations with international partners, among which the SCBF, and an all-encompassing plan giving it high priority within the bank development strategy.*
- In October 2017, BBM had 365'022 subscribers and in the course of the same month, 43% of them verified at least once their account balance.
- However, *only 20% of subscribers made at least one transaction in the previous 30 days. This is, nonetheless, the highest absolute and relative number of active subscribers since the launch of the application in 2014, and according to interviewees, these figures are above international benchmarks.*
- As of January 2018 BBM had a strong base of customers expanding at a slow but steady pace and BC has been profitable since the beginning of 2017, ensuring the service's sustainability.
- BC reaches previously un-banked clients through the Moroccan government's use of BCto disburse social benefits for low-income people throughout the kingdom.

Housing Microfinance

Overseen by Dr. Christophe Gironde, Senior Lecturer at the Graduate Institute, Geneva

This study reviewed the results of two projects with Habitat for Humanity International (HFHI) to support housing microfinance initiatives targeting low-income populations, the first in Cambodia in 2012 with the PFIs HKL and LOLC, and the second in El Salvador in 2013 with the PFIs COMIXMUL (ceased operations in 2015, not included in the study) and CrediCampo. In both contexts, the intervention focused on combining a home improvement loan (HIL) with construction technical assistance (CTA).

Highlights

- *At the institutional level, all three PFIs found the product training provided by HFHI to the PFI staff to be helpful in building internal resources.*
- *The study found, on average, improvements in the quality of client dwellings and noted strong rates of customer satisfaction.*
- *Positive results in terms of client perception, with 99% of the households reporting having a positive change in their households thanks to the loan and 98% indicating that if they could go back in time, they would acquire the loan again. Furthermore, 76% said that they recommended HIL to their friends.*
- At the client level, the CTA services to clients were not perceived to be a value-added as most clients had already obtained budgets and designs in advance of approaching the PFI for a loan.
- At the sector level, there was no evidence found of an imitation effect of products entering the respective markets at the conclusion of the interventions funded by the SCBF.
- The studied identified potential indicators of over-indebtedness among clients.

Agricultural Insurance

Overseen by Dr. Meine Peter van Dijk, Professor Emeritus at the Erasmus University of Rotterdam

The SCBF funded five projects in Tanzania with ACRE Africa to introduce weather-indexed crop insurance for smallholder farmers, especially those growing maize, a staple crop in Tanzania. First, a feasibility study was conducted to determine the viability of such an insurance offering. Following promising results, two FEW (FEW-02 & FEW-03) interventions and two PUW (2014-01 & 2014-02) interventions were launched. See page 24 for an interview with Ms.Rahab Karanja, ACRE's CEO.

Three alternative models were piloted and scaled in three separate regions of Tanzania. First, in the Iringa region, 17'000 farmers have been reached using an aggregator model through an existing NGO that had extensive experience with farmers in the area. Second, in the Arusha region, crop insurance was introduced through farmer associations to around 3'000 farmers. Finally, in the Mwanza region, 12'000 farmers were insured through Tanzania's largest certified seed provider, SeedCo, which included vouchers for insurance that could be activated by farmers inside of the same seed bags they normally purchase.

Highlights

- *Overall, the projects have shown a net increase in most variables, including value of assets, weekly consumption, maize production and productivity, education expenditures between year one and two.*
- According to the study, *these improvements can be partially attributed to the availability of hybrid seeds and crop insurance.*
- The authors concluded that *the distribution model and the intermediary used to introduce the insurance is crucial as it steers the information received by clients.*
- *The delivery of an all-inclusive package to farmers with regular interaction within an institutional support structure delivers the best result in terms of productivity, investment and satisfaction.*
- The biggest challenge remains finding a way to reach break-even and phase out dependence on subsidies.

SCBF Outreach Survey

In addition to the outcome studies commissioned by the SCBF, a survey of TA providers and PFIs was conducted in the spring of 2018 to report on the long-term outcomes of SCBF-funded projects on the PFIs and their clients in the 2017 Annual Report. This survey was repeated in spring 2019.

SCBF Impact Logic

SCBF SWISS CAPACITY BUILDING FACILITY
Association for Income and Employment Generation

Product Up-scaling Interventions	*Financial Education Campaigns*	*Feasibility Studies*

Input
Co-funding of technical assistance and training for select partner financial institutions

Tailor-made technical assistance via recognized industry leaders in inclusive finance

SCBF Members & Partners (Expertise)

PARTNER FINANCIAL INSTITUTIONS

Swiss Investors (Debt & Equity)

Output
Client-centric financial products and financial education services offered responsibly by Partner Financial Institutions

Insurance, Savings, Credit, Money Transfers, Financial Education

Outcome
Clients use affordable and client-centric financial services (offered responsibly) for enhanced financial resilience and effective money management.

TARGET END CLIENTS
Low-income households & women, smallholder farmers & small businesses

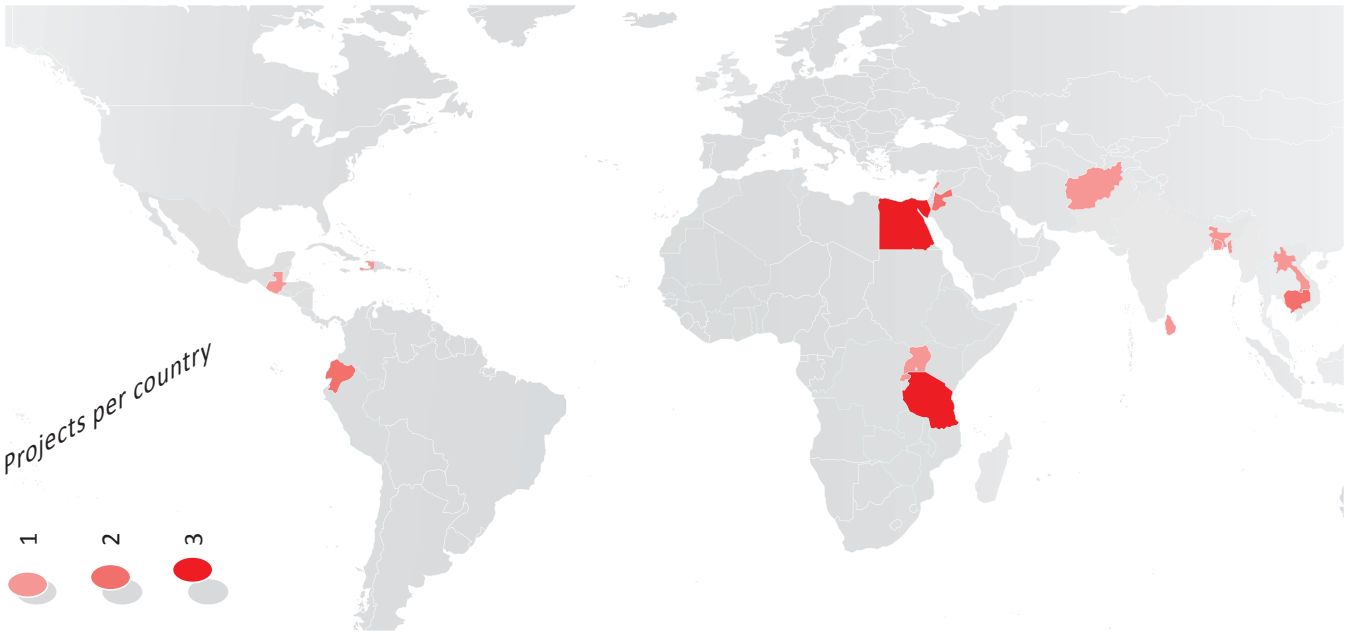
SCBF Members (Monitoring & Evaluation)

Impact
Contributing to the

SUSTAINABLE DEVELOPMENT GOALS

A Tanzanian smallholder farmer insured through ACRE Africa in his corn field. To read more about ACRE see the interview with their CEO on page 24 © ACRE AFRICA

Interventions Approved in 2018



Product up-scaling interventions approved in 2018

2018-01	Bangladesh	Guardian Life Insurance Limited	Introducing and up-scaling a savings-linked endowment product
2018-02	Egypt	Lead Foundation	Automation of insurance processes
2018-03	Egypt	Lead Foundation	Scale family insurance coverage to Lead's entire client base
2018-04	Tanzania	Biashara na Fedha (Venture South Kenya)	Credit for solar-powered irrigation systems for smallholder farners
2018-05	Rwanda	Acre Africa	Up-scaling agricultural insurance for smallholder farmers
2018-06	Ecuador	Banco Solidario	Strengthen housing microfinance capacity
2018-07	Ecuador	Calculadora de Ahorro y Credito - Jardin Azuayo	Strengthen housing microfinance capacity
2018-08	Sri Lanka	LOLC Finance	Strengthen housing microfinance capacity
2018-09	Cambodia	LOLC	Strengthen housing microfinance capacity
2018-10	Jordan	Microfund for Women	Design and roll-out of savings-linked insurance for MfW clients
2018-11	Jordan	National Microfinance Bank	Introduce a savings-linked insurance solution
2018-12	Tanzania	National Microfinance Bank	Replication of the "caregiver" health insurance product

Financial education campaigns approved in 2018

FEW-14	Uganda	NUCAFE	Insurance education for smallholder coffee farmers
FEW-15	Afghanistan	OXUS Afghanistan	Financial education for Afghans
FEW-16	Guatemala	Fundación Genesis	Provide digital financial education in the Guatemalan highlands
FEW-18	Tanzania	National Microfinance Bank	Financial education campaign to support replication of the "caregiver" health insurance product
FEW-19	Laos	Ekphatthana Microfinance Institution	Financial education campaign to support scale-up of life insurance

Feasibility studies approved in 2018

FSW-16	Egypt	Zingsure Egypt	Study to explore the viability of digital microinsurance
FSW-17	Cambodia	Syngenta Foundation for Sustainable Agriculture	Study to explore viability of weather-indexed agricultural input insurance in the Cambodian market
FSW-18	Lebanon	IBDA'A Microfinance	Client study to broaden financial services to include Syrian refugees

A Manushi Microfinance client with pure gold jewelry - a classic way of savings. See the interview with Manushi's CEO on page 25 © Manushi

NORTH AFRICA

Egypt, product up-scaling, 2018-02
The aim of this project with Lead Foundation, the second largest MFI in Egypt with around 200'000 active borrowers, is to digitize and automate Lead's insurance operations. Lead's insurance operations will be mapped out to identify areas ripe for automation and digitization, a plan will be drawn up to implement these efficiently and a pilot will be launched among select clients before it is scaled to Lead's full client base. For more information on Lead's insurance operations and insights into their success, see the interview with the executive director Mr. Karim Fanous on page 31.

Egypt, product up-scaling, 2018-03
Coupled with the 2018-02 intervention focused on automation and digitization of Lead's insurance operations, the SCBF is also funding a project to expand Lead's insurance offering to the families of clients. The main objectives of this project are to develop, pilot and initiate roll-out of a health insurance programme that will protect the families of Lead's clients.

SUB-SAHARAN AFRICA

Tanzania, product up-scaling, 2018-04
This project with Biashara na Fedha, Venture South's Kenyan subsidiary, and Simusolar, a Tanzanian solar company, aims to develop, test and scale up customized loan products to finance the acquisition of solar-powered water pumps by smallholder farmers in the Lake Victoria region. The goal is to double sales from 500 units in early 2018 to 1'000 by project end in August 2019 and reach sales of 13'000 units by August 2022.

Rwanda, product up-scaling, 2018-05
ACRE Rwanda will develop methods to leverage the main financial inclusion tools in Rwanda, such as mobile money, local MFIs and village-level credit cooperatives, to deliver agricultural insurance solutions to smallholder farmers. These channels will be complemented by training opinion leaders in villages as insurance champions to establish personal connections with smallholders. All told, several thousand more smallholders will be reached, 50% women.

Tanzania, product up-scaling, 2018-12 & financial education, FEW-18
The success of the hospital cash health insurance product in Morocco with Al Amana (see SCBF's interview with Al Amana's CEO in SCBF's 2017 Annual Report) and in Egypt with Lead (see the interview with Lead's CEO on page 31) will be replicated in Tanzania with National Microfinance Bank. 115'000 NMB clients will receive health insurance coverage by December 2020, and NMB will be positioned to scale the product to more than 1 million clients.

Uganda, financial education, FEW-14
NUCAFE, the National Union of Coffee Agribusiness and Farm Enterprises, is developing an agri-insurance product in partnership with the Agro Insurance Consortium of Uganda. This financial education campaign supports the uptake and use of this insurance programme by smallholder coffee farmers in Uganda. At least 70'000 farmers will be trained on insurance, savings and business management, of which 17'000 will be under 25 and 17'000 will be women.

ASIA

Bangladesh, product up-scaling, 2018-01

The goal of this project is to develop and offer a savings-linked microinsurance solution to a client segment of BRAC, one of the world's largest MFIs with 2'200 branches in Bangladesh and operations in another ten countries. The insurer, Guardian Life Insurance Limited, already has a voluntery credit-life product in place with BRAC. The goal of this intervention is to expand the possibilities of insurance for BRAC and the Bangladeshi market in general through demonstration of a second successful insurance offering.

Sri Lanka, product up-scaling, 2018-08

The TA provided through this project to LOLC Micro Credit Limited is two-fold: first to institutionalize a new product management function and second to improve and scale-up its housing finance operations using its newly developed product management tools. In cooperation with the HFHI Terwiliger Center for Innovation in Shelter, LOLC's housing finance offer will be expanded to new client segments, with the goal of reaching 7'200 new housing finance climates. It is estimated that approximately 14'000'000 USD will be newly invested in housing.

Cambodia, product up-scaling, 2018-09

LOLC, one of Cambodia's top microfinance players which operates in all 25 Cambodian provinces, will use this TA from HFHI to improve their housing microfinance products and enter the micro-mortgage market in Cambodia. Over 18 months, the micro-mortgage product and improved housing financing products will be refined and rolled-out to at least 2'520 clients with approximately 8'400'000 USD newly invested.

Afghanistan, financial education, FEW-15

With just 3-5% of Aghans using formal financial services, the need to provide access to finance is clear. As is the need to provide financial literacy training to ensure responsible, sustainable use of new financing options as they become available in the Afghan market. The PFI in this intervention, OXUS Afghanistan, is the country's 3rd largest MFI, with over 22'000 clients served by 24 branches. The 4'000 clients projected to be reached through this project will be educated on OXUS product offerings, receive general financial literacy training, and women and youth will have the opportunity to participate in workshops to develop entrepreneurship and business skills.

One of Enda's small business clients whose loan now includes insurance coverage - see the interview on page 29 with Enda Tamwheel's CEO © Enda Tamwheel

Laos, financial education, FEW-19
Ekphatthana Microfinance Institution (EMI) pioneered the first credit-life plus policy in Laos in partnership with Allianz General Laos. One of the biggest challenges in pioneering an insurance product in a new market is the low awareness of insurance and even generalized suspicion of insurance products. This intervention is a follow-up to FEW-11 (see the interview with the CEO of EMI Mr. Somphone Sisenglath on page 46) to refine and scale-up further the digital tools developed in the previous project.

Cambodia, feasibility study, FSW-17
Although Cambodia has seen substantial growth in its micro credit sector in recent years, there remains a lack of accessible agricultural insurance products. This study by SFSA will survey the landscape of agricultural insurance and determine the viability and pathways to offering agricultural input insurance products throughout Cambodia.

LATIN AMERICA & THE CARIBBEAN

Ecuador, product up-scaling, 2018-06 & 2018-07
Ecuador faces a deficit in housing - around 45% of its housing has been deemed inadequate in recent studies - and a lack of accessible housing finance options. HFHI will provide TA for two of Ecuador's leading actors in the microfinance sector, Banco Solidario and Calculadora de Ahorro y Credito - Jardín Azuayo with 270'000 and 280'000 clients respectively, to kickstart the market for micro-mortgages and improve their existing home improvement financing options. At least 5'800 clients (4'000 and 1'800 clients of Banco Solidario and COAC-JA, respectively) will have access to improved HMF products and at least 500 accesible mortgages will be issued by Banco Solidario by 2020. Overall, mobilization of around USD 15 million in HMF is expected.

Guatemala, financial education, FEW-16
The TA provided to Fundación GENESIS, a double-bottom-line microfinance institution, supported the design, implementation and monitoring of an financial education campaign for indigenous communities in the Guatemalan highlands. Digital educational materials will be available in four indigenous languages and brought to isolated regions in customized minivans, reaching 10'000 clients by project end.

Financial education workshop with EMI Laos © EMI Laos

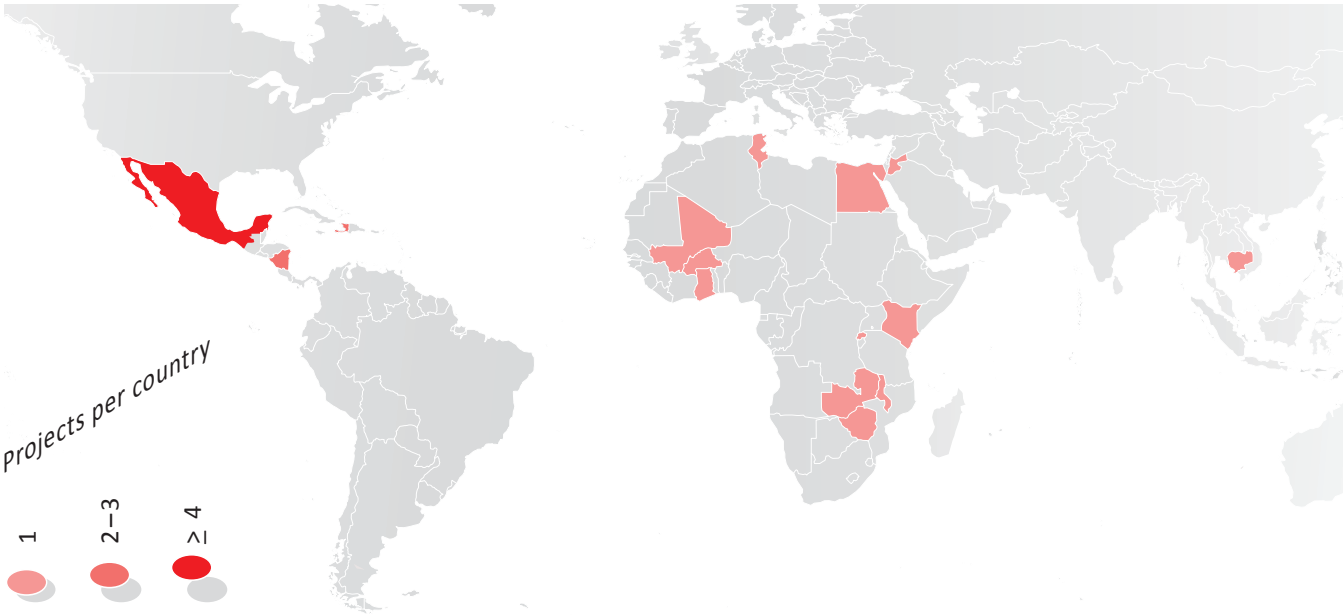
MIDDLE EAST

Jordan, product up-scaling 2018-10
Microfund for Women (MfW) is the leading MFI in Jordan with 80% female clients, despite a difficult and fragmented national regulatory framework. This TA, delivered by WWB, will build MfW's internal capacity to scale Amani, an innovative savings-linked insurance product developed in 2017, also in collaboration with WWB. By the end of 2019, MfW aims to have 4'250 Amani clients with a client retention rate for this product above 50%.

Jordan, product up-scaling 2018-11
National Microfinance Bank (NMB) Jordan is the country's 3rd largest MFI with about 85'000 clients, and is part of AGFUND's network of microfinance banks. The goal of this project is to design and pilot at least one savings-linked insurance product. The target is to have at least 500 clients building their assets while insuring their families using the new insurance product by project end in September 2020.

Lebanon, feasibility study, FSW-18
The goal of this feasibility study with Ibda'a Lebanon, a member of AGFUND's network of microfinance banks, is to plot a path forward for Ibda'a to increase the number of Syrian refugees and other foreign born residents of Lebanon in its client base. Following completion of the explorative study and approval of the action plan by Ibda's board, Ibda'a should be in a position to double the number of non-Lebanese citizens in its clientele from around 500 today to over 1'000 by the end of 2019.

Ongoing Interventions in 2018



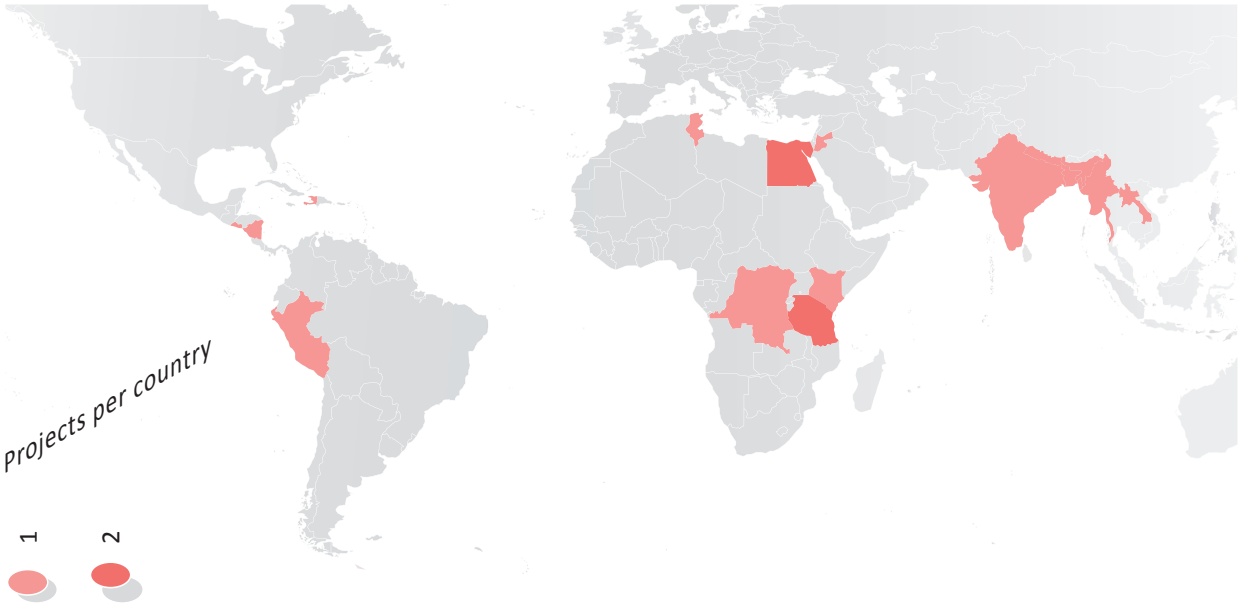
Product up-scaling interventions under implementation in 2018

2014-06	Burkina Faso	Sociétés Nationales des Postes du Burkina	Up-scaling of innovative savings products for the rural poor
2014-09	Rwanda	Equity Bank Rwanda	Promotion and support for women-run small businesses
2016-04	Mexico	Akiba	Digital platform for savings
2016-05	Jordan	Microfund for Women	Gender-focused savings-linked insurance
2016-06	Kenya	Acre Africa	Phone ergonomics to improve uptake of mobile microinsurance in Kenya
2016-09	Haiti	FINCA Haiti	Strengthening outreach to rural clients with e-wallets: integrating disbursements and improving delivery channels structure
2017-01	Cambodia	AMRET Cambodia	Development and pilot of microinsurance products
2017-02	Mexico	KiWi Mexico	Scaling up KiWi's cash disposal and management solution for MSMEs
2017-03	Mali	Grameen Credit Agricole Foundation	Developing an agricultural insurance and risk management platform for a rural MFI
2017-05	Nicaragua	FUDEMI & FUNDENUSE	Building capacity to strenghten the housing microfinance offering
2017-06	Ghana	Advans Ghana Savings and Loan	Rolling out financial services to rural MFI clients
2017-07	Malawi	Zingsure Malawi	Scale-up of digital microinsurance through faith groups
2017-08	Tunisia	Advans Tunisia	Development of an agricultural loan and roll-out of financial services to rural areas
2017-09	Nicaragua	Financiera Fundeser S.A.	Development and pilot of an agricultural loan for low-pressure water-saving irrigation pumps for smallholder farmers
2017-11	Zambia	Zingsure Zambia	Development of digital microinsurance through faith groups
2017-12	Mexico	Akiba	Development and rollout of digital microloans

Financial education campaigns under implementation in 2018

FEW-06	Rwanda	Equity Bank Rwanda	Promotion and support for women-run small businesses
FEW-09	Mexico	Akiba	Financial education campaign to support a digital savings product
FEW-12	Egypt	Lead Foundation	Financial education campaign to support roll-out of a health microinsurance product
FEW-13	Zimbabwe	Zingsure	Financial education campaign to support the scale-up of digital microinsurance through faith associations

Completed Interventions in 2018



Product up-scaling interventions completed in 2018

2014-01 & 2014-02	Tanzania	ACRE Tanzania	Introducing agricultural insurance for Tanzanian small holder farmers
2014-05	Nepal	Manushi Microfinance Ltd.	Commercialize voluntary life-endowment product & social protection fund improvement
2014-08	Dem. Rep. of the Congo	IMF Hekima S.C.	Introduce and scale housing microfinance
2014-10	Tunisia	Enda Interarabe	Pioneer credit-linked insurance product in Tunisian market
2015-02 & 2015-03 & 2015-04	Peru, El Salvador & Nicaragua	Swisscontact and var. PFIs	Introducemicroleasing through various several delivery channels to reach small-scale entrepreneurs in three Latin American markets
2016-07	Egypt	Lead Foundation	Roll-out of health insurance for all of Lead Foundation's clients
2016-08	Jordan	Microfund for Women	Introducing a loan programme tailored to Syrian refugee women
2017-04	Kenya	Biashara na Fedha	Providing financing for MSMEs in the Kenya solar market
2017-10	Haiti	Sèvis Finansye Fonkoze	Scaling up KiWi's cash disposal and management solution for MSMEs

Financial education campaigns completed in 2018

FEW-01	India	Utkarsh Small Finance Bank Ltd.	Financial education training for low-income women
FEW-11	Laos	Ekphatthana Microfinance Institution	Financial education campaign to support health insurance roll-out

Feasibility Studies completed in 2018

FSW-14	Bangladesh	SFSA	Feasibility study and dry run for agricultural insurance
FSW-15	Myanmar	SFSA	Feasibility study and dry run for agricultural insurance
FSW-16	Laos	Zingsure	Digital insurance through faith-based organizations

Review of Interventions Completed in 2018

From inclusive insurance to responsible lending to innovative financial literacy programs, the SCBF completed a number of exciting interventions in 2018. It is the SCBF's pleasure to offer interviews with the top executive within each institution that completed an SCBF-funded proposal to give readers unique insights into the difficult decision-making processes that underly providing responsible, sustainable and inclusive finance in developing and emerging countries.

Inclusive Insurance

Insurance for Smallholder Farmers (2014-01 & 2014-02, Tanzania, Page 24)

These interventions supported Agriculture Climate Risk Enterprises (ACRE) Africa, formerly Kilimo Salama, in launching the first agricultural insurance product for smallholder farmers in Tanzania in the Aruja and Iringa crop growing regions. Several delivery channels were identified and tested, with the refined model being replicated in Tanzania and by ACRE Kenya and ACRE Rwanda, in their respective countries. Several challenges remain to providing a sustainable agricultural input insurance scheme in the difficult conditions of rural Africa, but these projects have shown that it is possible and in the long run perhaps even profitable to do so.

Credit Linked Life Insurance (2014-05, Nepal, Page 27 & 2014-10, Tunisia, Page 29)

Manushi received TA to develop a commercial life insurance product for its microcredit clients, as well as to improve the existing social protection fund (SPF), which provided limited relief to clients in case of permanent disability or death. While the commercial insurance product did not reach scale, improvements to the SPF have reduced Manushi's clients' exposure to a number of risks.

Enda Interarabe launched Tunisia's first microinsurance product in 2014 and has now covered all of their 320'000 clients against death and disability. Not only does this provide protection to Enda's clients, which includes Tunisia's most marginalized communities across all 24 governorates, but it reduces the overall portfolio risk of Enda's loan portfolio. By far the largest MFI in Tunisia, it is expected that a strong imitation effect will cause similar products to be rolled out by Enda's competitors in the country, and for the product to be emulated by players in neighbouring countries.

Credit Linked Health Insurance (2016-07, Egypt, Page 31)

Lead Foundation is one of Egypt's largest MFIs and has been working with WWB to develop, pilot and scale-up a credit-linked health insurance product for its clients since 2015. Through this project, SCBF supported the scale-up phase for a credit-linked insurance programme that provides "hospital cash" insurance for all 185'000 (as of January 2018) of its loan clients.

Responsible Lending

Housing Microfinance (2014-08, Democratic Republic of the Congo, page 33)

IMF Hekima received technical assistance from Habitat for Humanity to develop and pilot an inclusive housing microfinance product. These loans targetted low-income workers that were nonetheless employed at least partly in the formal sector and by the end of the project more than 4'500 housing improvement loans had been issued with and IMF Hekima continues to grow its portfolio.

Microleasing (2015-02, Peru; 2015-03, Nicaragua; 2015-04, El Salvador, Page 35)

Following the completion of a study indicating the market potential for microleasing programs, three projects were launched, one each in Nicaragua, El Salvador and Peru. In El Salvador and Nicaragua microleasing did not catch on for a variety of factors, the Peruvian programme continues.

Financial Inclusion for Syrian Refugees (2016-08, Jordan, Page 38)
MicroFund for Women (MfW), Jordan's largest MFI chose to target the signifcant foreign resident population in Jordan to fufill their social mission and potentially as a growth market for responsible lending services. This project provided lending services to around 4'000 Syrian refugee women. The success of this pilot led MfW to plan on increasing lending and non-financial services to this client segment and generated interest in refugee lending programmes among Jordanian and foreign MFIs.

Solar Sector Lending to Combat Climate Change (2017-04, Kenya, Page 41)
Biashara na Fedha (BnF) provides financing to the solar sector in Kenya for solar products in partnership with local solar companies, freeing up working capital for the local companies to grow faster. Through the TA, the existing partnership model for financing purschases of Solar Home Systems (SHS) was improved and a succesful MSME solar loan product was piloted.

Improving the Lending Process for Rural Haitians (2017-10, Haiti, Page 44)
Sèvis Finanzye Fonkoze (SFF) used this TA program to significantly reduce credit processing time, improve oversight of operations and improve identification of potentially overindebted clients. With over 80% of SFF's clients in rural areas SFF plays a unique role in Haiti's microfinance sector.

Financial Education

Financial Education to Support a Pioneering Insurance Product (FEW-11, Laos, page 46)
When EMI pioneered the first microinsurance product in Laos, they immediately identified the need for a quality financial literacy program for their clients to be able to uptake and make use of the insurance. Widespread lack of awareness or even suspicion of insurance was combatted using digital tools, such as through facebook, through EMI's call center, and through the training of more 6'200 loan clients in EMI centres across Laos. A follow-up project is being launched to extend their inititative further.

Financial Literacy Targetting Low-Income Indian Women (FEW-01, India, Page 48)
Accion International provided technical assitance through a training of trainers (ToT) approach to Utkarsh Small Finance Bank Ltd. to enable them to use Accion's MoneyPlan financial education program for Utkarsh's clients, most of whom are not financially literate. Through the course of this project more than 20'000 low-income women received classroom financial literacy training, more than 8'000 individuals participated in mass-education events and over 4'000 Utkarsh clients were provided with links to responsible financial services provided by Utkarsh.

Feasibility Studies

Potential for Agricultural Insurance in Southeast Asia (FSW-14, Bangladesh; FSW-15, Myanmar)
SFSA launched feasibility studies in Bangladesh and Myanmar to survey the agricultural insurance landscape and identify delivery channels for providing input and indexed insurance solutions to smallholder farmers. Having found sufficient market potential, SFSA is launching a PUW and FEW proposal in Myanmar with the SCBF in 2019, while in Bangladesh it was found that while there is a strong need, the market is not yet ready for such a programme.

Digital Microinsurance Through Faith-Based Organizations (FSW-16, Egypt)
Zingsure studied the potential for replicating in Egypt their current model for providing microinsurance through faith groups that is operational in Zimbabwe. Overall, it appears that Egypt is not a candidate for expansion due to a regulatory environment that will likely not enable such a solution.

Inclusive Insurance - Agriculture

AGRICULTURE AND CLIMATE RISK ENTERPRISES AFRICA

SCBF 2014-01 & 2014-02 INTRODUCING AGRICULTURAL INSURANCE FOR TANZANIAN SMALLHOLDER FARMERS

Interview with Ms. Rahab Karanja, CEO

Why is insurance important for smallholders and how is this related to climate change?

While investment in agriculture throughout Sub-Saharan Africa has led to increases in cash and subsistence crop productivity, weather risks are threatening these gains. Without risk management tools, increased formal financing and investment by farmers, these gains will remain limited in light of climate change. We have observed in Tanzania that agricultural insurance will effectively create a safety net for farmers to enable and encourage them to invest in their farms and raise productivity, increase food security, and reduce the risks financial institutions face when lending in agriculture.

What are the main obstacles that have prevented smallholders from accessing appropriate insurance services in the past? How has this changed since ACRE Tanzania began operations?

According to the 2012 Cenfri Tanzania Access to Insurance Diagnostic, of the uninsured population, 60% indicate that they do not have insurance because they cannot afford it, 24% do not know how insurance works, 18% do not know where to buy it and 14% do not know what insurance means.

These are the key issues that we set out to tackle in 2014 when we started our operations in Tanzania. Over the last four years, through media campaigns, farmer training, using mobile technology to link insurance to seed and collaborating with farmer aggregators, we have been able to reach over 78'000 newly insured farmers.

Could you briefly layout ACRE Tanzania's insurance products and explain how they were designed to fit the needs of smallholders?

From our experience, microinsurance in Africa is not at a point where it can be sold as a standalone product. What we have found to be effective is to integrate insurance with essential livelihood activities such as input purchase and complementary services like credit. We introduced two main products in Tanzania: a credit linked product and a replanting guarantee product.

For the credit-linked product, we bundle insurance with loans from credit institutions, which protect the institutions against widespread loan defaults as a result of severe weather events that directly affect farmers' ability to repay loans. Such unpredictable weather events have often caused a negative ripple effect in agri-value chains. The premium payment is pre-financed by the financial institution; the farmer pays it back as part of the loan installments.

The second product is the Replanting Guarantee Product (RPG): We launched the Seed Replacement Insurance product in October 2016 which protects farmers against drought at the germination phase of crop development. Currently, the product is distributed through packets of maize seed. As farmers purchase the seeds, each farmer finds a card with a unique code inside. The card shows in simple steps how to register on the mobile platform location designed by ACRE Africa. Planting dates are obtained as soon as the farmer registers and the germination coverage begins. If drought affects the crop during the germination phase, the farmer receives a payout worth the cost of the insured seeds via mobile money. Timely payouts enable the farmer to purchase another bag of seeds and plant within the planting window. The cover is valid for 21 days from the planting date.

ACRE Tanzania's approach is definitely high tech, which is often a double-edged sword. What were some of the unexpected obstacles ACRE faced and how have changes in satellite and mobile technology affected ACRE Tanzania's operations?

We quickly realised that for the deployment of location based services, a strong partnership with an invested Mobile Network Provider (MNO) is pivotal and requires engagement across management and technical levels. This was our first obstacle. After two failed attempts with two local MNOs, success was achieved on the third attempt, but this took two years of negotiations.

The second challenge was that after launching, we faced the reality that the MNO's reach in rural areas was limited to town centres. In order to reach farmers at the village level, we had to go the extra mile of distributing SIM cards and conduct below the line marketing at agro-input shops. The good news is that in the last few years, advancements in satellite technology have made available high resolution rainfall and other data sets that we are using to improve risk modelling.

Why did ACRE Tanzania initially choose the Arusha and Iringa regions? Does ACRE Tanzania have plans to expand geographically?

We chose Iringa because maize was a priority value chain in our intervention and Iringa is one of the main maize growing zones in Tanzania and had the presence of a strong aggregator with a growing network of smallholder farmers. We picked Arusha because one of the biggest seed companies in Tanzania that partnered with us to introduce a RPG is headquartered in Arusha and wanted to launch the product in this region first.

Smallholder farmers insured through ACRE harvesting safflower © ACRE AFRICA

How did ACRE Tanzania build distribution channels to overcome the challenge of reaching Tanzania's rural population? What were some of the unexpected obstacles ACRE Tanzania encountered?

Because insurance is difficult to sell alone, we intentionally select channels where we can piggy back on existing infrastructure or strong associated brands. The two channels we chose for entry to Tanzania were credits from financial institutions and farm inputs from local suppliers, both integrated with mobile technology. As with any technical service, distribution needs to be accompanied by channel education and customer development through multiple media.

ACRE staff train a government agronomist on how to conduct crop cuts in Mesenyi, Karagwe, Tanzania.
© ACRE AFRICA

Farmers and members of rural communities are usually active on local radio stations. We developed interactive radio shows with several of them. This way, farmers could call and get their questions about insurance answered by one of our staff. We also worked with mobile phone companies to develop short messages to be sent to large numbers of farmers containing tips on insurance products. Messages were sent to farmers at the beginning of the planting season and during various crop stages. One unique challenge we faced in Tanzania is the vastness of the country. More resources were spent on logistics than anticipated. Other challenges include a low usage of certified inputs and inertia to adopt new ideas. We are optimistic that deepening engagement with communities and local NGOs in awareness creation will increase appetite for insurance.

How important were the financial literacy components to the overall success of ACRE Tanzania's insurance programmes?

Very important. Financial literacy was critical to make traction after launch. Although they need it the most, rural communities remain the largest unserved market for financial services where levels of financial literacy are often low. Lack of financial education keeps rural communities stuck in a cycle of poverty. In addition to insurance, we educated farmers on savings, record keeping, and use of mobile money services. ACRE hopes that with consistent application and adoption of the topics taught, farmers will be able to make informed financial decisions, leading to economic empowerment.

What is the most important lesson from Tanzania that ACRE is carrying over to its operations in neighbouring Rwanda? How does ACRE ensure learnings are institutionalized and applied across its operations?

Key processes such as product development and pricing are centralised in our headquarters in Nairobi. Our offices in Rwanda and Tanzania are mainly sales offices where community outreach and product adaptation happens. This means that lessons are shared with teams across the business for cross learning as well as for changes to be made to IT systems and other operations.

Tanzania offered new dynamics to our RPG product, mainly concerning our approach to product adaptation and what to look out for when replicating products in different markets. For example, we added a plug-in to adopt the farmer registration process for the RPG product based on the available technology locally. We realised that enabling our systems to be versatile to respond to different technology requirements in different markets is important to keep our products dynamic and agile.

Inclusive Insurance - Life

MANUSHI

SCBF 2014-05
DEVELOPMENT AND SCALE OF INSURANCE PRODUCTS FOR LOW-INCOME NEPALESE

Interview with Ms. Shoba Bajracharya, Managing Director

Why did Manushi decide to complement its current insurance programme with a voluntary, commercial life-endowment product?

The Social Protection Fund (SPF) offers important but limited coverage to all Manushi credit clients. It was found that clients overwhelmingly appreciated the SPF and that many would appreciate complementary insurance protection. By providing this extended coverage Manushi would be able to offer clients increased protection for their families and also further mitigate portfolio risks.

What are the key features of Manushi's Social Protection Fund?

The Social Protection Fund is a mandatory programme for credit clients that is renewed annually. It costs only 200 Nepalese Rupees (NPR), or 1.80 USD, per year and clients receive basic coverage against common tragic events that can have a devastating financial impact on families. In case of decease of a client or the client's spouse, the family receives a benefit 20'000 NPR (179 USD) or 10'000 NPR (90 USD). For health problems, the SPF offers a disbursement of 1'200 NPR (11 USD) benefit for birth and 5'000 NPR (45 USD) for treated of certain diseases. Small benefits were also given to victims of the 2015 earthquake who lost their homes and livelihoods.

What role did clients' trust in Manushi staff play in the roll-out of the new insurance product?

Insurance agents are widely distrusted in Nepal, and insurance only works if the purchaser trusts that the benefits will come as stipulated. As such, promotion of insurance must be done through existing channels in which people have faith; Manushi is one such channel. One way Manushi built client confidence is by fostering open communication channels between Manushi's staff and clients to share issues and concerns. In addition, the reception of benefits under the SPF has demonstrated to clients that they can trust Manushi's insurance products. Finally, Manushi has been operating in this area for almost 30 years.

Manushi staff holds a client meeting to discuss the commercial life endowment product. © Manushi

How important has financial literacy been to increase uptake of the voluntary insurance product?

Financial literacy is clearly important. It needs to be understood that financial literacy is far more than understanding financial products; it is about addressing clients' financial needs and educating them about using financial services to achieve their goals. Financial literacy programmes are especially important to promote the uptake of voluntary insurance products among low-income people that have not had prior experience with insurance.

How effective was relying on loan officers to sell insurance products?

Loan officers are best-placed to educate clients about insurance products and convince them of the benefits to them and their families. Since loan officers, like the clients, are not experienced with insurance, initially they do not have the detailed knowledge necessary to educate clients on insurance. As such, it should not be forgotten that insurance programmes require considerable support for the development of technical and professional capacities of staff. By providing training to credit officers and creating a system of incentives to encourage them to use this new knowledge, these problems can be overcome.

What does the future hold for Manushi's insurance services and for the Nepalese microinsurance sector as a whole?

Manushi is focused on developing an innovative insurance model that is more adapted to the local context. To achieve this, Manushi's first priority is to strengthen the internal capacity necessary to effectively implement an insurance programme over the long term. Primarily, this entails developing the capacity of staff to understand and sell these products. Secondarily, Manushi is improving the financial literacy programme to increase demand from clients and ensure proper use of the insurance services.

Terraced farms that provide the main livelihood for the rural communities around Kathmandu served by Manushi. © Manushi

A Nepalese woman carries feed for her livestock on her back.. © Manushi

Inclusive Insurance - Life

ENDA INTER-ARABE

SCBF 2014-10
LAUNCH OF TUNISIA'S FIRST MICROINSURANCE PRODUCT

Interview with Ms. Essma Ben Hamida, Executive Director

Why has ENDA put so much emphasis on going beyond traditional financial services?

Increasing access to financial services, especially micro-insurance, and promoting their use stimulates economic growth, promotes the accumulation of assets and provides job opportunities, among other positive benefits. That said, it is clear that promoting access and effective use of financial services through non-financial services is fundamental to realising these outcomes. It is in this spirit, that we believe going beyond traditional financial services is crucial.

Enda deploys a wide range of tailored non-financial services: business incubation, formalisation and marketing services; training, coaching, mentoring and exchange programmes; financial literacy, technical and vocational training; soft skills and leadership training; and gender and citizenship education. Through communication campaigns, ideation camps and competitions, Enda promotes the culture of entrepreneurship and supports business creation. Once in business, Enda provides these young entrepreneurs with business development, marketing and export support. Enda plays a critical advisory and mediation role by addressing internal management issues, facilitating access to markets and providing linkages with public and private stakeholders.

What was Enda's solidarity fund and why did Enda move to a new insurance programme?

The solidarity fund was intended for families of deceased or disabled borrowers. In order to be eligible to receive the benefit of 500 Tunisian Dinars (TND), or 166 USD, clients needed to be current with their loan payments and be at least on their second loan cycle.

Enda tamweel introduced microinsurance in 2016 in accordance with the regulations in force at the time, namely Legislative Decree 2011-117 on the organisation of the activity of MFIs. Under this framework, borrowers are insured against death or disability. In addition, the loan ceiling was raised from 5'000 TND (1'660 USD) to 40'000 TND (13'280 USD), further increasing the importance of insurance to take into account the increased risk deriving from higher loan disbursements.

How important is a robust financial literacy programme when introducing insurance?

Risk management and insurance are vital for building resilience, but awareness and trust of insurance is not widespread in Tunisia, particularly among vulnerable populations. For low-income people to enrol in an insurance programme or properly make use of coverage they may already have, they must be given an effective introduction to the concept and use of micro-insurance. Consequently, a financial education programme is essential.

How has Tunisia's regulatory framework affected Enda's rollout of microinsurance?

On one hand, the general framework of Law n° 92-24 of March 9th, 1992, promulgating the code of insurance and the specific legal regime of micro-insurance in Tunisia established under the framework of Decree Law 2011-117 of November 5th, 2011 on the organisation of the activity of MFIs provide a solid legal and regulatory foundation. An especially important aspect of this framework is that MFIs are authorised to partner with insurance companies in order to sell, as an intermediary, micro-insurance products.

On the other hand, the micro-insurance sector in Tunisia remains immature. Only non-remunerated MFI intermediation frameworks are allowed. In other words, MFIs can act as brokers for insurance companies, but the law prohibits MFIs from receiving a bonus for this service. In order to address this issue, among others, we recommend moving ahead with the finalisation, approval and signature of the Framework Convention, and the authorisation of other micro-insurance products.

How have Enda's competitors responded to the introduction of insurance?

Enda expects that the introduction of micro-insurance will challenge the various stakeholders to offer services and products that are more accessible and better adapted to the needs of vulnerable populations. The example of a successful development and rollout of microinsurance will promote the development of this critical sector in Tunisia in the coming years

What advice do you have for other leading micro-credit institutions introducing insurance products into new markets?

There are many aspects that need to be considered. It is essential to carry out a feasibility study to guide client-centric product development. There must be buy-in and ownership of the insurance products from management down to loan officers. Other factors include effective training, proper monitoring and evaluation plans and a strong financial education programme.

Photos on page 25 & 26 are all beneficiaries of Enda's credit-linked insurance product. © Enda tamwheel

Inclusive Insurance - Health & Life

LEAD FOUNDATION

SCBF 2016-07
SCALE UP OF "HOSPITAL CASH" HEALTH INSURANCE AND LIFE INSURANCE

Interview with Mr. Karim Fanous, Executive Director

What is Hemayet Lead and why did Lead Foundation decide to launch microinsurance services?

Hemayet Lead is a combined insurance product that comes with every loan and provides (1) "Hospital Cash" benefits for each night spent in a hospital by a client and (2) life insurance for an amount equal to three times the value of the initial loan less the residual value of the loan at the time of death

Believing in our mission to provide poor and low-income entrepreneurs, especially women, with sustainable access to quality microfinance services that address their needs, we wanted to provide financial solutions for clients beyond credit. With the assistance of Women's World Banking we have conducted a series of focus groups in urban and rural areas putting into consideration different age profile and gender.

We concluded that health issues impose significant financial pressure on our clients and that cost is not the only factor for not going to hospital. Women were resistant to leave the family overnight because of their caretaker responsibilities and also reluctant to spend money on themselves. Men were resistant to leave their business because of the lost income. Hemayet Lead product was created to provide safety for our clients and protection for their families. It had to be simple, affordable, and easy to communicate to our clients with no exclusions.

What role has client financial education played in the roll-out of the insurance products?

When we rolled out Hemayet Lead, we had not yet introduced financial education and we embarked on an awareness campaign to explain the product to our clients. When we introduced "Ehsebha Sah," "Think of it the right way" in English, our financial education programme, in our branches we dedicated a part of it to give a general overview of the insurance concept and more in depth information about Hemayet Lead benefits, and also the claiming process. This has made our clients more aware about insurance in general and Hemayet Lead in particular. The great majority of our clients are self-employed and as such do not have access to any type of insurance or even understand the concept of insurance so financial education was needed to raise awareness.

How did Lead's loan officers react to the introduction of the insurance product and how did this affect the roll out of the insurance products?

At the beginning, as with any change, there was considerable resistance from our loan officers: they thought clients will not renew their loans due to the extra cost represented in the premium that would

be paid with their loan instalments so they did not introduce it to our clients properly. After they saw the impact of Hemayat Lead on our clients' lives, they started to see it as a strong selling point of the loan.

Has the insurance offering affected LEAD's competitive advantage vis à vis other Egyptian MFIs ?

Hemayet Lead is the first and still the only microinsurance product of its kind in Egypt. Its successful implementation and the short turnaround time for disbursing claims has made our clients happy and certainly differentiated Lead from its competitors.

How did the microinsurance regulations in Egypt facilitate the successful roll-out and scale-up of Hemayet Lead?

Hemayet Lead was introduced and rolled out before the introduction of any regulations for microinsurance; the regulations are currently being put into place for all the MFIs in Egypt. Overall, this is expected to further raise insurance awareness among the low-income segment of the population of Egypt and thus be a benefit for Hemayet Lead.

All photos in this section are loan clients covered under the Hemayat Lead insurance product. © Lead Foundation

Last year, SCBF interviewed Mr. Youssef Bencheqroun, CEO of the Moroccoan MFI Al Amana Association, who stressed the importance of finding an "agile" insurer with a "win-win" vision and entering into direct relationships with medical assistance providers. Based on the experience of Hemayet Lead, would you agree with this statement? Why or why not?

I totally agree with Youssef's statement but would also point to the importance of the full commitment of the MFI from senior management down to the implementing teams to make the product work. We think the formula below is what made Hemayet Lead very successful. I will also advise any institution that will work on a microinsurance product not to just replicate a product because it is successful but instead, ask the clients about their true needs and offer the right product according to these needs and the institution's vision.

What are the next steps for Lead in insurance?

As we are trying to impact not only the lives of our clients but also the lives of their families, Lead is in the process of piloting "Hemayet Lead for Family" which will give the same benefits of our original product to the clients' families. Lead will not stop there; we will continue to do our best to keep addressing the clients' real needs and offer the adequate inclusive finance products to them.

Responsible Lending - Housing Finance

IMF HEKIMA

SCBF 2014-08
PILOT AND SCALE-UP OF HOUSING MICROFINANCE IN THE DEMOCRATIC REPUBLIC OF THE CONGO

Interview with Mr. Jacques Mvunabo, CEO

How did IMF Hekima identify housing finance as a promising opportunity?

As you know, quality housing has a direct, positive impact on health, security, and self-esteem for the head of the household and the entire family. Housing finance programmes are a pragmatic solution for millions of people who are confronted with inadequate or unsanitary daily living conditions. We were able to take advantage of this opportunity to expand our portfolio because we have a good knowledge of the market and a clear idea of the solvability of potential borrowers.

Could you describe the clients targeted by the housing loans under this project? Have you given consideration to expanding the programme to other client segments?

The housing loan is so far available to men and women with regular salaries, such as teachers and nurses, as well as small entrepreneurs. We would like to offer this product to all of our clients. First, financial education needs to be undertaken among our clients so they better understand their obligations to Hekima and also our obligations to them.

How do people in the informal sector finance their housing needs?

Often people employed informally do not have access to classic credit, but are often able to finance their housing needs through their own savings and/or informal lenders. They do this by constructing their homes piece by piece. First, they start with a small, basic house and slowly add improvements and extensions as they have the extra funds available. Housing credit would need to offer such persons access to a loan which takes into account the manner in which they make their housing improvements, their needs and their financial capacities.

What are the most important barriers to offering them housing finance options?

First, since the cheapest construction methods and materials used by low-income people do not have a title they cannot be used as a guarantee. Second, the low revenus of these clients requires a financial institution to take a very long-term approach or to progressively finance a series of activities. This is challenging because of (1) the uncertain economic and political enviornment and (2) the proximity of

Client construction site © IMF Hekima SC

Goma to an active volcano and all the risk that brings for inhabitants themselves and for long-term lending underwritten by the housing asset.

The final report noted that a number of clients wanted to obtain funds above the limit set by IMF Hekima. How did you define this limit and why did you do so?

During the pilot phase, we organised lending groups with a solidary loan guarantee and a financial model of going step by step in the realisation of the clients' home improvements.

The loan ceiling was fixed on the basis of this market study, conducted by experts from Hekima and consultants from Habitat for Humanity. Through this study we found that 90% of ordinary Congolese have revenues less than 500 USD (60% with revenues below 300 USD and 30% with revenues between 300 & 500 US). As our target segment is that 90% with very low incomes, this justifies such a loan ceiling to avoid our clients becoming overindebted.

What was the contribution of non-financial services, such as construction assistance, to the success of the housing finance product offered by IMF Hekima?

For the moment, these services have not been implemented, but we see the clear value proposition and are considering hiring or fixing a consultancy contract with a civil engineer for consultations with our clients. Currently, we are using a housing expert to be sure that the land parcel is registered under a proper title and to have the expert give an opinion on the true size of the property and its value.

What was the most difficult aspect of developing and launching the housing finance product?

Following up on these loans is more difficult and incurs logistical costs (e.g. transportation to visit the construction sites before and after) for all of the clients. Actually, it was in delivering the housing support services, as Hekima does not have expertise in construction or engineering, to correctly advise clients that we had the most difficulty. Finally, the regulatory environment of housing finance is not adapted, and could even be called unfavourable, to the needs of poor communities.

Where do you see Hekima's housing finance programme going over the next five years?

We have two principal goals: the first is to finance at least 30%, or around 3'000, of our clients under solidarity loans; the second is to have at 50% of salaried workers with low, but regular, salaries have access to financing for step by step improvements to their homes.

IMF Hekima employees (left) and clients (right) learn about the new housing finance loan programme. All photos in this section © IMF Hekima SC

Responsible Lending - Microleasing

SWISSCONTACT

SCBF 2015-02, 2015-03, 2015-04 PILOT AND SCALE-UP OF MICROLEASING PROGRAMMES IN EL SALVADOR, NICARAGUA AND PERU

Interview with Ms. Ariane Appel, Client and Partner Relationship Manager

What is microleasing and how is it different than microcredit?

Microleasing is a form of asset-backed financing – based on the lease-to-buy model – where a micro-entrepreneur acquires a specific asset which allows him or her to generate additional income. The extra returns serve in a first phase to pay the asset back to the Microfinance Institution (MFI) which owns the asset until the entire outstanding amount is paid. The asset could be a milling machine, an irrigation pump, a motorbike for delivery services or even a cow.

We know that investment in machinery and equipment is one of the most important factors in the growth and development of micro and small enterprises. Most smallholders and microentrepreneurs do not have means to finance such investments, are not considered creditworthy for the most common, collateral-driven microcredit products, and do not have a cash flow structure in sync with commonly offered repayment cycles. Very often the lack of effective business development skills also hampers their ability to grow.

Microleasing addresses these issues and eliminates the need for individuals to borrow or commit resources up front. Risk for the MFI is mitigated by a collateralized asset and creditworthiness is based on future prospects and potential cash flows, rather than on an individual's past credit history. At Swisscontact, we promote a model which includes technical assistance as well as insurances for the microentrepreneurs and their assets.

Why were Peru, El Salvador and Nicaragua chosen for the microleasing pilot programmes as opposed to other Latin American markets?

The country selection was based on a feasibility study, where Bolivia, Colombia, Ecuador, El Salvador, Honduras and Nicaragua were evaluated according to their legal frame and existing other credit products. An in-depth assessment was then conducted for Bolivia, El Salvador, Nicaragua and Peru and specific value chains were identified for each country, based on Swisscontact's experience where there was a demand for working assets. Dairy and quinoa were selected for Peru, for Nicaragua bakery, cafeteria and restaurant equipment, beekeeping for El Salvador and the artisanal brick chain in Bolivia.

The analysis in Bolivia led to the conclusion that lack of access to finance was not the major constraint for brick producers to investing into productive assets, but rather limited technological awareness of producers and on the other side a restrictive regulatory environment, not favourable to the development of new products which come with upfront operational efforts. Microleasing was therefore not piloted in Bolivia.

Who were the "ideal" clients for microleasing services and how did this "ideal" compare to the reality of clients that participated in the programme?

Ideal clients are entrepreneurs and smallholders who engage in income-generating activities but are limited in their further development and growth due to need of up-front investment and the same time lack of collateral and credit history. The programme was built on needs of such clients, and they were specifically targeted. But over time we learnt that in some value chains clients prefer group leasing, others were actually able to pay up front and incentivised to do so by asset providers (excluding insurance, technical assistance, etc) and others were discouraged by long waiting periods and decided to direct themselves to informal money lenders offering quick responses. We also learnt that it is better to start with a broad range of assets in a well-structured and "big" sector. Some institutions therefore broadened the range of assets already during the pilot. But, it is important to be aware that not every kind of asset can be leased. Only assets that make a difference in the business of the producer to improve its capacity or production level and at the same time serve as collateral are suitable.

What aspects of the microleasing value proposition were demanded by clients and which ones were deemed unnecessary by clients?

Most clients do not have collateral or a credit history and would normally be excluded from financial services. Hence, for most producers, access to a formal financial institution was already a major added value. Unfortunately, since it was a pilot and response time by asset providers and financial institutions were rather long, some clients turned to informal money lenders, where loans are expensive and conditions do not reflect principles of client protection, but the process is quick and easy. Additionally, for many clients the concept of insurance is new, and they deemed it unnecessary. Same for maintenance costs, which were considered as too high. Clients are used to repair assets themselves or with their trusted provider, where the focus is often on quick fixes and less long-term durability. However, improrperly maintained machinery, or unproperly cared-for livestock, can no longer serve as collateral for financial institutions, as risks of "failure" increase.

Why did financial institutions and their staff in Nicaragua and El Salvador not appropriate the microleasing process?

There were different reasons due to different contexts. Overall, we have to highlight again, that microleasing can be a very powerful product, but it is highly complex and also time consuming in setting up. Hence, while we did have interested and committed partners on board, we must say that the initial timeframe of 18 months set unrealistic expectations on all sides and partners lost interest along the way. Commitment was often superficial or only with specific departments or shifted over time. Understanding of expected financial investment was limited at the beginning, especially concerning IT systems which needed in-depth assessment. In the future a project needs funding available for

an in-depth analysis of resistance to organization change with financial partners. And while funding structures to finance the assets were analysed and specific gaps identified, substantial resources had to be committeed to close such gpas and put adequate processes in place to mobilize the necessary capital. Finally, the financial institutions need to be involved in the selection of the sector and value chains. Ideally, they already have expereince with clients in the selected sectors. Otherwise substantial technical assistance needs to be directed to get the financial instiutions acquainted with this sector.

Although somewhat unsuccessful in terms of clients reached, what effects in terms of institutional strengthening of financial institutions were observed?

Most institutions gained a much better understanding of the regulatory environment in which they are working, their IT departments as well as marketing teams were strengthened, dialogue between these departments increased and the understanding of products that embrace the customers' capacities enhanced. Some institutions who received initial support launched products where assets serve as guarantees – but without the insurance component. Hence, we could say there is a certain market uptake, of an adapted form.

While from a systemic perspective this is to be welcomed, we follow the developments with slight concern, being aware of the risks microentrepreneurs and smallholders can run into not having their assets insured. It is important to be aware that microleasing is not "just" a product ready to plug and play, but rather a scheme with different products and different stakeholders involved.

Is there a future role for microleasing in financial inclusion and employment generation?

Generally, yes. Microleasing addresses many of the needs of producers at the base of the pyramid and therefore holds substantial potential. Having said this, we must be clear: Complexity remains – especially if you want to promote responsible products. You do need a critical mass of clients and a variety of assets in ideally different value chains. You need very committed financial partners, who understand the requirements, including substantial financial investments, who onboard all their departments and who have sufficient capital for leasing available or mechanisms in place to mobilise such funding. You need to be aware of regulatory environment as often there is no leasing act in place or requirements change substantially when transforming from a deposit-taking institution into a fully-fledged MFI. As mentioned, you need to analyse your partners' organisational change resistance, as introducing microleasing is a major change in their daily business. And calculate with approximately 3 – 4 years to have the product in place and scaled.

By the way, the same is true for the asset suppliers, you need to include them in the selection process as well: analyse their change resistance, their ecosystem to understand geographical coverage, the variety availability and quality of their assets, and ensure they have diligent and quick operating processes. If you work in an environment where these aspects are rather underdeveloped, microleasing still might be the best option for these clients, but you need to ensure your initiative reflects these challenges time-, expertise- and budget-wise.

Photos in this section are of Nicaraguan microleasing clients © Swisscontact

Responsible Lending - Serving Refugees

MICROFUND FOR WOMEN

SCBF 2016-08
INCLUSIVE FINANCIAL SERVICES FOR SYRIAN REFUGEE WOMEN

Interview with Ms. Muna Sukhtian, Managing Director

MFW's commitment to gender equality is plain to see from its gender-sensitive financial service offerings and through the fact that 67% of MFW staff are women, while the average economic participation rate of Jordanian women is under 20%. Why did you make this commitment?

Our commitment to women's support and empowerment is derived from our strong belief in women's capacity and strength in working hard and making a positive difference in her house and society if given the proper financial and non- financial means to do so. As you have mentioned, the average economic participation rate of Jordanian women is less than 20% and this is where we see our vital role; to offer women financial and non-financial services to start up their businesses or expand their current projects which will generate more income, enhance the quality of life and eventually create positive change in their households and society as a whole.

For the last 22 years, the results are very positive. These women, whether they are part of MFW's workforce or are beneficiaries, are the drive to keep us moving forward through enhancing our offerings and developing our services to better meet their needs. The lifetime journeys that we have with some of our employees who have been with MFW for many years and the success stories of our beneficiaries with loans ranging in size from USD 400 to USD 14'000 make us proud of playing a role in enabling such life changing experiences.

How has MFW's commitment to gender equality contributed to the success of the SCBF-supported lending program targeting Syrian women refugees?

We were the first movers to serve Syrian women because we strive to serve as many women we can, especially those going through a vulnerable period of their lives. The fact that most of our products and services are catered towards women after extensive research and studies to understand their needs made it easy and smooth for us to adapt these offerings to Syrian refugees. Overall, Syrian women have the same needs as Jordanian women.

An example that I am happy to share is that we offer our beneficiaries insurance in the form of hospital cash. This is hospitalization insurance for every day a woman or her family member spent in the hospital, amounting to 22 USD to help him or her in covering emergency medical expenses. MFW's clients from the Syrian refugee community are very pleased with this service in particular. Jordanian women need this insurance to overcome the financial burdens they suffer due to health emergencies, and this is even more true for Syrian refugee women who generally have access to fewer resources.

Why is it important to bring both financial and non-financial services to refugees?

Although refugees receive support from local and international organisations, in many cases it is not sufficient and does not provide the technical or on-the-ground support that is needed for them to start up a sustainable business project. This is the role that we play at MFW.

At MFW, we offer financial services in addition to many non-financial services, such as courses and training in financial literacy and gender equality. We also provide links for these women to the local markets through participation in bazaars and exhibitions. Providing such training, some of which was conducted with the support of SCBF, and market linkages is important as refugees have both limited knowledge and limited access to markets, which reduces opportunites for income generation.

What advice do you have for MFIs considering offering such credit services to refugee populations? What do you consider the strongest argument in support of initiating such services?

Our advice when considering lending to refugees is to, as is always best practice, keep the potential customer at the center and to try and understand their needs. It is a good idea to see how the needs of the refugees are similar to and different from those of the current customer base. This will allow for adjusting existing products as needed before roll-out, significantly reducing unnecessary expenditures.

It is also important to identify major risks associated with lending to the new group and to then find mitigation steps. For example, as refugees tend to lack credit history and collateral, typical group lending offers a good mitigation. Another main concern of lenders is the risk of flight - i.e. if all refugees go back to their countries at once without paying back their loans.

On this issue, one of the steps we have taken is to explain to clients the importance of good credit history and to issue certificates when they have finished paying off the loan. We have been very impressed by the number of clients who, perhaps half-way through their repayment plan, have come to us to close the loan before they migrate to Europe. We also track the city of origin of our clients as certain areas in Syria are much easier for them to return to than others.

Our third advice would be to keep a healthy balance between collecting market information (which tends to be a challenge) and piloting approaches and tweaking along the way.

Hayat Samarkeh (top) and Shamiran Ukozol (bottom), both received loans from MfW for their small business, one in sheep rearing and the other into a small shop.
© Microfund for Women

How does MFW see the potential for microcredit services for non-Syrian refugees, migrant workers and others among the nearly 30% of Jordan's population who are non-citizens? How are their needs similar (or different) than that of the Syrian women refugees MFW has been serving?

Within our medium to long-term vision, and as part of our commitment to support achieving financial inclusion in Jordan, we are keen to be able to offer every resident in Jordan financial and non- financial services. Our strategic direction is to start with Syrian refugees and then move towards offering other foreign born residents access to similar services. Thanks to the feasibility study conducted with the support of SCBF, we are now able to identify the similarities and differences between the needs of Syrian refugees versus other foreign born residents and begin adapting our service offerings accordingly.

Although the financial needs seem to be similar we have to take into consideration the differences in profiling such as: language as it is not Arabic only, the nature of work, many migrants have work here in Jordan and the fact that they need to transfer money to families abroad on regular basis.

As the Syrian conflict finally winds down, does MFW expect to see increased rates of refugees returning to Syria or significant long-term settlement in Jordan? How does this expectation affect MFW's medium to long-term vision for the Syrian refugee lending program?

We have been closely monitoring and studying the return of Syrian refugees to their homeland through news, visits to official local and international agencies and Syrian families. The results we have received are not very clear in terms of numbers, however it's given that any family with male members within the age of twenties and thirties is not planning to go back fearing that they will lose their males to the mandatory military service.

Our number of Syrian refugees/ beneficiaries is on the rise as we have reached 6'750 during the first week of March this year with a growth of 12%. We strongly believe that there is a major need for our offerings so we don't plan to change our vision but we will be more alert and cautious in our offering and monitoring. With such a low portfolio at risk for the Syrian refugee product, we are confident that we are dealing with a very highly committed community.

Amani Asas (left) and Shuaa Al Kaya (right) are two Syrian refugees living in Jordan who participated in MfW's lending programme. © Microfund for Women

Responsible Lending - Solar Loans

VENTURE SOUTH KENYA / BIASHARA NA FEDHA

SCBF 2017-04
SOLAR SECTOR LENDING TO COMBAT CLIMATE CHANGE

Interview with Mr. George Petty, Managing Director

How did you identify Kenya as a high-potential market to target MSMEs with solar products?

I first visited Kenya in 1997 and had worked there for many years with my previous job. So, I knew the country and had many contacts there. In 2014, one of my investors asked me to look at the solar market and told me there was tremendous need for end-user financing. I was busy at the time on other things but began to look at it seriously in 2015. I visited the country then and immediately saw the huge potential. We were operational in July 2016.

What is the Pay As You Go (PAYGO) model as it pertains to solar lending, and how has Venture South adapted this model to the needs of its Kenyan clients?

PayGo stands for pay-as-you-go and allows clients to pay for solar panels in installments. Payments are made by mobile money. It allows the solar company to disconnect the solar home system in the event of non-payment. This is a huge innovation and expands the realm of microfinance considerably. From a PAYGO creditor's perspective, lockout technology prevents unscrupulous users from stealing or reselling assets. But the greatest benefit of this technology is linking people's use of their solar systems to their loan payments. PayGo allows for close monitoring of a portfolio over broad areas of land and allows Venture South to work with several different solar partners at the same time.

How does solar lending in the MSME space differ from lending for solar home systems (SHS), in terms of both the solar products themselves and in terms of how the purchases are financed?

Loan products for MSMEs and SHS have significant differences and so need to be approached differently. Regular SHS loans are income replacement loans: the users previously spent USD 15 per month on kerosene which they now spend on a SHS. At the end of the loan period they have an asset and future cost savings on fuel. MSMEs vary widely from small barber kits to larger solar units with batteries to replace diesel generators. Each of these types of loans needs to be considered as a different product with different risk profiles.

The technical differences with MSMEs is mostly that the products are newer and don't have as long a track record. There is a lot of focus now on productive use loans (especially agriculture) and these products will continue to develop over the next few years.

What are Venture South's objectives in terms of environmental impact through solar system financing? How does Venture South measure these outcomes?

Our environmental impact objectives are to finance as many solar products as we possibly can. The SHS products are the most likely to replace kerosene, which is particularly harmful to the climate.

Black carbon "is estimated to be the most important contributor to global warming and is therefore the world's second largest contributor to climate change. However, since black carbon has such a short lifespan in the atmosphere, reducing it would almost instantly slow global warming. (WHO, 2016)" Given this, strictly from a climate perspective, I want to finance as many SHS as I can because it has the most immediate impact on slowing global warming. There are many other benefits in terms of childhood education, increased business opportunities, gender equality – which all have a positive impact on the environment, especially girls' education.

Objectively monitoring all of that in a cost-effective manner is no easy task. We calculate the amount of CO2 generated by a kerosene lamp and multiply it by the number of SHS units we have sold. We overestimate if the house no longer has kerosene lamps and we underestimate if the household has more than one kerosene lamp.

We are increasingly financing productive use solar equipment in particular solar water pumps. The combination of water and energy access with solar allows to tackle a number of SDG goals in parallel (water access, food security, responsible production and consumption, sustainable income and jobs generation). The environmental impact results from combination of impacts through the agricultural value chain, replacement of fuel, and improvement of quality of life.

What is the business case for small and medium businesses to use solar sources of electricity as opposed to other sources? How much weight does the environmentalist narrative hold in Kenya?

Reliable supply of electricity is something which solar has proven it can provide. Grid-supplied electricity remains unreliable in many regions of Africa. Most businesses use diesel generators as back up, which is, obviously, an additional cost. Batteries are required for solar electricity use in the evenings.

This is a significant cost increase, though those prices are coming down and running costs are very low, once the purchase is made. The business case depends a lot on the type of business one has, how much power is required and if energy use is required after dark.

Like people anywhere, there are Kenyans more interested in the environmental narrative than others, but at the end of the day, all people need to see that a solar investment makes economic sense.

The economic case makes more and more sense every day - although it varies considerably according to where you live in Kenya - due to a number of converging factors. Mainly these are: dropping up-front costs as the price of batteries to store the solar energy goes down, new financing opportunities, very low operating costs (diesel prices can fluctuate and be qutie expensive) and quality of life issues (diesel generators make a lot noise and can be smelly).

How did the decision to withdraw from Northern Kenya come about?

Northern Kenya is relatively sparsely populated with few large population centers, some of which include refugee camps. First mover advantage proved to be important in that region and the market already had established players when our partner arrived. The sales of units paid reliably, the problem was just there was not enough of an economy of scale to justify continuing selling in the region. In the end, there was a scale back in the region but there were no portfolio losses.

What is the state of climate finance generally at the moment and what are sources of optimism for Venture South in this field for 2019?

Climate finance has grown significantly since I began to look at this space seriously in 2015. Most of the financing however remains large funds providing funds to the largest players. There continues to be a dearth of financing for smaller players. Larger funds are still getting comfortable in the space and with the risk. Venture South is one of the few players with an almost three year track record financing SHS.

I am optimistic for 2019 because we are having conversations with investors and market makers that we were not having even last year. The market continues to grow with new products and more mature players. There remain risks and our position as an early player in this space with local companies and staff puts us in a strong position. We see blended finance and the joint efforts of the public and private sectors as the best way to achieve further progress in climate finance.

All photos in this section © Venture South

Responsible Lending - Process Improvements

SÈVIS FINANSYE FONKOZE

SCBF 2017-10
IMPROVING SMALL BUSINESS LENDING SERVICES IN RURAL HAITI

Interview with Ms. Dominique Boyer, Managing Director

Haiti's microfinance sector is known to be challenged by high levels of over-indebtedness. How does SFF overcome this sectoral challenge and what is SFF's strategy for protecting clients?

As part of SFF's loan assessment process clients are asked if they have any other loans. Furthermore, although microfinance institutions are not yet part of the credit bureau (set up by the central bank three years ago to monitor those institutions' credit activity), an agreement was made through the Association of Microfinance Institutions (ANIMH), the organisation that brings together the majority of microfinance and microcredit organizations to share credit information. This allows us to better assess our clients' credit capacity and to provide them with the loan that suits their business needs and ensure SFF are not over-indebting them. SFF and other micro-credit institutions are also lobbying to join the credit bureau.

During the TA, it was recommended that credit staff also serve as advisers to small business loan clients. How did SFF's credit staff and clients react to this change?

The clients appreciate the advice and guidance provided to them by our credit staff. The challenge has been more at the level of our own credit staff that has had to change their behavior. Adapting to this new approach took more time than anticipated. However, through training, we continue to emphasize the importance and the impact such advice can have on the management of their portfolio.

Why was reducing the processing time of credit applications a priority for SFF during this TA program?

The delays in processing client files had caused us to lose some of our best clients. Thus, it was important to ensure that the issue of delays was taken into consideration during the TA, in order to: 1) help us review and improve the process in place; and 2) further emphasize to the credit staff the importance of conducting correct, effective analysis and prompt follow up with clients. The TA was effective, and SFF has reduced the processing time for loan applications by more than two-thirds.

What enables SFF to operate the 60% of its branches in areas where no other financial service provider is able to establish a presence?

SFF has a double bottom line which aims to help families and communities achieve self-sufficiency while operating in a financially sustainable manner. SFF's social objectives are centred on ensuring that it offers both depth and breadth of service coverage. This means providing high quality financial services that are available to the most vulnerable communities nationwide.

Although this can be more costly for SFF at times, we are able to access more clients through our credit center network which enables us to reach the critical mass needed to be sustainable.

What financial services are rural Haitians most in need of and how does SFF address these needs?

The most important financial service needs of rural Haitians right now are: 1) access to credit mostly to underserved communities, 2) domestic and international money transfers, and 3) deposit services. SFF has increasingly provided these services to rural clients via our 44 branches and the 2'300 credit centers SFF manages throughout the country.

How many women receive SFF's small business loans and how does SFF promote gender equity?

SFF's core business is the solidarity loan that is provided only to women. However, SFF's small business loans target both women and men, however even within that loan category 70% of clients are women.

Haiti is going through political turbulence and the economic situation remains precarious. How does SFF protect is clients, and thus its own loan portfolio, from these risks?

SFF protects its clients by ensuring a very close and transparent communication concerning the economic situation on the ground. After appropriate analysis, we take into consideration the clients' financial capacity and needs before any disbursement, all growth is explored with extreme prudence. For clients that have been victimized by these turbulent times (for instance those with stalls in markets that have been burned down) we also consider rescheduling their loans if need be.

All photos in this section © Sèvis Finansye Fonkoze

Financial Education - Pioneering Insurance

EKPHATTHANA MICROFINANCE INSTITUTION

FEW-11
PROMOTING UPTAKE AND USE OF LIFE INSURANCE THROUGH FINANCIAL EDUCATION

Interview with Mr. Somphone Sisenglath, CEO

Could you talk about the process of working with the Laotian financial sector regulator on appropriate microinsurance regulation and licensing? Why did you consider offering credit-linked life insurance to be worth this investment?

It took EMI and our partner (AGL) more than three years to get permission to offer the first microinsurance product in Laotian history. From the beginning of this process, it was clear that credit-linked life insurance is a significant value-added for EMI, and would be for any Laotian MFI, and addresses a critical need of low-income Laotians.

There are three main reasons EMI decided this process was worth it: (1) EMI is dedicated to serving our clients and providing access to insurance services makes them feel secure and enjoy peace of mind, (2) credit-linked insurance reduces the risk of default for clients and the overall portfolio risk for EMI, (3) insurance services and the accompanying financial education increases client loyalty and retention.

Did you notice a change in the uptake and use of EMI's insurance product following financial education training? How does this compare to EMI's expectations for the results of its financial education activities?

After offering the insurance product alongside financial education, we saw that client participation in the credit-linked life insurance programme has increased over time. Coverage increased from 7.7% of clients in September 2017 to 22.1% in May 2018, with more than 80% of clients trained in insurance benefits. Since enrolment in the insurance programme is voluntary and not compulsory and EMI's clients do not have experience with insurance, financial education was critical for increasing the participation rate. In fact, some clients have come back for a loan because of the credit-linked life insurance.

The financial education activities have also had an impact beyond insurance enrolment assisting clients in more effectively using savings and loans services. Overall, the result surpassed our expectations, and EMI clients even appear happier than before.

How did EMI staff and management initially view financial education and how did EMI bring them onboard? Did you observce an impact on how loan officers approached their clients?

Financial education was very important in EMI's approach to promote the insurance product. Before fin-ancial education EMI staff approached this like selling just another financial service, which was not effective. Financial education helped EMI staff begin to approach their job as using financial services

to support people in building a better future for themselves. For example, during staff trainings, EMI's loan officers were asked to draw their dreams and explore how they personally would use the financial services available to realise these dreams. This exercise put credit staff in the shoes of their clients, an important ability for assessing credit applications and supporting prospective and existing credit clients. Overall, our staff are more confident to approach clients with financial education as a tool and clients also feel that EMI helps them to improve their lives through education, not just offering financial services.

Why did EMI choose a multi-pronged approach to financial education through digital outreach, a phone center and in-person trainings? What role did each approach play in EMI's overall financial education campaign and which one was the most important?

We structure our activities to reach as many clients as possible. For clients that use Facebook, EMI developed an interactive chatbot and promoted financial education through our Facebook page – this proved to be the most popular way to connect with clients. However, as many existing and prospective clients do not have social media, integrating financial education activities into the work of the call centre and regular client visits to EMI branch offices was also necessary.

What effect has EMI's introduction of microinsurance had on the insurance in market in Laos?

It is likely that similar insurance products and financial education services will be soon be available through other MFIs thanks to our example. After being invited to a presentation of the results of EMI's insurance product at the SDC´s premises in Laos, representative of Laotian MFIs were clearly convinced of the value and interested in developing their own insurance products. We welcome our competitors entering this market and even invited their CEOs to see how we developed and implemented the financial education e-learning materials.

What are the two biggest lessons learned from this financial education campaign that EMI is applying in the second SCBF- supported financial education campaign that started in late 2018? What are your objectives this time around?

Education is critical for clients to better understand the costs and benefits of financial services, as well as being an excellent tool for MFIs to better understand their clients' needs. In the case of microinsurance, financial education through videos and testimonials helped EMI increase uptake of the product, as clients began to understand that insurance is a valuable protection for their families in the case of tragedies like death or serious injury, and that savings alone is not sufficient in these situations.

On our side, EMI learned that clients wanted the benefit of insurance linked to credit to be extended to savings products. This motivated us to develop a demand-driven insurance-linked savings product, which is also being supported by SCBF through an FE campaign. Finally, it is wise to train staff before beginning to train clients to ensure a proper divulgation of financial education.

Beneficiaries of the life insurance payout were asked to participate in an awareness raising campaign to show the benefits of insurance to other EMI clients and so encourage them to file claims if necessary © EMI

Financial Education - Rural Financial Literacy

UTKARSH MICRO FINANCE

FEW-01
DELIVERING QUALITY FINANCIAL EDUCATION TO RURAL INDIANS

Background and context

Despite record economic growth in recent decades, large sections of India's population remain very poor and without access to basic financial services. In addition, according to a global survey by Standard and Poor's Financial Services in 2015, 76% of Indians do not have an adequate comprehension of basic financial concepts, and only 39% who access formal lending services could be considered financially illiterate. Women are even more likely to be financially illiterate, with 80% of Indian women (vs. 73% for Indian men) lacking this important knowledge.

Fortunately, the Indian government has recognized this as a critical issue and developed a National Strategy for Financial Education, which lays out cooperation between the public and private sector for improving financial literacy among poor Indians. In the wake of the Indian government's move to demonetize the economy in November of 2016, both traditional and digital finance actors are reaching more Indians. This offers an opportunity to reach more people with financial education and broaden financial inclusion to the most marginalized, especially in rural areas. It also presents challenges as people who may not have the requisite knowledge to make proper financial choices are now being presented with a plethora of options, that may or may not be in their best financial interest. This makes financial education an even more important aspect of financial inclusion in the Indian context.

Intervention approach and results

Utkarsh's clients, most of whom are poor Indians working as domestics, wage labourers in various sectors and microentrepreneurs, are within the segemnt of the population that is most likely to be financially illiterate. The technical assistance provider, Accion International, used a ToT method to train select Utkarsh staff as master trainers on Accion's proprietary MoneyPlan financial literacy curriculum. These master trainers trained further Utkarsh staff who in turn taught the curriculum to clients. The curriculum consists of seven modules: financial planning, cash flow and budgeting, savings, debt and borrowing, insurance, investments and banking. A series of open-air social marketing events were held in the villages surrounding Utkarsh branches to reach non-clients and those who may not have the time or proclivity to attend the dedicated training sessions with basic financial literacy concepts.

Over the course of the intervention, more than 20'452 women clients of Utkarsh recieved classroom training following the MoneyPlan curriculum. In addition, over 8'000 individuals were reached through 15 open-air events. Of the 20'4452 clients, 20% (around 4'300) accessed a new financial product: 1'900 opened a bank account or began regularly savings, 700 bought an insurance policy, 700 made new investments, and 900 requested new loans.

For more information on this project and relevant references, see the final report on the SCBF website: http://scbf.ch/financial-education-campaigns/

Institutional changes & achievements

Secretariat & Board

- The Secretariat was reinforced with the addition of Mr. Thor Erismann as development and inclusive finance intern in March of 2018 and continues in the operations unit for 2019 (70% FTE).
- Mr. Alain Guggenheim replaced Ms. Dana Ellis as operations manager during Ms. Ellis's maternity leave from May 2018 until January 2019.
- The Secretariat has been grateful to have assistance of four consultants through 2018: Ms. Sally Yacoub, Mr. Juan Vega Gonzalez, Mr. John Wipf and Mr. Patrick Elmer.
- The term of Ms. Olga Speckhardt, Chair of the SCBF Board, was extended by one year.

Individual Members

- Ms. Ariane Cherix Chardon has replaced Ms. Ximena Escobar de Nogales of Bamboo Capital Partners as SCBF representative.
- Mr. Dominik Wehgartner and Mr. Reto Schneider became active on behalf of Allianz Re.
- With the rotation of Mr. Hans Ramm within SDC to the Global Programme Food Security department, Ms. Nathalie Wyser has become programme manager of SCBF for the SDC and representative for Standard E + I funds.
- Mr. Bernard Zaugg has assumed the role of SDC representative for agricultural funds and Mr. Steven Geiger has assumed this role for West Africa funds.

Funding

Over the course of 2018, the SCBF's funding sources diversified considerably. For more information please refer to the funding section on page 47 or reach out to the SCBF Secretariat.

- In January 2018, the SCBF launched the first projects funded by the SDC's Global Programme Food Security (GPFS), which targets agricultural finance, especially insurance.
- At the end of 2018, the SDC's West Africa Division granted SCBF 4'000'000 CHF in co-funding to target employment-generating financial inclusion in SDC priority countries in West Africa.
- The SCBF was also granted a 200'00 CHF gramt for fostering employment from the Southern, Eastern and Northern Africa division of the SDC.
- AGFUND, SCBF's newest member, began cofunding selected SCBF proposals.

SCBF's Second Mid-Term Review

In the summer of 2018, the SCBF underwent its second mid-term review (MTR) as the end of the second funding cycle neared in November 2018. This review was led by Mr. Klaus Maurer, who was supported in the field of financial education by Ms. Nina Nayer and in the field of inclusive insurance by Mr. Denis Garand. The purpose of the MTR was to *provide evidence on achievements and results and to lay the basis for SDC's decision for future funding*.

Overall, it was found that *the SCBF has reached the targets set for the second phase.* At the same time, the MTR made clear that the SCBF has far outgrown the original governance and operational structure and recommended a reorganization of the SCBF based on inputs from the Board, the Secretariat, the SDC and most importantly the SCBF members. The combination of positive and critical assessments comforted the SDC in continuing to support the SCBF over the long run. To give the SCBF enough time and space to define and start the reform process recommended by the MTR, the SDC decided to extend its current support with additional funding for one year before entering a new phase of financial support for the SCBF. This process is currently underway and more information on the restructuring process can be found on the next page devoted to the SCBF's strategic orientation in 2019.

Strategic orientation for 2019 and beyond

Overview

With the completion of the first outreach survey of SCBF-funded projects and the external mid-term review, 2018 was a year for reflection and strategic thinking on the part of the SCBF members and the SCBF Board. On top of this, the additional funding streams in West Africa and agricultural finance open new opportunities and present new challenges for the SCBF in 2019.

Building on the success of the past

Following reception of the final MTR report in October 2018, the SDC issued a Management Response (MR) in December 2018. The SDC MR welcomed the key positive findings of the MTR, stressing the importance of maintaining and reinforcing the successes of the SCBF since inception:

- *Evolved into a successful and internationally recognized TA facility for fostering responsible financial inclusion and contributing to several SDGs*
- *Over-achieved substantially at least two of three second phase targets*
- *Has grown in membership from 14 to 18 members, now encompassing all major Swiss impact investors and key insurance players involved in Southern markets.*
- *Mobilized substantial contributions from the private sector*

Key recommendations for the future

In addition, the SDC accepted the key recommendations of the MTR and proposed the framework for the SCBF reform process that would implement these recommendations to be started immediately in Q1 2019. These key recommendations are the following:

- Improve organization, governance and management with a focus on clarifying the organizational structure, adding management capacity and human resources within the secretariat; strengthening the SCBF Board with an independent member; and increasing internal controls
- Sharpen the SCBF's programmatic and strategic profile in while seeking alignment with the Sustainable Development Goals (SDGs)
- Ensure ownership, transparency and accountability through tri-partite project agreements with PFIs and project audits.
- Enhance the learning and knowledge management function to significantly increase the value proposition for SCBF members who clearly expressed a strong interest and demand for learning.
- The SDC should base its sponsorship of the SCBF on a long-term footing to continue playing the important catalytic role in the SCBF.

Consultative process with the members on SCBF reform

The SCBF Board accepted the SDC's MR and will ratify the SCBF Reform Plan in January 2019 to implement the recommendations in a timely manner through a consultative process with SCBF members and the SDC. The SCBF will hold an Extraordinary General Assembly (EGA) in February 2019 for the members to acknowedge the SCBF reform plan. This will also include the election of an independent board member and the creation of a recruitment committee to hire a CEO for the SCBF by Q2 2019.

Following the EGA, the SCBF will initiate three workstreams in collaboration with its members and the SDC:

- The first workstream will focus on sharpening the programmatic and strategic profile of the SCBF and align with the SDGs.
- The second workstream will improve the learning and knowledge management function of the SCBF according to the needs of its members.
- The third workstream will review member engagement within the SCBF's operations.

Funding and contributions

Public-private funding of the SCBF

The SDC has funded CHF 13.4 million out of the total project cost of CHF 23.4 million, or 57%, of the 117 technical assistance projects of the SCBF since its inception in 2011. The private sector - comprising the partner financial institutions, the technical assistance grantees, the 450'000 CHF contribution from Credit Suisse Foundation and the 38'000 CHF from AGFUND - has funded the remaining 43% of the total budget, or CHF 10 million. The self-contribution of PFIs varies greatly from a low of 8 % for high priority proposals in the field of inclusive insurance to above 60%: this depends on the financial strength of the PFIs, the availability of other funders, and the development priorities of the SCBF. The partner financial institutions and the grantees propose the self-contribution shares and the project committees accept them as part the approval process on a project-by-project basis.

The direct operational costs of the SCBF have reached so far around CHF 2 million which represents 8,5% of the total project budget or 15% of the SCBF share of project financing of the 117 projects. In addition, the private SCBF members have contributed in 2018 with 97 expert days valued at CHF 126'100. SDC dedicated 85 expert days, equivalent to CHF 110'500.

Funding sources

The SDC funds the SCBF according to four-year funding cycles with an independent mid-term review at the end of each funding cycle. In November 2018, the Phase 2 funding cycles of the Standard E+ I funds, the North Africa funds, and the Agricultural Insurance funds have been extended by one year until 12/2019. An additional credit of 500'000 CHF was granted for Standard E + I funds.

In December 2017 a new credit line has been released from the Global Programme Food Security Department of SDC, earmarked for agricultural finance, with a special focus on agricultural insurance. Interventions in the scope of this credit line are restricted to countries receiving Official Development Assistance (ODA) rather than the typical priority and eligible countries of the SDC.

The West Africa department granted the SCBF a new credit of CHF 4'000'000 in December 2018 to fund projects in West Africa under the SCBF's normal eligibility criteria. The SCBF also received a credit of 200'000 CHF for employment generation of young adults in Southern & Eastern Africa.

Funding source	Phase	Original validity	Extension	Total Amount
Standard E + I*	Phase 1	12/2010 - 11/2014	until 11/2016	6.600.000
Standard E + I*	Phase 2	01/2015 - 11/2018	until 12/2019	8.450.000
North Africa*	Phase 1	12/2011 - 11/2014	until 11/2016	2.250.000
North Africa*	Phase 2	01/2015 - 12/2018	until 12/2019	1.500.000
Agricultural Insurance*	Phase 1	12/2017 - 11/2018	until 12/2019	1.750.000
West Africa*	Phase 1	12/2018 - 12/2023		4.000.000
SONAP*	Phase 1	01/2019 - 12/2019		200.000
Credit Suisse Foundation		06/2013 - 12/2015		450.000
AGFUND		07/2018 - NA		38.363
Total				25.238.363

* Credits from different departments of the SDC

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC

CREDIT SUISSE

ARAB GULF PROGRAMME FOR DEVELOPMENT - AGFUND
برنامج الخليج العربي للتنمية - أجفند

Financial Report

PRÜFAG

Report of the Statutory Auditor to the General Assembly of the **SCBF Swiss Capacity Building Facility, Fribourg** Financial Statements 31 December 2018

Report of the Statutory Auditor on the Limited Statutory Examination to the General Assembly of the SCBF Swiss Capacity Building Facility, Fribourg

As statutory auditor, we have examined the financial statements (balance sheet, income statement and notes) of the SCBF Swiss Capacity Building Facility for the year ended 31 December 2018.

These financial statements are the responsibility of the Management Committee. Our responsibility is to perform a limited statutory examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on the Limited Statutory Examination. This standard requires that we plan and perform a limited statutory examination to identify material misstatements in the financial statements. A limited statutory examination consists primarily of inquiries of company personnel and analytical procedures as well as detailed tests of company documents as considered necessary in the circumstances. However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Bericht der Revisionsstelle zur Eingeschränkten Revision an die Generalversammlung der SCBF Swiss Capacity Building Facility, Fribourg

Als Revisionsstelle haben wir die Jahresrechnung (Bilanz, Erfolgsrechnung und Anhang) der SCBF Swiss Capacity Building Facility für das am 31. Dezember 2018 abgeschlossene Geschäftsjahr geprüft.

Für die Jahresrechnung ist der Vorstand verantwortlich, während unsere Aufgabe darin besteht, die Jahresrechnung zu prüfen. Wir bestätigen, dass wir die gesetzlichen Anforderungen hinsichtlich Zulassung und Unabhängigkeit erfüllen.

Unsere Revision erfolgte nach dem Schweizer Standard zur Eingeschränkten Revision. Danach ist diese Revision so zu planen und durchzuführen, dass wesentliche Fehlaussagen in der Jahresrechnung erkannt werden. Eine Eingeschränkte Revision umfasst hauptsächlich Befragungen und analytische Prüfungshandlungen sowie den Umständen angemessene Detailprüfungen der beim geprüften Unternehmen vorhandenen Unterlagen. Dagegen sind Prüfungen der betrieblichen Abläufe und des internen Kontrollsystems sowie Befragungen und weitere Prüfungshandlungen zur Aufdeckung deliktischer Handlungen oder anderer Gesetzesverstösse nicht Bestandteil dieser Revision.

PRÜFAG Wirtschaftsprüfung AG
Badenerstrasse 141, Postfach, CH-8036 Zürich | Tel. +41 44 533 76 00 | www.pruefag.ch

PRÜFAG

Based on our limited statutory examination, nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law, the Articles of Association and the regulation of the Association (Operation Policy and Procedures).

Bei unserer Revision sind wir nicht auf Sachverhalte gestossen, aus denen wir schliessen müssten, dass die Jahresrechnung nicht Gesetz, den Vereinsstatuten (Articles of Association) und dem Vereinsreglement (Operation Policy and Procedures) entspricht.

PRÜFAG Audit Ltd

Dirk Stingelin
Licensed Audit Expert
Auditor in Charge

Daniel Carotta
Licensed Audit Expert

Zurich, 30 April 2019
DIST

Enclosure:
Financial statements
(balance sheet, income statement, notes)

PRÜFAG Wirtschaftsprüfung AG

Dirk Stingelin
Zugelassener Revisionsexperte
Leitender Revisor

Daniel Carotta
Zugelassener Revisionsexperte

Zürich, 30. April 2019
DIST

Beilage:
Jahresrechnung
(Bilanz, Erfolgsrechnung, Anhang)

PRÜFAG Wirtschaftsprüfung AG
Badenerstrasse 141, Postfach, CH-8036 Zürich | Tel. +41 44 533 76 00 | www.pruefag.ch

EXPERTsuisse zertifiziertes Unternehmen

Balance sheet as of 31 December

ASSETS	Notes	2018 in CHF	2017 in CHF
Current assets			
Cash and cash equivalents	C1	7'424'531.84	5'696'245.77
Other receivables		87.50	87.50
Accrued income and prepaid expenses		5'541.20	5'148.90
Grants receivables	C2	4'450'475.00	1'200'475.00
Total current assets		*11'880'635.54*	*6'901'957.17*
TOTAL ASSETS		**11'880'635.54**	**6'901'957.17**
LIABILITIES			
Current liabilities			
Deferred income and accrued expenses		73'472.23	27'689.23
Committed financing contracts			
- I & E Fund	C3	2'037'359.65	1'921'813.15
- North Africa Fund	C3	557'774.50	494'047.50
- Agricultural Insurance Fund	C3	274'589.00	0.00
- West Africa Fund	C3	0.00	0.00
Total current liablities		*2'943'195.38*	*2'443'549.88*
Fund capital (restricted)			
Income and Employment Generation Fund	C4	3'171'827.12	2'847'834.82
Earmarked for North Africa Fund	C4	432'934.04	860'572.47
Earmarked for Agricultural Insurance Fund	C4	1'332'679.00	750'000.00
Earmarked for West Africa Fund	C4	4'000'000.00	0.00
Total fund capital (restricted)		*8'937'440.16*	*4'458'407.29*
TOTAL LIABILITIES		**11'880'635.54**	**6'901'957.17**

Income Statement as of 31 December

INCOME	Notes	2018 in CHF	2017 in CHF
Income from contributions (new agreements)			
Contribution from donor			
- Income and Employment Gerneration Fund		1'900'000.00	1'500'000.00
- North Africa Fund		0.00	-549'525.00
- GPFS Agricultural Insurance Fund		1'000'000.00	0.00
- West Africa Fund		4'000'000.00	0.00
Total		*6'900'000.00*	*950'475.00*
TOTAL INCOME		**6'900'000.00**	**950'475.00**
EXPENSES			
Contracts' financing			
Income and Employment Generation Fund		-1'102'822.00	-1'357'709.00
Earmarked for North Africa Fund		-309'342.00	-126'373.00
Earmarked for Agricultural Insurance Fund		-417'321.00	0.00
Earmarked for West Africa Fund		0.00	0.00
Total		*-1'829'485.00*	*-1'484'082.00*
Management and administrative expenses			
Personnel expenses		-301'283.01	-227'382.25
Administrative expenses	C5	-288'715.55	-112'071.45
Total		*-589'998.56*	*-339'453.70*
TOTAL EXPENSES		**-2'419'483.56**	**-1'823'535.70**
Operating result		**4'480'516.44**	**-873'060.70**
Net financial income		-1'483.57	-1'359.15
Net exceptional income		0.00	0.00
Total		*-1'483.57*	*-1'359.15*
Result before change in fund capital (restricted)		**4'479'032.87**	**-874'419.85**
Contributions, net		-6'900'000.00	-950'475.00
Commitments, net		1'829'485.00	1'484'082.00
Total		*-5'070'515.00*	*533'607.00*
Annual result before allocation of management and administrative expenses to fund capital (restricted)		**-591'482.13**	**-340'812.85**
Allocation of mgmt. and admin. exp. to:			
- Income and Employment Generation Fund	C4/D2	473'185.70	272'650.30
- Earmarked North Africa Fund	C4/D2	118'296.43	68'162.55
		0.00	**0.00**

Notes to the Financial Statements as of 31 December

A Presentation

Swiss Capacity Building Facility Association (hereinafter SCBF) is a public-private development partnership with the Swiss Agency for Development and Cooperation (SDC) founded in December 2010 and established as an association within the meaning of Article 60ss of the Swiss Civil Code. The SCBF headquarter is located in Fribourg with a support office located in Zurich.

SCBF objective is to financially support its partner financial institutions with a clear social missions to serve those on low incomes, particularly women and smallholder farmers.

B Significant accounting policies

B1 Accounting Conventions

SCBF's financial statements are prepared in accordance with the provisions of the Swiss accounting law as stipulated in subtitle 32 of the Swiss Code of Obligations (CO). The financial statements are presented in Swiss francs.

B2 Accounting principles

Following accounting principles are relevant:

- New agreements signed with SDC are booked as Grant Receivables and simultaneously as funds increase;
- Payments from SDC reduce the account Grant Receivables;
- Commitments towards institutions are booked as committed financing contracts and simuntaneously as funds decreases;
- Payments in the scope of these contracts reduce the liabilities.

C Additional information related to specific balance sheet and income statement positions

As from 2018, the SCBF has two additional funding sources at SDC: Division GPFS for agricultural insurance and the division West Africa. The different funding sources are thus taken into consideration with separate bank accounts and separately showing grants receivable, income and project financing.

C1 Cash and cash equivalents

Bank accounts with Credit-Suisse related to:	2018	2017
Income and Employment Generation	5'069'135.91	3'996'561.78
Income and Employment Generation - special	500'000.00	500'000.00
Earmarked for North Africa Account	953'675.93	1'199'683.99
Earmarked for agricultural insurance	901'720.00	0.00
Earmarked for West Africa	0.00	0.00
TOTAL	**7'424'531.84**	**5'696'245.77**

C2 Grants receivables

Grants receivables from SDC related to:	2018	2017
Income and Employment Generation Standard	0.00	750'000.00
Earmarked for North Africa Account	450'475.00	450'475.00
Earmarked for Agricultural Insurance	0.00	0.00
Earmarked for West Africa	4'000'000.00	0.00
TOTAL	**4'450'475.00**	**1'200'475.00**

Notes to the Financial Statements as of 31 December

C3 Committed financing contracts

2018	1.1.	New commitments	Unused commitmetns	*Commitments, net*	Corrections	Payments	Refund	*Cash-flow, net*	31.12.
Income and Employment Generation Fund	1'921'813.10	1'138'784.00	-35'962.00	*1'102'822.00*	-0.45	-987'275.00	0.00	*-987'275.00*	2'037'359.65
Earmarked for North Africa Fund	494'047.50	309'342.00	0.00	*309'342.00*	0.00	-245'615.00	0.00	*-245'615.00*	557'774.50
Earmarked for Agricultural Insurance	0.00	417'321.00	0.00	*417'321.00*	0.00	-142'732.00	0.00	*-142'732.00*	274'589.00
Total	**2'415'860.60**	**1'865'447.00**	**-35'962.00**	***1'829'485.00***	**-0.45**	**-1'375'622.00**	**0.00**	***-1'375'622.00***	**2'869'723.15**

2017	1.1.	New commitments	Unused commitmetns	*Commitments, net*	Corrections	Payments	Refund	*Cash-flow, net*	31.12.
Income and Employment Generation Fund	1'603'322.10	1'422'914.00	-65'205.00	*1'357'709.00*	0.00	-1'039'218.00	0.00	*-1'039'218.00*	1'921'813.10
Earmarked for North Africa Fund	525'495.50	126'373.00	0.00	*126'373.00*	0.00	-167'396.00	9'575.00	*-157'821.00*	494'047.50
Earmarked for UNWRA Fund	0.00	0.00	0.00	*0.00*	0.00	0.00	0.00	*0.00*	0.00
Total	**2'128'817.60**	**1'549'287.00**	**-65'205.00**	***1'484'082.00***	**0.00**	**-1'206'614.00**	**9'575.00**	***-1'197'039.00***	**2'415'860.60**

C4 Fund capital (restricted)

2018	1.1.	New commitments	Unused commitments	*Commitments, net*	Transfer	Contributions SDC	Reduction/ Refund to SDC	Allocation of m/a expenses	31.12.
Income and Employment Generation Fund	2'847'834.82	-1'138'784.00	35'962.00	-1'102'822.00	0.00	1'900'000.00	0.00	-473'185.70	3'171'827.12
Earmarked for North Africa Fund	860'572.47	-309'342.00	0.00	-309'342.00	0.00	0.00	0.00	-118'296.43	432'934.04
Earmarked for Agricultural Insurance	750'000.00	-417'321.00	0.00	-417'321.00	0.00	1'000'000.00	0.00	0.00	1'332'679.00
Earmarked for West Africa	0.00	0.00	0.00	0.00	0.00	4'000'000.00	0.00	0.00	4'000'000.00
Total	**4'458'407.29**	**-1'865'447.00**	**35'962.00**	***-1'829'485.00***	**0.00**	**6'900'000.00**	**0.00**	**-591'482.13**	**8'937'440.16**

2017	1.1.	New commitments	Unused commitments	*Commitments, net*	Transfer	Contributions SDC	Reduction/ Refund to SDC	Allocation of m/a expenses	31.12.
Income and Employment Generation Fund	3'728'194.12	-1'422'914.00	65'205.00	-1'357'709.00	0.00	750'000.00	0.00	-272'650.30	2'847'834.82
Earmarked for North Africa Fund	1'604'633.02	-126'373.00	0.00	-126'373.00	0.00	0.00	-549'525.00	-68'162.55	860'572.47
Earmarked for UNWRA Fund	0.00	0.00	0.00	0.00	0.00	750'000.00	0.00	0.00	750'000.00
Total	**5'332'827.14**	**-1'549'287.00**	**65'205.00**	**-1'484'082.00**	**0.00**	**1'500'000.00**	**-549'525.00**	**-340'812.85**	**4'458'407.29**

Notes to the Financial Statements as of 31 December

C5 Administrative expenses

Administrative expenses	2018	2017
Office Rent	13'950.00	11'370.00
Audit and consulting charges	49'055.90	19'157.95
Outcome studies	167'939.90	52'587.00
Learning events / workshops	21'884.28	7'999.67
Travel costs	8'868.18	12'387.35
Other administrative costs	18'503.82	8'325.07
Membership fees	1'539.75	0.00
Communication / Marketing	6973.72	244.41
TOTAL	**288'715.55**	**112'071.45**

The increase in administrative expenses is due to
- Outcome studies necessary for the midterm-review 2018
- Higher costs for backstopping mandates

D Additional information

D1 Average number of employees (full-time equivalents)

The annual average number of employees (FTE) for the reporting year, as well as the previous year was below 10.

D2 Allocation of management and administrative expenses to fund capital (restricted)

According to the agreement with SDC and as stipulated in contract No. 81039703 concerning the granting of a core contribution earmarked for North Africa, the management and administrative expenses are charged to the fund capital in the ratio of 80% standard credit, 20% North Africa.
There are no management and administrative costs charged to the new credit for Agricultural Insurance as this credit was only released in December 2017. A new repartition of costs between the different funding sources will be made for 2019.

D3 Collaboration with the Arab Gulf Programme for Development (AGFUND)

AGFUND has been presented as a new member and at the same time donor to the SCBF. The admission procedure has though not yet been accomplished. AGFUND should finance individual projets with 50%, so far we have two projects that are endorsed by AGFUND, however, no transfer of money has been made yet.
The financing is advanced by the SCBF, the 50% AGFUND share will be claimed at a later stage. The projects concerned are 2018-11 b) and FSW-18 with a total amount of CHF 38'363, the financing is under the standard credit.

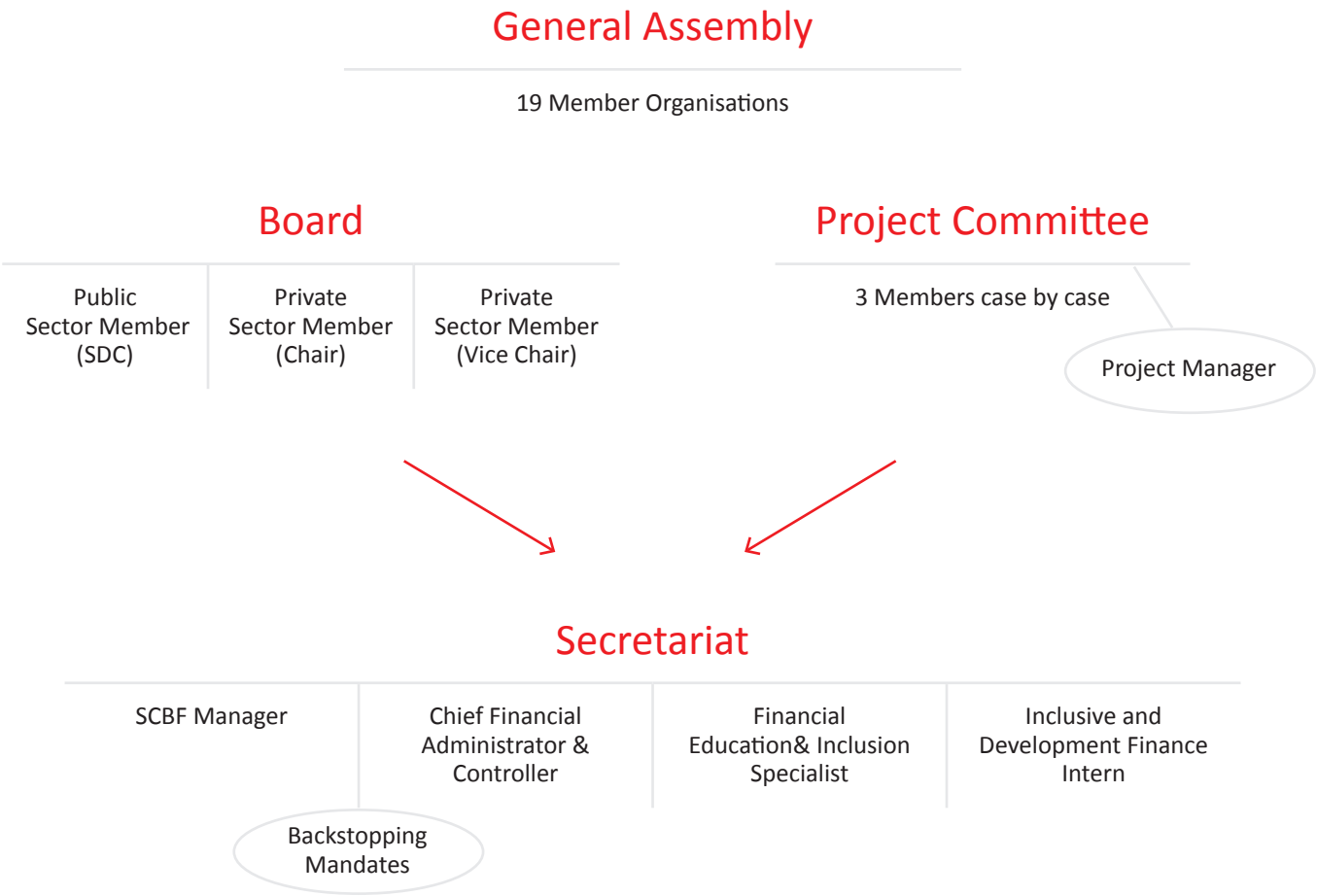
D4 Significant events after the balance sheet date

There are no significant events after balance sheet date to report.

Appendix 1

SCBF Organisational Structure

SCBF is governed by a Board of three members (one representing the public sector) elected by its General Assembly, which currently comprises one sponsor and 18 member organisations, all but one based in Switzerland. The public sector is represented by the Swiss Agency for Development and Cooperation (SDC). The SCBF secretariat reports directly to the Board and employs, on a part time basis, four core staff members: a manager (80%), a chief financial administraion officer & controller (50%), a financial education and inclusion specialist (45%), and an inclusive and development finance intern. The SCBF is also supported in specific operational tasks by four consultants, each working on a specific mandate: inclusive insurance, financial inclusion in the MENA region, financial education & coordination of outcome studies.



Appendix 2

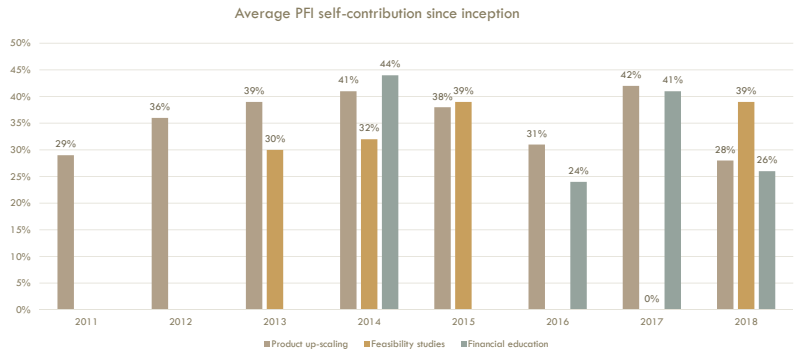
Financial Overview Since Inception

Product Up-scaling Window (PUW)	Since inception (2011)
Product up-scaling interventions approved	84
Total product up-scaling intervention budget (CHF)	17'769'155
Approved SCBF contribution (CHF)	10'043'313
Average SCBF contribution (CHF)	119'563
Average cost share of PFIs and third parties	43 %

Feasibility Study Window (FSW)	Since inception (2013)
Feasibility studies approved	17
Total feasibility study budget (CHF)	2'454'142
Approved SCBF contribution (CHF)	1'543'368
Average SCBF contribution (CHF)	90'786
Average cost share of PFIs and third parties	37 %

Feasibility Study Window (FEW)	Since inception (2014)
Financial education campaigns approved	18
Total financial education campaign budget (CHF)	3'226'897
Approved SCBF contribution (CHF)	1'944'433
Average SCBF contribution (CHF)	108'024
Average cost share of PFIs and third parties	40%

AVERAGE PFI/PRIVATE SECTOR SELF-CONTRIBUTION SINCE INCEPTION



Note: FS co-funding window was established in 2013
FE co-funding window was established in 2014

Appendix 3

Partner Financial Institutions and Technical Assistance Providers

Middle East and North Africa (17)

Alexandria Business Association	Egypt
Advans Tunisia	Tunisia
Al Barid Bank	Morocco
Association Al Amana	Morocco
Cairo Amman Bank	Egypt
Commercial International Life Insurance	Egypt
Crédit Immobilier & Hôtelier	Morocco
Dakahlya Businessmen Association for Community Development	Egypt
Egyptian National Postal Organization	Egypt
Enda Inter-arab	Tunisia
Ibda'a Lebanon	Lebanon
Kiwi Morocco	Morocco
Lead Foundation	Egypt
Microfund for Women	Jordan
National Microfinance Bank	Jordan
UNRWA Microfinance	Palestine
Vitas Jordan	Jordan

Latin America & The Caribbean (20)

Akiba Mexico	Mexico
Apoyo Integral Guatemala	Guatemala
Banco Pinchincha	Ecuador
Banco Popular	Honduras
Banco Solidario	El Salvador
Calculadora de Ahorra y Crédito - Jardin Azuayo	Ecuador
COMIXMUL	Hondurals
Cooperative de Ahorry y Crédito Cabanillas Mañazo	Peru
Credifé	Ecuador
Federación de Cooperativas de Ahorro y Crédito	Peru
Fundación Fondo de Desarrollo Local	Nicaragua
FINCA Haiti	Haiti
FINCA Nicaragua	Nicaragua
FUDEMI	Nicaragua
Fundación Campo	El Salvador
Fundación GENESIS	Guatemala
FUNDENUSE	Nicaragua
Kiwi Mexico	Mexico
IDEal Tecnologías	Nicaragua
Sevis Finansye Fonkoze	Haiti

Asia (17)

Advans Pakistan	Pakistan
Alliance for Microfinance in Myanmar	Myanmar
AMK Microfinance Institution	Cambodia
AMRET Cambodia	Cambodia
Ekphatthana Microfinance Institution	Laos
Hattha Kaksekar Limited	Cambodia
Guadian Life Insurance Limited	Bangladesh
LOLC (formerly TPC)	Cambdoia
LOLC (formerly LOMC)	Sri Lanka
Manushi	Nepal
National Microfinance Bank	Nepal
OXUS Afghanistan	Afghanistan
PACT Ventures	Myanmar
PGMF	Myanmar
Tinh Thuong Microfinance Institution	Vietnam
Ujjivan Financial Services	India
Utkarsh Microfinance	India

Sub-Saharan Africa (27)

ACRE Africa Kenya	Kenya
ACRE Africa Rwanda	Rwanda
ACRE Africa Tanzania	Tanzania
Advans Ghana	Ghana
Advans Tanzania	Tanzania
ASA Initiative	Ghana
Bank of Kigali	Rwanda
Biashara na Fedha / Venture South Kenya	Kenya
Buusaa Gonofaa	Ethiopia
EFC Zambia	Zambia
Equity Bank Rwanda	Rwanda
Equity Bank Tanzania	Tanzania
FIDES Microfinance Senegal	Senegal
IMF Hekima SC	DR Congo
Kenya Commercial Bank	Kenya
La Poste du Bénin	Benin
NUCAFE	Uganda
Microbank FIDES Mozambique	Mozambique
PRIDE RFW	Tanzania
Réseau de Micro-institutions de Croissance de Revenus	Mali
Société Nationale des Postes du Burkina	Burkina Faso
Urwego Opportunity Bank	Rwanda
Venture South Tanzania	Tanzania
Wasasa	Ethiopia
Zingsure Malawi	Malawi
Zingsure Zambia	Zambia
Zingsure Zimbabwe	Zimbabwe

Technical Assistance Providers – Organisations (29)

Accion
ACRE Africa
Advans International
Akiba (formerly E-Savings.club)
Bamboo Capital Partners (formerly Bamboo Finance)
Business & Finance Consulting
Financial Systems Development Services (FIDES)
FINCA International
GFA Consulting Group
Grameen Crédit Agricole Microcredit Foundation
Habitat for Humanity International
Horus Development Finance
IDEal Tecnologías Cía
KiWi S.A.
M-CRIL
Microfinanza Sárl
Microinsurance Centre
Opportunity International
Pamiga
Postive Planet
responsAbility
Swiss Microfinance Holding
Stonestep
Symbiotics
Syngenta Foundation for Sustainable Agriculture
Swisscontact
Venture South International
Women's World Banking
Zingsure

Technical Assistance Providers – Consultants (5)

Alexandre Berthaud Purata
John Wipf
Juan Vega Gonzales
Lene Hansen
Sally Yacoub

Appendix 4

SCBF's Contributions to the Sustainable Development Goals

	SCBF client-centric financial products & services	Impact on beneficiaries	Contribution to SDGs
SDG 1. No poverty	All SCBF outputs: insurance, savings, credit, money transfers, financial education, leasing of productive assets	Increased income, assets and economic security Better access to healthcare and education	Economic security and empowerment Poverty alleviation
SDG 2. Zero hunger	Agriculture insurance (weather-index based) Loans for irrigation technologies Rapid loans customised for farmers	Enhanced resilience to weather and disease/pest risks Reduced fluctuations in income of small producers and farmers	Food security Eradication of hunger and malnutrition Promoting sustainable agriculture
SDG 3. Good health and well-being	Health and life insurance Hospital cash Accident insurance	Improved ability to cope with medical emergencies Reduced financial distress in case of accident, hospitalisation or death	Population health improvement Better quality of life
SDG 4. Quality education	Financial literacy training Business skills training Education finance products and loans to schools (in pipeline)	Increased economic and social capital through ability to make informed investment decision	Provision of brighter future and safe environment for children Promotion of lifelong learning opportunities
SDG 5. Gender equality	Promotion and acceleration of women-led small businesses Gender-focused savings-linked insurance and lending	Financial independence Enhanced decision-making role of women in the households	Reduced gender gap in financial inclusion Women empowerment Equal access to financial products
SDG 7. Affordable and clean energy	Green energy loans (biochar stoves) Solar home systems Solar-powered water pumps Product & financial training	Better indoors air quality and cooking conditions Savings from kerosene & firewood Increased time for education	Less dependence on fossil fuels Reduced carbon print Promotion of renewable resources Healthier planet
SDG 8. Decent work and economic growth	Self-employment and business ownership through microfinance Digitised financial services allowing easier access to credit	Enhanced self-reliance Small value chains of benefit to neighbourhoods and communities Confidence in brighter future	Job creation through increased entrepreneurship Thriving local economies Reduced youth unemployment
SDG 9. Reduced inequalities	Group-lending to refugees Non-financial services Affordable money transfers for migrant workers	Increased income-generating opportunities Smoothening of fluctuating income Improved livelihoods	Reduced wealth disparity Promotion of social cohesion Empowered populations in conflict-prone communities
SDG 11. Sustainable cities and communities	Affordable and adequate housing improvement loans Micro-mortgages Construction technical assistance	Better housing alternatives Safety from hazards Education and health improvements	Reduced adequate housing deficit Inclusive human settlements
SDG 17. Partnerships for the goals	PPDP and civic societies Financial service providers Public authorities Social investors	Support achievement of the previous SDGs through international cooperation	Alliances between public & private stakeholders and civil societies Mobilised long-term investments to support sustainable development

EXCHANGE RATES

All figures in this report are in Swiss Francs (CHF), unless indicated otherwise.
In 2018, the average exchange rate was CHF 0.9780 to USD 1, and CHF 1.1549 to EUR 1.
Source: Credit Suisse Average Foreign Exchange Rates 2018, accessed 02.06.2019

PHOTO CREDITS

Courtesy of: Acre Africa, Akiba (E-Savings.club), Ekphatthana Microfinance Institution, Enda inter-arabe, Habitat for Humanity International, IMF Hekima SC, John Wipf, Juan Vega Gonzales, KiWi, Lead Foundation, Manushi, Microfund for Women, MicroInsurance Centre, NMB Bank Limited, Opportunity International, Sèvis Finansye Fonkoze, Swisscontact, Syngenta Foundation for Sustainable Agriculture, Venture South International, Women's World Banking

Swiss Capacity Building Facility
Streulistrasse 19
8032 Zürich | Switzerland
Tel: +41 44 585 12 55
E: info@scbf.ch
www.scbf.ch