

SCBF 2015-05

15/05/2016

Improving Mobile Banking through Client Education and Sub-agents

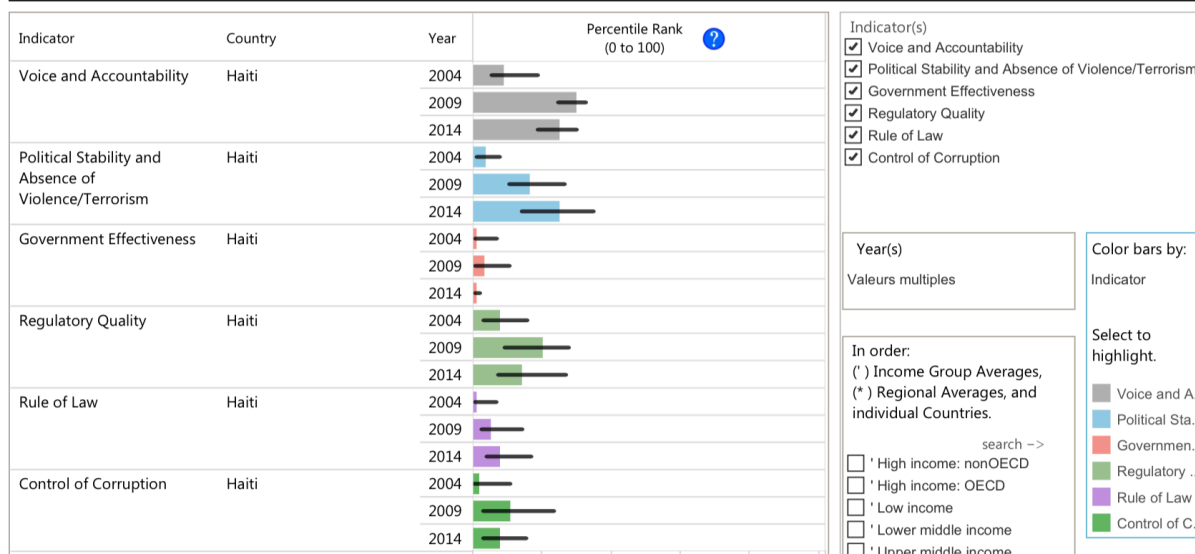
FINCA, Haiti

1. DEVELOPMENT RELEVANCE

1.1 Country context: Please fill in the table below.

Population and Economic indicators		
Population (please indicate year here).	10,5 million (2014)	
GDP growth (year). Please use following source (with hyperlink): http://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG	2,7% (2014)	
Inflation (year). Source with hyperlink: http://data.worldbank.org/indicator/FP.CPI.TOTL.ZG	9% (2015)	
Economic Freedom Index (Rank among 185 countries). Source: http://www.heritage.org/index/explore?view=by-region-country-year	150 (2016)	
Governance Indicators (Score -2.5 to +2.5). Source: http://info.worldbank.org/governance/wqi/index.aspx-reports	Voice and Accountability	
	Political Stability/Absence of Violence	
For governance indicators see graph below	Government Effectiveness	
	Regulatory Quality	
	Rule of Law	
	Control of Corruption	
Poverty indicators		
GDP per capita (current USD) (year). Source: http://data.worldbank.org/indicator/NY.GDP.PCAP.CD	824USD (2014)	
Gini Index (0= equality 100= inequality) (year). Source: http://data.worldbank.org/indicator/SI.POV.GINI	60,8 (2012)	
International (at 1,25 USD/day), national and rural poverty headcount ratio (year). Source with hyperlink: http://data.worldbank.org/indicator/SI.POV.DDAY/countries/all?display=graph http://data.worldbank.org/indicator/SI.POV.NAHC/countries/all?display=graph http://data.worldbank.org/indicator/SI.POV.RUHC/countries/all?display=graph	International: 53,12 (2012) National: 58,5 (2012) Rural Poverty: 74,9 (2012)	

Worldwide Governance Indicators



1.2 Financial sector context: Please refer to longer trends and recent developments of the financial sector. For reference, find topics to cover and sources of information listed below (*max. 10 lines*).

- Snapshot of financial inclusion vision of the government. Sources: National financial inclusion policy, National Poverty Reduction Strategies
- Regulatory framework: banking and insurance
- Financial sector infrastructure (e.g. credit bureau, sector associations)
- Main operators, competition
- Penetration rates for main financial services (credit, savings, insurance, etc.) in year X. Sources with hyperlink: <http://datatopics.worldbank.org/financialinclusion/> ; <http://data.worldbank.org/indicator/IQ.CPA.FINS.XQ> ; Global Microscope on the Microfinance Business Environment

Overall, the Haitian market for microfinance remains vastly underserved. Currently only 17.5% of adults in Haiti have an account at a formal financial institution, including MFIs, and only 5% took a loan from a financial institution in the past year (World Bank 2015). FINCA Haiti continues to be a key player in the Haitian microfinance market, focusing its efforts on the lowest income and on women, operating mainly in the service and agricultural sectors.

Mobile money was deployed in Haiti in late 2010 in the aftermath of the earthquake but still does not command the traction that it has reached in other parts of the world, such as East Africa. The World Bank estimates that only 3.8% of adults in Haiti owned a mobile wallet account in 2015. The reality on the ground is even less shiny. According to FINCA's Mobile network partner, Digicel, in August 2015 there were 97,000 clients using the service at least once over the last 90 days. Less than 50,000 clients had used it once on a 30-day basis.

1.3 Partner Financial Institution(s): Which institutions were involved in the intervention? (*max. 15 lines per institution. Note: Information can be drawn from the application*)

- Vision, mission, key business objectives, financial/non-financial services offered
- Ownership
- Size and growth trend
- Competitive position and role in financial inclusion according to type of services
- Target group (client segmentation)
- Partners (role of Swiss and international partners)

FINCA Haiti was founded in 1989 to serve the entrepreneurial poor and to alleviate poverty through lasting solutions that help people build assets, create jobs and improve their standard of living. It continues to be a key player in the Haitian microfinance market, focusing its efforts on lower-income populations and on women, operating mainly in the service and agricultural sectors. As a result of the 2010 earthquake branches and clients were heavily affected. Following this, FINCA Haiti initiated a consolidation and restructuring period, with a resumption of growth in Q4 2012. In Q1 2013, it transformed from a non-profit into a regulated Société Anonyme (SA), thus providing the basis to offer savings services in the future. It offers village banking loans, individual lending loans, small and medium enterprise loans and agricultural loans. In April 2016 it has over 36'000 clients across 8 branches and a portfolio of over 8.5 million USD. 85% of customers are women. In order to sustain growth in the country, FINCA needs to ensure secure and efficient repayment methods, of which mobile money (Moncash) is the most important one.

The barriers to accessing credit for self-employment in Haiti among women are significant, mostly stemming from the fact that women generally operate in the informal economy and financial institutions will not lend to those without a business registration and without collateral like cars and houses.

FINCA International is the majority owner of FINCA Microfinance Holding Company LLC (FMH), an investment partnership that includes socially responsible investors such as International Finance Corporation (IFC), KfW Bankengruppe, FMO (Dutch development bank), responsAbility Global Microfinance Fund, ASN-Novib (Managed via Triple Jump) and Triodos Investment Management.

1.4 Please add a picture of the branch network map (high resolution).



2. INTERVENTION APPROACH

2.1. Capacity Building Needs: What was the basis for the SCBF intervention? (max. 5 lines)

- Mention shortly any previous activities to enable the SCBF intervention (e.g. feasibility study under SCBF window 2)
- Mention 1-3 key up-scaling constraints of partner financial institution. Refer to financial sector if relevant for intervention.

In a successful previous intervention, SCBF supported FINCA Haiti to pilot a new agricultural loan product. One of the three components of the project was to deploy an alternative delivery channel for rural clients to repay their loans using mobile money. SCBF funding allowed FINCA Haiti to hire an expert to design, implement, pilot (Croix des Bouquets branch) and roll out the service (Delmas, Les Cayes, Jacmel branches) following substantial market research and a feasibility study (funded by USDA) to assist clients in their business transactions, mainly with clients making loan repayments. This initial support allowed to build this innovative channel but client uptake was not very strong. 20 months after launch only 1% of the client base was repaying using mobile money.

For the current project, key up-scaling constraints identified and solved were: i) Agent network ; ii) Training ; iii) Staff Motivation ; iv) Internal Processes.

2.2. Main activity areas (goal, targets, resources & time frame) and outputs (max. 15 lines): What were the main activity areas that have led to the planned – and unplanned – outputs? Please include planned outputs that have not been achieved. Indicate whether additional funders have contributed to the intervention and if so, by what share.

- E.g., briefly mention, if applicable, activities that have led to new/improved products/services and distribution channels, or to strengthened operational capacity
- In case staff and/or management were trained, please mention here and add a figure (number of trained and areas).

The objectives of the project were to achieve 4,000 clients repaying their loans via mobile money on a monthly basis. For this FINCA intended to build a network of 12 fully operational sub-agents and to train 800 clients and 100 staff. Targets were largely exceeded.

On 30 April 2016, at project end :

-There were more than 6,000 clients using Moncash every month to repay their loans. This represents 17% of FINCA Haiti's client base.

-Steady growth in usage, with on average more than 1,000 additional new clients using the service every month for the past three months.

-20 Existing agents vetted and trained are currently offering Moncash services to FINCA clients

-14 new sub-agents identified, trained and funded (free line of credit) are currently offering Moncash services to FINCA Clients.

-The manual input of mobile repayments into the MIS now represents less than 2% of total number of mobile repayments, down from 30% at the beginning of the project.

-A Moncash Challenge deployed across all FINCA Offices has successfully increased motivation levels and created ownership of the project for all staff from Branch Managers to Supervisors but mostly for Credit Officers

-Over 1150 clients were trained during the project (283 groups trained by the Consultants and 207 Groups, 60 individual loan clients, 100 Agro clients trained by the Credit Officers)

-All staff (Branch Manager, Supervisors, Credit Officers, Customer Service Officer) in all 8 branches were trained on the Moncash reimbursement channel representing 125 people.

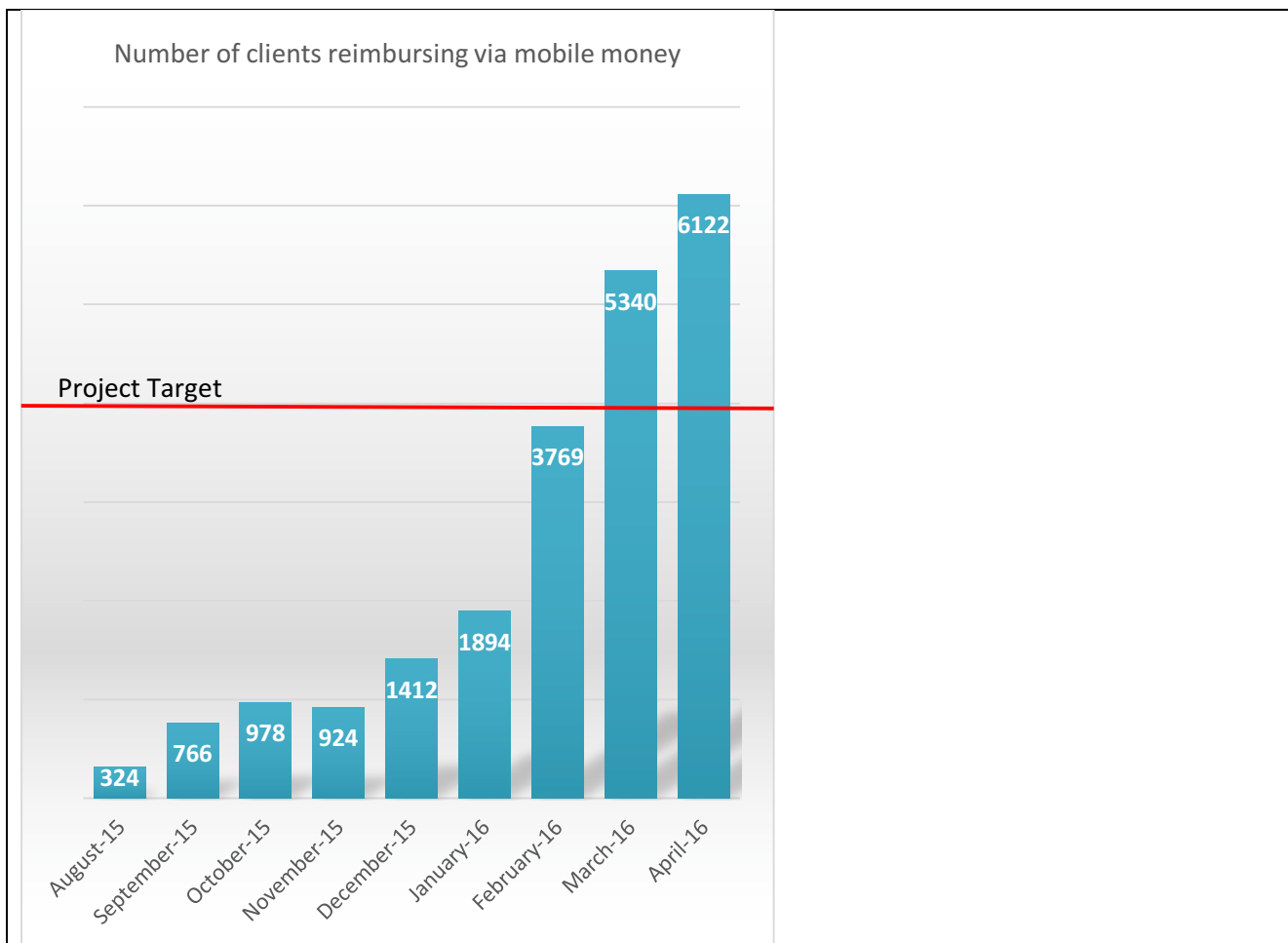
3. RESULTS ACHIEVED AND NOT ACHIEVED (main part of the final report)

3.1. Client level

3.1.1. Please describe results achieved through the SCBF intervention – at the client level (max. 25 lines). Find example information listed here below and discuss/report if relevant and related to the SCBF intervention. If there is no new/improved product, please explain, if applicable, how the SCBF intervention contributed/will contribute to up-scaling.

- **Client satisfaction** (statements of clients, proxy indicators such as retention rate, etc.)
- **Change of quality of life** (e.g. risk reduction/vulnerability level, health/nutrition, education, empowerment) Sources: 2-3 client testimonies, impact study if available
- **Change of client business performance** (e.g. growth and stability, change of net profit, change in jobs created, etc.)
- **Change of financial literacy level** (only if SCBF contributed to financial education of clients). Source: training feedback from clients, training evaluations

Client satisfaction regarding mobile money reimbursements is great. In the diagnostic survey, 98% of respondents said they were interested in using mobile money repayments. The growth in number of users as presented in the graph below clearly shows that this product responds to a real need which had always existed, but due to the lack of proper infrastructure and training could not realize itself.



Client's perceptions towards the new channel:

The advantages of using Mobile money reimbursement are quite clear to clients using this channel. Both focus groups discussions and a survey confirmed these benefits which are presented below :

-Security: in all areas including rural areas, issues regarding security were mentioned by clients. Clients do not feel safe when transporting large amounts of cash to the branch. In Gros-Morne for instance, one lady mentioned that she asks someone to accompany her to the city in order to feel safer. In Croix-des-Bouquets, one client was mugged when going to the FINCA branch to pay back her loan. The benefits of reimbursing in their town instead of carrying cash to the FINCA branch are therefore very clear.

-Avoid accidents: most clients mentioned the risk of accidents when riding a moto-taxi to go pay their monthly installments. The Moncash reimbursement reassures them since they do not have to take public transportation to go to the branch anymore.

-Save on transportation costs: cost of public transport to reach a branch are often high and most clients pay between 1 USD and up to 5 USD to reimburse their loans. For people at the bottom of the pyramid this represents a large fraction of a day's income. One lady said in the focus group, « before I used to spend 250HTG in transport, now I would not even pay 10 HTG ». With the Moncash reimbursement, clients hardly spend any money since they can often reach them within less than 20 minutes walking distance.

-Reduce Fatigue: Long one-hour journeys on dirt roads or in traffic jams are tiring for many clients. One client even told us : « I am sick for 2, 3 days after going to the FINCA branch to repay or pick up my money »

-Opportunity cost: Most FINCA clients are entrepreneurs who for a reimbursement need to leave their business to go to town and repay. Repayments carry an opportunity cost with them since they either lose a day's work or have to pay

someone to replace them.

-Competitive advantage: As a proof of the benefits of the product, in L'Estere clients mentioned that one of the reasons why they stay with FINCA instead of going with the competition is the possibility to repay using Moncash.

3.1.2. Please insert 2-3 client profiles (including not-so-successful ones and at least one female client) and/or quotes, etc. Include also pictures of clients, preferably when using financial services (high resolution).

Note: Without contrary remarks from your side, we may use the pictures of this report for SCBF publications (e.g. Annual Report). Please state caption and credits where/if needed.



Mrs Thelusma in Grison-Garde (North Department), about 45 minutes inland from Cap-Haitian. She and her husband own a grocery store and are FINCA clients. Now, through the project they have become a Moncash agent where clients can go to repay. This generates an extra income for them.



A group of Agricultural loan clients in Gros-Morne (Artibonite) about an hour inland from the branch on a dirt-road who repay using Mobile money.



Training session of village banking committee members in Grison-Garde (North Department).



Mme Mirlande Louis in her shop being surveyed by a FINCA officer using a tablet and digital survey during the diagnostic phase.



Mrs Mirlande Louis, a FINCA client, owner of a small clothes shop in Camp-Perrin (30 minutes driving from Cayes in the South Department) being trained in situ by consultants on how to become a Moncash agent.

NB: All pictures were taken by Alexandre Berthaud, lead consultant for this project, and are free of copyright. However, FINCA clients must be notified if these photos are to be made public.

3.2. Partner financial institution/s level

3.2.1. How did the SCBF intervention contribute to strengthening the partner financial institution in specific areas where the technical assistance has been provided? If relevant and related to the SCBF intervention, you may use the indicators listed below to reflect the standing of the institution.

- **Market positioning**
 - **Trend of financial and/or social performance indicators.** Select few indicators relevant to the SCBF intervention
 - **Profitability** (ROA, ROE, financial self-sufficiency, financial margin)
 - **Financial security** (capital adequacy ratio)
 - **Productivity** (staff per client, loan officer per borrower, etc.)
 - **Portfolio Quality** (PAR 30 + 90 days, loan loss p.a.)
 - **Compliance with Smart client protection principles**
 - **Change of other aspects of social performance**
 - **Client satisfaction** measured by client drop-out rates (if not already mentioned)

- **Employment generation: Change in number of employees and agents**
- **New or enhanced partnerships** with investors, services providers (notably providing non-financial services to its clients), and other financial intermediaries.
- **Investments mobilized**

At the financial institution level, this project was very successful as well. As more and more clients repay through mobile money agents, the amount of cash in the offices is reduced and so is the cost of handling cash. In addition, as clients can now repay without having to go to the branch every month, FINCA can extend its operations to villages further afield in rural areas.

Eventually, one of the main goals of the project was to demonstrate the feasibility of FINCA opening cashless micro-branches in smaller towns in order to increase the outreach to the rural areas. Currently the cost of offering cash services to clients in branches is high, which impacts both the cost of loans and the sustainability of operations. By the end of the project, several credit officers had converted 100% of their groups to repaying by Moncash which means that once mobile money disbursements are deployed, cashless branches could be easily built. However, FINCA requires the help of donors and development partners in order to fund the creation and roll-out of these cashless branches throughout rural Haiti.

3.2.3. Please insert pictures of typical branch, preferably with clients (high resolution).



Training of Field officers in a FINCA branch.



The tellers in a FINCA Haiti branch.

NB: All pictures were taken by Alexandre Berthaud and are free of copyright.

3.3. Financial sector level *(might be applicable for financial inclusion leaders)*

In what way, if at all, did the intervention produce any results beyond the level of the partner financial institution? Fill in ONLY if applicable (*max. 6 lines*).

- **Deepening of financial inclusion** (sources: Central Bank, IMF, IBRD):
 - Trend of financial sector depth from Y0 to +Y4/5
 - Trend of penetration rates for main financial products (credit, savings, insurance, etc.) between Y0 and +Y4/5
- **Imitation effects** (sources: observations, sector associations):
 - Other financial intermediaries have imitated the new or improved products and/or non-financial services and/or distribution channel(s) of the partner financial intermediary
 - Other financial intermediaries have adopted selected standard sets from the partner financial intermediary

Beyond FINCA, the intervention produced results in terms of mobile money adoption in Haiti. Concretely, at the end of the project and thanks to it there were more than 1,200 new registered active mobile money users. Compared to 45,000 active mobile money users (30-days) at project start this represents a 4% increase which is not negligible. In addition thanks to the project 164,000 USD were transacted monthly via Moncash, thus increasing usage and circulation of mobile money in rural areas.

With regards to imitation effects, the project's success is too recent for another institution to want to imitate this new disbursement channel and it has not yet been widely publicized. However, within the FINCA network the imitation effects are already there. FINCA's regional director for Latin-America mentioned that he would like to replicate this success in FINCA Nicaragua and FINCA Honduras in order to launch mobile repayments there as well. A Case Study was produced for that purpose by the Lead Consultant and will be promoted both within the FINCA family and outside to the donor and Financial inclusion practitioners' community.

4. RECOMMENDATIONS FOR OTHER SIMILAR INTERVENTIONS

What recommendations do you draw for similar interventions in the future or in other regions (for the partner financial institution and/or for SCBF)? Which actions should be avoided in similar interventions?

This section tries to extract the key lessons learned from the project that could be replicated in other geographies

1. Separate the intervention in two phases : Diagnostic and Implementation

Digital Financial Services (DFS) initiatives are complex in nature and because they require the user himself to take action, these should focus on understanding the real needs of the clients first. One lesson that can be extracted from this project, is that it is important to separate mobile financial services interventions in two clearly distinct parts with an interval for redefinition of priorities in between. The first part should focus on understanding the needs and the existing barriers to adoption of the new channel through quantitative (surveys) and qualitative (focus groups, in-depth interviews) analysis with both clients and staff. By using tablets and digital surveys we were able to lower costs and shorten the data analysis timeframe. After completing the first phase and once the bottlenecks were clearly identified and actions were defined based on the real needs on the ground, a meeting with the donor and management was held to discuss a new implementation plan for the second phase. The activities actually implemented in the second part differed from those originally planned, due to the evidence collected in the diagnostic. Although it can seem burdensome, separating DFS projects in two separate phases with a redefinition of activities in the middle should be a best practice since it can save resources and energy.

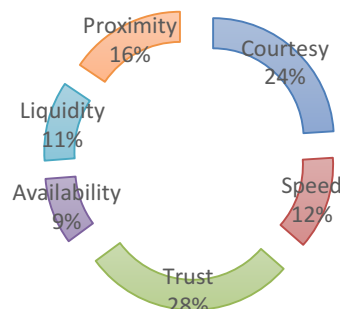
2. Build trust and proper communication channels with the Partner

In the case of Haiti and the FINCA-Digicel partnership, when the current project started the communication channels were not clearly defined. Some of the Digicel communications were addressed to the Operations Department, others to Banking Operations and some went through the CEO. On the Digicel side, due to multiple changes in leadership it was also not so clear who was the interlocutor on the other side. Most importantly the lagging in uptake had created frustrations on both sides. For instance, during the first meeting with the team Digicel clearly stated that given the poor results so far it was not really willing to invest much effort or resources in this new initiative. However, the fact that FINCA had brought in a team of three expert consultants specifically to build up the product was a positive factor. Afterwards, Digicel was more open to the project and to provide support to it. A series of bi-lateral meetings every two months or so to coordinate activities, discuss progress and iron out differences were also key to avoid misunderstandings. Finally, clearly defined focal points on the Digicel side to solve issues were also key (i.e. a contact point for daily issues, one for training, and one to solve major problems), although not always perfect. Overall, as Digicel saw progress in repayment numbers it started to give a higher priority to the FINCA partnership.

3. Building an agent network you can depend on

The agent network is the key to the success of any project linking Microfinance and Mobile money. Indeed, there are two options : i) either the current agent network is well developed, liquid and offers appropriate service levels, in which case the mobile reimbursements will flow easily or, ii) as in the case of Haiti, the network is patchy, service is inconsistent, and liquidity in the agents is inexistent in most cases. In this scenario, and this would be the case of most countries in Latin America where FINCA could replicate the Haiti success, the Microfinance institution should not be afraid to create its own agent network. However, building an own agent network does not necessarily mean starting everything from scratch.

Preferred Characteristics of a Moncash Agent according to FINCA clients (%)



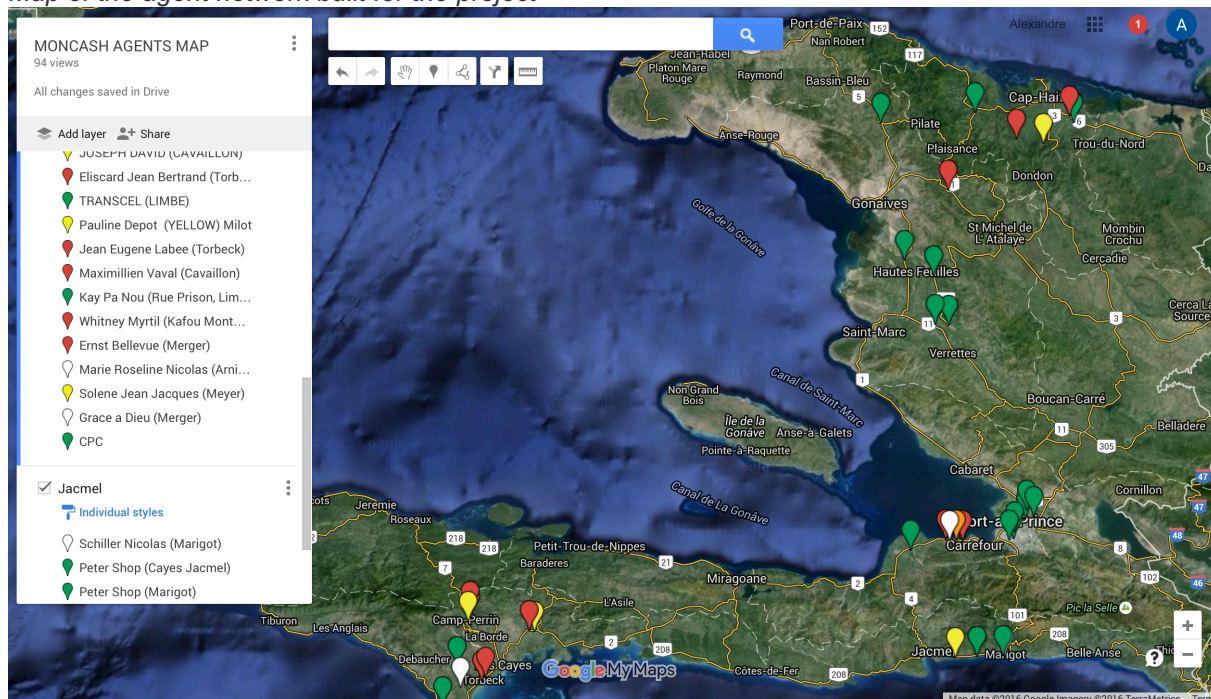
Source : 2015 Interview with clients for FINCA Moncash Project

When creating an agent network for Microfinance repayments the first option should be to identify existing agents which can satisfy the quality standards expected from FINCA. This is done by creating a score card where the institution sets a series of variables based on its minimum requirements and priorities. In the case of Haiti, the scorecard was elaborated with experienced mid-level staff and then tested with real agents. The consultants surveyed the current network via mystery shopping to verify which agents held enough e-cash on a constant basis to be able to serve clients. Other variables in the scorecard were good customer service, location on a main road as well as proximity to a large client base (in Haiti, 25 VB groups in proximity of the agent was the standard).

Nevertheless, existing agents are often not enough to cover the whole client base in rural areas. For example, at Camp Perrin (CAYES), there existed a significant demand for the service. However, with the exception of one agent, no other agents in the area scored competitively enough to be included in the project. Issues of customer service, liquidity, presence of personnel persisted in the existing agent network. Furthermore, when the team considered the geographic distributions of the current portfolio, considerable distances existed between current agents and a considerable portion of FINCA clients. This situation demanded that FINCA compensate the lack of an existing Digicel Network with new agents, ideally FINCA clients with an individual loan (IL). As clients, FINCA was indeed in a position to better evaluate their repayment capacity and subsequently extend lines of credits to support their launch. IL and SME clients were favored over VB clients, based on their cash-flow and repayment capacity. The rural areas in the regions of Carrefour, Cayes & Cap-Haitien presented the most opportunities to reinforce such a network.

Additionally, FINCA insisted on having contingency provisions (« Plan B ») for sub-agents. Concretely, in high client density areas, FINCA needed to have at least two agents. In case of client overflow in one agent, other FINCA customers could go to the Plan B agent which would hold enough e-cash to perform the transaction. Overall, this was a successful methodology which allowed FINCA to control the quality and liquidity of the agent network serving its customers.

Map of the agent network built for the project



4. Ensure buy-in from the staff in branches

Apart from the agent network, the major impediment to the Moncash channel growth, was the lack of buy-in from staff. Indeed, as mentioned earlier, consultants observed strong demotivation at all levels from Branch managers to supervisors but mostly from Credit Officers. Two methods were used to build ownership.

First, the team solved the main issue which was holding back credit officers : portfolio quality. Portfolio arrears show when a client has paid using Moncash and his payment had to be manually input in the MIS.

By working with the IT providers of the MIS, the team managed to drastically reduce the manual operations and therefore payments showed immediately. As a result, the portfolio quality of Credit Officers were not affected anymore.

Although this was helpful in removing an obstacle to buy-in, it did not provide enough incentives for the Credit officers to actually promote the new channel. The second and most important tool to motivate staff was a non-monetary incentive scheme : the Moncash Challenge. FINCA asked Digicel for 60 smartphones to distribute to its credit officers. Instead of simply giving them out, the team suggested to use them as prizes for an institution-wide contest to push Moncash reimbursements. The Moncash challenge, consists of three parallel challenges at all levels : Branch managers, supervisors and credit officers. It also recognizes the differences between the individual loan officers (IL and Agro) and the group loan officers (VB) by providing separate prizes for each. The point of the challenge was to create emulation and competition within the different branches and among the credit officers. It is a very simple mechanism, the branch manager or the Credit Officer with the most Moncash repayments in a specific month wins the prize. An additional prize is given to the best performers over the four month period.

The Moncash challenge has been a great success and the numbers clearly show its impact. Exponential growth was achieved in February when the challenge was launched and has continued since then. An important point to mention is that credit officers who have won the challenge once tend to continue offering the service to their clients.

5. Use practical/didactical training instead of top-down training

A methodology that was both comprehensive and engaging was developed to serve a dual purpose of training the clients initially and then transmitted to the credit officers in a train the trainers format. The point was for the Credit Officers to train their clients directly without the intervention of the consultants. This worked very well in practice.

One weakness this methodology corrected was the fact that previously the training did not elaborate on a value proposition for the credit officers. In the new approach, the manual was presented simultaneously as a sales tool and facilitator's guide. It helped the staff appreciate Moncash as an asset to convince clients in the most isolated areas that distance could be neutralized and subsequently increase their portfolio. This element in the training was necessary to gain the attention of Credit Officers and keep them engaged throughout the training session. Secondly, practical exercises and role plays allowed for better retention. This was done primarily in a 3 step process with emphasis on product definition, benefits and how to repay FINCA.

First, the credit officers were presented with simple yet accurate definition of Moncash reimbursement. It was important that the officers were able to convey the definition at a level that the group members can understand. The advantages to FINCA clients were presented through open ended questions. Instead of just saying Moncash saves time, is safer, saves money, reduces fatigue, the officers were encouraged to help clients relive the sacrifices of coming to the branches every month in terms of time spent, costs, security risks etc. For example, the consultants urged the field officers to call on a client in attendance and ask the questions directly and obtain real answers. These exercises helped clients appreciate the reality of the benefits and facilitated faster adoption of the product. The third leg of the training ended with a thorough explanation followed by actual simulations of FINCA loan repayments using a specially designated loan number. The training of the officers was basically a culmination of all best practices from months of training clients in the field.

Despite some minor obstacles, all supervisors and credit officers of FINCA Haiti were trained as trainers branch by branch by the local consultants. In order to ensure retention a follow-up training was given in each branch one or two months later. In addition, a key success factor of this project was to follow each and every field officer in the field and assessing their training methods. This allowed to correct issues early on and for Credit Officers to feel confident to promote the product.

5. INTERNAL LESSONS LEARNT

Note: This section is very important as a learning basis and for future interventions. We'd thus appreciate your critical and transparent reflection on possible improvements. **Chapter 5 will be treated confidentially and only be used for internal learning purposes.**

5.1. Looking back and referring to your application form and the results you expected from the intervention (see your application form under section 1.4), kindly comment whether/to what extent you have met your expectations and/or explain deviations.

The expectations of the project were exceeded for all indicators. Given the local context, this is a great achievement and positions this project as one of the few successful initiatives for mobile loan reimbursements in Latin America and the Caribbean. The most important part, is that the usage of the channel is sustainable despite the end of the project funding. Indeed, the drop-out rate of mobile money repayments is insignificant since the advantages of using the product are very clear and it has no cost for clients.

5.2. Please describe lessons learnt (good and bad practices).

- What have been the challenges during the implementation of the capacity building intervention?
- What has resulted to be a proven, appropriate approach?
- What should have been done differently – with regard to the content and/or with regard to the methodology?

Despite a complicated country environment, FINCA Haiti's mobile reimbursement project managed to exceed expectations achieving an outreach 50% above target in a very short time-frame. Instead of a pilot which is what the project intended, the consultants actually rolled out and massified the product to the whole country. The main lesson that can be learned from this success story is to listen to the clients first and then to field staff, in order to understand the real bottlenecks. The second lesson which seems evident but hardly put in practice is to address the bottlenecks with practical solutions adapted to the local context. Most of the solutions provided by the team were fairly basic and did not cost FINCA much but had great impact. For instance, the Moncash challenge did not cost a penny to FINCA and was widely successful. Another example is the sticker that the team printed with the shortcode and put in the back of every client's feature phone so they would have it there when they needed to make a repayment.

For the future, in order to sustain the progress made and the improvements to the lives of so many FINCA clients in Haiti, it is important to improve the current liquidity situation of the FINCA sub-agents. Several solutions have been contemplated, one being the mobile loan disbursements for which the team has worked on a pilot for FINCA to implement in a next phase, which hopefully will be as successful as this one.

6. Additional documents to be delivered

- Excel spread sheet
- After three years upon completion of the intervention: update of the Excel spread sheet (Final Report +3).

For the **Final Report +3** after 3 years upon completion of the intervention, please **update the Excel spread sheets**