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# EUROPEAN MICROFINANCE ACTORS

WORKING IN  
DEVELOPING  
COUNTRIES

DIRECTORY,  
MAIN TOPICS  
AND PRIORITIES

EUROPEAN  
MICROFINANCE  
PLATFORM

NETWORKING WITH THE SOUTH

Luxembourg, November 2008



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DRAFT

## EXECUTIVE SUMMARY

1. e-MFP member organizations were asked to provide their key institutional data to compile a directory of all members. In total 74 members responded before the closing date of data collection. Most were NGOs, followed by financial institutions, networks, universities, public sector entities and a large number of other organizations, mostly support service providers. Nearly half of all organizations employ less than 20 staff persons whereas a fifth employs more than 200. This is a higher staff-per-organization ratio compared to 2005 with may indicate continued professionalization of platform members. This is also indicated by lower average part-time scores.
2. Although insufficient data were submitted on overall member funding products to draw far-reaching conclusions, it appears that grant provision is more earmarked for particular activities than for random expenditure. Subsidies to cover operational deficits of microfinance institutions (MFIs) seem to have almost vanished, except in cases of start-up operations. The bulk of subsidies is earmarked for capacity building and technical assistance activities.
3. Most members are active in various networks simultaneously at an average rate of 3.6 network affiliations per member. At the same time cooperation with other e-MFP members is less developed. Only a third of all platform members report an established pattern of cooperation with at least one other member.
4. In terms of regional focus, half of all members is active in Africa, followed by Asia, Latin America and Europe, where a third of all members is active. Also a third of all members is active in all of these continents. Calculated in number of actors per inhabitants of these continents, attention is fairly evenly distributed over Europe, Africa and Latin America. Asia gets considerably less attention. The most covered country in this comparison is Montenegro, whereas China is the least covered one.
5. In general, European actors display a strong preference for a selected number or relatively small or mid-size countries, particularly in Latin America where Central American and Andes countries draw substantial support. In Africa most attention is drawn by various francophone West African countries, in Asia by Mongolia, Laos and Cambodia and in Europe by the former Yugoslav republics. It would appear that the larger states in these continents receive relatively little attention, notably Brazil, Mexico, Russia, Nigeria, India and China.

6. There is no significant correlation between member interest and countries' poverty and development levels as indicated by their ranking on the Human Development Index. Investment and support interest seems to be driven rather by pragmatic considerations such as actual handling capacity on the ground and historical or cultural patterns of affiliation.
7. European actors in most cases support a wide range of activities in microfinance, typically including capital placements and capacity building and technical assistance support. This indicates overall comprehensive investment and support strategies but a potential consequential downside is lack of industrial coordination and institutional specialization. There are few reported cases where European actors in some configuration align their investment strategies vis-à-vis a particular country or region beyond syndication or cooperation vis-à-vis a particular MFI.
8. As regards capacity building, the single most popular topic among European actors is social performance management, followed by networking activities and market research. Technical assistance is primarily focused on strategic and operational planning of MFIs and their internal support systems. In view of product development, the most popular topics are savings and microinsurance. Nearly half of all members show affinity with particular microfinance clients, particularly the rural poor and women. Gender equality is often mentioned as a challenge.
9. If it comes to future challenges, members express concern about the process of commercialization in the industry. While it is acknowledged that international capital markets have been instrumental in financing the exponential growth of the industry in the last five years or so, they feel it is important to also acknowledge the importance of other approaches such as cooperative and community-based models. Over-reliance on commercial investors and practitioners runs a distinct risk of mission drift and under-appreciation of the role and position of other industry stakeholders, particularly the poorest and more vulnerable sections of potential clients.
10. As a result, many members place emphasis on an industry-wide effort towards "socially responsible" regulation of the industry at large, augmenting prudential supervision. This is expressed in calls for codes of conduct, consumer protection, transparency of motives, truth-in-lending and client education.
11. Considering these concerns, there appears to be a rather broadly shared effort towards equating the importance of financial performance with social performance on an institutional and industry-wide basis. Social performance management is not considered a facultative add-on but rather a necessary ingredient of overall performance assessment.

12. As regards the rationale of the platform proper, there is a need to overcome fragmentation whilst appreciation the values of diversity in mandates, preferences and instruments among members.
13. The European actors display an above-average affinity with two key triggering considerations in the microfinance industry: self-organization and stakeholder value as opposed to mere shareholder value. It is suggested that both considerations could fortify the rationale of the e-MFP at large and be captured as core ingredients for future program design.

## FOREWORD

I am very pleased to present this update of the Directory of European actors working in microfinance in developing countries. The first edition of the Directory was published in 2005 and over the intervening three years the European Microfinance Platform (e-MFP) has experienced considerable growth. It is therefore appropriate to update the work at this juncture. We anticipate that future adjustments will be added via our website ensuring accurate, up-to-date information.

The primary purpose of this Directory is to provide a Who's Who for microfinance. It offers practitioners a mechanism to ascertain who is doing what in the microfinance sector and our hope is that it will also enhance cooperation and coordination, thus promoting synergy amongst e-MFP members.

It is gratifying to note that compared to 2005, our members have become more specialised and that new actors continue to emerge. The diversity and complementary nature of our membership makes it a unique platform with significant impact for the microfinance sector. Nevertheless, the Directory also indicates that some members continue to work in isolation, sometimes on topics or in areas where the benefits of collaboration are self evident. Existing cooperative ventures between e-MFP members have shown clearly the efficiency and relevance of joining forces and the benefits that accrue to microfinance clients as a result. This Directory and more broadly the e-MFP, aims to facilitate the emergence of such collaboration.

In a growing and fast evolving industry like microfinance, capacity building and research are crucial. At the request of our members, two additional sections addressing these issues are included in this Directory. We hope that they will be of interest to members already involved with these topics. We hope also that the material will encourage newcomers and will stimulate joint initiatives which strengthen the industry.

This Directory is produced in a time of growing global concern and confusion about the functioning of the capital markets and financial systems. It is too early to predict if this financial crisis will have a significant impact on the microfinance industry but already it raises major questions regarding financial mechanisms and principles. The crisis provides an opportunity to emphasize the need for more inclusive and more responsible financial systems. We are already convinced about this but we still need to convince communities outside of our industry.

I am taking the opportunity of the European Microfinance Week 2008 to present this Directory and I would like to invite you all to join e-MFP in taking the current challenges and their impact on microfinance head-on. Our ambition is that by joining forces, we can harness our commitment to ensure that ever more people will have access to affordable and appropriate financial services.

Lastly, I wish to express my sincere appreciation to the team of Blue Rhino and the e-MFP Secretariat who compiled this Directory and its additions.

Axel de Ville  
Chairman e-MFP

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## E-MFP MEMBERS

Information was received from the following organisations

Abbr. Name	Full Name	Year	Country
ADA	ADA	1994	Luxembourg
Agofine	Agofine	2005	France
AICAR	Association Internationale de Crédit Agricole et Rural		Madagascar
AKAM	Aga Khan Agency for Microfinance	2004	Switzerland
Alterfin	Alterfin	1994	Belgium
AMFA	Azerbaijan Microfinance Association		Azerbaijan
APFI	Association of the Popular Funds on the Internet	2002	Bulgaria
Aquadev	Aquadev - Aquaculture et Développement	1987	Belgium
ATF	Agence de Transfert de Technologie Financière	1999	Luxembourg
BlueOrchard	BlueOrchard Finance S.A.	2001	Switzerland
BNP Paribas	BNP Paribas Microfinance	1998	France
BRS	Belgian Raiffeisen Foundation - BRS VZW	1992	Belgium
BSB	Burgundy School of Business		France
Cerise	Comité d'Échange de Réflexion et d'Information sur Les Systèmes d'Épargne-crédit	1998	France
Cermi	Center for European Research in Microfinance	2007	Belgium
CGAP	Consultative Group to Assist the Poor	1995	France
Citi MF	Citi Microfinance	2005	United Kingdom
CNPM	Comitato Nazionale Italiano Permanente per il Microcredito	2006	Italy
Concern	Concern Worldwide	1958	Ireland
Cordaid	Catholic Organization for Relief and Development Aid	1917	Netherlands
Credit Suisse	Credit Suisse		Switzerland
Cresud	Cresud SPA		Italy
CSA	Church of Sweden, International Mission and Diakonia		Sweden



DCA	DanChurchAid	1922	Denmark
DGRV	Deutscher Genossenschaft- und Raiffeisenverband e.V.	1972	Germany
EI	Eclif International	1946	Switzerland
EIB	European Investment Bank	1958	Luxembourg
EMHD	Ecumenical Microfinance For Human Development		Switzerland
EMMS	Electronic Money Moving Solutions BV	2004	Netherlands
FMO	Netherlands Development Finance Company - FMO	1970	Netherlands
Frankfurt School	Frankfurt School of Finance & Management	1957	Germany
GCAMF	Grameen Credit Agricole Microfinance Foundation	2008	Luxembourg
GFA	GFA Consulting Group		Germany
Horus	Horus Development Finance	1994	France
I&P	Investisseur et Partenaire pour le Développement	2002	France
ICCD	Interchurch Organisation for Development Cooperation	1964	Netherlands
IDDC	International Disability and Development Consortium	1994	Belgium
IDLO	International Development Law Organization	1983	Italy
incofin	incofin	1992	Belgium
IOB-UR	Institute of Development Policy & Management - University of Antwerp	2000	Belgium
KGFE	Kölnner Gesellschaft zur Förderung der Entwicklungsländerforschung e.V.	1984	Germany
Lux-Development	Lux-Development S.A.	1978	Luxembourg
LuxFlag	Luxembourg Fund Labeling Agency a.s.b.l.		Luxembourg
Mercy Corps	Mercy Corps Scotland	1990	United Kingdom
MF Partners	Microfinance Partners BV	2006	Netherlands
MFC	Microfinance Centre for Central and Eastern Europe and the New Independent States	1997	Poland
Microfinanza	Microfinanza Rating	2006	Italy
MI	Microfinance Initiative Liechtenstein	2005	Liechtenstein
MISFA	Microfinance Investment Support Facility for Afghanistan	2003	Afghanistan
NHTV	NHTV Breda University of applied sciences	1966	Netherlands

ODN	Oxus Development Network	2005	France
Okocredit	Okocredit, EDSC U.A.	1975	Netherlands
Oxfam Novib	Oxfam Novib	1956	Netherlands
Pemiga	Participatory Microfinance Group for Africa	2005	France
PhB	PhB Development		Belgium
PlaNet Finance	PlaNet Finance	1998	Belgium
Planet Rating	Planet Rating	1999	France
Rabobank Foundation	Rabobank Foundation	1973	Netherlands
RAFAD	Recherches et Applications de Financements Alternatifs au Développement	1985	Switzerland
RAFODE	Rural Agency For Development	2005	Kenya
RBE	Réseau des Bretons de l'Étranger	2002	Belgium
responsAbility	responsAbility Social Investments A.G.	2003	Switzerland
SEDPi	Social Enterprise Development Partnerships, Inc.	2004	Philippines
SF	Strømme Foundation	1976	Norway
SIDI	International Solidarity for Development and Investments		
		1983	France
SIFRA	SIFRA - Microfinance Network Facilitators	2002	Belgium
SOS Faim B	Action pour le Développement - SOS Faim	1964	Belgium
SOS Faim L	SOS Faim Luxembourg	1995	Luxembourg
Spark	Stichting Spark		Netherlands
Symbiotics	Symbiotics Consulting & Services (Luxembourg) SA	2007	Luxembourg
Trias	TRIAS vzw		Belgium
Triodos Facet	Triodos Facet BV	1990	Netherlands
UIA	University of Agder		Norway
UoB	University of Bergamo		Italy
UoL	University of Luxembourg (School of Finance)	2003	Luxembourg
WSBI-ESBG	WSBI-ESBG		Belgium
WWB	Stichting to Promote Women's World Banking	1976	USA - Netherlands

# 1. INTRODUCTION

## 1.1 Objectives

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In 2005, the European Microfinance sector published its first directory of European organizations supporting microfinance in developing countries. From this starting point the European Microfinance Platform was initiated, with the purpose of fostering cooperation and pursuing synergies among its members. The directory offered a first Who-is-Who detailing the scope and volume of members' involvement in microfinance.

Since 2005, platform membership has broadened and deepened and is now approaching the 100 member mark. It includes regular private sector and mutual banks, public and public-private development banks, general and specialized funding agencies, and consultancy, support and research institutions. All members share the platform's vision that every person in the world is entitled to have access to inclusive financial services as developed and offered by the microfinance sector. To increase access, e-MFP as a multi-stakeholder organization promotes innovation in service delivery.

The increase of platform membership justifies an update of the directory. In addition, e-MFP members also asked for the inclusion of data in the areas of capacity building and research in microfinance, particularly with a view to the promotion of innovation throughout the sector. This updated directory therefore includes two separate inventories for these subjects, covering data from non-platform members as well.

As a result the new directory is more comprehensive than the previous one and captures the rich variety of European involvement in microfinance in developing countries, which may open new venues for cooperation and synergy creation among European actors in the sector. This directory provides a clear view of the e-MFP members. However, the sector, its actors as well as membership of e-MFP are constantly evolving. For that reason the directory will be regularly updated on the e-MFP website.

## 1.2 Methodology and Process

Data were compiled on the basis of a general questionnaire, whereas an adjusted questionnaire was developed for research institutions. This survey was sent to all e-MFP members who are listed above.

The general questionnaire included questions on seven key involvement characteristics:

- General contact information
- Type, size, linkages and alliances of the organization
- Mission
- Size of microfinance operations
- Countries, areas and methods of involvement
- Main competencies
- Future priorities

Additional questions were formulated to solicit members' suggestions and expectations as regards modalities and options for future cooperation and joint initiatives.

The data collection process started by approaching members' contact persons as registered by e-MFP. Next, the questionnaire was sent to the contact persons. Most of the organizations returned a completed questionnaire. These questionnaires were used as the basis for this directory. This data was complemented with conversations with well informed members and information from websites of microfinance organizations.

## 1.3 Research Team

This directory was composed by Blue Rhino Consult BV, a Netherlands-based consulting firm. The research team consisted of Anna Lentink, Robbie Hogervorst, Edoardo Totolo and Herman Abels. Invaluable support throughout the process was provided by Christoph Pausch of e-MFP.

An additional directory on capacity building was commissioned by Micro-Ned, the Netherlands network of funding agencies active in microfinance. Resi Janssen of Micro-Ned generously contributed to the data collection and editing process. Also Marek Hudon of CERMI (Centre for European Research in Microfinance) provided highly appreciated support.

The team would like to thank all organizations that took the time to fill in the questionnaires and often provided additional information.

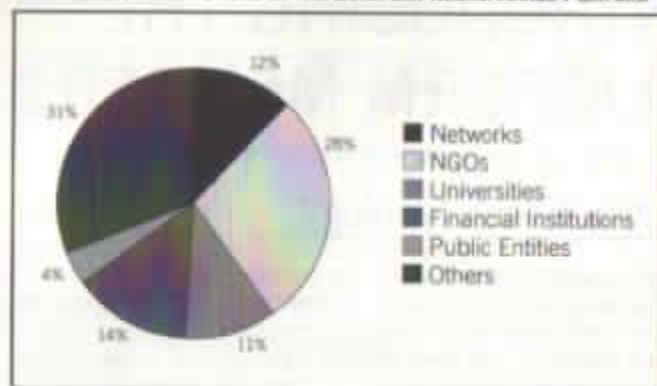
# 2. INTRODUCING THE PLATFORM MEMBERS

## 2.1 Institutional Typology

This chapter provides information on the organizational characteristics of e-MFP members that responded to the survey. Following the 2005 inventory, seven institutional formats were presented to categorize respondents' organizations. These were networks and platforms, non-governmental organizations, public entities, financial institutions, universities and research institutions and 'others'.

- Networks are alliances of independent organizations that collaborate to achieve commonly shared objectives. Networks can be formal institutions with their own management and secretariat but also more loosely organized groupings hosted by a lead member organization. Platforms are lower intensity networks, usually geared to the exchange of policies and practices and, unlike networks, not necessarily engaged in the implementation of specific programs. Due to the ambiguous nature of this distinction and the answers of e-MFP members, it was decided to include the two in one category.
- NGOs are not-for-profit providers of finance or support services and generally part of the civil society sector, irrespective of their asset and income basis.
- Public entities are state or government-owned providers of services and commonly work on the basis of public good considerations.
- Financial institutions in this typology are either private or public-private service providers, typically applying market and financial return considerations.
- Universities and research institutions are public or private sector organizations studying the evolution of the microfinance sector.
- 'Others' represent the rest category in this survey, predominantly made up of providers of technical rather than financial services such as consultancy firms, rating agencies and fund managers.

FIGURE 2.1: INSTITUTIONS IN THE EUROPEAN MICROFINANCE PLATFORM



In total 74 organizations participated in this survey. Not all were able to classify themselves in one particular category, in which case they were classified in the category closest to their own description. This shows that classification standards are not commonly shared among e-MFP members. The platform could perhaps work on this.

The majority of organizations are 'others', accounting for 31% (10% in 2005), and NGOs for 28% (35% in 2005), followed by financial institutions (14%), networks (12%) and universities/research institutions (11%), in 2005 representing 27%, 2% and 14%, respectively. Public entities constitute 4% of the participating organizations (11% in 2005).

Several NGOs also operate as network coordinators and some research institutions also provide commercial consultancy services; reasons for opting for the rest category. At the same time the 'others' category sees the entrance of a variety of technical service providers. Also the percentage of networks has increased, from 3 to 12%, whereas the presence of financial institutions and public entities has relatively decreased, from 27 to 13% and from 11 to 4% respectively.

#### Networks

The diversity among network organizations is noticeable, following from their respective objectives. Some networks focus on the promotion of retail finance to selected clients; Brussels based IDDC, for instance, focuses on reaching disabled poor. Others bring together actors from a specific country or region; MIL is a network of Lichtenstein institutions, AMFA brings together actors working in Azerbaijan and MFC's membership is made up of organizations in Central and Eastern Europe.

The growth of the number of networks probably is likely triggered by the growth of the microfinance sector at large: the sharp increase of clients, MFIs, investors and supporters calls for intensification of coordination and collaboration among all.

NETWORK ORGANIZATIONS	TOTAL	ORGANIZATIONS
	9	AMFA, CGAP, EI, IDDC, MFC, MIL, ODN, RBE, SIFRA

#### NGOs

Although private sector entities have become prominent as investors as well as retailers in microfinance, this does not appear to have resulted in a diminishing role of civil society organizations. NGOs cover a wide range of activities, ranging from direct support to MFIs to networking and advocacy, from community organizing to product development, from research to post-emergency and post-conflict rehabilitation.

Nearly 25% of the participating NGOs are also involved with network coordination. WWB, for instance, headquartered in the USA but legally incorporated in the Netherlands, operates a global network of 30 affiliate MFIs; Paris based PAMIGA doubles as the coordinator of a West African network and Planet Finance also operates a global network of nearly 30 affiliates.

NGOs	TOTAL	ORGANIZATIONS
	22	ADA, Agrofine, AKAM, Aquadev, Concern, Cordaid, DCA, ICCD, KGFE, Mercy Corps, Pamiga, PlaNet Finance, Oxfam Novib, Rabobank Foundation, RAFAD, RAFODE, SF, Spark, SOS Faim B, SOS Faim L, Trias, WWB

#### Universities and Research Institutions

In most cases, microfinance related research is undertaken in the faculties of economics of European universities or by independent research institutes focusing on development studies and finance.

Respondents appear to conduct research in close collaboration with NGOs and development agencies, usually on a project basis. While certain institutions focus entirely on academic research, researchers from CERMi, for instance, are engaged in partnerships with NGOs and non-European academic institutions such as Yale and Harvard universities.

Some institutions have branched out into consulting and networking activities. The Frankfurt School of Finance and Management operates a consultancy company within the institute, for instance, whereas CERISE also acts as a network of NGOs and research centers.

UNIVERSITIES - RESEARCH INSTITUTIONS	TOTAL	ORGANIZATIONS
	8	CERISE, CERMI, Frankfurt School, IOB-UA, NHTV, SOF-UoL, SoM-UA, UoB

#### Financial Institutions

Some financial institutions have been active in microfinance for many years, such as Oikocredit, but most have only more recently become involved. Most financial institutions focus on capital provision to MFIs in the form of equity, debt finance or guarantee provision. Others provide technical services as well. BNP Paribas, for instance, can second retired banking professionals on a voluntary basis to its investee MFIs. Some also play a role in syndication of capital provision or play a role in the governance of investees in case of equity placements.

FINANCIAL INSTITUTIONS	TOTAL	ORGANIZATIONS
	10	BlueOrchard, BNP Paribas, Citi MF, Credit Suisse, Cresud, EIB, FMO, Oikocredit, responsAbility, SIDI

#### Public Entities

Although public sector entities include fully state-owned development banks of which Europe counts many, respondents in this category are of a different nature. Lux Development is the Luxembourg implementation agency active on issues on regulatory frameworks and activities on the ground, such as in forming revolving funds and supporting rural development programs. Italian CNIPM is a government agency strengthening microfinance in Italy and promoting cooperation between all Italian actors in the sector. IDLO is an inter-governmental organization working on the design of appropriate regulatory and legal frameworks on microfinance.

PUBLIC ENTITIES	TOTAL	ORGANIZATIONS
	3	CNIPM, IDLO, Lux-Development

#### Other Organizations

Most of the respondents in this rest category are private sector financial or technical service providers. Others are private, sometimes faith-based, foundations or cooperative or mutual institutions. Some are specialized in a particular technical service, such as rating or technological innovation; others are promoting a specific organizational format for MFIs, such as the cooperative or mutual format; and others yet again cover a broader range of activities.

OTHER INSTITUTIONS	TOTAL	ORGANIZATIONS
	22	Alterfin, APKI, ATTF, BRS, CSA, DGRV, EMMS, GCAMP, GFA, Horus, Incofin, I&P DÉVELOPPEMENT, LuxFlag, MF Partners, MicroFinanza, MISFA, PhB, Planet Rating, Triodos Facet, WSBI-ESBG, SEDPI, Symbiotics

## 2.2 Resources

#### Human Resources

Respondent organizations vary significantly in terms of available human resources. Firstly, the total number of staff members of the organizations are discussed, including personal working outside microfinance. Almost half of the organizations, 48%, employs less than 20 full-time staff. Cumulatively, 66% employs less than 50 staff, 72% less than 100 staff, 79% less than 200 staff. The lower percentages are predominantly reported by NGOs, consultancy firms and networks; the higher brackets are made up of banks, financial institutions and public institutions.

FIGURE 2.2: NUMBER OF EMPLOYEES OF e-MFP MEMBERS

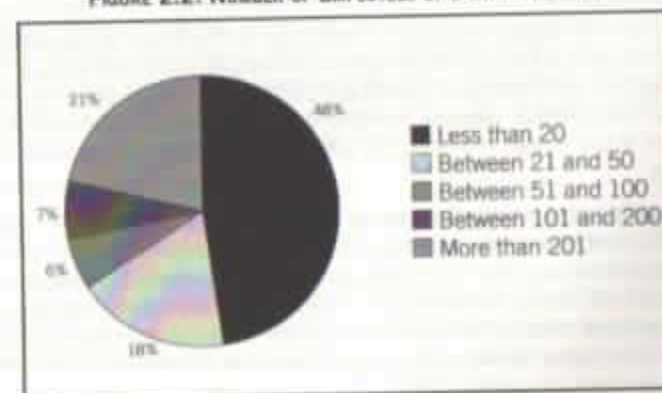
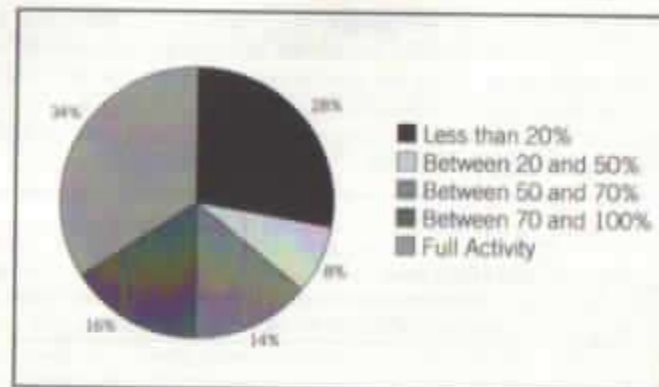


FIGURE 2.3: MICROFINANCE AS PERCENTAGE OF ALL ACTIVITIES



These figures are noticeable different from the results of the 2005 survey in two areas. The number of organizations exclusively active in microfinance has increased from 22 to 34% and the number of organizations employing less than 20% of staff to microfinance has decreased from 41 to 28%. One of the findings of previous inventories was the lack of human resources available to the microfinance sector, resulting in high levels of part-time employment. Current employment figures appear to support the observation that professionalization processes have been set in motion and are on-going.

The survey also generated information as regards the positioning of microfinance activities in the respondents' organizational set-up.

#### Financial Resources

Participants were requested to provide information on the financial resources applied to their microfinance activities, disaggregated to loans (number and average loan size) and other support instruments. A significant part (56%) did or could not provide information on loans; either because portfolio data could not be disclosed or because they were not active in loan provision but rather focus on capacity building or product development.

Those who did provide information can be distinguished in retail and wholesale loan providers. The first directly provide loans to microfinance clients, the second to microfinance operators only. Wholesale loan provision, the preferred instrument for most lending institutions, varies between EUR 90,000 and 2,000,000, indicating the absorption capacity of investee MFIs as well as policy preferences of loan providers. The limited number of direct lenders (9%) report loan sizes between EUR 60 and 7,500; these larger amounts are usually distributed in Central and Eastern Europe.

The second major support instrument is the grant. No organization reported the provision of general grants such as for financing operational losses of MFIs. This likely indicates that grants are increasingly earmarked for particular activities only, such as capacity building and social impact monitoring. Particularly among organizations included in the 'others' category, the questionnaires remained blank as regards grant provision. This is probably to be attributed to the fact that many organizations here provide technical services only, often on a commercial basis.

## 2.3 Networking and Cooperation

### Membership of Networks

Respondents were asked to provide information about the number of networks in which they participate. The result was surprisingly high, ranging between 1.7 and 5.9 memberships, with an average of 3.6 membership per organization (see table 2.1). The average is significantly higher for NGOs, which participate on average in 5.9 networks; lower for financial institutions (2.3) and for the category 'others' (2.7).

TYPE OF ORGANIZATION	NETWORKS	NGOs	UNIVERSITIES - RESEARCH INSTITUTIONS	FINANCIAL INSTITUTIONS	PUBLIC ENTITIES	OTHERS	TOTAL AVERAGE
NUMBER OF NETWORKS	1.7	5.9	3.3	2.3	N/A	2.7	3.6

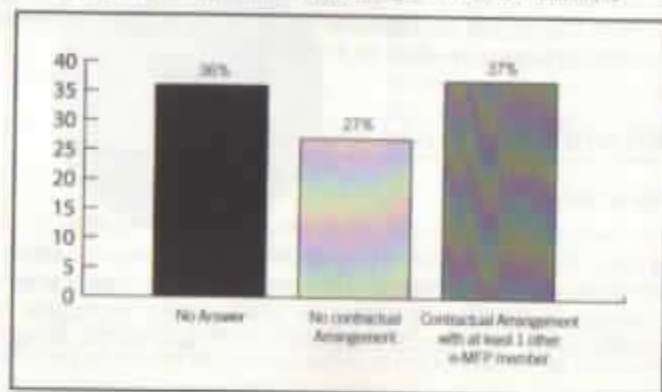
Network organizations listed by respondents were very diverse in terms of level of operations, national or international, and purposes. 72% of e-MFP respondents is member of at least one national microfinance network. Most European countries, in fact, have established national microfinance networks, such as the Belgian Microfinance Platform, the Netherlands Microfinance Platform and comparable initiatives in Luxembourg and Italy. e-MFP members are also part of larger networks operating at European and international levels. In particular, 13% of respondents is member of either CGAP or the Social Performance Task Force.

### Cooperation Between Members

One of the questions of this survey aimed to determine the number of contractual arrangements between platform members. A large share of respondents (36%), however, did not provide information on this question. 37% has at least one contractual arrangement with another e-MFP member and the remaining 27% has no ongoing contractual arrangements. Although a substantial part of the members cooperate with other members, around a third of all members are not engaged in any form of

cooperation with their peers. This may illustrate that joint initiatives still are a challenge for the industry; at least from a European perspective. It also calls for further internalization of the role and function the e-MFP can play in this respect.

FIGURE 2.4: CONTRACTUAL ARRANGEMENTS OF e-MFP MEMBERS



On average, organizations that do have contractual arrangements, partner with 4.7 other members. For example, Terrafina has worked together with ADA since 2008 in a microfinance project in Ethiopia. Moreover, it is cooperating with Aquadev and BRS for providing technical assistance in projects in Rwanda, Senegal and Burkina Faso. 60% of these contractual arrangements are made by organizations from the Benelux area and 32% by organizations from Switzerland and France.

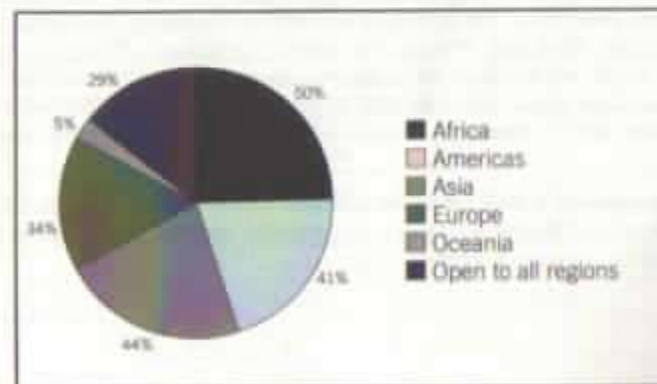
### 3. REGIONS OF INTERVENTION

This chapter explores where e-MFP members are active. It looks at both continental and national spread and identifies overlaps and white spots.

The 2005 survey showed that Africa was the prime investment continent, followed by Latin America and Asia whereas an increasing interest in the Middle East was noticed. Europe was targeted much less, and Oceania hardly at all. Microfinance in Oceania appeared to be supported mainly by investors from the US, Australia, New Zealand and Japan.

Table 3.1 gives an overall picture of European microfinance actor activity. Organizations that are active in multiple regions are counted for each of these regions. In fact, most of the e-MFP members are active in more than one region. Some organizations indicated that their programs, in principal, were open to all regions. In comparison to 2005, interest in Asia has relatively decreased in favor of interest in Europe. All comparison, however, needs to be seen in the context of a different set of respondents.

FIGURE 3.1: REGIONAL FOCUS



### 3.1 Africa

Africa is the continent where most organizations are active. Roughly two-thirds of e-MFP members providing information are working in Africa. The assistance provided in Africa is also less concentrated on a selected number of countries than in the other continents. Some organizations have grouped North African countries under the Middle East category. In this calculation these countries were included in the Africa category.

The most popular investment regions in Africa appear to be the Horn of Africa and the Great Lakes region. Also francophone West Africa enjoys interest from many e-MFP members. In Northern Africa Egypt and Morocco stand out as preferred investment countries. There are quite a few African countries where around a fourth of e-MFP members is active, showing opportunities for stronger cooperation and regional or country-based specialization.

Relatively little interest is given to post-conflict countries although Sierra Leone, Liberia, Angola, Eritrea and Somalia have become new target countries. These also include some of the poorest countries in the world. Sudan and the Democratic Republic of Congo show larger activity levels. Low interest is also displayed in some of Africa's poorest countries, such as Chad, the Republic of Congo, the Central African Republic and Zimbabwe. No activity is reported in Mauritius, Botswana, Equatorial Guinea and Sao Tome and Principe. In contrast, relatively affluent countries such as Tunisia, Egypt and Morocco are quite often targeted by e-MFP members, but this might be because these countries also attract more attention from more commercially oriented e-MFP members, in contrast to the poorest countries, where NGO's dominate.

When the number of e-MFP members active in each countries, is seen according to the number of inhabitants, a clearer relation exists. Very few organizations are active in Africa's least populated countries.

TABLE 3.1: e-MFP MEMBER ACTIVE IN AFRICAN COUNTRIES RANKED BY HDI AND POPULATION

COUNTRIES SORTED BY RANK IN HUMAN DEVELOPMENT INDEX			COUNTRIES SORTED BY NUMBER OF INHABITANTS			
COUNTRY	e-MFP MEMBERS ACTIVE	HDI RANKING	COUNTRY	e-MFP MEMBERS ACTIVE	POPULATION (IN MLN.)	MLN. INHABITANTS PER ORGANIZATION
Libya	2	56	Nigeria	7	135.0	19.3
Tunisia	9	91	Egypt	13	80.3	6.2
Cape Verde	4	102	Ethiopia	18	76.5	4.3
Algeria	3	104	DRC	11	65.8	6.0
Egypt	13	112	South Africa	9	44.0	4.9
Gabon	1	119	Tanzania	16	39.4	2.5
South Africa	9	121	Sudan	6	39.4	6.6
Namibia	2	125	Kenya	19	36.9	1.9
Morocco	15	126	Morocco	15	33.7	2.2
Comoros	1	134	Algeria	3	33.3	11.1
Ghana	12	135	Uganda	19	30.3	1.6
Mauritania	3	137	Ghana	12	22.9	1.9
Lesotho	1	138	Mozambique	10	20.9	2.1
Congo	3	139	Madagascar	10	19.5	2.0
Swaziland	2	141	Cameroon	13	18.1	1.4
Madagascar	10	143	Ivory Coast	7	18.0	2.6
Cameroon	13	144	Angola	2	16.9	8.5
Sudan	6	147	Burkina Faso	17	14.3	0.8
Kenya	19	148	Malawi	8	13.6	1.7
Rwanda	11	151	Niger	14	12.9	0.9
Zimbabwe	3	151	Senegal	19	12.5	0.7
Togo	10	152	Zimbabwe	3	12.3	4.1
Uganda	19	154	Mali	18	12.0	0.7
Gambia	3	155	Zambia	7	11.5	1.6
Senegal	19	156	Tunisia	9	10.3	1.1



Eritrea	1	157	Chad	2	9.9	5.0
Nigeria	7	158	Rwanda	11	9.9	0.9
Tanzania	16	159	Guinea	4	9.9	2.5
Guinea	4	160	Somalia	3	9.1	3.0
Angola	2	162	Burundi	7	8.4	1.2
Benin	12	163	Benin	12	8.1	0.7
Malawi	8	164	Sierra Leone	2	6.1	3.1
Zambia	7	165	Libya	2	6.0	3.0
Ivory Coast	7	166	Togo	10	5.7	0.6
Burundi	7	167	Eritrea	1	4.9	1.2
DRC	11	168	CAR	1	4.4	4.4
Ethiopia	18	169	Congo	3	3.8	1.3
Chad	2	170	Liberia	2	3.2	1.6
CAR	1	171	Mauritania	3	3.2	1.1
Mozambique	10	172	Namibia	2	3.2	1.6
Mali	18	173	Lesotho	1	2.1	2.1
Niger	14	174	Gambia	3	1.7	0.6
Burkina Faso	17	176	Gabon	1	1.5	1.5
Sierra Leone	2	177	Swaziland	2	1.1	0.6
Liberia	2	n.a.	Comoros	1	0.7	0.7
Somalia	3	n.a.	Cape Verde	4	0.4	0.1

Applying a perhaps slightly indicative ratio of number of organizations per million inhabitants shows that Cabo Verde is best served at one organization per 100,000 inhabitants. Topping the other end of the scale is Nigeria at one per 19.3 million. The average for Africa is one organization per 2.6 million inhabitants. This average does not say anything about the value of actual investments but does indicate some level of country popularity.

## 3.2 Latin America

More than half of the e-MFP members are active in Latin America; some are also active in the United States. The investments of e-MFP members show a pattern of strong regional concentration. Caribbean countries do not get major attention, with the exception of Haiti and the Dominican Republic where several organizations are active. A few organizations are also active in Cuba, Trinidad and Tobago and Barbados.

Most activities are concentrated in Central America and the Andes region. In the first, especially El Salvador, Nicaragua, Guatemala, Mexico and Honduras are preferred investment countries whereas in the second Peru, Ecuador, Bolivia and Colombia are popular. Especially in Peru, many organizations, in fact a third of the respondents, are active. This indicates potential for cooperation among e-MFP members and offers possibilities of regional specialization. In both regions the spread of investment over the countries is high. In Central America, for instance, only Panama does not attract much interest.

Table 3.2 lists the number of active members according to the number of inhabitants of each country and its position on the HDI list. This table shows a correlation between HDI ranking and active interest. Most of the poorer Latin American countries are targeted by many members. Several of the more populous countries in Latin America, such as Brazil and Argentina are not often targeted considering the large size of their populations.

TABLE 3.2: e-MFP MEMBER ACTIVE IN LATIN AMERICAN COUNTRIES RANKED BY HDI AND POPULATION

COUNTRIES SORTED BY RANK IN HUMAN DEVELOPMENT INDEX			COUNTRIES SORTED BY NUMBER OF INHABITANTS			
COUNTRY	e-MFP MEMBERS ACTIVE	HDI RANKING	COUNTRY	e-MFP MEMBERS ACTIVE	POPULATION (IN MLN.)	MLN. INHABITANTS PER ORGANIZATION
Barbados	2	31	Brazil	11	187.3	17.0
Argentina	7	38	Mexico	17	108.3	6.4
Chile	7	40	Colombia	13	44.6	3.4
Uruguay	4	46	Argentina	7	40.9	5.8
Costa Rica	4	48	Peru	26	28.2	1.1
Cuba	1	51	Venezuela	2	25.8	12.9
Mexico	17	52	Chile	7	16.3	2.3

T&T	1	59	Ecuador	22	13.3	0.6
Panama	3	62	Guatemala	19	12.6	11.3
Brazil	11	70	Cuba	1	11.3	11.3
Venezuela	2	74	Bolivia	18	9.1	0.5
Colombia	13	75	Dom. Rep.	5	8.9	1.8
Dom. Rep.	5	79	Haiti	6	8.6	1.4
Belize	1	80	Honduras	17	7.2	0.4
Surinam	3	85	El Salvador	20	7.2	0.4
Peru	26	87	Paraguay	6	6.2	1.0
Ecuador	22	89	Nicaragua	19	5.5	0.3
Paraguay	6	95	Costa Rica	4	4.3	1.1
Jamaica	3	101	Uruguay	4	3.4	0.9
El Salvador	20	103	Panama	3	3.2	1.1
Nicaragua	19	110	Jamaica	3	2.6	0.9
Honduras	17	115	T&T	1	1.3	1.3
Bolivia	18	117	Surinam	3	0.5	0.2
Guatemala	19	118	Belize	1	0.3	0.3
Haiti	6	146	Barbados	2	0.3	0.2

In the ranking of actors per million inhabitants the best served countries are Surinam and Barbados at one organization per 200,000 inhabitants; most under-served is Brazil at one organization per 17 million inhabitants. The average for Latin America is one organization per 2.4 million inhabitants, a slightly higher score than Africa at 2.6.

### 3.3 Asia

More than half of e-MFP members are active in Asia, if the Middle East is included. The development towards increasing interest in the Middle East, as identified in the 2005 survey, however, does not seem to have taken a firm foothold. Several e-MFP members are active in Middle Eastern countries, notably Lebanon, Jordan, Palestine and Syria. The rest of the Middle East is hardly served, possibly indicating limited support and investment potential. Iran is only serviced by research organizations.

South Asia remains a region where many e-MFP members are active. Especially India, Pakistan and Bangladesh are preferred investment countries. Nepal generates little interest and Sri Lanka less than it used to.

Central Asian countries represent keen investor interest. Kyrgyzstan, Tajikistan, Uzbekistan and Kazakhstan are well-targeted countries, possibly indicating prospects for cooperation. Some e-MFP members have a strong focus on Central Asia, such as AKAM. Various organizations are active in Afghanistan. One, MISFA is exclusively focused on Afghanistan as it is an agency of an Afghan ministry. No organization is active in Turkmenistan.

In Southeast Asia, most e-MFP organizations are active in Cambodia, the Philippines, Vietnam, Indonesia and Laos. Less interest is reported as regards Malaysia, Thailand, Burma and East Timor.

Several organizations are active in East Asia, mostly in China and Mongolia. One organization operates in North Korea.

If the number of organizations working in each country is considered in relation to its level of development, it appears that especially North Korea, East Timor and Nepal are under-targeted by e-MFP members. In the case of North Korea lack of investment opportunities obviously plays a role, where in the case of East Timor UN and Australian presence is quite considerable. In relation to population, Mongolia, Kyrgyzstan, Tajikistan and Laos are well-served.

TABLE 3.3: e-MFP MEMBER ACTIVE IN ASIAN COUNTRIES RANKED BY HDI AND POPULATION

COUNTRIES SORTED BY RANK IN HUMAN DEVELOPMENT INDEX			COUNTRIES SORTED BY NUMBER OF INHABITANTS			
COUNTRY	e-MFP MEMBERS ACTIVE	HDI RANKING	COUNTRY	e-MFP MEMBERS ACTIVE	POPULATION (IN MLN.)	MLN. INHABITANTS PER ORGANIZATION
UAE	1	39	China	8	1,322.6	165.3
Kazakhstan	7	73	India	18	1,131.0	62.8
China	8	81	Indonesia	11	231.6	21.1

Turkey	2	84	Pakistan	7	162.0	23.1
Jordan	3	86	Bangladesh	8	158.9	19.9
Lebanon	3	88	Philippines	13	88.7	6.8
Philippines	13	90	Vietnam	11	87.3	7.9
Iran	2	94	Iran	2	71.2	35.6
Sri Lanka	7	99	Turkey	2	71.0	35.5
Vietnam	11	105	Myanmar	3	48.6	16.3
Palestine	3	106	Nepal	2	28.1	14.1
Indonesia	11	107	Afghanistan	8	27.4	3.4
Syria	3	108	Uzbekistan	3	27.3	9.1
Uzbekistan	3	113	North Korea	1	23.8	23.8
Mongolia	7	114	Syria	3	19.9	6.6
Kyrgyzstan	9	116	Sri Lanka	7	19.3	2.8
Tajikistan	10	122	Kazakhstan	7	15.4	2.2
India	18	128	Cambodia	16	14.4	0.9
Laos	9	130	Tajikistan	10	6.7	0.7
Cambodia	16	131	Jordan	4	5.9	1.5
Myanmar	3	132	Laos	9	5.8	0.6
Pakistan	7	136	Kyrgyzstan	9	5.3	0.6
Bangladesh	8	140	UAE	1	4.4	4.4
Nepal	2	142	Lebanon	2	4.1	2.1
East Timor	1	150	Palestine	3	4.0	1.3
Afghanistan	8	-	Mongolia	7	2.7	0.4
North Korea	1	-	East Timor	1	1.1	1.1

in the organization per inhabitants ratio Mongolia is the most popular country in Asia at 1 organization per 400,000 inhabitants whereas neighboring China is least popular with one actor per 165.3 million inhabitants. The average of Asia is one organization per 20.4 million inhabitants.

### 3.4 Europe

Almost half of e-MFP members are active in Europe. Several organizations indicate activities in Western Europe, mostly concerning lobby and awareness-raising focused on governments, financial institutions and consumers. These numbers have not been included in the table below.

Actual microfinance investments are concentrated in the Balkan region and East European countries. Several e-MFP members support microfinance activities in current EU member states, most notably Bulgaria, Poland and Romania.

The Balkan region is the most preferred investment region. Especially the former Yugoslav republics Serbia, Macedonia, Montenegro, Kosovo and Bosnia and Herzegovina benefit from European investor interest. Slovenia and Croatia are less targeted. Also Albania, the Caucasian countries and to a lesser extent Ukraine and Moldova are popular investment countries.

Low interest is displayed in the Baltic states and in other EU members in the region. Considering its huge size and large population the number of organizations working in Russia is relatively limited. If the number of e-MFP members active in each country is related to the Human Development index, some relation is apparent. However, for the former Yugoslav republics no data are available. In relation to population especially Montenegro and Kosovo receive above average attention from e-MFP members. Some coordination between e-MFP members might be prudent considering the small size of their populations.

TABLE 3.4: e-MFP MEMBER ACTIVE IN EUROPEAN COUNTRIES RANKED BY HDI AND POPULATION

COUNTRIES SORTED BY RANK IN HUMAN DEVELOPMENT INDEX			COUNTRIES SORTED BY NUMBER OF INHABITANTS			
COUNTRY	e-MFP MEMBERS ACTIVE	HDI RANKING	COUNTRY	e-MFP MEMBERS ACTIVE	POPULATION (IN MLN.)	MLN. INHABITANTS PER ORGANIZATION
Slovenia	2	27	Russia	10	141.9	14.2
Cyprus	2	28	Ukraine	7	46.4	6.6
Czech Rep.	3	32	Poland	5	38.1	7.6
Malta	1	34	Romania	6	22.3	3.7
Hungary	4	36	Czech Rep.	3	10.2	3.4
Poland	5	37	Hungary	4	10.1	2.5
Slovakia	4	42	Belarus	1	9.7	9.7

Lithuania	3	43	Azerbaijan	7	8.6	1.2
Estonia	2	44	Serbia	10	7.8	0.8
Latvia	2	45	Bulgaria	8	7.8	1.0
Croatia	4	47	Slovakia	4	5.4	1.4
Bulgaria	8	53	Georgia	7	4.6	0.7
Romania	6	60	Croatia	4	4.5	1.1
Belarus	1	63	Bosnia-H.	13	4.1	0.3
Bosnia-H.	13	66	Moldova	10	3.9	0.4
Russia	10	67	Lithuania	3	3.6	1.2
Albania	9	68	Armenia	9	3.2	0.4
Macedonia	6	69	Albania	9	3.1	0.3
Ukraine	7	76	Latvia	2	2.3	1.2
Armenia	9	83	Kosovo	14	2.1	0.2
Georgia	7	96	Macedonia	6	2.0	0.3
Azerbaijan	7	98	Slovenia	2	2.0	1.0
Moldova	10	111	Estonia	2	1.3	0.7
Kosovo	14	-	Cyprus	2	0.8	0.4
Montenegro	14	-	Montenegro	14	0.6	0.0
Serbia	10	-	Malta	1	0.4	0.4

Montenegro is indeed the most popular investment country at one European actor per 40,000 inhabitants. Russia is at the other end of the scale with one organization per 14.2 inhabitants. The average for Europe is one organization per 2.1 million inhabitants.

### 3.5 Oceania and Global Scores

Five organisations are active in Oceania. Actually, most have programs that are open for MFIs from that region, but did not indicate in which countries programs were ongoing. Only Samoa was mentioned by Cresud. Donor and investor interest in the region is mainly arriving from the Asia-Pacific region itself.

CONTINENT	E-MFP MEMBERS ACTIVE (CUMULATIVE)	POPULATION (MLN.)	MLN. INHABITANTS PER ORGANIZATION
Africa	362	933.8	2.6
Latin America	237	557.2	2.4
Asia	176	3,588.7	20.4
Europe (MF countries)	163	346.8	2.1

Asia popularity figures stand out, particular because the exceptional weight of China in the average composition. If China would be excluded from the tally, the figures would be:

Asia minus China	186	2,266.1	13.5
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If also India would not be taken into consideration:

Asia - China and India	150	1,135.1	7.6
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### 3.6 Future developments

Even though investments in Europe are increasing, many e-MFP members indicate that their future emphasis will be on Africa. Fifteen members are looking for expansion of activities or are considering becoming active there.

Six organizations are looking for expansion in Asia, four in Europe and two in the Americas. As regards Asia, especially Central Asia and China are under consideration. Several organizations plan to expand their operations in post-conflict areas.

## 4 WORKING AREAS AND MAIN TOPICS

### 4.1 Introduction

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This chapter<sup>1</sup> describes the various working areas in microfinance in which e-MFP members are active. The survey follows the categorization of working areas applied in the 2005 survey in order to be able to detect possible shifts in investment and support emphasis. These categories are regulation and supervision, general support to the microfinance sector, direct support to MFIs, engagement in product and service development, activities at client level, rural finance, micro-enterprise development and a general 'others' category. Table 4.1 shows the percentage of type of organizations per type per area of intervention. For example, 67% of the network organizations are active in rural finance. Within these main categories specific topics of interest could be identified by the respondents.

An overall observation is that many respondents support a wide range of activities in microfinance; to the point that strict classification was often considered difficult. In many cases one main category was selected to list most of the activities, leaving it to the composers of the report to further classify in detail. Whilst this clearly created methodological challenges, it does at the same time give credit to the fact that many e-MFP members apply a rather comprehensive investment and support strategy. Relatively few members consider themselves to be single-focus investors and even if they refrain from direct involvement outside their core activities, they often aim to address these indirectly through their strategic alliances and network involvement. At the same time, this broad focus may indicate lack of specialization and segmentation among member organizations. The only clear trend of specialization is that 90% of the financial institutions involve in MFI financing. Enhanced positioning and specialization could therefore be considered a main e-MFO agenda point.

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<sup>1</sup> Due to the late receipt of one questionnaire, this chapter does not include information on that organization. Therefore, there can be a very small difference in the information presented in this chapter and the numbers mentioned in Appendix C where the organization has been included.

WORKING AREAS	ACTORS	Networks	NGOs	Research institutions	Finance Institutions	Public entities	Consultancy organizations	Others
Microfinance sector		67%	81%	100%	50%	67%	67%	56%
Regulation and supervision		56%	29%	100%	10%	100%	50%	13%
MFI financing		67%	62%	100%	90%	67%	50%	63%
MFI support		89%	62%	100%	50%	67%	83%	50%
MFI operations		67%	52%	100%	30%	33%	83%	38%
Products and services		89%	67%	100%	20%	67%	83%	44%
Clients		56%	57%	100%	30%	33%	50%	19%
Rural finance		67%	71%	100%	40%	33%	50%	44%
Micro-enterprise support		33%	33%	0%	30%	33%	17%	19%
Other working areas		33%	33%	0%	10%	33%	33%	19%

## 4.2 Sector Support

This working area includes all activities directed at strengthening the development of the microfinance sector at large: the macro level and partially the meso level of the industry. A large number of e-MFP members (67%) implement activities of this nature, representing all categories of actors but with the strongest presence reported by NGOs (81%). For four organizations this general support is their priority area of interest: AMFA, MISFA, Citi Microfinance and APKI.

Social performance and impact is the most popular support area in this general category (21 members involved), even more so when linked to impact assessment (10)<sup>2</sup>, followed by network activities (17), market research (12), financial sector development (11) and interest rate levels (4). Nine members did not disaggregate their interest whereas 27 mentioned additional activities.

At national level these include support to national networks, country scans, and national microfinance strategies. At international level additional activities are in the realm of advocacy, lobby and policy dialogue, performance benchmarking, labeling of investment vehicles and capital markets awareness. Thematic interests are gen-

<sup>2</sup> Social performance incidentally is a key focus area of e-MFP. Its social performance working group published a publication with case studies of social investors, bringing social performance management under the attention of the microfinance community.

der, women leadership and sector studies such as on rural finance. Direct support to MFIs entails credit and social ratings, diagnostics and evaluations, and support to second tier retailers and cooperatives and other member-based institutions. Lastly, additional activities include capital provision by way of forming revolving funds.

## 4.3 Regulation and Supervision

Regulation involves the MFI being subject to prudential control by the financial authorities of a country, in most cases the central or reserve bank, based on a legal framework. Supervision entails the terms under which this control is exercised. Approximately one-third of the organizations (32%) is involved in regulation and supervision; including nearly half of all network organizations, one-third of all NGOs, half of the consultancy organizations and all public entities. For CGAP, Planet Rating and IDLO this is a priority area of interest.

Spelled-out, the ranking of regulatory issues shows interest in microfinance regulation formats (7 members), supervisory policies (5), central banks (4), interest rate caps (4), credit bureaus (2) and supervisory capacity (2). Five organizations did not specify their interest and 14 mentioned single issues not captured by the listing above: including social investments, governance, pro-poor policies, compliance, consumer protection and regional regulation in West Africa.

## 4.4 MFI Financing

MFI financing is considered to be a contribution to the capital base of a MFI. It usually takes the form of debt finance, equity placements or provisioning of guarantees. Two-thirds of all e-MFP members are financing MFIs: 90% of the financial institutions, 67% of the network organizations and 67% of the NGOs. For the following members financing of MFIs is a priority area: SF, Alterfin, Incofin, Microfinance Partners, MIL, Oxfam Novib, Planet Rating, ResponsAbility, AKAM, MISFA, EIB, I&P Développement, BlueOrchard, Oikocredit, CGAP, Cordaid and Symbiotics.

Commercial investments (6 members) and subsidy provision (6) are the most mentioned topics under the heading of MFI financing. Others include currency exchange risks and finance mechanisms (4 each), donor policies (4 as well) and commercial partnerships (3). Ten organizations did not further specify their interest and ten listed a topic not shared by others.

This rest category of issues includes cooperation with microfinance investment vehicles (MIVs), social evaluation, rating services, wholesale finance, financial intermediation, capital provision to subsidiary MFIs and the provision of seed capital, equity, loans and guarantees.

## 4.5 MFI Support

MFI support is understood in terms of activities geared at streamlining the performance of MFIs, typically in the areas of governance, management, human resources development, systems and performance review. Approximately two-thirds (65%) of e-MFP members provide MFI support: nearly all network organizations (89%), half of the financial institutions (50%) and most of the NGOs (62%). Also consultancy firms are well represented in this working area (83%).

Nine organizations consider MFI support as a priority area: Trias, APKI, IDDC, Aquadev, MISFA, Planet Rating, Microfinanza Rating, MIL and SF.

In order of involvement, the following support themes are represented: evaluation and appraisal (13 members), financial performance (12), social performance (11), good practices (11), risk management (10), benchmarking (9), transparency (9), institutionalization and formalization (7), growth management (5), credit rating (4), risk and delinquency analysis (5), impact surveys (4), delivery models (3), rating methodologies (2) and change management (2). Indicative of the width of support services provided, an additional 44 types of services are provided by individual members only.

At closer scrutiny, however, most of these additional services are fairly akin to the ones mentioned; most are formulated more specifically, some are formulated more broadly. Nearly all are in the area of capacity building and technical assistance. One, possibly two, would be better positioned under the category of MFI financing, seed capital grants and project grants; one is directed at MFI clients, group formation; and another at accommodating MFI financiers, services for investors.

## 4.6 MFI Operations

This category is different from the previous one in that it focuses on the day-to-day operations of MFIs; usually involving more hands-on types of support.

Half of the e-MFP members (50%) is involved in supporting MFI operations; two-thirds of the network organizations (67%), half of the NGOs (52%) and most of the consultancy agencies (83%).

For six organizations MFI operations represent a priority working area: CSA, Mercy Corps, MIL, AKAM, Triodos and E1.

The most popular activity in this category is business planning (15 members), followed by strategic planning (12), operational planning (11), management information systems or MIS (10), management (9), finance and accounting (8), governance (8), internal controls (6), staff training (6), delinquency (6), marketing (6), ownership

(5), human resources management (5), incentive schemes (4), treasury (3), credit scoring (3), staff recruitment (2) and fraud control.

Seven organizations did not specify their involvement and four listed activities not shared by others under this heading: product design, client targeting, social performance management and financing strategies.

## 4.7 Products and Services

This working area concerns the services and products offered by MFIs to their clients. Overall, just over half of all e-MFP members is active in this area: network organizations (89%), NGOs (67%), financial institutions (20%) and public entities (67%). For the following four organizations 'products and services' is a priority: EMMs, PhB, APKI and CGAP.

The services most provided are savings (12) and insurance (9), followed by product design (8), village banking (8), product costing and pricing (7), individual lending (7), group lending (7), cooperatives (6), remittances (6), new technologies (6), product testing (5), self-help groups (3), solidarity groups (3), credit unions (3), leasing (3), housing finance (3), ROSCAs, (2), ATM machines (2) and guarantees (2). Eight organizations did not indicate which services or products are provided. Sixteen additional products and services were mentioned.

This rest category includes a general reference, product development, client references, the poorest and the rural poor, and specifications of ICT and delivery model innovations such as mobile banking, MIS upgrades and smart cards. Other issues mentioned were transaction systems, value-chain lending, migrant products, pension schemes, training and the provision of educational material.

## 4.8 Clients

This working area involves improving the access of microfinance to pre-selected categories of clients as well as indicating or measuring effects and impacts. Nearly half of the organizations (42%) indicated a special focus on specific clients groups. All types of organizations can apply such a targeting focus: 57% of the NGOs and 56% of the networks. CSA and CGAP reported this focus to be a priority.

The most popular themes in this area are the rural poor (13), gender (11), client assessment tools (9), urban poor (7), youth (6), client targeting (5), client focus groups (5), people living with HIV/Aids (4), financial education (3), post-conflict microfinance (2), impact studies (2) and health (2). Seven organizations did not specify their interest.

Other themes mentioned only one are: client satisfaction and poverty measurement, graduation models and client awareness-raising and training.

## 4.9 Rural Finance

This category entails specific methods and strategies aimed at developing and strengthening financial services delivery in rural areas.

More than half (56%) of the e-MFP members is active in the field of rural finance: particularly NGOs (71%) and network organizations (67%). Financial institutions are represented at 40%. For six members rural finance is a priority working area: PAMIGA, Terrafina, CSA, Alterfin, BRS and AGROFINE.

Rural finance themes frequently mentioned are rural banking (8 members), rural products (6), rural services (4), rural impact (3), farmer associations (2), rural policies (2) and rural subsidies (2). Thirteen organizations did not specify their activities within rural microfinance, whereas thirteen topics were added to the list of this working area.

Among these additional topics are: fair trade of agricultural production and certification thereof, value chain finance, adjustment of finance methodologies to meet absorption capacity, support of outgrower schemes, village banking, research and innovation, training and capacity building and rural expansion strategies.

## 4.10 Micro-Enterprise Support

This working area concerns technical support to micro and small enterprises, usually in addition to financial service delivery. Around a quarter (27%) of e-MFP members supports micro-enterprises: roughly one-third of network organizations, NGO's and financial institutions (33%, 33%, and 30% respectively). For Stichting Spark micro-enterprise support is a priority.

Within this area training and non-financial support is the most popular activity (8 members), followed by business planning (4) and business development (4). Some organizations support micro-enterprise through specialized funds (3). Four organizations did not detail their activities and three listed other ways of support.

These are value chain management, capacity building, business development support and support to member organizations.

## 4.11 Related Fields

This is a general rest category, used by 26% of all respondents, representing all types of members. Nearly all topics included in the rest category were mentioned by one organization only, except for a poverty focus, linking up with the development sector and micro-enterprise development which were all mentioned twice.

Other linkage themes are those between community-based organizations and financial institutions and between the real economy and the financial sector. Capacity building, information and technical assistance issues include entrepreneurship development, social performance, information services, knowledge management, website development and application of information and communication technologies.

As regards enhancing service capacity the restructuring of postal institutions was mentioned as well as the strengthening of movements, forming village savings and loans associations and service delivery through educational and church organizations. On the supply side the establishment of microfinance investment vehicles was mentioned. In terms of overall governance in microfinance members are active in implementation of microfinance guidelines, consumer protection, responsible finance and codes of conduct.

## 4.12 Trends

Statistical comparison between the first European microfinance actors inventory in 2005 and the 2008 survey is a complicated affair because not all the same organizations responded to the questionnaire at that time. Moreover shift in emphasis between working areas and particularly between themes per working area are difficult to proof because of the rather quantitative character of the inventory of interest.

While this calls for great reserve in identifying trends from the questionnaires, it does not mean that no general observations can be made. The observations presented below are not only based on the listing of themes but also on telephone conversations with various e-MFP members and consultation of their websites and on more general monitoring of the international debate on microfinance as reflected in reports of international conferences, such as the annual Luxembourg events and MicroCredit Summit meetings and the various internet-based discussion fora. These observations are captured in three categories: investors, practitioners and clients.

### *Investors*

Since 2005, the industry continued experiencing exponential growth on a global basis, enabled by a steady influx of investment capital to expand loan portfolios. Whereas in 2005 the major future influx was widely expected to come from international capital markets that came to embrace microfinance as a distinct asset class, today the pattern is more diverse. Not only has the international market come aboard in microfinance but also domestic capital markets increasingly show interest in microfinance in the form of equity, debt finance and intake of savings from the general public.



Also socially responsible investors have come to significantly contribute to capital provision. A particular phenomenon in this respect is the entry of the private non-profit investment vehicles of high net-worth individuals that bring unprecedented volumes of fresh capital to the industry. Lastly, despite the influx of commercial and socially responsible capital, public sector capital inflow has not subsided. Multilateral and bilateral development banks and related institutions have actually geared up their investments in microfinance as well.

This has resulted in two somewhat opposite lines of response in the industry. The first questions whether sustained public sector capital provision is not crowding out the market for commercial capital placements due to its more lenient conditionalities for capital infusion. The second questions whether high volumes of commercial capital injection do not jeopardize the origins and principles of microfinance by prioritizing investor returns over client interests rather than balancing or even prioritizing those.

As of mid 2007 the second response has become the more dominant one in the international debate. Triggered by the initial public offering of a reputed Mexican MFI and against the background of a growing number of so-called backlashes in the industry, partly related to the rapid emergence of unscrupulous consumer credit companies and other practitioners, growing concern about alleged malpractice and mission drift in the industry can be noticed.

This shows in the questionnaires by calls for codes of conduct, consumer protection, truthful information, transparency of motives, client education and, ultimately, in installing stronger controls. An increasing number of e-MFP members is presently involved in initiatives in this realm. As was mentioned, e-MFP itself, through its social performance working group, is also focusing on the subject.

#### *Practitioners*

The trend towards the commercialization of MFIs had paid off. Today more commercially viable MFIs are servicing much larger numbers of clients than a few years ago. They constitute the major investee MFIs for the international capital market investors and, as such, are equally challenged by the call for codes of conduct and consumer protection. A growing number is heeding this call.

Many e-MFP members continue supporting commercially focused MFIs to become ever more professional actors, reaching more clients with more products at, eventually, lower service charges. This is reflected in the wide range of support mechanisms to that effect: product development, systems innovations, risk management, governance, compliance with regulatory and supervisory demands, transformation, etc.

At the same time, however, a growing interest is noticeable in not-for-profit delivery systems, particularly member-based models that operate on a community or cooperative basis. On the one hand this is inspired by a savings-driven approach to micro-

finance and on the other by the expectation that these systems have greater potential for deeper social penetration. A particular strategy is to link member-based systems with the formal financial sector to leverage their own capital base.

Related to this strategy is the growing interest in the provision of business support services in order to improve economic opportunities especially in rural areas which is thought to strengthen the capacity for absorption of outside capital. This is reflected in both BDS activities per se, but also in the various efforts to address bottlenecks in value chains.

Not yet firmly appearing on the radar screen of the international debate is the unprecedented expansion of South-South cooperation in microfinance. South Asian MFIs in the last years have started significant overseas operations in Africa and elsewhere in Asia that will before long question the universal validity of hitherto pursued expansion strategies. These MFIs appear to apply a new hybrid capitalization approach by taking in capital from various resources simultaneously: soft and hard capital, usually in combination with substantial start-up subsidies.

#### *Clients*

The growing diversity in delivery systems does indeed translate into both horizontal and vertical inclusion strategies that stretch the margins of the market. Today, not only more people are incorporated into microfinance delivery systems, a horizontal expansion pattern; also more diverse groups of clients are being served, a vertical expansion pattern.

Upwards vertical expansion shows in increased inclusion of the 'not-so-poor'; clients well above the poverty line in their countries. On the one hand this is triggered by MFIs focusing on small and medium enterprise finance and on the other by the rapid influx of fairly young MFIs concentrating on consumer and pay-roll lending. Downwards, vertical expansion is pursued by MFIs focusing on the 'poorest-of-the-poor', usually applying community-based finance models.

From a marketing as well as sociological perspective, then, whereas microfinance traditionally focused on clients at or hovering around the poverty line, it now has broadened both upwards and downwards at levels of intensity and scope not widely anticipated only three years ago.

#### *Multi-polarity*

The most structural trend in microfinance is probably the emergence of multi-polarity among investors, practitioners and clients. Various mainstreams are evolving simultaneously: a commercial one, a cooperative one, a pro-poor one and in several countries there still is a strong public sector mainstream as well. This calls for reflection on the validity of 'best practice' models in the industry; rather we see the surfacing of various 'good practice' models where appreciation of performance is relative to mandates, objectives and impacts rather than to financial performance only.

In practice this may explain the growing endorsement among e-MFP member organizations of social performance as an equally important component of overall performance assessment, as expressed in the high scores of social performance related themes in the questionnaires.

Underlying this interest is a renewed focus on client stratification. The Millennium Development Goals call for the inclusion of the bottom half of people living below poverty line and as the MicroCredit Summit Campaign repeatedly suggests: microfinance at large, despite the exponential growth of recent years, still has to deliver on that promise at scale. Consequently, e-MFP members paying allegiance to the MDGs look for more targeted approaches to reach these hardcore poor; hence the growing interest in reaching the lower brackets of rural and urban poor, in linking finance with social services such as shelter, health and education, in introducing the rights based approach that is common in other realms of development, and in the renewed focus on gender and women.

## 5 METHODS OF INTERVENTION

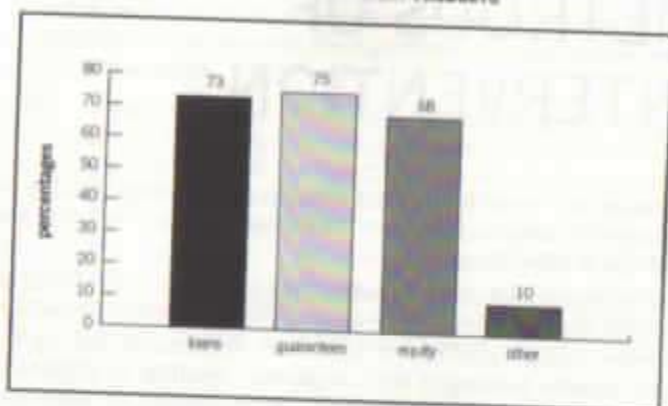
After discussing the thematic working areas, this chapter describes the way e-MFP members support the sector. It explains the channels and mechanism through which support to MFIs is provided.

The range of methods applied has significantly increased during the last years. This is partially explained by the on-going commercialization trend of the industry, resulting in more sophisticated capital placement instruments, and by the growing attention for capacity building of MFIs in general, resulting in advanced tools and instruments to enhance capacities to absorb capital infusion. An additional explanation is the effort to enable MFIs to keep better track of their social performance and to better target priority client groups.

### 5.1 Investment products

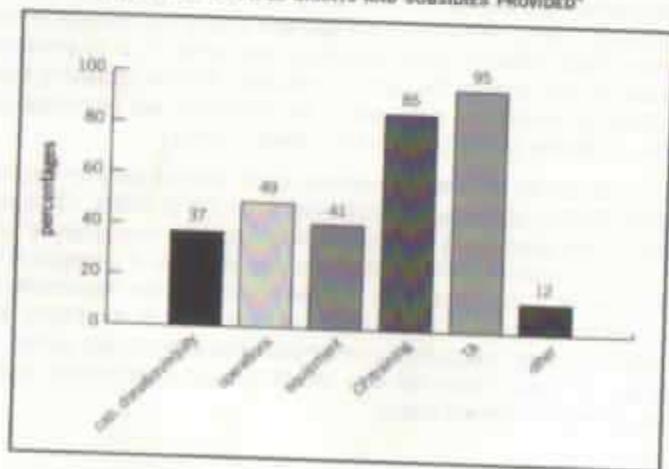
Investment products constitute a major investment line of e-MFP members. Their aim is to strengthen the capital base of MFIs in order to grow loan portfolios and increase outreach. Three instruments are applied; equity placements to strengthen MFIs' balance sheet, either to meet regulatory requirements or to enhance capital leverage capacity; debt finance through the provision of loans, including subordinate loans that often are considered quasi-equity by regulators; and guarantee provisions allowing MFIs to borrow in mostly domestic capital markets.

Nearly two-thirds (61%) of e-MFP members organizations provide capital investments to MFIs: 90% of all financial institutions and 67% of NGOs. Of these, almost 75% provides either guarantees or loans, making these the most popular investment products. Almost a quarter of all members provide all types of investment products, particularly financial institutions. Four members only provide investment products. Some members are engaged in specialized products such as short-term or bridging loans, refinancing loans, mezzanine investments and subordinate loans. Some do not only target MFIs as clients but also invest through intermediary organizations such as specialized investment funds.

FIGURE 5.1: INVESTMENT PRODUCTS<sup>3</sup>

## 5.2 Grants and Subsidies

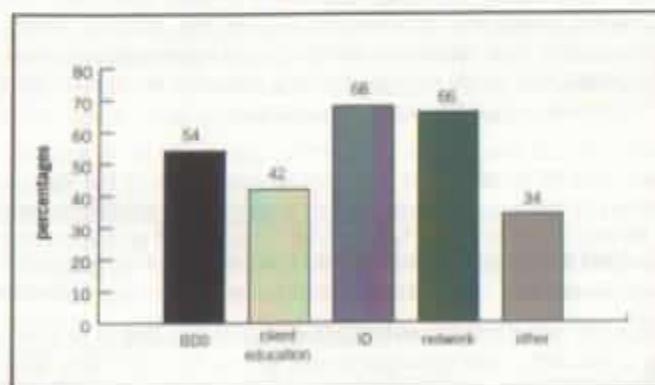
A second major line of support is constituted by direct grants and subsidies: non-recoverable forms of support.

GRAPH 5.3: TYPES GRANTS AND SUBSIDIES PROVIDED<sup>4</sup>

<sup>3</sup> As percentage of organizations providing investment products (61%).  
<sup>4</sup> As percentage of organizations providing grants and subsidies (61%).

Also in this area nearly two-thirds (62%) of e-MFP members are active: all public sector entities, 76% of the NGOs and 67% of the network organizations. The most popular forms of grants and subsidies are those for technical assistance (95% of organizations providing grants and subsidies) and capacity building, including training (85%), followed by operational subsidies (49%), procurement of equipment (41%) and capital grants (37%). The rest category (12%) includes innovation, product development, research, MIS, product testing, feasibility studies and rating services. Thirteen organizations (20%), mostly NGOs, provide grants or subsidies for the whole range of purpose. One member provides grants for capacity building and training only.

## 5.3 Non-Financial Support

TABLE 5.3: NON-FINANCIAL SUPPORT<sup>5</sup>

Non-financial support essentially is the provision of services in kind; that is to say that the costs of service provision do not appear in the MFI's income and expenditure statements but are directly covered by the sponsor of the activities. More than three quarters (76%) of the e-MFP member organizations provide non-financial support to MFIs: all network organizations and public sector entities, 81% of the NGOs and 50% of the financial institutions.

Of these organizations, 68% support the sector through information dissemination (ID), making it the most popular form of non-financial support, followed by networking activities (66%), business development services (BDS, 54%) and client education (42%). The rest category of other activities (34%) is rather comprehensive

<sup>5</sup> As percentage of organizations providing grants and subsidies (76%).

and includes technical assistance, consultancy and advisory services, various forms of training, risk analysis, partnership and alliance building, ratings, evaluations and assessments, formation of special funds, sector studies, advocacy and lobby, award contests, seminars, workshops and conferences, product development and leadership development.

Just over a quarter of all member organizations (28%) are (potentially) active in all forms of non-financial service provision, spread over all types of organizations except for financial institutions. Seven organizations (14%) limit their involvement to non-financial services only, including four consultancy agencies.

## 5.4 Trends

The collective range of support products offered by all e-MFP members represents a most comprehensive supply side offer that covers virtually every need from the demand side: capital, grants and non-financial support that, once accessed, can help MFIs grow and sustain their operations whilst steadily increasing performance levels. Moreover, it appears that newly arising particular demands are quickly identified and translated into broadening of the scope of services.

The bottleneck, from a practitioner perspective, appears to be in accessing the services offered: most MFIs have no or only very limited access to the European supply side for a variety of reasons. The most important one is that existing demand is much larger than service capacity at the supply side. The second is that substantial parts of overall demand do not qualify under existing policies such as geographical priorities, return-on-investment expectations, institutional preferences and others.

As a consequence, no equitable service delivery policy appears to be pursued on the supply side: a few MFIs have disproportionate access to supply side services, most have none. This is compounded by a growing trend to 'bet on the strong': rather than enhancing current capacity on the ground, supply side players become increasingly active in building new capacity from scratch by either stimulating experienced MFIs to become operational in new locations or countries or by building new MFIs altogether in the form of Greenfield banks.

Overall, then, there does not appear to be an equilibrium between supply of and demand for support products. For e-MFP and its member organizations a profound strategic question is if the network is to play a role in addressing this imbalance. If diversity is indeed a rationale for members to get together in the platform, there is surely something to say in starting efforts to value the merits of multi-polarity at the practitioner side as well and aim for achieving some equity in resource allocation and, perhaps, be less driven by following trends: trend-setting is equally important.

# 6 FUTURE TOPICS AND CONCLUSIONS

The European Microfinance Platform evolved out of the Round Table conference initiatives that emerged in Luxembourg at the occasion of the United Nations' Year of Microcredit in 2005. Since its inception, the e-MFP aimed to go beyond a mere information sharing objective and actively promote coordination and cooperation among European actors in microfinance with the purpose of pursuing synergies. This takes shape in the various working groups operated by the platform, all representing 'hot issues' in the industry: rural finance, bank linkages, social performance, research, capacity building, remittances and European public sector policy development.

In addition the platform organizes the annual European Microfinance Week; excellent opportunities for the member organizations to meet and discuss issues and concerns of mutual interest as well as to review the progress made by the working groups. From these activities some initial priority setting can be distilled.

## 6.1 Concern Score List

The 2007 Microfinance Week resulted in a list of concerns highlighted by participants; these were:

- Microfinance is still not reaching those who are most in need, especially the rural poor in Africa.
- Outreach problems persist despite the availability of investments; challenges in governance, transparency and ratings present barriers to commercial investors.
- Good governance is a widely accepted major challenge and must be urgently addressed; preferably in the context of regulation.
- The diversity of e-MFP members is a key strength in creating microfinance solutions; yet, not all solutions need to be complex, such as back-to-basics delivery systems.
- New technologies allow for cost efficiencies and lower service charges which allow growth of outreach.
- The changing nature of microfinance resulting from commercial investor interest creates concerns about actors drifting away from social objectives.

These concerns translate well into the priority topics as distilled from the 2008 member survey:

- Efforts to enhance service capacity to allow for further growth of access to finance on a global scale.
- Efforts to ensure that access to finance is truly inclusive, meaning that all poor, including the poorest and most remote, can benefit from service delivery.
- Efforts to increase financial performance along with social performance and the verification thereof.

As indicated at several occasions in this report, there appears to be room for further cooperation and synergy creation. The main question is how the e-MFP can be supportive or instrumental in this respect.

## 6.2 European Rationale for Cooperation

Members give various suggestions for strengthening the platform and for cooperation among members. What perhaps still may need to be articulated though is the rationale for cooperation at European level, particularly since the European Union's involvement regarding the microfinance industry is still limited.

What is evident from the survey is that many European actors primarily cooperate at national level, given the fact that many countries have national networks. This may be related to a stronger national public sector involvement in the industry rather than a pan-European one. A second line of coalition and network building is a categorical one. Investment banks, for instance, have their own network in the form of the European Development Finance Institutions (EDFI) but that is the main real categorical network that is European in nature. Other categorical networks tend to be either global or cross-country based.

A European rationale therefore needs to present a key element of value addition vis-à-vis existing networks and platforms in order to drive the pursuit of synergy creation.

Reviewing the background and track record of member organizations, there appear to be two distinct features that are perhaps not particularly European in nature but are widely and highly appreciated among European actors.

### *Self-Organization*

The first is an affinity with self-organization in financial service delivery. It dates back to the early days of member-based banking and insurance and has a strong tradition in the form of the Raiffeisen cooperative system and its legacy. The key notion is that people with no or limited access to formal financial systems have to pool their resources and form their own system. This cooperative format is still a mainstream banking format in Europe today.

It has gained global recognition in the course of the last century but has lost much of its earlier attractiveness in developing countries, largely due to external interference and poor management; in fact to the point that in many countries cooperatives have a negative connotation. As a result, for long this format was not thought to present a major growth option in the industry.

Today, a re-appreciation process of this format is under way. Quite a few cooperatives microfinance banks are doing fairly well and, perhaps more importantly, the system is largely savings-driven which induces a sense of thrift and frugality not easily matched by credit-driven systems. In addition, member-based finance requires that members take over part of the transaction costs, which gives more operational leeway to keep service charges in check. On top of that, the system contributes to asset accumulation among members as opposed to external shareholders and in the process creates human capital due to its self-management and self-governance characteristics.

Above anything else, however, member based finance appears to be the best option today to reach the rural poor in Africa, which is a broadly shared key objective among European actors. Whether in the form of community-based systems, member based-systems of even largely informal systems, throughout Africa a most interesting track record is being built.

### *Stakeholder Value*

A second characteristic is the appreciation of stakeholder value as opposed to an exclusive shareholder value approach. Financial systems, and consequently investments in financial systems as well, have to go beyond value creation of one particular stakeholder only in the form of direct shareholders to merit a claim of corporate or social responsibility.

This is not an appreciation that is limited to financial systems, but in fact is at the heart of the so-called Rhineland market model which presupposes taking into consideration labor, consumer, societal and environmental concerns. In the last decade the popularity of this model was affected by the advance of a category of investors that was increasingly driven by short term shareholder considerations only in the real economy. At the microfinance supply side, however, most European actors continued working on stakeholder concerns nonetheless, for a while seemingly rowing against the new current of seeking profit at the bottom of the pyramid.

The current global credit crisis perhaps holds some good news in this respect. If shareholder value maximization results in greed, self-enrichment, negligence of the interests of other stakeholders, if not jeopardizes the very financial systems at large, there is likely some wisdom in promoting the stakeholder model as a more interesting option for the long run.

*Access to Finance*

The access issue could be specified in terms frequently formulated by e-MFP members: inclusion of the vast numbers of rural poor currently left un-served, particularly in Africa. That being recognized as a possible operational target for the years ahead, coalitions between members could be formed to work towards achieving that target.

That, however, still is a quantitative target only, which needs qualitative elaboration to ensure that it will be pursued in commonality of vision. Here the elements of self-organization and stakeholder value could come in as these may constitute overarching European affinity concerns.

Against that background, the challenge ahead is possibly to be appreciated in terms of providing direction to the concept of innovation as a major characteristic of the e-MFP and its activities. Innovation not for the sake of innovation, but to create better access for the rural poor to financial systems that recognize the merits of self-organization and stakeholder value.

From a practical point of view it is suggested the first entry point of innovation is in approaching microfinance from a market perspective, relevant to a particular country or region. All actors, irrespective of the mainstream they may represent, have capacities, capabilities and financial resources to support the development of these markets. The challenge, however, is in applying these resources in a more coordinated manner, taking into account domestic stakeholders and adding value through cooperation. That is what the e-MFP aims to achieve.

## APPENDIX A

## Region of Intervention

## AFRICA

1. ATTF	18. Incolfin	35. RAFAD
2. Alterfin	19. IDLO	36. RBE
3. ADA	20. IDDC	37. responsAbility
4. AQUADEV	21. SIDI	38. RAFODE
5. BNP Paribas	22. I&P Développement	39. SiFRA
6. BRS	23. KGFE	40. SOS Faim B
7. CORDAID	24. Lux Development	41. SOS Faim L
8. CERMI	25. Mercy Corps	42. SEDPI
9. CSA	26. Microfinanza	43. WWB
10. Citi MF	27. NHTV	44. SF
11. Concern	28. Oikocredit	45. AKAM
12. CNIPM	29. Oxfam Novib	46. EIB
13. CRESUD SPA	30. PAMIGA	47. Trias
14. DGRV	31. PhiB	48. Thodos Facet
15. EI	32. Planet Finance	49. UJA
16. Horus	33. Planet Rating	50. UoB
17. ICCO	34. Rabobank Foundation	

## AMERICAS

1. ATTF	15. EMMS	29. Planet Finance
2. Alterfin	16. ICCO	30. Planet Rating
3. ADA	17. Incolfin	31. Rabobank Foundation
4. BNP Paribas	18. IDLO	32. RAFAD
5. BRS	19. IDDC	33. RBE
6. CORDAID	20. SIDI	34. responsAbility
7. CERMI	21. I&P Développement	35. SOS Faim B
8. CSA	22. Lux Development	36. WWB
9. Citi MF	23. Mercy Corps	37. SF
10. CNIPM	24. MFC	38. EIB
11. Concern	25. MIL	39. Trias vzw
12. CRESUD	26. Microfinanza	40. Thodos Facet
13. DGRV	27. NHTV	41. UJA
14. EI	28. Oxfam Novib	42. UoB

## ASIA

1. ATTF	16. ICCO	31. PlaNet Finance
2. Alterfin	17. Incofin	32. Planet Rating
3. ADA	18. IDLO	33. Rabobank Foundation
4. BNP Paribas	19. IDOC	34. RAFAD
5. BRS	20. SIDI	35. RBE
6. CORDAID	21. KGFE	36. responsAbility
7. CERMI	22. Lux Development	37. SEDPI
8. CSA	23. Mercy Corps	38. WWB
9. Citi MF	24. MFC	39. SF
10. CNIPM	25. MISFA	40. AKAM
11. Concern	26. Microfinanza	41. EIB
12. DGRV	27. NHTV	42. Tras
13. EI	28. Oikocredit	43. Trodos Facet
14. EMMS	29. Oxfam Novib	44. UIA
15. Horus	30. OXUS	45. UoB

## EUROPE

1. ATTF	13. Incofin	25. Planet Rating
2. BNP Paribas	14. IDLO	26. Rabobank Foundation
3. BRS	15. SIDI	27. RBE
4. CERMI	16. KGFE	28. responsAbility
5. CSA	17. Lux Development	29. SEDPI
6. Citi MF	18. Mercy Corps	30. Stichting Spark
7. CNIPM	19. MFC	31. WWB
8. APKI	20. Microfinanza	32. EIB
9. DGRV	21. NHTV	33. UIA
10. EI	22. Oikocredit	34. UoB
11. EMMS	23. Oxfam Novib	
12. Horus	24. PlaNet Finance	

## OCEANIA

1. Citi MF	3. NHTV
2. CRESUD	4. EIB

## f OPEN TO ALL REGIONS

1. ATTF	11. GCAMP	21. FMO
2. AGROFINE	12. ICCO	22. NHTV
3. ADA	13. Incofin	23. Oxfam Novib
4. BLUEORCHARD	14. IDLO	24. OXUS
5. CORDAID	15. I&P Développement	25. Planet Rating
6. CERISE	16. KGFE	26. RAFAD
7. CRESUD	17. Mercy Corps	27. responsAbility
8. EMMS	18. MIL	28. SEDPI
9. Frankfurt School	19. MF Partners	29. CGAP
10. GFA	20. Microfinanza	30. UIA

# APPENDIX B

## Organizations by Working Areas

Please refer to Appendix D for a list of specific topics within these areas of intervention per e-MFP member.

### SECTOR SUPPORT

1. ATTF	16. ICCO	31. PlanNet Finance
2. ADA	17. Incofin	32. Rabobank Foundation
3. AQUADEV	18. SIDI	33. RAFAD
4. AMFA	19. Lux Development	34. RBE
5. CORDAID	20. LuxFlag	35. RAFODE
6. Citi MF	21. Mercy Corps	36. SOS Faim II
7. CNIPM	22. MFC	37. SOS Faim I
8. Cerise	23. MISFA	38. WWB
9. Concern	24. MF Partners	39. SF
10. APKI	25. Microfinanza	40. AKAM
11. DCA	26. FMO	41. CGAP
12. DGRV	27. Oikocredit	42. EII
13. EI	28. Oxfam Novib	43. Trodos Facet
14. GFA	29. OXUS	44. WSB1-ESBG
15. Horus	30. PAMIGA	

### REGULATION

1. AMFA	9. Horus	17. PAMIGA
2. AQUADEV	10. ICCO	18. PlanNet Finance
3. CNIPM	11. IDLO	19. Planet Rating
4. Cerise	12. SIDI	20. RBE
5. Concern	13. Lux Development	21. CGAP
6. DGRV	14. MFC	22. Trias
7. EI	15. MF Partners	
8. GFA	16. Oxfam Novib	



### MFI FINANCING

1. Alterfin	16. GCAMF	31. PAMIGA
2. ADA	17. Horus	32. PlaNet Finance
3. AMFA	18. ICCO	33. Planet Rating
4. BlueOrchard	19. Incofin	34. Rabobank Foundation
5. BNP Paribas	20. IDLO	35. RBE
6. BRS	21. SIDI	36. responsAbility
7. CORDAID	22. I&P Développement	37. SOS Faim B
8. CSA	23. Mercy Corps	38. SOS Faim L
9. Citi MF	24. MIL	39. SF
10. CNIPM	25. MISFA	40. Symbiotics
11. Cerise	26. MF Partners	41. AKAM
12. Concern	27. FMO	42. CGAP
13. CRESUD	28. Oikocredit	43. EIB
14. DGRV	29. Oxfam Novib	44. Trias
15. EI	30. OXUS	

### MFI SUPPORT

1. Alterfin	16. ICCO	31. PAMIGA
2. ADA	17. Incofin	32. PhB
3. AQUADEV	18. IDDC	33. PlaNet Finance
4. BNP Paribas	19. SIDI	34. Planet Rating
5. BRS	20. Lux Development	35. Rabobank Foundation
6. CORDAID	21. Mercy Corps	36. RAFAD
7. Citi MF	22. MFC	37. RBE
8. CNIPM	23. MIL	38. SIFRA
9. Cerise	24. MISFA	39. WWB
10. Concern	25. MF Partners	40. SF
11. APKI	26. Microfinanza	41. CGAP
12. DGRV	27. FMO	42. Trias
13. ECLOF (International EI)	28. Oikocredit	43. Triodos Facet
14. GFA	29. Oxfam Novib	
15. Horus	30. OXUS	

### MFI OPERATION

1. ADA	E3. ICCO	24. PlaNet Finance
2. BRS	14. SIDI	25. Rabobank Foundation
3. CSA	15. I&P Développement	26. RAFAD
4. Citi MF	16. Mercy Corps	27. RBE
5. CNIPM	17. MFC	28. SOS Faim B
6. Cerise	18. MIL	29. SOS Faim L
7. Concern	19. MF Partners	30. WWB
8. APKI	20. FMO	31. AKAM
9. DGRV	21. Oxfam Novib	32. CGAP
10. EI	22. Oxfam Development Network	33. Triodos Facet
11. GFA	23. PhB	34. WSBI-ESBG
12. Horus		

### PRODUCTS & SERVICES

1. ADA	14. Horus	27. PlaNet Finance
2. BRS	15. ICCO	28. Rabobank Foundation
3. CSA	16. IDDC	29. RAFAD
4. Citi MF	17. Lux Development	30. RBE
5. CNIPM	18. Mercy Corps	31. SIFRA
6. Cerise	19. MFC	32. SOS Faim B
7. Concern	20. MIL	33. SOS Faim L
8. APKI	21. MF Partners	34. WWB
9. DCA	22. FMO	35. AKAM
10. DGRV	23. Oxfam Novib	36. CGAP
11. EI	24. OXUS	37. Trias
12. EMMS	25. PAMIGA	38. Triodos Facet
13. GFA	26. PhB	39. WSBI-ESBG

**CLIENTS**

1. ADA	11. Horus	21. Rabobank Foundation
2. AQUADEV	12. ICCO	22. SIFRA
3. CSA	13. Mercy Corps	23. SOS Faim B
4. Citi MF	14. MFC	24. SOS Faim L
5. CNIPM	15. MIL	25. WWB
6. Cerise	16. FMO	26. CGAP
7. Concern	17. Oikocredit	27. Trias
8. DCA	18. Oxfam Novib	28. Triodos Facet
9. DGRV	19. PhB	
10. EI	20. PlaNet Finance	

**RURAL FINANCE**

1. AGROFINE	14. Horus	27. PlaNet Finance
2. Alterfin	15. ICCO	28. Rabobank Foundation
3. AQUADEV	16. Incofin	29. SIFRA
4. BRS	17. IDDC	30. SOS Faim B
5. CORDAID	18. SIDI	31. SOS Faim L
6. CSA	19. Lux Development	32. WWB
7. Citi MF	20. Mercy Corps	33. AKAM
8. Cerise	21. MFC	34. EIB
9. Concern	22. MIL	35. Trias
10. DCA	23. FMO	36. Triodos Facet
11. DGRV	24. Oxfam Novib	37. WSBF-ESBG
12. EI	25. OXUS	
13. GFA	26. PAMIGA	

**MICROENTERPRISE SUPPORT**

1. ADA	8. ICCO	15. SIFRA
2. CORDAID	9. SIDI	16. Sperk
3. CNIPM	10. MISFA	17. EIB
4. Concern	11. FMO	18. Trias
5. APK	12. Oxfam Novib	19. Triodos Facet
6. DGRV	13. PlaNet Finance	
7. EI	14. RBE	

**APPENDIX C****Organizations by Working Method****INVESTMENTS THROUGH***Loans*

1. Alterfin	11. Horus	21. Oxfam Novib
2. ADA	12. ICCO	22. OXUS
3. BlueOrchard	13. Incofin	23. PlaNet Finance
4. BNP Paribas	14. SIDI	24. Rabobank Foundation
5. CORDAID	15. I&P Développement	25. responsAbility
6. Citi MF	16. Lux Development	26. Sperk
7. CNIPM	17. Mercy Corps	27. SF
8. CRESUD	18. MISFA	28. AKAM
9. EI	19. FMO	29. EIB
10. GCAMF	20. Oikocredit	30. Trias

*Guarantors*

1. Alterfin	11. Concern	21. Mercy Corps
2. ADA	12. DGRV	22. FMO
3. AQUADEV	13. EI	23. Oikocredit
4. BlueOrchard	14. GCAMF	24. Oxfam Novib
5. BNP Paribas	15. Horus	25. Rabobank Foundation
6. BRS	16. ICCO	26. SOS Faim B
7. CORDAID	17. Incofin	27. Sperk
8. CSA	18. IDDC	28. WWB
9. Citi MF	19. SIDI	29. SF
10. CNIPM	20. Lux Development	30. EIB

*Equity*

1. Alterfin	11. Horus	21. PAMIGA
2. ADA	12. ICCO	22. PlaNet Finance
3. BlueOrchard	13. Incofin	23. responsAbility
4. CORDAID	14. SIDI	24. WWB
5. Citi MF	15. I&P Développement	25. SF
6. Concern	16. Mercy Corps	26. AKAM
7. CRESUD	17. MISFA	27. EIB
8. DGRV	18. MF Partners	28. Trias
9. EI	19. FMO	
10. GCAMF	20. Oikocredit	

**SUBSIDIES***Capital / Donation / Equity*

- |            |                |                         |
|------------|----------------|-------------------------|
| 1. BRS     | 6. DGRV        | 11. Oxfam Novib         |
| 2. CSA     | 7. EI          | 12. Rabobank Foundation |
| 3. CNIPM   | 8. ICCO        | 13. SOS Faim B          |
| 4. Concern | 9. Mercy Corps | 14. SOS Faim L          |
| 5. DCA     | 10. MISFA      | 15. Trias               |

*Operations*

- |            |                 |                         |
|------------|-----------------|-------------------------|
| 1. ADA     | 8. DGRV         | 15. PlaNet Finance      |
| 2. BRS     | 9. EI           | 16. Rabobank Foundation |
| 3. CORDAID | 10. ICCO        | 17. SOS Faim B          |
| 4. CSA     | 11. SIDI        | 18. SOS Faim L          |
| 5. CNIPM   | 12. Mercy Corps | 19. SF                  |
| 6. Concern | 13. MISFA       | 20. Trias               |
| 7. DCA     | 14. Oxfam Novib |                         |

*Equipment*

- |            |                    |                |
|------------|--------------------|----------------|
| 1. BRS     | 7. DGRV            | 13. SIFRA      |
| 2. CORDAID | 8. EI              | 14. SOS Faim B |
| 3. CSA     | 9. ICCO            | 15. SOS Faim L |
| 4. CNIPM   | 10. MISFA          | 16. SF         |
| 5. Concern | 11. Oxfam Novib    | 17. Trias      |
| 6. DCA     | 12. PlaNet Finance |                |

*Capacity Building / Training*

- |            |                     |                         |
|------------|---------------------|-------------------------|
| 1. ATTF    | 13. EI              | 25. PlaNet Finance      |
| 2. ADA     | 14. IDLO            | 26. Rabobank Foundation |
| 3. AGUADEV | 15. SIDI            | 27. SIFRA               |
| 4. AMFA    | 16. Lux Development | 28. SOS Faim B          |
| 5. BRS     | 17. ICCO            | 29. SOS Faim L          |
| 6. CORDAID | 18. Mercy Corps     | 30. Spark               |
| 7. CSA     | 19. MFC             | 31. SF                  |
| 8. CNIPM   | 20. MIL             | 32. AKAM                |
| 9. Concern | 21. MISFA           | 33. EIB                 |
| 10. APKI   | 22. FMO             | 34. Trias               |
| 11. DCA    | 23. Dikocredit      | 35. WSBI-ESBG           |
| 12. DGRV   | 24. Oxfam Novib     |                         |

*Technical Assistance*

- |            |                     |                         |
|------------|---------------------|-------------------------|
| 1. ADA     | 14. ICCO            | 27. PAMIGA              |
| 2. AGUADEV | 15. Incofin         | 28. PlaNet Finance      |
| 3. AMFA    | 16. IDLO            | 29. Rabobank Foundation |
| 4. BRS     | 17. SIDI            | 30. SIFRA               |
| 5. CORDAID | 18. Lux Development | 31. SOS Faim B          |
| 6. CSA     | 19. Mercy Corps     | 32. SOS Faim L          |
| 7. CNIPM   | 20. MFC             | 33. Spark               |
| 8. Concern | 21. MIL             | 34. SF                  |
| 9. APKI    | 22. MISFA           | 35. AKAM                |
| 10. DCA    | 23. FMO             | 36. CGAP                |
| 11. DGRV   | 24. Dikocredit      | 37. EIB                 |
| 12. EI     | 25. Oxfam Novib     | 38. Trias               |
| 13. GCAMF  | 26. OXUS            | 39. WSBI-ESBG           |

**OTHER, NON-FINANCIAL METHODS***BOS*

- |             |                     |                    |
|-------------|---------------------|--------------------|
| 1. Alterfin | 11. DGRV            | 21. PlaNet Finance |
| 2. ADA      | 12. EI              | 22. RAFAD          |
| 3. BRS      | 13. GFA             | 23. SIFRA          |
| 4. CORDAID  | 14. ICCO            | 24. Spark          |
| 5. CSA      | 15. IDOC            | 25. SF             |
| 6. CNIPM    | 16. Lux Development | 26. AKAM           |
| 7. Cerise   | 17. Mercy Corps     | 27. Trias          |
| 8. Concern  | 18. MISFA           | 28. Triodos Facet  |
| 9. APKI     | 19. OXUS            |                    |
| 10. DCA     | 20. PHB             |                    |

*Client education*

- |                |                    |                   |
|----------------|--------------------|-------------------|
| 1. ADA         | 9. GFA             | 17. RAFAD         |
| 2. BNP Paribas | 10. ICCO           | 18. RBE           |
| 3. CSA         | 11. IDOC           | 19. SIFRA         |
| 4. CNIPM       | 12. Mercy Corps    | 20. SF            |
| 5. Cerise      | 13. MFC            | 21. Trias         |
| 6. Concern     | 14. MISFA          | 22. Triodos Facet |
| 7. DGRV        | 15. OXUS           |                   |
| 8. EI          | 16. PlaNet Finance |                   |

*Information dissemination*

1. ADA	13. ICCO	25. Rabobank Foundation
2. AQUADEV	14. IDLO	26. RAFAD
3. AMFA	15. IDDC	27. RBE
4. BRS	16. SIDI	28. SIFRA
5. CNIPM	17. Lux Development	29. SOS Fam II
6. Cerise	18. Mercy Corps	30. SOS Fam I
7. Concern	19. MFC	31. WWB
8. APKI	20. MIL	32. CGAP
9. CRESUD	21. MISFA	33. Trias
10. DGRV	22. Microfinanza	34. Triodos Facet
11. EI	23. OXUS	35. WSBI-ESBG
12. GFA	24. PlaNet Finance	

*Network*

1. ADA	13. IDLO	25. PlaNet Finance
2. AMFA	14. IDDC	26. Rabobank Foundation
3. BRS	15. SIDI	27. RBE
4. CORDAID	16. Lux Development	28. SIFRA
5. CSA	17. Mercy Corps	29. WWB
6. CNIPM	18. MFC	30. SF
7. Cerise	19. MIL	31. CGAP
8. APKI	20. MISFA	32. Trias
9. DGRV	21. FMO	33. Triodos Facet
10. EI	22. Oikocredit	34. WSBI-ESBG
11. GFA	23. Dxfam Novib	
12. ICCO	24. OXUS	

## APPENDIX D

## Information per Member

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APKI	79	I&P	114
AQUADEV	80	IDDC	115
ATTF	81	IDLO	116
BLUEORCHARD	82	INCOFIN	117
BNP PARIBAS	83	IOB-UA	118
BRS	84	KGFE	119
CERISE	86	LUX DEVELOPMENT	120
CERMI	88	LUXFLAG	122
CGAP	89	MERCY CORPS	123
CITI MF	91	MF PARTNERS	125
CNIPM	92	MFC	126
CONCERN	94	MICROFINANZA	128
CORDAID	96	MIL	130
CREDIT SUISSE	97	MISFA	132
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CSA	99	ODN	134
DCA	101	OIKOCREDIT	135
DGRV	102	OXFAM NOVIB	137
EI	103	PAMIGA	139
EIB	106	PHB	140
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<b>ADA</b>	
Organization name	ADA
Founding year	1994
Country of incorporation	Luxembourg
Type of organization	NGO
Size of organization (n. of employees)	15
<b>ORGANIZATION SUMMARY</b>	
Mission	To alleviate poverty consequences through the growth of microentrepreneurs' productivity and income, by allowing MFIs' clients to become economic players and actors of their own development and reinforcing the economic experiences of the southern countries
Percentage of microfinance activities	100%
Years of operation in microfinance	14
Human resources dedicated to MF	14
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Burkina Faso, Mali, Senegal, Togo, Benin, Ethiopia, Cabo Verde, Niger and Kenya</li> <li>• Americas: Chile, Argentina, Peru, Bolivia, Ecuador, Nicaragua, Costa Rica, El Salvador, Panama, Guatemala, Honduras</li> <li>• Asia: Cambodia, Vietnam and Laos</li> <li>• Open to all regions (certain programmes)</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (Networks and Associations (main priority), Financial Sector Development, Social Impact)</li> <li>• MFI financing (Private Donors, Public Donors, Commercial Investments, Commercial Partnerships)</li> <li>• MFI support (Financial Performance (main priority), Rating Agencies, Transparency, Social Performance (main priority), Risk Management (main priority))</li> <li>• MFI operation (Ownership (main priority), HR Management (coming soon), MIS)</li> <li>• Product services (Insurance (main priority), Remittances (main priority), Housing Microfinance, Credit Unions, Co-operatives, Other technologies (Smart Card), Pension Schemes)</li> <li>• Clients (Gender, Youth (main priority))</li> <li>• Awareness raising activities</li> <li>• Website contents Management</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Subsidies (operations, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, client education, information dissemination, network, product development)</li> </ul>

<b>Main competencies</b>	<ul style="list-style-type: none"> <li>• Capacity building (performance and transparency)</li> <li>• Product Innovation</li> <li>• Knowledge Management</li> </ul>
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<b>Website</b>	www.microfinance.lu

<b>AGROFINE</b>	
<b>Organization name</b>	AGROFINE
<b>Founding year</b>	2005
<b>Country of incorporation</b>	France
<b>Type of organization</b>	NPO
<b>Size of organization (nr. of employees)</b>	2
<b>ORGANIZATION SUMMARY</b>	
<b>Mission</b>	<p>Agrofine is an international non-profit organisation which aims to enhance Fairtrade flows' financing at every level of the value chain. Agrofine focuses on mainly on three activities:</p> <ul style="list-style-type: none"> <li>• The evaluation of the risk profile and the rating of Fairtrade cooperatives</li> <li>• The development of new financial facilities meeting Fairtrade actors' needs</li> <li>• The financial training of cooperatives' managers</li> <li>• The vision of Agrofine is to create a platform to match offer and demand on financing.</li> </ul>
<b>Percentage of microfinance activities</b>	0-20%
<b>Years of operation in microfinance</b>	2
<b>Human resources dedicated to MF</b>	2 people
<b>Countries of intervention</b>	<ul style="list-style-type: none"> <li>• Open to Fair Trade producer organizations in Asia, Africa, Latin America</li> </ul>
<b>Main areas of intervention</b>	<ul style="list-style-type: none"> <li>• Rural finance (Facilitate the financing of fair trade producer organizations)</li> <li>• Other (Coordination of financial technical assistance)</li> </ul>
<b>Methods of intervention</b>	<ul style="list-style-type: none"> <li>• Non-financial assistance (Analysis of the risk profile of Fair trade organizations to enhance the communication and transparency in the sector and facilitate the financing of these organizations)</li> </ul>
<b>Main competencies</b>	<ul style="list-style-type: none"> <li>• Financing of producer organizations and family farms associated with Fair trade</li> </ul>
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<b>Website</b>	www.agrofine.org

AKAM	
Organization name	Aga Khan Agency for Microfinance / AKAM
Founding year	2004
Country of incorporation	Switzerland
Type of organization	NGO
Size of organization (nr. of employees)	17 (Geneva HQ)
ORGANIZATION SUMMARY	
Mission	Operating in both rural and urban settings, AKAM's microfinance institutions and banks help poor people from a variety of cultures and backgrounds to expand their incomes, improve their quality of life and become self-reliant. In all the contexts in which they operate, AKAM's microfinance institutions and banks aim to achieve a level of long-term sustainability that covers both operational costs and contributes to expansion in the future. In this process, emphasis is placed on enhancing the quality of financial services through transparent and detailed lending procedures, as well as the use of best practices that ensure financial discipline and efficiency.
Percentage of microfinance activities	100%
Years of operation in microfinance	20 years
Human resources dedicated to MF	17
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Burkina Faso, Ivory Coast, Egypt, Kenya, Madagascar, Mali, Mozambique, Tanzania</li> <li>• Asia: Afghanistan, Kyrgyz Republic, Pakistan, Syria, Tajikistan</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (Work with governments to support the development of the microfinance sector in countries where it has an MFI)</li> <li>• MFI financing (Sole or majority shareholder in all of its subsidiaries)</li> <li>• MFI operation (Strategic oversight and management to its subsidiaries)</li> <li>• Product services (Assist subsidiaries with product development)</li> <li>• Rural finance (Provide support through subsidiaries to other rural finance initiatives, sometimes as apex lenders)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, equity)</li> <li>• Subsidies (capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• The AKAM model is focused on the transformation to, or establishment of, regulated and licensed microfinance institutions that are permitted to provide credit, take deposits and offer other financial services.</li> </ul>

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ALTERFIN	
Organization name	ALTERFIN
Founding year	1994
Country of incorporation	Belgium
Type of organization	Social investor
Size of organization (nr. of employees)	7
ORGANIZATION SUMMARY	
Mission	<p>Alterfin wants to contribute to more human dignity in developing countries by promoting individual and collective economic activities, which are initiated locally and help to achieve sustainable development.</p> <p>In the South, Alterfin wants to participate in the development of a financial network that is accessible to poor, marginalised groups of society. Depending on the circumstances Alterfin grant loans, provide guarantees for loans or participate temporarily in the capital of microfinancing institutions. Apart from microcredit institutions Alterfin also finances producers' associations that trade their agricultural products in the fair trade circuit.</p>
Percentage of microfinance activities	50-70%
Years of operation in microfinance	13
Human resources dedicated to MF	6
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Morocco, Niger, Togo, Benin, Uganda</li> <li>• Americas: México, Honduras, El Salvador, Nicaragua, Guatemala, Costa Rica, Ecuador, Colombia, Perú, Chile</li> <li>• Asia: Laos, Cambodia</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• MFI financing (Loans, guarantees and participation in equity)</li> <li>• MFI support (Technical support regarding management, governance and product development)</li> <li>• Rural finance (Pre-harvest finance to associations of rural producers (mainly linked to fair trade))</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Non-financial assistance (business development services)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Institutional, financial, social analysis of MFI's</li> <li>• Governance and management issues of MFI's</li> <li>• Product development</li> <li>• Social performance management</li> <li>• Portfolio management of MFI investments</li> <li>• Specific geographical knowledge: see above</li> </ul>

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AMFA	
Organization name	Azerbaijan Microfinance Association / AMFA
Founding year	-
Country of incorporation	Azerbaijan
Type of organization	Network
Size of organization (nr. of employees)	7
ORGANIZATION SUMMARY	
Mission	"To strengthen the capacity of micro-finance institutions and to promote effective collective action in advancing the interests of the micro-finance community."
Percentage of microfinance activities	50-70%
Years of operation in microfinance	7
Human resources dedicated to MF	7
Countries of intervention	• Europe: Azerbaijan
Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision</li> <li>• Microfinance sector</li> <li>• MFI financing</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Subsidies (capacity building/training, technical assistance)</li> <li>• Non-financial assistance (information dissemination, network, Bi-Annual Conferences, seminars with investors, best practices)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Microfinance impact assessment</li> <li>• Social performance management and social audit</li> <li>• Microfinance Association development</li> <li>• Financial intermediation with investors</li> <li>• Organizing in-house international trainings</li> <li>• Study tours for Associations</li> </ul>
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APKI	
Organization name	Co-operative Union « Association of the Popular Funds on the Internet » (APKI) / APKI
Founding year	2002
Country of incorporation	Bulgaria
Type of organization	Co-operative Union
Size of organization (nr. of employees)	-
ORGANIZATION SUMMARY	
Mission	The mission of APKI is to support the development of small and medium business in Bulgaria facilitating the access of entrepreneurs, households and individuals to the financial services and to sustain the strengthening and modernizing of credit co-operatives in the country.
Percentage of microfinance activities	20-50%
Years of operation in microfinance	6
Human resources dedicated to MF	-
Countries of intervention	• Europe: Bulgaria
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (Networks and Associations, Financial Sector Development)</li> <li>• MFI support (Good Practices)</li> <li>• MFI operation (Staff Training)</li> <li>• Product services (Product Design, Product Testing, Product Costing and Pricing)</li> <li>• Micro-Enterprise support (Training/Non-Financial Support)</li> <li>• Other (Consultancy services related to the capital market)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Subsidies (capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, information dissemination, network, access to the Bulgarian capital market through consultancy, granting product dissemination)</li> </ul>
Main competencies	• Servicing individual and institutional customers in remote areas in Bulgaria
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<b>AQUADEV</b>	
Organization name	AQUADEV NGO / AQUADEV
Founding year	1987
Country of incorporation	Belgium
Type of organization	NGO
Size of organization (nr. of employees)	150
<b>ORGANIZATION SUMMARY</b>	
Mission	-
Percentage of microfinance activities	70-50%
Years of operation in microfinance	14 years
Human resources dedicated to MF	9
Countries of intervention	<ul style="list-style-type: none"> <li>Africa: Morocco, Senegal, Burkina Faso, Niger, Togo, Rwanda, Burundi</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>Regulation and supervision (Publications)</li> <li>Microfinance sector (meso-level strengthening)</li> <li>MF support (Capacity building, MIS)</li> <li>Clients (Impact studies)</li> <li>Rural finance (Research, innovation)</li> <li>Other (Social performance)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Investment (through guarantees)</li> <li>Subsidies (capacity building/training, technical assistance)</li> <li>Non-financial assistance (information dissemination)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>Rural coop: governance, network building, capacity building</li> <li>Agriculture microfinance: links with farmers coop, weather insurance, food security</li> <li>Impact: socio-economic studies, SPI tool</li> <li>MIS: design, implementation, training</li> <li>Health: HIV, hea</li> </ul>
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<b>ATTF</b>	
Organization name	Agence de Transfert de Technologie Financière / ATTF
Founding year	1999
Country of incorporation	Luxembourg
Type of organization	Financial Technology Transfer Agency
Size of organization (nr. of employees)	10
<b>ORGANIZATION SUMMARY</b>	
Mission	<ul style="list-style-type: none"> <li>Meeting requests for training and consulting in financial matters emanating from countries that have a proven need for the acquisition of financial knowledge</li> <li>Providing technical assistance in financial matters and promoting Luxembourg as a Financial Centre to partner countries</li> <li>Making the best use of the availability of Luxembourg public funding.</li> </ul>
Percentage of microfinance activities	0-20%
Years of operation in microfinance	9
Human resources dedicated to MF	2
Countries of intervention	<ul style="list-style-type: none"> <li>Africa: Cape Verde, Egypt, Tunisia</li> <li>Americas: El Salvador</li> <li>Asia: China, Cambodia, Kazakhstan, Laos, Lebanon, Mongolia, Uzbekistan, Vietnam</li> <li>Europe: Azerbaijan, Bosnia &amp; Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Georgia, Hungary, Kosovo, Latvia, Lithuania, Macedonia, Malta, Moldova, Montenegro, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Turkey, Ukraine</li> <li>Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>Microfinance sector</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Subsidies (capacity building/training)</li> </ul>
Main competencies	-
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BLUEORCHARD	
Organization name	BlueOrchard Finance SA. / BlueOrchard
Founding year	2001
Country of incorporation	Switzerland
Type of organization	Financial institution
Size of organization (nr. of employees)	33
ORGANIZATION SUMMARY	
Mission	<p>BlueOrchard provides innovative financial instruments and solutions for placements in microfinance, bridging the gap between capital markets and microfinance institutions. We generate profitable returns on investments while supporting the development of millions of promising small enterprises.</p> <p>We believe in creating value through solid long-term relationships by providing debt and equity to microfinance institutions in all stages of their development. We share their mission to provide financial services to those who have few resources and are excluded from mainstream financial services. We regard our cooperation with them as the primary means to support financial and social integration worldwide.</p>
Percentage of microfinance activities	100%
Years of operation in microfinance	7
Human resources dedicated to MF	33
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Kenya, Mozambique.</li> <li>• Americas: Nicaragua, Ecuador, Mexico, Paraguay, Peru, United States, El Salvador, Guatemala, Honduras.</li> <li>• Asia: Philippines, India, Indonesia, Russia, Tajikistan.</li> <li>• Europe: Bosnia Herzegovina, Bulgaria, Ukraine, Argentina.</li> <li>• Open to Albania, Armenia, Azerbaijan, Bolivia, Cambodia, Cameroon, Colombia, Costa Rica, Dominican Republic, East Timor, Egypt, Kazakhstan, Kosovo, Kyrgyzstan, Mongolia, Montenegro.</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• MFI financing (Debt, Equity)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Global Innovation, Customers contact</li> </ul>
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BNP PARIBAS	
Organization name	BNP Paribas Microfinance
Founding year	-
Country of incorporation	France
Type of organization	Financial institution
Size of organization (nr. of employees)	-
ORGANIZATION SUMMARY	
Mission	<ul style="list-style-type: none"> <li>• Financing of MFIs</li> <li>• Capacity building: Providing volunteers (retired bankers) to MFIs</li> </ul>
Percentage of microfinance activities	-
Years of operation in microfinance	16 years in France, 5 years international
Human resources dedicated to MF	4
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Morocco, Tunisia, Egypt, Senegal, Mali, Madagascar, Guinea, Burkina Faso, Mauritania</li> <li>• Americas: Mexico, Brasil, Argentina</li> <li>• Asia: India, Philippines</li> <li>• Europe: Not yet active</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• MFI financing</li> <li>• MFI support</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees)</li> <li>• Non-financial assistance (client education)</li> </ul>
Main competencies	-
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**BRS**

Organization name	BRS - Belgian Raiffeisen Foundation / BRS VZW
Founding year	1992
Country of incorporation	Belgium
Type of organization	Service provider
Size of organization (nr. of employees)	4

**ORGANIZATION SUMMARY**

Mission	Solidarity-based banking and insurances. This baseline of BRS' activities in the field of microfinance and microinsurances can be explained by 'the parable of the fisherman'. Give a poor man a fish and he will eat for a day. Give him a fishing rod and teach him to fish and he will eat for the rest of his life. But he will not achieve true independence until he manages to save up and buy his own rod with a loan.
Percentage of microfinance activities	100%
Years of operation in microfinance	16
Human resources dedicated to MF	4
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Benin, Congo, Ethiopia, Cameroon, Ghana, Niger, Uganda, Rwanda, Senegal, Tanzania, and Togo.</li> <li>• Americas: Brazil, Ecuador, Guatemala, Honduras, and Peru.</li> <li>• Asia: India</li> <li>• Europe: Belgium</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• MFI financing (Subsidies and guarantees.)</li> <li>• MFI support (Evaluation, financial performance, benchmarking, transparency, growth management, good practices.)</li> <li>• MFI operation (Brs provides consulting services covering various issues: business planning, operational planning, strategic planning, ...)</li> <li>• Product services (MIS-tools: MFI-factsheet and Microinsurance factsheet. Training facilities for managers on performance indicators. Educational material about microfinance and insurances (videos, game))</li> <li>• Rural finance</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through guarantees)</li> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Toolkits for performance analysis for microfinance and micro insurance</li> </ul>

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<b>CERISE</b>	
Organization name	Comité d'échange de Réflexion et d'Information sur les Systèmes d'Épargne-crédit / CERISE
Founding year	1998
Country of incorporation	France
Type of organization	Network of NGO's and research centers
Size of organization (nr. of employees)	2
<b>ORGANIZATION SUMMARY</b>	
Mission	
Percentage of microfinance activities	70-100%
Years of operation in microfinance	10
Human resources dedicated to MF	2
Countries of intervention	<ul style="list-style-type: none"> <li>• Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision (linked with governance and social assessment)</li> <li>• Microfinance sector (Innovation, work with networks, social evaluation, reinforcement of 2nd tier MFIs, etc.)</li> <li>• MFI financing (Work with MIVs and investors, in particular regarding social evaluation)</li> <li>• MFI support (Strong support of MFIs)</li> <li>• MFI operation</li> <li>• Product services (Work on service adaptation and innovation (housing, rural finance, value chain-agriculture, saving, migrant products))</li> <li>• Clients (Client assessment: impact studies, satisfaction, poverty measurement, work with producer organizations, etc.)</li> <li>• Rural finance (Agricultural and rural financing linked with value chain finance, fair trade, producer organizations)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Non-financial assistance (business development services, client education, information dissemination, network, work in partnership with MFIs and network, technical assistance)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Four main areas: 1) impact and social performance; 2) agricultural and rural finance; 3) governance and social viability; and 4) microfinance intervention methods</li> </ul>

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**CERMI**

Organization name	Center for European Research in Microfinance / Cermi
Founding year	2007
Country of incorporation	Belgium
Type of organization	Research Institute
Size of organization (nr. of employees)	13
<b>ORGANIZATION SUMMARY</b>	
Mission	-
Percentage of microfinance activities	-
Years of operation in microfinance	1
Human resources dedicated to MF	13
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Morocco, Democratic Republic of Congo, Senegal, Benin, Madagascar, Burundi, Mali, Ethiopia, Sudan, Malawi, Cameroon, Burkina Faso</li> <li>• Americas: Peru, Colombia, Ecuador, Mexico, Ecuador, Barbados, Jamaica, Panama.</li> <li>• Asia: India, China, Cambodia</li> <li>• Europe: Belgium, Serbia, Montenegro, Macedonia, Luxembourg</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Research</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Research</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• New products and innovation in microfinance. Researches are currently focusing on the role of microfinance institutions in remittances and money transfers. Micro insurance as innovative microfinance tool is also being investigated.</li> </ul>
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**CGAP**

Organization name	The Consultative Group to Assist the Poor / CGAP
Founding year	1995
Country of incorporation	France
Type of organization	Network, International Resource Center
Size of organization (nr. of employees)	47
<b>ORGANIZATION SUMMARY</b>	
Mission	CGAP's mission is to improve poor people's access to convenient and affordable financial services so that they can improve their living conditions and build a better future.
Percentage of microfinance activities	100%
Years of operation in microfinance	Since 1995, i.e. 13 years
Human resources dedicated to MF	47
Countries of intervention	<ul style="list-style-type: none"> <li>• Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision (Branchless banking, Consumer protection, Role of Government, etc.)</li> <li>• Microfinance sector (Financial Sector Development, Impact Assessment Tools, Interest Rates, Market intelligence)</li> <li>• MFI financing (Funders' Policy, Private and Public donors &amp; investors, Subsidies and Investments, Aid effectiveness, Funding flows)</li> <li>• MFI support (Benchmarking, Delivery Models, Evaluation/Re-appraisal, Financial and Social Performance, Good Practices, Rating Methods, TA for IT support)</li> <li>• MFI operation (Incentive Schemes, MIS, Credit scoring)</li> <li>• Product services (Savings, Technology)</li> <li>• Clients (Assessment tools, Graduation models)</li> <li>• Other</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Subsidies (technical assistance, experimentation)</li> <li>• Non-financial assistance (information dissemination, network, advisory services, standard setting)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Standards, advocacy and strategic short-term advisory services</li> <li>• Market intelligence, data and analytics</li> <li>• Experimentation</li> </ul>

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CITI MF	
Organization name	Citi Microfinance
Founding year	2005
Country of incorporation	UK
Type of organization	Financial institution
Size of organization (nr. of employees)	350.000 (Citi-bank)

ORGANIZATION SUMMARY	
Mission	Citi Microfinance works with leading microfinance institutions, networks and investors as partners and clients to expand access to financial products and services to individuals that are not currently reached or are underserved by financial institutions.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	4 years
Human resources dedicated to MF	-
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa</li> <li>• Americas</li> <li>• Asia</li> <li>• Europe</li> <li>• Oceania</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector</li> <li>• MFI financing (Local structures)</li> <li>• MFI support</li> <li>• MFI operation</li> <li>• Product services (insurance, savings, remittances)</li> <li>• Clients</li> <li>• Rural finance</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Citi Microfinance works globally with a variety of MFIs vehicles and business models (banks, regulated finance companies, cooperatives, credit unions and NGOs). Citi microfinance does not focus on any specific target population.</li> </ul>

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CNIPM	
Organization name	Comitato Nazionale Italiano Permanente per il Microcredito
Founding year	2006
Country of incorporation	Italy
Type of organization	Public Entity
Size of organization (nr. of employees)	-
ORGANIZATION SUMMARY	
Mission	<p>The Permanent Italian National Committee for Microcredit has been established in order to give continuity, develop and extend the initiatives that have been undertaken by the Italian Committee during 2005 International Year for Microcredit.</p> <p>The struggle against extreme poverty and financial exclusion, yet through the support and development of micro enterprises, represents the primary objective of the Committee in compliance with the programs and guide-lines of the Millennium Goals. Such objective will be carried out in the framework of international cooperation, therefore specifically oriented towards underdeveloped areas and Developing Countries, as well as of domestic cooperation, oriented to residents in our Country, immigrants or not, and to our micro-enterprises. In this connection, taking into consideration the emerging pockets of poverty, mainly in the less developed areas of the Country, and the transversal and ever growing migratory flows, it seems necessary to envisage more integrated and less sectional system measures, according to a bottom-up strategy.</p>
Percentage of microfinance activities	100%
Years of operation in microfinance	-
Human resources dedicated to MF	14
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Algeria, Egypt, Libya, Mauritania, Morocco, Tunisia</li> <li>• Americas: Argentina, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Panama, Paraguay, Peru, Surinam</li> <li>• Asia: Jordan, Lebanon, Syria</li> <li>• Europe: Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Hungary, Kosovo, Latvia, Lithuania, Macedonia, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia, Ukraine, Belarus, Albania</li> </ul>

Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision (Governmental bodies)</li> <li>• Microfinance sector (Market Research, Networks and Associations)</li> <li>• MFI financing (Donor Policy, Private Donors, Public Donors, Subsidies)</li> <li>• MFI support (Banking Techniques and Management, Credit Risk and Delinquency, Evaluation / Appraisal, Financial Performance, Good Practices, Impact Study, Institutionalisation / Formalisation, Risk Management, Technical Assistance / Training)</li> <li>• MFI operation (Business Planning, Delinquency, Finance and Accounting, Management, Marketing, Start Up, Strategic Planning)</li> <li>• Product services (Guarantees, Product Design, Product Testing)</li> <li>• Clients (Client Assessment (Tools), Client Focus Groups, Client Targeting, Financial Education, Rural Microfinance, Urban Microfinance, Youth)</li> <li>• Micro-Enterprise support (Business Development, Business Planning, Training/Non-Financial Support)</li> <li>• Development Sector, Microenterprise Development</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees)</li> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance, Feasibility Studies, operations, ratings)</li> <li>• Non-financial assistance (business development services, capacity building/TA, client education, information dissemination, network, evaluations, audits, Fair Trade market access, project design, ratings, monitoring, research)</li> </ul>
Main competencies	-
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CONCERN	
Organization name	CONCERN Worldwide
Founding year	1968
Country of incorporation	Ireland
Type of organization	NGO
Size of organization (nr. of employees)	3,696
ORGANIZATION SUMMARY	
Mission	To help people living in extreme poverty achieve major improvements in their lives, which last and spread without ongoing support from Concern. To this end, Concern will work with the poor themselves, and with local and international partners who share our vision, to create just and peaceful societies where the poor can exercise their fundamental rights.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	Since 1985
Human resources dedicated to MF	542
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: DRC, Uganda, Ethiopia, Burundi, Rwanda, Tanzania, Chad, Kenya, Sudan, Somalia, Angola, Malawi, Mozambique, Zambia, Zimbabwe, Liberia, Sierra Leone</li> <li>• Americas: Haiti</li> <li>• Asia: Cambodia, Bangladesh, Lao, East Timor, India, Pakistan, Afghanistan, North Korea, Nepal</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision (Development of pro-poor micro-finance policies)</li> <li>• Microfinance sector (Social impact, social performance management)</li> <li>• MFI financing (Equity investment, grants for MF partners)</li> <li>• MFI support (Capacity building of partner MFIs in good practices)</li> <li>• MFI operation (Strategic planning, business planning, internal control, governance, delinquency, SPM, etc.)</li> <li>• Product services (Development of MF products appropriate for the very poor)</li> <li>• Clients (Client assessment, gender, health, HIV/AIDS, post-conflict MF, post-catastrophe MF, etc.)</li> <li>• Rural finance (Developing MF products appropriate for the rural very poor)</li> <li>• Micro-Enterprise support (ME development, vocational training)</li> <li>• Other (Building linkages between community-based organisations and financial institutions)</li> </ul>

Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through guarantees, equity)</li> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, client education, information dissemination)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• MF in post-conflict and post-catastrophe situations, targeting the extreme poor, building links between the very poor and financial institutions</li> </ul>
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<b>CORDAID</b>	
Organization name	Catholic Organisation for Relief and Development Aid / CORDAID
Founding year	1917; 1999 (after merger)
Country of incorporation	Netherlands
Type of organization	NGO
Size of organization (nr. of employees)	300
<b>ORGANIZATION SUMMARY</b>	
Mission	-
Percentage of microfinance activities	0-20%
Years of operation in microfinance	20
Human resources dedicated to MF	ca. 12
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Ghana, Sierra Leone, Cameroon, Ethiopia, Uganda, Tanzania, Malawi, Zambia</li> <li>• Americas: Honduras, Dominican Republic, Bolivia, Peru</li> <li>• Asia: India, Indonesia, Vietnam, Philippines</li> <li>• Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (National Associations)</li> <li>• MF1 financing (Seed capital, loans, guarantees)</li> <li>• MF1 support (TA)</li> <li>• Rural finance (Through MFIs, outgrowers schemes)</li> <li>• Micro-Enterprise support (Only in MSE Funds)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity, subordinated loans)</li> <li>• Subsidies (operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Financial evaluation; organisational strengthening; governance of MFIs; partnerships with banks</li> <li>• Investing in the poor; linking microfinance to social investors</li> <li>• Investing in Micro and Small Enterprises in the South</li> </ul>
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<b>CREDIT SUISSE</b>	
Organization name	Credit Suisse
Founding year	-
Country of incorporation	Switzerland
Type of organization	Financial Institution
Size of organization (nr. of employees)	-
<b>ORGANIZATION SUMMARY</b>	
Mission	N/A
Percentage of microfinance activities	N/A
Years of operation in microfinance	N/A
Human resources dedicated to MF	N/A
Countries of intervention	N/A
Main areas of intervention	N/A
Methods of intervention	N/A
Main competencies	N/A
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<b>CRESUD</b>	
Organization name	CRESUD SPA
Founding year	-
Country of incorporation	Italy
Type of organization	Financial institution
Size of organization (nr. of employees)	4
<b>ORGANIZATION SUMMARY</b>	
Mission	-
Percentage of microfinance activities	3
Years of operation in microfinance	10
Human resources dedicated to MF	3
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Uganda, Togo</li> <li>• Americas: Mexico, El Salvador, Guatemala, Nicaragua, Peru, Bolivia, Ecuador, Paraguay</li> <li>• Oceania: Samoa</li> <li>• Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• MF financing</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, equity)</li> <li>• Non-financial assistance (information dissemination)</li> </ul>
Main competencies	N/A
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<b>CSA</b>	
Organization name	Church of Sweden, International Mission and Diaconia
Founding year	-
Country of incorporation	Sweden
Type of organization	Church
Size of organization (nr. of employees)	95
<b>ORGANIZATION SUMMARY</b>	
Mission	The Church of Sweden shares the mission of all churches: to see to the needs of vulnerable human beings and to protect creation. Eradicating poverty and hunger and creating conditions for peace, reconciliation, democracy and human rights is a consequence of this mission. Every human being has the ability to improve her own situation. To make this possible, the Church of Sweden cooperates in long-term development, advocacy and humanitarian assistance.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	Since the early 1990s
Human resources dedicated to MF	3
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: South Africa, Mozambique, Tanzania, Ethiopia, Uganda, Sudan, Liberia, Mauritania, Egypt, Swaziland, Zimbabwe, Malawi</li> <li>• Americas: Peru, Brazil, Colombia, Haiti, Costa Rica, El Salvador and other Central American countries</li> <li>• Asia: Palestine, India, China, Myanmar, Philippines, Cambodia, Sri Lanka</li> <li>• Europe: Moldova, Kosovo</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• MF financing (Currency Ex risks)</li> <li>• MF operation (BP, OP, SP, Budgeting, Start-up, Finance and Accounting, Treasury, Internal Control, Management, Governance, MIS)</li> <li>• Product services (Savings, Cooperatives, New Technologies, VR)</li> <li>• Clients (Financial Education, Gender, Youth, Rural MF, Post Conflict MF, HIV/AIDS)</li> <li>• Rural finance</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through guarantees, Short term loans to MF)</li> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance, technological innovation, product development, research)</li> <li>• Non-financial assistance (business development services, client education, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Rural SACCO promotion and training</li> </ul>

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DCA	
Organization name	DanChurchAid / DCA
Founding year	1922
Country of incorporation	Denmark
Type of organization	NGO
Size of organization (nr. of employees)	-
ORGANIZATION SUMMARY	
Mission	To improve the lives and rights of the poor and excluded and fight for a just distribution of the world's resources.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	-
Human resources dedicated to MF	-
Countries of intervention	-
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (social impact support to cooperatives)</li> <li>• Product services (cooperatives, group lending, savings, village banking)</li> <li>• Clients (Gender, HIV/AIDS, Rural microfinance)</li> <li>• Rural finance (Farmer's Associations, Rural banking, Rural impact, Rural politics, Rural products, Rural services, Rural subsidies)</li> <li>• Start up of Village Savings and Loans Association, Implementation of Microfinance Guidelines, Development of Consumer Protection Code of Conduct</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance, feasibility studies)</li> <li>• Non-financial assistance (business development services, network, capacity building/training, institution building, technical assistance)</li> </ul>
Main competencies	-
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**DGRV**

<b>Organization name</b>	Deutscher Gemeinschafts- und Raiffeisenverband e.V. (German Cooperative and Raiffeisen Confederation) / DGRV
<b>Founding year</b>	1977
<b>Country of incorporation</b>	Germany
<b>Type of organization</b>	Confederation / Apex organization
<b>Size of organization (nr. of employees)</b>	Germany 78, expatriates 15, local staff 55

**ORGANIZATION SUMMARY**

<b>Mission</b>	<p>DGRV is the apex auditing organization in accordance to the German Cooperative Societies Act (CSA) and confederation of cooperatives in Germany. The International Relations Department follows the following strategy</p> <p>Long-term goal of development activities:</p> <ul style="list-style-type: none"> <li>• Participation of broad groups of population in the economic and social development – for the improvement of economic and social conditions of particularly poor people – through structural changes.</li> </ul> <p>Goal:</p> <ul style="list-style-type: none"> <li>• Promotion and set-up of sustainable, self-supporting and business-oriented SHOs, coop. organisations and their federations</li> </ul> <p>Through</p> <ul style="list-style-type: none"> <li>• Consultancy when working out a legal framework (i.e. supervision, auditing)</li> <li>• Consultancy / support when setting-up coop. networks</li> </ul> <p>Direct target groups:</p> <ul style="list-style-type: none"> <li>• Members / potential members and customers of cooperatives and coop. SHOs, SME</li> <li>• Cooperatives and coop. central institutions including coop. federations and / or specialized (apex) institutions</li> </ul> <p>Indirect target groups:</p> <ul style="list-style-type: none"> <li>• Policy makers</li> <li>• Ministries, central banks, banking supervisory authorities</li> </ul>
<b>Percentage of microfinance activities</b>	Various
<b>Years of operation in microfinance</b>	Cooperatives in Germany: more than 145 years DGRV: 35 years
<b>Human resources dedicated to MF</b>	-
<b>Countries of intervention</b>	<ul style="list-style-type: none"> <li>• Africa: South Africa, Mozambique, Lesotho, Malawi, Namibia, Zambia, Swaziland, Tanzania, Cameroon</li> <li>• Americas: Bolivia, Brazil, Costa Rica, Ecuador, El Salvador, Honduras, Colombia, Mexico, Paraguay, Uruguay</li> <li>• Asia: Turkey, Kyrgyzstan, Laos, Vietnam, Cambodia, China, India, Indonesia</li> <li>• Europe: Bosnia-Herzegovina, Bulgaria, Montenegro, Russian Federation, Ukraine, Republic of Moldova</li> </ul>

<b>Main areas of intervention</b>	<ul style="list-style-type: none"> <li>• Regulation and supervision</li> <li>• Microfinance sector</li> <li>• MFI financing</li> <li>• MFI support</li> <li>• MFI operation</li> <li>• Product services</li> <li>• Clients</li> <li>• Rural finance</li> <li>• Micro-Enterprise support</li> <li>• Audit; Link between real sector and financial sector</li> </ul>
<b>Methods of intervention</b>	<ul style="list-style-type: none"> <li>• Investment (through guarantees, equity, refinancing funds)</li> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, client education, information dissemination, network)</li> </ul>
<b>Main competencies</b>	<ul style="list-style-type: none"> <li>• Cooperatives in the financial sector (and agriculture, service, trading), cooperative networks, management tools (e.g. MIS, risk management, early warning systems), auditing systems, expertise in supervision and regulation</li> </ul>
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<b>EI</b>	
Organization name	ECLDF International / EI
Founding year	1946
Country of incorporation	Switzerland
Type of organization	Network/ Financial institution
Size of organization (nr. of employees)	500
<b>ORGANIZATION SUMMARY</b>	
Mission	<p>ECLDF's mission is to provide fair credit for human development and sustainable communities, in witness to the Christian faith. To fulfil this mission, ECLDF shall mobilize resources within the ecumenical movement and beyond and responsibly manage national credit programs so that it can:</p> <ul style="list-style-type: none"> <li>• make fair credit widely available for poor and excluded groups, who are committed to building sustainable livelihoods and communities,</li> <li>• make loans to needy churches and Christian-related groups who do not otherwise have access to credit but who are committed to promoting the life of the church and providing services or opportunities for poor and excluded groups,</li> <li>• facilitate the sharing of resources in ways that strengthen understanding, solidarity and self-reliance, and avoid dependency and external indebtedness.</li> </ul>
Percentage of microfinance activities	70-100%
Years of operation in microfinance	Credit in general since 1946, microcredit since 1980.
Human resources dedicated to MF	500
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Cameroon, Côte d'Ivoire, Ghana, Kenya, Rwanda, Tanzania, Uganda, Zambia</li> <li>• Americas: Argentina, Bolivia, Brazil, Colombia, Dominican Republic, Ecuador, Jamaica, Peru, Uruguay, USA</li> <li>• Asia: India, Japan, Myanmar, Philippines, Sri Lanka</li> <li>• Europe: Armenia, Belgium, Greece, Hungary, Ireland, Italy, Portugal, Spain</li> </ul>

Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision (Regulation, Central banks)</li> <li>• Microfinance sector (International platforms, National Associations)</li> <li>• MF financing (Int'l fundraising, National fundraising, investment &amp; guarantee fund)</li> <li>• MF support (Monitoring, Capacity building, Coaching, Evaluation, Rating, Good practices, Formalisation)</li> <li>• MF operation</li> <li>• Product services (Communal banks, Solidarity groups, individual loans, Savings, insurance, Leasing)</li> <li>• Clients</li> <li>• Rural finance</li> <li>• Micro-Enterprise support</li> <li>• Loans to SMUs, Loans to educational or church institutions</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (Business development services, client education, information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Microfinance operations with a special focus on serving the rural population, women and youth, educational and church institutions; and small and medium enterprises.</li> </ul>
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<b>EIB</b>	
Organization name	European Investment Bank / EIB
Founding year	1958
Country of incorporation	Luxembourg
Type of organization	Financial institution
Size of organization (nr. of employees)	1548
<b>ORGANIZATION SUMMARY</b>	
Mission	The European Investment Bank was created by the Treaty of Rome in 1958 as the long-term lending bank of the European Union. The task of the Bank is to contribute towards the integration, balanced development and economic and social cohesion of the EU Member States. The EIB raises substantial volumes of funds on the capital markets which it lends on favourable terms to projects furthering EU policy objectives. The EIB continuously adapts its activity to developments in EU policies. Outside the EU EIB lending is based on EU external cooperation and development policies.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	16 years
Human resources dedicated to MF	1
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa</li> <li>• Americas</li> <li>• Asia</li> <li>• Europe</li> <li>• Oceania</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (Studies on access to finance)</li> <li>• MFI financing (Direct and through MFIs)</li> <li>• Rural finance (Through specialized funds)</li> <li>• Micro-Enterprise support (Through specialized funds)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Subsidies (capacity building/training, technical assistance)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Investments in MFIs, greenfielding, rural microfinance</li> </ul>
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<b>EMMS</b>	
Organization name	Electronic Money Moving Solutions BV / EMMS Concepts BV
Founding year	2004
Country of incorporation	Netherlands
Type of organization	Network/Financial Institution/Supplier of Technology Solutions
Size of organization (nr. of employees)	12
<b>ORGANIZATION SUMMARY</b>	
Mission	Development, implementation and delivery of electronic payment systems
Percentage of microfinance activities	0-20%
Years of operation in microfinance	3
Human resources dedicated to MF	2
Countries of intervention	<ul style="list-style-type: none"> <li>• Americas: Surinam</li> <li>• Europe: Russia</li> <li>• Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Product services (Transaction Systems)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Non-financial assistance (Infrastructure)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Delivery of low cost e-banking systems; low cost remittance services</li> </ul>
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FMO	
Organization name	Netherlands Development Finance Company / FMO
Founding year	1970
Country of incorporation	Netherlands
Type of organization	Development Finance Institution
Size of organization (nr. of employees)	751
ORGANIZATION SUMMARY	
Mission	FMO's mission is to stimulate sustainable economic growth and optimize development impact in emerging markets. Working in close cooperation with our global partner network, FMO creates access to long-term capital and knowledge. FMO reaches out to private enterprises directly or indirectly through local financial institutions and invest in infrastructure in order to build enabling environments for entrepreneurship.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	20+ years
Human resources dedicated to MF	-
Countries of intervention	<ul style="list-style-type: none"> <li>In principle all developing countries / emerging markets are open for funding.</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>Microfinance sector</li> <li>MFI financing</li> <li>MFI support</li> <li>MFI operation</li> <li>Product services</li> <li>Clients</li> <li>Rural finance</li> <li>Micro-Enterprise support</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Investment (through loans, guarantees, equity, mezzanine)</li> <li>Subsidies (capacity building/training, technical assistance)</li> <li>Non-financial assistance (network)</li> </ul>
Main competencies	-
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FRANKFURT SCHOOL	
Organization name	Frankfurt School of Finance & Management / Frankfurt School
Founding year	1957
Country of incorporation	Germany
Type of organization	University, Consulting company within the university: "International Advisory Services"
Size of organization (nr. of employees)	ca. 350
ORGANIZATION SUMMARY	
Mission	Education and training of bank staff in the field of banking and finance
Percentage of microfinance activities	20-50%
Years of operation in microfinance	15
Human resources dedicated to MF	-
Countries of intervention	<ul style="list-style-type: none"> <li>Open to all regions</li> </ul>
Main areas of intervention	-
Methods of intervention	<ul style="list-style-type: none"> <li>Research and consultancy</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>See research and capacity building directories</li> </ul>
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GCAMF	
Organization name	Drameen Crédit Agricole Microfinance Foundation
Founding year	2008
Country of incorporation	Luxembourg
Type of organization	Other, foundation
Size of organization (nr. of employees)	10
ORGANIZATION SUMMARY	
Mission	-
Percentage of microfinance activities	70-100%
Years of operation in microfinance	The Foundation is not yet operational, but will benefit from the experience gained in microfinance through Crédit Agricole Consultants and ICAR, both members of e-mfp.
Human resources dedicated to MF	10
Countries of intervention	<ul style="list-style-type: none"> <li>• Open to all regions with a priority towards Africa and Asia.</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• MFI financing</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Subsidies (technical assistance)</li> </ul>
Main competencies	-
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GFA	
Organization name	GFA consulting Group / GFA
Founding year	-
Country of incorporation	Germany
Type of organization	Consulting company
Size of organization (nr. of employees)	300
ORGANIZATION SUMMARY	
Mission	<p>GFA vision: to be the partner of choice for clients in our core service areas.</p> <p>GFA mission: to improve the welfare of our projects beneficiaries by means of our professional services.</p> <p>GFA core values: to offer high performance in service delivery, technical excellence in our main sectors, innovative approaches and products, and credibility with our clients when putting projects into practice.</p>
Percentage of microfinance activities	0-20%
Years of operation in microfinance	12
Human resources dedicated to MF	5
Countries of intervention	<ul style="list-style-type: none"> <li>• Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision</li> <li>• Microfinance sector</li> <li>• MFI support</li> <li>• MFI operation</li> <li>• Product services</li> <li>• Rural finance</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Non-financial assistance (business development services, client education, information dissemination, network)</li> </ul>
Main competencies	-
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<b>HORUS</b>	
<b>Organization name</b>	Horus Development Finance / Horus DF
<b>Founding year</b>	1994
<b>Country of incorporation</b>	France
<b>Type of organization</b>	Consultancy company
<b>Size of organization (nr. of employees)</b>	40
<b>ORGANIZATION SUMMARY</b>	
<b>Mission</b>	The goal of Horus Development Finance (Horus) is to strengthen and professionalize the financial sector serving micro, small and medium sized enterprises (MSMEs) in developing and emerging countries, by implementing practical tools and methods, based on a rich experience in best business practices.
<b>Percentage of microfinance activities</b>	100%
<b>Years of operation in microfinance</b>	40
<b>Human resources dedicated to MF</b>	14
<b>Countries of intervention</b>	<ul style="list-style-type: none"> <li>• Africa</li> <li>• Asia- South East, Central Asia and Middle East</li> <li>• Europe: Eastern Europe</li> </ul>
<b>Main areas of intervention</b>	<ul style="list-style-type: none"> <li>• Regulation and supervision (MFI regulation, Supervision, Credit Bureau / Credit History, Supervisory instances, Central banks, Rate Caps)</li> <li>• Microfinance sector (Networks and Associations, Financial Sector Development, Social Impact, Impact Assessment tools, Interest Rates, Market Research)</li> <li>• MFI financing (Equity, debt or guarantee (only to MFIs of which Advans SA is shareholder))</li> <li>• MFI support (Evaluation/Appraisal, Financial Performance, Benchmarking, Risk Management, Management of Change, Growth Management, Institutionalisation/Formalisation, Credit Risk and Delinquency, Delivery Models, Good Practices)</li> <li>• MFI operation (Business Planning, Operational Planning, Strategic Planning, Start Up, Finance and Accounting, Treasury, Internal Control, External Audit, Management, Governance, Ownership, HR Management, Staff Training, Incentive Schemes, Recruiting, MIS, Credit Scoring, Fraud, Delinquencies)</li> <li>• Product services (Product Design, Product Costing and Pricing, Individual Lending, Group Lending, Savings, Village Banking, Other new technologies)</li> <li>• Clients</li> <li>• Rural finance (Rural Banking, Rural Politics, Rural Products, Rural Services, Rural Impact)</li> </ul>

<b>Methods of intervention</b>	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Subsidies (MIS implementation)</li> <li>• Non-financial assistance (consultancy services)</li> </ul>
<b>Main competencies</b>	<ul style="list-style-type: none"> <li>• Specialised in institutional studies, operational and financial audits, strategic studies, MIS description and implementation, as well as in support to training for financial and banking companies</li> </ul>
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<b>Website</b>	www.horus-group.fr/

<b>I&amp;P</b>	
Organization name	Investisseur et Partenaire pour le Développement / I&P
Founding year	2002
Country of incorporation	Mauritius / France
Type of organization	Private Finance Company
Size of organization (nr. of employees)	7
<b>ORGANIZATION SUMMARY</b>	
Mission	I&P is a private finance company. Its approach draws on the experience of private equity. It invests in long-term partnership with private sector entrepreneurs in developing countries. Its activities are focused on microfinance institutions and medium-sized African enterprises.
Percentage of microfinance activities	50-70%
Years of operation in microfinance	6 years
Human resources dedicated to MF	2.5
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Uganda, Cameroon, Ivory Coast (equity)</li> <li>• Americas: Mexico (equity)</li> <li>• Open to all regions for loans</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• MFI financing (Equity and Loans)</li> <li>• MFI operation (Management mentoring, Governance, Business planning, financing strategy)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, equity)</li> <li>• Non-financial assistance (business development services, client education, information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Knowledge of Africa, Management mentoring, Governance of MFIs, Microfinance sector, Strategic and Financial Planning.</li> </ul>
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<b>IDDC</b>	
Organization name	International Disability and Development Consortium / IDDC
Founding year	1994
Country of incorporation	Belgium
Type of organization	Network
Size of organization (nr. of employees)	7
<b>ORGANIZATION SUMMARY</b>	
Mission	The mission of IDDC is to promote inclusive development internationally, with a special focus on promoting the full and effective enjoyment of human rights by all disabled people living in economically poor communities in lower and middle-income countries.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	It started in 1994 NAD started their involvement in microfinance in 2000
Human resources dedicated to MF	-
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: All countries (the network)</li> <li>• Americas: Nicaragua</li> <li>• Asia: India, Sri Lanka, Indonesia, Afghanistan, Cambodia, Uzbekistan, Laos</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• MFI support (Social responsibility, disability)</li> <li>• Product services (Self-help groups, ASCA/ROSCA etc.)</li> <li>• Rural finance</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through guarantees)</li> <li>• Non-financial assistance (business development services, client education, information dissemination, network, training of SHG/Savings and Credit groups)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Target population: people with disabilities and vulnerable group; HIV affected household</li> </ul>
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IDLO	
Organization name	International Development Law Organization / IDLO
Founding year	1983
Country of incorporation	Italy
Type of organization	Public Entity (International Intergovernmental Organization)
Size of organization (nr. of employees)	70
ORGANIZATION SUMMARY	
Mission	IDLO seeks to strengthen the rule of law and good governance in developing countries, in countries in economic transition and in those emerging from armed conflict, in order to provide security for the individual and to reduce poverty by protecting individual rights and economic activity and by strengthening judicial and local institutions to promote a viable legal framework for commerce, trade and investment.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	3
Human resources dedicated to MF	-
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa</li> <li>• Americas</li> <li>• Asia</li> <li>• Europe</li> <li>• Oceania</li> <li>• Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision</li> <li>• MF financing</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Subsidies (capacity building/training, technical assistance)</li> <li>• Non-financial assistance (information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Build capacity of legal professionals to support the development of microfinance sectors and the access to financial services.</li> </ul>
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INCOFIN	
Organization name	incofin
Founding year	1992
Country of incorporation	Belgium
Type of organization	Fund manager
Size of organization (nr. of employees)	13
ORGANIZATION SUMMARY	
Mission	As a private social investment company, Incofin invests in microfinance institutions that help enterprising people to set up their own business and thus get a chance to improve their living conditions.
Percentage of microfinance activities	100%
Years of operation in microfinance	8
Human resources dedicated to MF	13
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Congo RDC, Ethiopia, Ghana, Kenya, Nigeria, Tanzania, Uganda, South Africa</li> <li>• Americas: Argentina, Bolivia, Ecuador, El Salvador, Guatemala, Nicaragua, Peru</li> <li>• Asia: Cambodia, Tajikistan</li> <li>• Europe: Armenia, Azerbaijan, Bosnia and Herzegovina, Georgia, Kazakhstan, Montenegro, Belgium-Luxembourg</li> <li>• Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (Social Performance)</li> <li>• MF financing (Commercial investments)</li> <li>• MF support (Social Performance)</li> <li>• Rural finance (Rural Banking)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Subsidies (technical assistance)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Rural microfinance</li> <li>• Equity investments</li> <li>• Social Performance Measurement</li> </ul>
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**IOB-UA**

Organization name	Institute of Development Policy & Management, University of Antwerp / IOB-UA
Founding year	2000
Country of incorporation	Belgium
Type of organization	University
Size of organization (nr. of employees)	30

**ORGANIZATION SUMMARY**

Mission	-
Percentage of microfinance activities	-
Years of operation in microfinance	-
Human resources dedicated to MF	2
Countries of intervention	-
Main areas of intervention	<ul style="list-style-type: none"> <li>• Research</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Research</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Local Institutional Processes of Poverty and Well-being, Political Economy of the Great Lakes, Impact of Globalization, Aid Policies)</li> <li>• Further, see research directory</li> </ul>

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**KGFE**

Organization name	Kölnner Gesellschaft zur Förderung der Entwicklungsländerforschung / KGFE e.V.
Founding year	1984
Country of incorporation	Belgium
Type of organization	NGO
Size of organization (nr. of employees)	2

**ORGANIZATION SUMMARY**

Mission	-
Percentage of microfinance activities	-
Years of operation in microfinance	24
Human resources dedicated to MF	20-50%
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Egypt, Mali, Nigeria, South Africa, Uganda</li> <li>• Asia: Bangladesh, China, India, Indonesia, Iran, Syria, Vietnam</li> <li>• Europe: Kosovo, Romania</li> <li>• Open to all regions: for agricultural development bank reform</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Research</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• See Research inventory</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• See Research inventory</li> </ul>

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**LUX DEVELOPMENT**

Organization name	Lux Development S.A.
Founding year	1978
Country of incorporation	Luxembourg
Type of organization	Public Entity
Size of organization (nr. of employees)	77

**ORGANIZATION SUMMARY**

Mission	Lux Development implements the microfinance policy that has been guided by the Ministry of Cooperation. It entails a focus on capacity strengthening of the actors for use of best practices in the field, support to regulatory and supervision bodies in developing countries and facilitating the access to financial services by cities, micro enterprises and producer organizations.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	More than ten
Human resources dedicated to MF	-
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Morocco, Mali, Niger, Burkina Faso, Namibia, Rwanda, Cape Verde, Senegal</li> <li>• Americas: Nicaragua, El Salvador, Ecuador</li> <li>• Asia: Vietnam, Laos</li> <li>• Europe: Luxembourg, Albania, Montenegro, Kosovo</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision (Regulatory framework in member's countries of Monetary Union of West Africa with Central Bank of West Africa (BCEAO))</li> <li>• Microfinance sector (Setting revolving funds with banks to finance micro enterprises (Nicaragua, Vietnam, Laos, Mali and Senegal))</li> <li>• MFI support (Village groups set up within rural development project)</li> <li>• Product services</li> <li>• Rural finance</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees)</li> <li>• Subsidies (capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, information dissemination, network)</li> </ul>
Main competencies	-

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<b>LUXFLAG</b>	
Organization name	The Luxembourg Fund Labeling Agency s.s.b.l. / LuxFLAG
Founding year	2006
Country of incorporation	Luxembourg
Type of organization	Network / Microfinance Labeling Agency
Size of organization (nr. of employees)	7
<b>ORGANIZATION SUMMARY</b>	
Mission	The Luxembourg Fund Labeling Agency (LuxFLAG) is an independent, non-profit association created in Luxembourg in July 2006 by seven founding partners who are its Charter Members. The Agency aims to promote the raising of capital for microfinance by awarding a recognisable label to eligible Microfinance Investment Vehicles (MIV). Its objective is to reassure investors that the MIV actually invests, directly or indirectly, in the microfinance sector. The MIV may be domiciled in any jurisdiction that is subject to a level of national supervision equivalent to that available in European Union countries.
Percentage of microfinance activities	100%
Years of operation in microfinance	2
Human resources dedicated to MF	-
Countries of intervention	• Open to all regions
Main areas of intervention	• Microfinance sector (Label for Microfinance Investment Vehicles (MIVs))
Methods of intervention	• Non-financial assistance (labeling)
Main competencies	-
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<b>MERCY CORPS</b>	
Organization name	Mercy Corps Scotland
Founding year	1990
Country of incorporation	United Kingdom
Type of organization	NGO
Size of organization (nr. of employees)	3500
<b>ORGANIZATION SUMMARY</b>	
Mission	Mercy Corps exists to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	12
Human resources dedicated to MF	10
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Ethiopia, Liberia, Niger</li> <li>• Americas: Guatemala, Honduras, USA</li> <li>• Asia: Indonesia, Philippines, Mongolia, Afghanistan, China, Kazakhstan, Kyrgyzstan, Tajikistan</li> <li>• Europe: Bosnia, Kosovo</li> <li>• Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (Social Impact and Research)</li> <li>• MFI financing (Facilitating commercial investment)</li> <li>• MFI support (Transformations, transparency, SPM, Benchmarking Data.)</li> <li>• MFI operation (Start-up, Business Planning, Governance,)</li> <li>• Product services (Product design, Indiv/Group lending)</li> <li>• Clients (Gender/Youth focus)</li> <li>• Rural finance (Rural and ag lending)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Subsidies (equity, operations, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, client education, information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Greenfields, transformations to commercial entities, rural finance, group and individual lending, southeast Europe and Central Asia, Indonesia and Philippines, Afghanistan, SPM, ratings, research, appeals, remittances</li> </ul>

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**MF PARTNERS**

Organization name	Microfinance Partners BV
Founding year	2006
Country of incorporation	Netherlands
Type of organization	Advisory and Investment
Size of organization (nr. of employees)	1

**ORGANIZATION SUMMARY**

Mission	-
Percentage of microfinance activities	100%
Years of operation in microfinance	2
Human resources dedicated to MF	1
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa</li> <li>• Americas</li> <li>• Asia</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision (MFI regulation, Supervision, Rate Caps)</li> <li>• Microfinance sector (Social Impact, Interest Rates, Market Research)</li> <li>• MFI financing (Currency Exchange Risk, Financing Methods)</li> <li>• MFI support (Financial performance, benchmarking, Rating Agencies, Social Performance)</li> <li>• MFI operation (Strategic Planning, Finance and Accounting, Treasury, Governance, Ownership, Incentive Schemes, Recruiting)</li> <li>• Product services (Insurance, Leasing, Remittances, Savings, ATM machines, new technologies)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through equity)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Equity participation, benchmarking returns, refinancing, micro leasing and micro insurance</li> </ul>

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<b>MFC</b>	
<b>Organization name</b>	Microfinance Centre for Central and Eastern Europe and the New Independent State / MFC
<b>Founding year</b>	1997
<b>Country of incorporation</b>	Poland
<b>Type of organization</b>	Network / Platform
<b>Size of organization (nr. of employees)</b>	-
<b>ORGANIZATION SUMMARY</b>	
<b>Mission</b>	MFC 's mission is to contribute to poverty reduction and human potential development by promoting a socially oriented and sustainable microfinance sector that provides adequate financial and non-financial services to a large number of poor families and micro-entrepreneurs.
<b>Percentage of microfinance activities</b>	100%
<b>Years of operation in microfinance</b>	1997
<b>Human resources dedicated to MF</b>	15
<b>Countries of intervention</b>	<ul style="list-style-type: none"> <li>Americas: United-States</li> <li>Asia: Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan, Uzbekistan</li> <li>Europe: Albania, Armenia, Azerbaijan, Belgium, Bosnia &amp; Herzegovina, Bulgaria, Croatia, France, Georgia, Hungary, Kosovo, Macedonia, Moldova, Montenegro, Netherlands, Poland, Romania, Russia, Serbia, Slovakia, Ukraine, United Kingdom</li> </ul>
<b>Main areas of intervention</b>	<ul style="list-style-type: none"> <li>Regulation and supervision (Central banks, MFI regulation, rate caps, social investment, supervision)</li> <li>Microfinance sector (Financial sector development, impact assessment tools, market research, networks and associations, research, social impact)</li> <li>MFI support (Benchmarking, credit risk, evaluation/appraisal, financial performance, good practices, risk management, social performance, technical assistance/training, transparency)</li> <li>MFI operation (Business planning, delinquency, finance and accounting, HR Management, incentive schemes, internal control, management, MIS, operational planning, start up, strategic planning)</li> <li>Product services (Insurance, product costing and pricing, product testing, solidarity groups, village banking)</li> <li>Clients (Client Assessment (tools), Client focus groups client targeting financial education, gender, rural microfinance, urban microfinance)</li> <li>Rural finance (Rural products)</li> <li>Development sector, Housing finances, Customer protection &amp; responsible finance, Technology applications, Linkages, Savings)</li> </ul>

<b>Methods of intervention</b>	<ul style="list-style-type: none"> <li>Subsidies (capacity building/training, technical assistance)</li> <li>Non-financial assistance (client education, information dissemination, network, consulting services, evaluation, institution building, -monitoring, - training investments)</li> </ul>
<b>Main competencies</b>	-
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## MICROFINANZA

Organization name	Microfinanza Rating
Founding year	2006 (previously a specialized division of Microfinanza Srl)
Country of incorporation	Italy
Type of organization	Rating agency
Size of organization (nr. of employees)	22

### ORGANIZATION SUMMARY

Mission	<p>Microfinanza Rating's mission is to improve the transparency and sustainability of the microfinance sector through our services. Their main objectives are:</p> <ul style="list-style-type: none"><li>• Facilitate the flow of investments into the microfinance sector</li><li>• Improve the transparency of the microfinance sector</li><li>• Enhance the performance and transparency of MFIs</li></ul>
Percentage of microfinance activities	100%
Years of operation in microfinance	8
Human resources dedicated to MF	22
Countries of intervention	<ul style="list-style-type: none"><li>• Africa: Burkina Faso, Cameroon, DRC, Ethiopia, Ghana, Kenya, Malawi, Morocco, Mali, Nigeria, Rwanda, Senegal, Tanzania, Togo, Zambia</li><li>• Americas: Bolivia, Chile, Colombia, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Peru</li><li>• Asia: Afghanistan, Cambodia, India, Pakistan, Philippines, Syria, Kazakhstan, Kyrgyzstan, Tajikistan, Mongolia</li><li>• Europe: Albania, Bosnia, Bulgaria, Croatia, Kosovo, Macedonia, Montenegro, Romania, Serbia, Armenia, Azerbaijan, Georgia, Moldova, Russia</li><li>• Open to all regions</li></ul>
Main areas of intervention	<ul style="list-style-type: none"><li>• Microfinance sector (Rating, diagnostics, credit ratings, social ratings, mini assessments, services for investors, training on assessment methodologies)</li><li>• MFI support (Rating, diagnostics, credit ratings, social ratings, mini assessments, services for investors, training on assessment methodologies)</li></ul>
Methods of intervention	<ul style="list-style-type: none"><li>• Non-financial assistance (Ratings and assessments)</li></ul>
Main competencies	<ul style="list-style-type: none"><li>• Assessment methodologies</li><li>• Evaluation of performance and risk profile</li><li>• Assessment of social performance</li><li>• Benchmarking</li></ul>

### CONTACT INFORMATION

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MIL	
Organization name	Microfinance Initiative Liechtenstein / MIL
Founding year	2005
Country of incorporation	Liechtenstein
Type of organization	Network
Size of organization (nr. of employees)	1
ORGANIZATION SUMMARY	
Mission	The Microfinance Initiative Liechtenstein (MIL) promotes microfinance in various ways and means and establishes Liechtenstein as an active and competent operator in the microfinance sector. MIL is supporting microfinance through: 1. Funding of technical assistance projects 2. Funding of research on MF as investment 3. Promoting of MF in the region
Percentage of microfinance activities	2
Years of operation in microfinance	1
Human resources dedicated to MF	2.5
Countries of intervention	<ul style="list-style-type: none"> <li>Americas: Peru</li> <li>Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>MF financing (Commercial Investments Financing Methods)</li> <li>MF support (Growth Management, Financial Performance, Risk Management, Rating Methods, Social Performance)</li> <li>MF operation (Operational Planning, Strategic Planning, Management, Staff Training, Marketing, Product Design, Client Targeting)</li> <li>Product services (Product Costing and Pricing, Savings, Credit Unions, Cooperatives, ROSCA etc.)</li> <li>Clients (Rural Microfinance)</li> <li>Rural finance (Rural Banking, Rural Products, Rural Services)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Subsidies (capacity building/training, technical assistance)</li> <li>Non-financial assistance (information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>Investment in MFV</li> <li>The Investors View</li> <li>Social Performance</li> </ul>

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**MISFA**

Organization name	Microfinance Investment Support Facility for Afghanistan / MISFA
Founding year	2003
Country of incorporation	Afghanistan
Type of organization	Apex Body
Size of organization (nr. of employees)	35

**ORGANIZATION SUMMARY**

Mission	To promote enhanced sustainable livelihoods through the provision of microfinance services in Afghanistan but particularly focusing on the poor and most vulnerable to help individuals and households better manage risks.
Percentage of microfinance activities	100%
Years of operation in microfinance	5
Human resources dedicated to MF	-
Countries of intervention	• Asia: Afghanistan
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (Financial and Technical Support)</li> <li>• MFI financing (Financial and Technical Support)</li> <li>• MFI support (Financial and Technical Support)</li> <li>• Micro-Enterprise support (Financial and Technical Support)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, equity)</li> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, client education, information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• targeting high percentages of women</li> <li>• reaching out in rural areas</li> <li>• targeting widows, disabled and returnees.</li> </ul>

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**NHTV**

Organization name	NHTV Breda University of applied sciences / NHTV
Founding year	1966
Country of incorporation	Netherlands
Type of organization	University
Size of organization (nr. of employees)	450

**ORGANIZATION SUMMARY**

Mission	-
Percentage of microfinance activities	-
Years of operation in microfinance	-
Human resources dedicated to MF	0.5
Countries of intervention	• Research can be conducted in all regions
Main areas of intervention	• Research
Methods of intervention	• Research
Main competencies	• See research directory

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**ODN**

Organization name	OXUS DEVELOPMENT NETWORK / ODN
Founding year	2005
Country of incorporation	France
Type of organization	Network
Size of organization (nr. of employees)	350

**ORGANIZATION SUMMARY**

Mission	To act as a catalyst in the enhancement of income and economic security for large numbers of urban and rural low income women and men entrepreneurs through the delivery of sustainable and client oriented financial services.
Percentage of microfinance activities	100%
Years of operation in microfinance	-
Human resources dedicated to MF	-
Countries of intervention	<ul style="list-style-type: none"> <li>• Asia: Tajikistan, Afghanistan, Kyrgyzstan</li> <li>• Open to the DRC and Uzbekistan</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector</li> <li>• MFI financing (Financing our own MFIs (OXUS network))</li> <li>• MFI support (Evaluation/Appraisal, Benchmarking, Financial Performance, Institutionalisation/Formalisation, Good Practices)</li> <li>• MFI operation (Governance, Business Planning, Operational Planning, Strategic Planning)</li> <li>• Product services (Product development)</li> <li>• Rural finance</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees)</li> <li>• Subsidies (technical assistance)</li> <li>• Non-financial assistance (business development services, client education, information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• OXUS has developed a post emergency microfinance scheme, mainly capitalizing the 15 year experience of the French international NGO ACTED.</li> </ul>

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**OIKOCREDIT**

Organization name	Oikocredit, EDCS U.A. / Oikocredit
Founding year	1975
Country of incorporation	The Netherlands
Type of organization	Financial Institution
Size of organization (nr. of employees)	196

**ORGANIZATION SUMMARY**

Mission	Oikocredit, as a worldwide cooperative society, promotes global justice by challenging people, churches and others to share their resources through socially responsible investments and by empowering disadvantaged people with credit.
Percentage of microfinance activities	70-100%
Years of operation in microfinance	Over 30 years
Human resources dedicated to MF	-
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Benin, Ivory Coast, Senegal, Mali, Kenya, Tanzania, Uganda, Ghana, Burkina Faso, Madagascar, Mozambique, Tunisia, South Africa</li> <li>• Americas: Bolivia, Brazil, Costa Rica, Uruguay, Peru, Argentina, Mexico, Costa Rica, Nicaragua, Guatemala, Honduras, Ecuador, Dominican Republic, El Salvador, Haiti, Paraguay</li> <li>• Asia: Cambodia, India, Indonesia, Philippines, Vietnam, Azerbaijan, Kyrgyzstan, Armenia, Georgia, Kazakhstan, Mongolia, Tajikistan</li> <li>• Europe: Albania, Bosnia &amp; Herzegovina, Bulgaria, Czech Republic, Kosovo, Lithuania, Moldova, Poland, Romania, Russia, Serbia, Slovak Republic, Ukraine</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (Social Impact, Impact Assessment Tools)</li> <li>• MFI financing (Financing Methods)</li> <li>• MFI support (Rating Agencies, Social performance, Transparency)</li> <li>• Clients (Client targeting, Client Assessment, Gender)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Subsidies (capacity building/training, technical assistance)</li> <li>• Non-financial assistance (network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Financing through loans, equity investments and guarantees in both local currency and USD and € and related appraisal and due diligence</li> </ul>

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**OXFAM NOVIB**

Organization name	Oxfam Novib
Founding year	-
Country of incorporation	Netherlands
Type of organization	NGO
Size of organization (nr. of employees)	360

**ORGANIZATION SUMMARY****Mission**

Every human being has the right to a decent existence. But hundreds of millions of people live in poverty. Injustice is the most important cause of poverty. Fighting poverty structurally starts with the basic rights of every human being.

Oxfam Novib, a member of Oxfam International, is fighting for a just world without poverty. Together with people, organisations, businesses and governments. Through projects and lobby. Locally and internationally. Because poverty and injustice are global problems. They are about unjust economic and political relationships.

That is why all the Oxfams are working together to have more influence and achieve more in our struggle for a just world without poverty.

Percentage of microfinance activities

0-20%

Years of operation in microfinance

about 14 years

Human resources dedicated to MF

12

Countries of intervention

- Africa: Senegal, Mali, Ghana, Niger, Nigeria, Uganda, Burundi, Tanzania, Kenya, Mozambique, Ethiopia, Zimbabwe, Somalia, Sudan, Egypt.
- Americas: Mexico, Guatemala, Honduras, Nicaragua, Costa Rica, Ecuador, Peru, Bolivia, Brazil
- Asia: Tajikistan, Azerbaijan, India, Pakistan, Bangladesh, Afghanistan, Philippines, Vietnam, Sri Lanka, Cambodia, Indonesia.
- Europe: Albania, Montenegro, Bosnia-Herzegovina, Armenia, Moldova, Georgia
- Open to all regions

<b>Main areas of intervention</b>	<ul style="list-style-type: none"> <li>• Regulation and supervision (Support for ratings, transformation of MFIs in regulated entities)</li> <li>• Microfinance sector (Networks, financial sector development, social impact, impact assessment tools)</li> <li>• MFI financing (Subsidies, commercial debt financing, currency exchange risk)</li> <li>• MFI support (Evaluation / appraisal, rating agencies, transparency, social performance, social impact indicators, impact study)</li> <li>• MFI operation (Business planning, start-up, internal control, MS)</li> <li>• Product services (Individual lending, group lending, insurance, village banking, SHGs)</li> <li>• Clients (Gender, urban and rural microfinance)</li> <li>• Rural finance (Rural banking, farmers' Associations)</li> <li>• Micro-Enterprise support (Business planning)</li> </ul>
<b>Methods of intervention</b>	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees)</li> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (network)</li> </ul>
<b>Main competencies</b>	<ul style="list-style-type: none"> <li>• Start-ups</li> </ul>
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<b>PAMIGA</b>	
<b>Organization name</b>	Participatory Microfinance Group for Africa / PAMIGA
<b>Founding year</b>	2005
<b>Country of incorporation</b>	France
<b>Type of organization</b>	Network/NGO
<b>Size of organization (nr. of employees)</b>	6
<b>ORGANIZATION SUMMARY</b>	
<b>Mission</b>	-
<b>Percentage of microfinance activities</b>	100%
<b>Years of operation in microfinance</b>	3 years
<b>Human resources dedicated to MF</b>	6
<b>Countries of intervention</b>	<ul style="list-style-type: none"> <li>• Africa: Mali, Burkina Faso, Benin, Cameroon, Senegal, Ivory Coast, Madagascar, Ethiopia, Tanzania, Kenya</li> </ul>
<b>Main areas of intervention</b>	<ul style="list-style-type: none"> <li>• Regulation and supervision (Lobby for Rural Finance)</li> <li>• Microfinance sector (National strategy, Performance and standards, tools)</li> <li>• MFI financing (Equity and Quasi Equity)</li> <li>• MFI support (TA in risk management, MS, costing and pricing, organizational development, mergers, commercial strategies, business planning)</li> <li>• Product services (New product development, savings, credit S&amp;M, insurance, remittances)</li> <li>• Rural finance (Community based MF, Value Chain finance)</li> </ul>
<b>Methods of intervention</b>	<ul style="list-style-type: none"> <li>• Investment (through equity)</li> <li>• Subsidies (technical assistance)</li> </ul>
<b>Main competencies</b>	<ul style="list-style-type: none"> <li>• Rural areas, underserved clients, rural entrepreneurs, value chain financing</li> </ul>
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<b>Website</b>	www.pamiga.org

<b>Main areas of intervention</b>	<ul style="list-style-type: none"> <li>• Regulation and supervision (MF) regulation, Credit Bureau / Credit History, Central banks)</li> <li>• Microfinance sector (Networks and Associations, Financial Sector Development, Social Impact, Impact Assessment Tools, Market Research)</li> <li>• MF financing (Donor Policy, Private Donors, Public Donors, Subsidies, Commercial Investments, Commercial Partnerships, Currency Exchange Risk, Financing Methods)</li> <li>• MF support (Evaluation/Appraisal, Financial Performance, Impact Study, Risk Management, Growth Management, Institutionalisation /Formalisation, Good Practices)</li> <li>• MF operation (Business Planning, Operational Planning, Strategic Planning, Start Up, Finance and Accounting, Management, Ownership, HR Management, Staff Training, MIS, Fraud, Delinquency, Marketing)</li> <li>• Product services (Product Design, Individual Lending, Group Lending, Insurance, Savings, Guaranties, Housing Microfinance, Cooperatives, Mobile Banking)</li> <li>• Clients (Client Assessment, Client Focus Groups, Financial Education, Gender, Youth, Health, Urban Microfinance, Rural Microfinance, Post-conflict Microfinance, Post-catastrophe Microfinance, HIV/AIDS)</li> <li>• Rural finance (Rural Banking, Rural Products, Rural Services, Rural Impact)</li> <li>• Micro-Enterprise support (Business Planning, Business Development, Training/Non-Financial Support)</li> <li>• Microenterprise Development</li> </ul>
<b>Methods of intervention</b>	<ul style="list-style-type: none"> <li>• Investment (through loans, equity)</li> <li>• Subsidies (operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, client education, information dissemination, network)</li> </ul>
<b>Main competencies</b>	<ul style="list-style-type: none"> <li>• Consulting and Technical Assistance</li> <li>• Institutional Building or Upscaling</li> <li>• Comprehensive services that help microfinance institutions to grow and expand such as: strategic planning, process improvement, product development, training, HR consulting</li> </ul>
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<b>Website</b>	www.planetfinance.org

## PLANET RATING

<b>Organization name</b>	Planet Rating
<b>Founding year</b>	1999
<b>Country of incorporation</b>	France
<b>Type of organization</b>	Rating agency
<b>Size of organization (nr. of employees)</b>	20
<b>ORGANIZATION SUMMARY</b>	
<b>Mission</b>	Planet Rating wishes to contribute to the growth of the micro-finance sector by bridging the information gap between MFIs and investors. Planet Rating provides investors with objective evaluations and ratings of the financial and social risks and performance of microfinance institutions globally
<b>Percentage of microfinance activities</b>	100%
<b>Years of operation in microfinance</b>	9 years (since 1999)
<b>Human resources dedicated to MF</b>	20
<b>Countries of intervention</b>	<ul style="list-style-type: none"> <li>• Africa: Benin, Burkina Faso, Burundi, Cameroon, Chad, Comoros, Egypt, Ethiopia, Ghana, Guinea, Ivory Coast, Kenya, Madagascar, Malawi, Mali, Morocco, Mozambique, Niger, Senegal, Tunisia, Uganda, Rwanda, South Africa, Tanzania, The Gambia, Togo, Zambia</li> <li>• Americas: Bolivia, Brazil, Chile, Ecuador, El Salvador, Guatemala, Haiti, Mexico, Nicaragua, Peru, Dominican Republic</li> <li>• Asia: Cambodia, China, India, Mongolia, Tajikistan, The Philippines, Vietnam, Jordan, Palestine</li> <li>• Europe: Albania, Armenia, Bosnia, Georgia, Kosovo, Moldova, Montenegro, Russia, Serbia</li> <li>• Open to all regions</li> </ul>
<b>Main areas of intervention</b>	<ul style="list-style-type: none"> <li>• Regulation and supervision (Ratings are used by regulators to assess the compliance of MFIs with prudential norms, regulatory rules and best practices)</li> <li>• MF financing (Ratings are designed to be used by investors to select their potential investment targets)</li> <li>• MF support (Ratings are used by technical assistants to determine the main strengths and weaknesses of MFIs they want to support)</li> </ul>
<b>Methods of intervention</b>	<ul style="list-style-type: none"> <li>• Non-financial assistance (ratings)</li> </ul>
<b>Main competencies</b>	<ul style="list-style-type: none"> <li>• Planet Rating has developed the GRAFE methodology, a tool to evaluate the risk level and performance of Microfinance institutions.</li> </ul>



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RABOBANK FOUNDATION	
Organization name	Rabobank Foundation
Founding year	1973
Country of incorporation	Netherlands
Type of organization	NGO
Size of organization (nr. of employees)	10
ORGANIZATION SUMMARY	
Mission	To improve the lives of underprivileged and disadvantaged groups of people in society by providing them with the opportunity to live full and independent lives by enabling the development of small co-operatives located in rural regions. This support is provided through donations, loans, trade financing and technical assistance. In line with Rabobank's own co-operative background, the Rabobank Foundation especially focuses on promoting co-operative savings and loan systems and farmers' organisations.
Percentage of microfinance activities	2
Years of operation in microfinance	35
Human resources dedicated to MF	5
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Senegal, Ethiopia, Ghana, Cameroon, Kenya, Rwanda, Uganda, Zambia, Mozambique</li> <li>• Americas: Mexico, Nicaragua, Honduras, Ecuador, Peru, Colombia, Brazil, Paraguay</li> <li>• Asia: India, Bangladesh, Indonesia, Cambodia, Vietnam, Laos</li> <li>• Europe: Albania</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (SPM promotion)</li> <li>• MFI financing</li> <li>• MFI support</li> <li>• MFI operation</li> <li>• Product services</li> <li>• Clients</li> <li>• Rural finance</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees)</li> <li>• Subsidies (capital donation equity, operations, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Expertise in banking, finance, cooperative institution building.</li> </ul>

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RAFAD	
Organization name	Recherches et Applications de Financements Alternatifs au Développement / RAFAD
Founding year	1985
Country of incorporation	Switzerland
Type of organization	NGO
Size of organization (nr. of employees)	3
ORGANIZATION SUMMARY	
Mission	The RAFAD Foundation promotes access to financial services for small and micro-businesses, cooperatives and associations by engaging local human, institutional and financial resources. The RAFAD Foundation pursues goals of sustainable development.
Percentage of microfinance activities	100%
Years of operation in microfinance	23 years
Human resources dedicated to MF	5
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Benin, Burkina Faso, Morocco, Nigeria, Senegal, Togo</li> <li>• Americas: Chile, Ecuador, El Salvador, Guatemala, Nicaragua, Peru</li> <li>• Asia: Bangladesh</li> <li>• Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (Social Impact Networks and association)</li> <li>• MF1 support (Evaluation/appraisal Risk Management)</li> <li>• MF1 operation (MIS, Finance and Accounting, Staff Training)</li> <li>• Product services (Product Design, Guarantees, Remittances)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Non-financial assistance (business development services, client education, information dissemination)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Guarantees</li> <li>• MIS</li> <li>• Training</li> </ul>
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<b>RAFODE</b>	
Organization name	Rural Agency For Development / RAFODE
Founding year	2005
Country of incorporation	Kenya
Type of organization	NGO
Size of organization (nr. of employees)	10
<b>ORGANIZATION SUMMARY</b>	
Mission	<ul style="list-style-type: none"> <li>To be a national financial institution governed by a spirit of integrity and service.</li> <li>To provide financial products and services that meets the needs of the poor.</li> <li>To empower clients to escape poverty, realize dreams, and transform their lives.</li> <li>Serving the Poor While Achieving Aggressive Growth.</li> </ul>
Percentage of microfinance activities	100%
Years of operation in microfinance	3
Human resources dedicated to MF	10
Countries of intervention	<ul style="list-style-type: none"> <li>Africa: Kenya</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>Microfinance sector</li> </ul>
Methods of intervention	-
Main competencies	<ul style="list-style-type: none"> <li>Rafode mainly targets Women, the youth in rural areas and urban slums, we also are in the process of developing programs for HIV affected households. Main region of expertise is East Africa.</li> </ul>
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<b>RBE</b>	
Organization name	Réseau des Brestois de l'Étranger (Breston International Network) / RBE
Founding year	2002
Country of incorporation	Belgium
Type of organization	Network
Size of organization (nr. of employees)	1
<b>ORGANIZATION SUMMARY</b>	
Mission	The RBE is responsible that consulting works well. We achieve this by promoting and protecting our expertise throughout the world, while ensuring that consulting business is fair and competitive.
Percentage of microfinance activities	70-100%
Years of operation in microfinance	Since 1977, as independent consultants. RBE has been established in 2002
Human resources dedicated to MF	1
Countries of intervention	<ul style="list-style-type: none"> <li>Africa: Tunisia, Morocco, Mali, Uganda.</li> <li>Americas: Chile</li> <li>Asia: Lebanon</li> <li>Europe: Ukraine</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>Regulation and supervision (Supervision)</li> <li>Microfinance sector (Networks and Associations, Financial Sector Development, Social Impact, Interest Rates, Market Research)</li> <li>MF financing (Donor Policy)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Non-financial assistance (client education, information dissemination, network)</li> </ul>
Main competencies	<p>Expertise is summarized as follows:</p> <ol style="list-style-type: none"> <li>Management and Development of Projects</li> <li>Private sector, SMEs development, Rural Finance and Micro Finance</li> <li>Capacity Building cum Institutional Strengthening of banks, financial institutions, Savings and Credits</li> </ol>
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## RESPONSABILITY

Organization name	responsAbility Social Investments AG / responsAbility
Founding year	2003
Country of incorporation	Switzerland
Type of organization	Financial institution
Size of organization (nr. of employees)	29

## ORGANIZATION SUMMARY

Mission	Responsability's vision is a world in which developing countries are no longer considered as mere aid-recipients but as high-potential economies with a thriving and diverse entrepreneurial base, strongly supported by innovative microenterprises and small&medium enterprises. Responsibility bridges the gap between the financial and development cooperation markets by offering adequate services and products. Responsibility fosters a stronger involvement of the private sector in developing countries. While aiming at economic return, Responsibility always strives for clearly defined social benefits as well. By focussing on income generating activities on the part of microentrepreneurs and SMEs, Responsibility aims at improving the economic situation and at alleviating poverty in developing countries.
Percentage of microfinance activities	70-100%
Years of operation in microfinance	Since 2003
Human resources dedicated to MF	29
Countries of intervention	<ul style="list-style-type: none"><li>• Africa: South Africa, Jordan, Democratic Republic of Congo, Ghana, Morocco, Kenya, Mozambique, Angola</li><li>• Americas: Peru, Nicaragua, Ecuador, Bolivia, Mexico, El Salvador, Colombia, Honduras, Argentina, Paraguay, Guatemala</li><li>• Asia: Azerbaijan, Armenia, Georgia, Cambodia, Kyrg. Republic, Russia, Mongolia, Tajikistan, Kazakhstan, Philippines, India</li><li>• Europe: Bosnia-Herzegovina, Serbia, Montenegro, Romania, Bulgaria, Kosovo, Ukraine, Albania, Macedonia, Moldova</li><li>• Generally open to all non OECD countries (except Mexico), but currently active in countries mentioned above.</li></ul>
Main areas of intervention	<ul style="list-style-type: none"><li>• MFI financing (Fixed income (mainly))</li></ul>
Methods of intervention	<ul style="list-style-type: none"><li>• Investment (through loans, equity)</li></ul>
Main competencies	-

## CONTACT INFORMATION

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<b>SEDPI</b>	
Organization name	Social Enterprise Development Partnerships, Inc. / SEDPI
Founding year	2004
Country of incorporation	Philippines
Type of organization	Private Consulting Corporation
Size of organization (nr. of employees)	18
<b>ORGANIZATION SUMMARY</b>	
Mission	-
Percentage of microfinance activities	-
Years of operation in microfinance	4
Human resources dedicated to MF	18
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Nigeria (Trainings)</li> <li>• Asia: Indonesia and United Arab Emirates (Trainings); Philippines (Training, Technical and Mentoring Assistance, Organizational Appraisal and Strategic Planning)</li> <li>• Europe: Netherlands, Belgium and Luxembourg (Trainings)</li> <li>• Open to all regions: (Training, Research, Technical and Mentoring Assistance, and Strategic Planning)</li> </ul>
Main areas of intervention	-
Methods of intervention	<ul style="list-style-type: none"> <li>• Research, training, technical assistance</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• See research directory</li> </ul>
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<b>SF</b>	
Organization name	Stromme Foundation / SF
Founding year	1976
Country of incorporation	Norway
Type of organization	NGO
Size of organization (nr. of employees)	102
<b>ORGANIZATION SUMMARY</b>	
Mission	To eradicate poverty Stromme Foundation bases its work on the following seven values: Human Dignity, Justice, Gender equality, Participation, Responsibility, Transparency, Sustainability
Percentage of microfinance activities	50-70%
Years of operation in microfinance	22
Human resources dedicated to MF	20
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Mali, Burkina Fasso, Niger, Uganda, Kenya, Tanzania, Rwanda, Sudan</li> <li>• Americas: Peru</li> <li>• Asia: Sri Lanka, Bangladesh, Burma</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (support to national umbrella organizations)</li> <li>• MFI financing (loans and equity to partner MFIs)</li> <li>• MFI support (Technical Assistance)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Subsidies (operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, client education, network)</li> </ul>
Main competencies	-
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<b>SIDI</b>	
<b>Organization name</b>	International Solidarity for Development and Investment / SIDI
<b>Founding year</b>	1983
<b>Country of incorporation</b>	France
<b>Type of organization</b>	Investment Fund
<b>Size of organization (nr. of employees)</b>	20
<b>ORGANIZATION SUMMARY</b>	
<b>Mission</b>	The mission is the consolidation of local financial structure in developing and emerging countries by the development of financial services adapted to the need of the local population over the long term.
<b>Percentage of microfinance activities</b>	70-100%
<b>Years of operation in microfinance</b>	25
<b>Human resources dedicated to MF</b>	15
<b>Countries of intervention</b>	<ul style="list-style-type: none"> <li>• Africa: Burkina Faso, DRC, Egypt, Guinea, Madagascar, Mali, Morocco, Niger, Senegal, South Africa, Tanzania, Togo, Uganda</li> <li>• Americas: Bolivia, Chile, Colombia, Ecuador, Guatemala, Haiti, Nicaragua, Peru, Uruguay</li> <li>• Asia: Cambodia, Laos, Lebanon, Palestine</li> <li>• Europe: Kosovo, Moldova</li> </ul>
<b>Main areas of intervention</b>	<ul style="list-style-type: none"> <li>• Regulation and supervision</li> <li>• Microfinance sector</li> <li>• MFI financing</li> <li>• MFI support</li> <li>• MFI operation</li> <li>• Rural finance</li> <li>• Micro-Enterprise support</li> </ul>
<b>Methods of intervention</b>	<ul style="list-style-type: none"> <li>• Investment (through loans, guarantees, equity)</li> <li>• Subsidies (operations, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (information dissemination, network)</li> </ul>
<b>Main competencies</b>	<ul style="list-style-type: none"> <li>• The organisation focuses its activities mainly on rural areas (priority is given to Sub-Saharan Africa); backing and financing producer organisations (development of partnerships with local institutions)</li> </ul>

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<b>SIFRA</b>	
Organization name	SIFRA = Microfinance Networking Facilitators = / SIFRA
Founding year	2002
Country of incorporation	Belgium
Type of organization	Network
Size of organization (nr. of employees)	-
<b>ORGANIZATION SUMMARY</b>	
Mission	Lobby to promote microfinance in Mediterranean countries. Since 2008 direct support to MFIs in Mediterranean countries.
Percentage of microfinance activities	100%
Years of operation in microfinance	7
Human resources dedicated to MF	-
Countries of intervention	<ul style="list-style-type: none"> <li>Africa: All Mediterranean countries</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>MFI support</li> <li>Product services</li> <li>Clients</li> <li>Rural finance</li> <li>Micro-Enterprise support</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Subsidies (equipment, capacity building/training, technical assistance)</li> <li>Non-financial assistance (business development services, client education, information dissemination, network)</li> </ul>
Main competencies	-
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<b>SOS FAIM - BELGIUM</b>	
Organization name	SOS Faim - Action pour le Développement - Belgium / SOS Faim - Belgium
Founding year	1964
Country of incorporation	Belgium
Type of organization	NGO
Size of organization (nr. of employees)	24
<b>ORGANIZATION SUMMARY</b>	
Mission	To support the development of the rural poor people in the South through 3 main specific objectives : <ul style="list-style-type: none"> <li>favorable political and institutional environment for the rural actors and their organizations</li> <li>access to adapted financial services for the rural people</li> <li>better performance regarding production, transformation and commercialization by the rural actors</li> </ul>
Percentage of microfinance activities	50-70%
Years of operation in microfinance	20 years (since 1988)
Human resources dedicated to MF	5
Countries of intervention	<ul style="list-style-type: none"> <li>Africa: Senegal, Mali, Burkina Faso, Bénin, Niger, Congo, Cameroon, DRC, Ethiopia, Eritrea</li> <li>Americas: Bolivia, Ecuador, Peru</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>Regulation and supervision</li> <li>Microfinance sector (networks)</li> <li>MFI financing (subsidies)</li> <li>MFI operation (Planning, start up)</li> <li>Product services</li> <li>Clients (Rural micro finance)</li> <li>Rural finance</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Investment (through guarantees)</li> <li>Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance)</li> <li>Non-financial assistance (information dissemination)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>Rural microfinance</li> <li>Support to cooperative networks</li> </ul>

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## SOS FAIM - LUXEMBOURG

Organization name	SOS Faim – Action pour le Développement - Luxembourg / SOS Faim - Luxembourg
Founding year	1993
Country of incorporation	Luxembourg
Type of organization	NGO
Size of organization (nr. of employees)	7
ORGANIZATION SUMMARY	
Mission	To support the development of the rural poor people in the South through 3 main specific objectives : <ul style="list-style-type: none"> <li>- favorable political and institutional environment for the rural actors and their organizations</li> <li>- access to adapted financial services for the rural people</li> <li>- better performance regarding production, transformation and commercialization by the rural actors</li> </ul>
Percentage of microfinance activities	50-70%
Years of operation in microfinance	15 years (since 1993)
Human resources dedicated to MF	3
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Senegal, Mali, Burkina Faso, Benin, Niger, Congo, Cameroon, DRC, Ethiopia</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (networks)</li> <li>• MFI financing (subsidies)</li> <li>• MFI operation (Planning, start up)</li> <li>• Product services</li> <li>• Clients (Rural micro finance)</li> <li>• Rural finance</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (information dissemination)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Rural micro finance</li> <li>• Support to cooperative networks</li> </ul>
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SPARK	
Organization name	Stichting Spark / Spark
Founding year	-
Country of incorporation	Netherlands
Type of organization	NGO
Size of organization (nr. of employees)	50
ORGANIZATION SUMMARY	
Mission	SPARK develops education and entrepreneurship so that young and ambitious people are empowered to lead their post-conflict society into prosperity. We build the capacity of local economic and educational institutions so they can empower their own populations. The organisation actively mobilises support for this within Dutch Society, especially with economic and educational institutions.
Percentage of microfinance activities	0-20%
Years of operation in microfinance	2
Human resources dedicated to MF	5
Countries of intervention	<ul style="list-style-type: none"> <li>Europe: Macedonia, Serbia, Bosnia &amp; Herzegovina, Montenegro, Kosovo</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>Micro-Enterprise support (Training and Consultancy)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Investment (through loans, guarantees)</li> <li>Subsidies (capacity building/training, technical assistance)</li> <li>Non-financial assistance (business development services)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>Targeting young people from 18-35 years in post-conflict areas.</li> </ul>
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SYMBIOTICS	
Organization name	Symbiotics Consulting & Services
Founding year	2007
Country of incorporation	Luxembourg
Type of organization	Consulting company
Size of organization (nr. of employees)	3
ORGANIZATION SUMMARY	
Mission	The objective of the company is to provide information, consulting services and professional services in the area of investment, sustainable development and creation of SME. Main focus on consulting mandates for the establishment of Investment Vehicles in Microfinance and Development Finance
Percentage of microfinance activities	70-100%
Years of operation in microfinance	1
Human resources dedicated to MF	2
Countries of intervention	<ul style="list-style-type: none"> <li>Consulting Mandates for Investment Vehicles in Africa, Asia, Central Asia, Globally</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>MF financing (Commercial investments, Partnerships, Establishment of MIVs for private companies, MF networks, donor agencies, public entities)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Non-financial assistance (Establishment of MIVs)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>Establishment of Structured Investment Vehicles, Private Equity Funds, Local currency funding, Knowledge of Investment Markets in Asia (China, India, Central Asia), Africa, Eastern Europe</li> </ul>
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<b>TRIAS</b>	
Organization name	Trias vzw / TRIAS
Founding year	-
Country of incorporation	Belgium
Type of organization	NGO
Size of organization (nr. of employees)	80
<b>ORGANIZATION SUMMARY</b>	
Mission	<ul style="list-style-type: none"> <li>• Trias wants to improve the security of existence of micro and small-scale entrepreneurs and family farmers in the South and their organizations.</li> <li>• Trias also wants to stimulate exchanges and cooperation in the world between farmers and entrepreneurs and their associations.</li> <li>• In the North, Trias raises awareness on equity and on different other values, and contributes to a stronger commitment of its specific target group regarding North-South relations and mutual solidarity.</li> </ul>
Percentage of microfinance activities	50-70%
Years of operation in microfinance	8 years
Human resources dedicated to MF	1
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Ghana, Tanzania, Uganda, Guinea Conakry, Congo</li> <li>• Americas: Peru, Ecuador, Guatemala, Honduras, El Salvador, Brazil</li> <li>• Asia: Philippines</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision (Strengthening partners in order to make them able to lobby on regulation themselves)</li> <li>• MF financing (Providing MF loans to some of our MF partners)</li> <li>• MF support (Giving advice wrt organisational strengthening of MF partners)</li> <li>• Product services (Giving advice to MF partners wrt adapting their products/services to the needs of the target group (rural poor))</li> <li>• Clients (Sensibilisation and training of clients wrt using MF services)</li> <li>• Rural finance (Focus lies on supporting MF partners in rural areas)</li> <li>• Micro-Enterprise support (Non financial services towards MYFES)</li> <li>• Productive chain development, Strengthening of movements</li> </ul>

Methods of intervention	<ul style="list-style-type: none"> <li>• Investment (through loans, equity)</li> <li>• Subsidies (capital donation equity, operations, equipment, capacity building/training, technical assistance)</li> <li>• Non-financial assistance (business development services, client education, information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>• Focus on social performance, especially in Central America</li> <li>• Local credit and savings cooperatives</li> <li>• Second and third level MF organisations in Brazil</li> </ul>
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TRIODOS FACET	
Organization name	Triodos Facet / Triodos Facet
Founding year	1990
Country of incorporation	The Netherlands
Type of organization	Consultancy company
Size of organization (nr. of employees)	30
ORGANIZATION SUMMARY	
Mission	Development and support of sustainable SMEs
Percentage of microfinance activities	50-70%
Years of operation in microfinance	18
Human resources dedicated to MF	5
Countries of intervention	<ul style="list-style-type: none"> <li>Africa: Ethiopia, Egypt, Kenya, Tanzania, Madagascar, MEDA region, Malawi, Nigeria, Gambia, Uganda</li> <li>Americas: Nicaragua, Guatemala, El Salvador, Surinam, Caribbean region</li> <li>Asia: Kyrgyzstan, Pakistan, Indonesia</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>Microfinance sector</li> <li>MFI support</li> <li>MFI operation</li> <li>Product services</li> <li>Clients</li> <li>Rural finance</li> <li>Micro-Enterprise support</li> <li>Other (Entrepreneurship education, intrapreneurship)</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Investment (through Technical assistance)</li> <li>Non-financial assistance (business development, services, client education, information dissemination, network)</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>Designing appropriate financial products and management systems</li> <li>NGO transformation in Banks or Non Banks Financial institutions</li> <li>Design risk management programs</li> <li>Spin-off of NGO microfinance activities through creation of an independent sustainable MFI</li> </ul>
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UIA	
Organization name	University of Agder / UIA
Founding year	-
Country of incorporation	Norway
Type of organization	University
Size of organization (nr. of employees)	850
ORGANIZATION SUMMARY	
Mission	-
Percentage of microfinance activities	-
Years of operation in microfinance	4
Human resources dedicated to MF	2.5
Countries of intervention	<ul style="list-style-type: none"> <li>Africa</li> <li>Americas</li> <li>Asia</li> <li>Europe</li> <li>Open to all regions</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>Research</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>Research</li> </ul>
Main competencies	<ul style="list-style-type: none"> <li>See research directory</li> </ul>
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UOB	
Organization name	University of Bergamo
Founding year	-
Country of incorporation	Italy
Type of organization	University
Size of organization (nr. of employees)	-
ORGANIZATION SUMMARY	
Mission	-
Percentage of microfinance activities	-
Years of operation in microfinance	More than 20 years
Human resources dedicated to MF	4
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: in the past in almost all of Africa. Current research in Ethiopia, Madagascar</li> <li>• Americas: recent research in Venezuela, Colombia</li> <li>• Asia: Potential research in Iran, other countries</li> <li>• Europe: Italy and other countries</li> <li>• Open to all regions. Some research projects involve more than one region</li> </ul>
Main areas of intervention	-
Methods of intervention	• Research
Main competencies	• See research directory
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UOL	
Organization name	University of Luxembourg / uni.lu
Founding year	2003
Country of incorporation	Luxembourg
Type of organization	University
Size of organization (nr. of employees)	-
ORGANIZATION SUMMARY	
Mission	-
Percentage of microfinance activities	0-20%
Years of operation in microfinance	-
Human resources dedicated to MF	-
Countries of intervention	-
Main areas of intervention	• Research
Methods of intervention	• Research
Main competencies	• See research directory
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<b>WSBI-ESBG</b>	
Organization name	WSBI-ESBG
Founding year	-
Country of incorporation	Belgium
Type of organization	Trade association
Size of organization (nr. of employees)	35
<b>ORGANIZATION SUMMARY</b>	
Mission	The mission of WSBI is to influence the standing, development and strength of all member institutions, so that they are perceived both domestically and internationally as proficient and efficient banking institutions.
Percentage of microfinance activities	-
Years of operation in microfinance	-
Human resources dedicated to MF	-
Countries of intervention	-
Main areas of intervention	<ul style="list-style-type: none"> <li>• Regulation and supervision</li> <li>• Microfinance sector</li> <li>• MFI operation</li> <li>• Product services</li> <li>• Rural finance</li> <li>• Restructuring of postal financial institutions</li> </ul>
Methods of intervention	<ul style="list-style-type: none"> <li>• Subsidies (capacity building/training, technical assistance)</li> <li>• Non-financial assistance (information dissemination, network, lobbying)</li> </ul>
Main competencies	-
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<b>WWB</b>	
Organization name	Stichting to Promote Women's World Banking / WWB
Founding year	1976
Country of incorporation	USA
Type of organization	NGO
Size of organization (nr. of employees)	39
<b>ORGANIZATION SUMMARY</b>	
Mission	To expand the economic assets, participation, and power of poor women as entrepreneurs and economic agents by opening their access to finance, knowledge and markets.
Percentage of microfinance activities	100%
Years of operation in microfinance	Women's World Banking was established in 1979
Human resources dedicated to MF	38
Countries of intervention	<ul style="list-style-type: none"> <li>• Africa: Benin, Burundi, Ghana, Gambia, Kenya, Morocco, Tunisia and Uganda</li> <li>• Americas: Bolivia, Brazil, Colombia, Dominican Republic, and Mexico</li> <li>• Asia: Bangladesh, India, Jordan, Pakistan, Philippines, and Sri Lanka</li> <li>• Europe: Bosnia and Herzegovina, Russia</li> </ul>
Main areas of intervention	<ul style="list-style-type: none"> <li>• Microfinance sector (Network and Associations, Social Impact, Market Research, Gender Research, Capital Markets awareness, Women leadership programs and awareness for the sector)</li> <li>• MFI support (Technical Assistance, Financial Performance, Benchmarking, Transparency, Risk Management, Formalization, Credit Risk and Delinquency, Good Practices)</li> <li>• MFI operation</li> <li>• Product services (Product Design, Product Testing, Product Costing and Pricing, Individual Lending, Group Lending, Insurance, Leasing, Remittances, Savings, Housing Microfinance, Other- Rural Financial Products)</li> <li>• Clients (Client Assessment, Client Focus Groups, Client Targeting, Gender studies, Urban Microfinance, Rural Microfinance)</li> <li>• Rural finance</li> </ul>

<b>Methods of intervention</b>	<ul style="list-style-type: none"> <li>• Investment (through guarantees, equity)</li> <li>• Subsidies (technical assistance)</li> <li>• Non-financial assistance (information dissemination, network, technical assistance)</li> </ul>
<b>Main competencies</b>	<ul style="list-style-type: none"> <li>• Gender studies and research</li> <li>• Gender-focused product design, marketing and positioning.</li> <li>• Customized technical and financial assistance to better serve low-income women as the main</li> </ul>
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