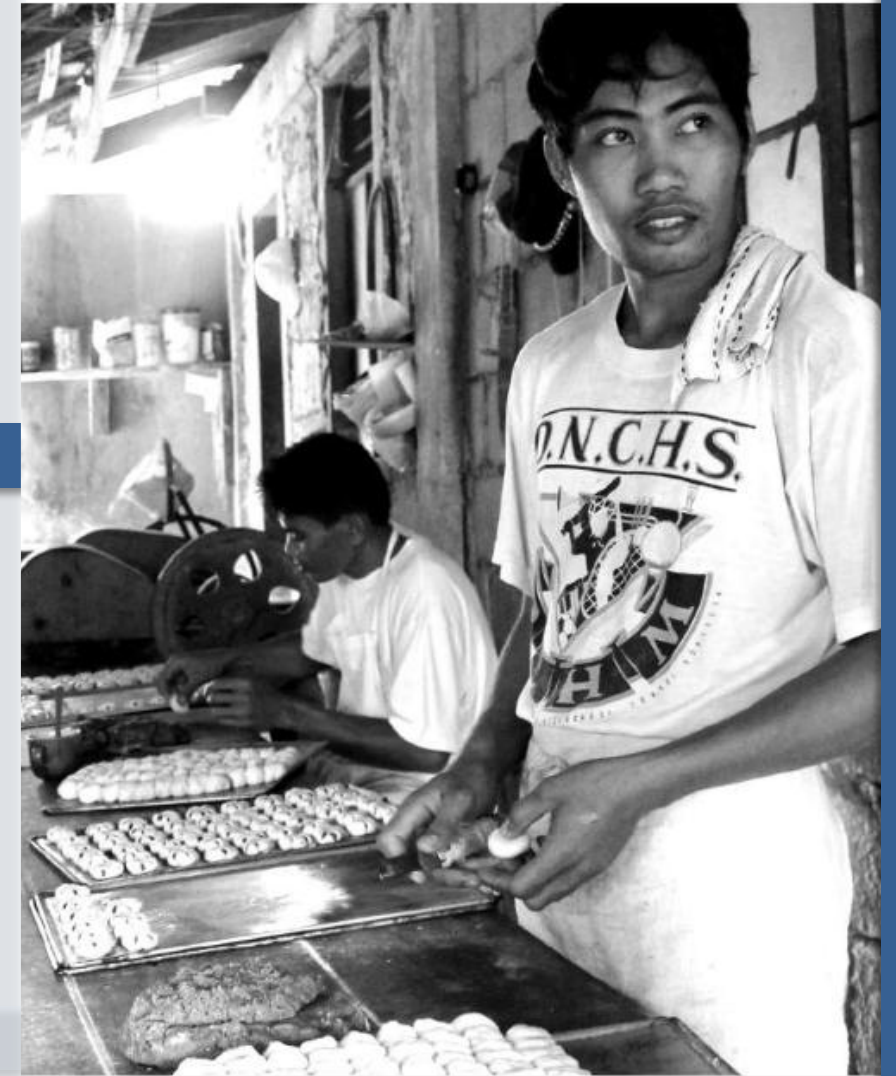


MicroSave

Market-led solutions for financial services



Inclusive Finance & Banking

- | Market Research and Strategy Development
- | Product and Channel Innovation, Testing and Rollout
- | Risk Management and Process Optimisation
- | Training and Organisation Development

MicroSave is a global consulting firm committed to promoting financial access and responsible finance amongst the low and middle-income populations. *MicroSave* leads and supports the provision of high-quality, affordable, market-led financial services. Our work in “Inclusive Finance & Banking” includes providing technical assistance to service providers for delivery of market-led products and services efficiently. We work with regulators, banks, microfinance institutions and donor agencies to develop strategies, customise products and channels of delivery, optimise operational efficiencies, re-engineer processes, and manage risks.

Services We Offer

Strategy & Governance

- Design strategic business plans along with roadmap for implementation
- Design marketing and corporate branding strategies

Product & Channel Innovation

- Innovate and develop products based on market research to ensure that products offered are aligned to the changing needs of clients
- Support implementation of new channels such as electronic and mobile to facilitate efficient delivery

Organisational Strengthening

- Conduct audit of loan portfolio to identify portfolio risks and design mitigation strategies
- Design internal audit and control systems to monitor operations and prevent fraud
- Optimise and re-engineer processes to lower costs, increase operational efficiency, and minimise risks

Investor & Donor Services

- Conduct institutional assessment to support decisions on investment and technical assistance
- Conduct equity valuation and capital structuring for MFIs
- Evaluation of microfinance programmes to re-design implementation strategies

Market Research

- Conduct qualitative and quantitative market research to gather market opinion, needs and preferences to design financial products
- Conduct country-wide and industry-wise research to facilitate policy making
- Conduct poverty assessments to help achieve social goals

Trainings & Workshops

- Design and deliver training programmes to build capacities of staff and support financial institutions to adopt and adapt industry best practices
- Deliver trainings based on our acclaimed training toolkits and methodology to enhance management skills

Our USP

Market-led Approach

We focus on putting clients at the centre of the business

Extensive Experience

Our expertise is derived from 15 years of on-the-ground experience with a wide range of financial institutions in Africa, South Asia, Pacific islands and Latin America

Knowledge Storehouse

We are an internationally recognised storehouse of knowledge on inclusive finance

Why Work With Us?

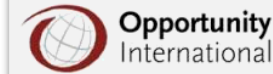
MicroSave works closely with clients on the ground to solve strategic and operational challenges, ensuring that the customer's perspective is embedded into products and the processes.

Our experience of working across geographies coupled with our highly acclaimed toolkit based approach plays a catalytic role in the growth of banks, microfinance programmes, and financial institutions offering inclusive financial services.

MicroSave's website hosts a range of publications, presentations, and videos on the topic. These resources are the result of our engagements with clients and end users, and close analysis of developments in the sector.

Our Partners

Donors & Investors



Banks



Microfinance Institutions



We Believe in Holistic Microfinance

At *MicroSave*, we believe that microfinance is not just limited to provision of credit services. We believe in holistic microfinance which encompasses a range of financial services such as savings, insurance, pension, and remittance.

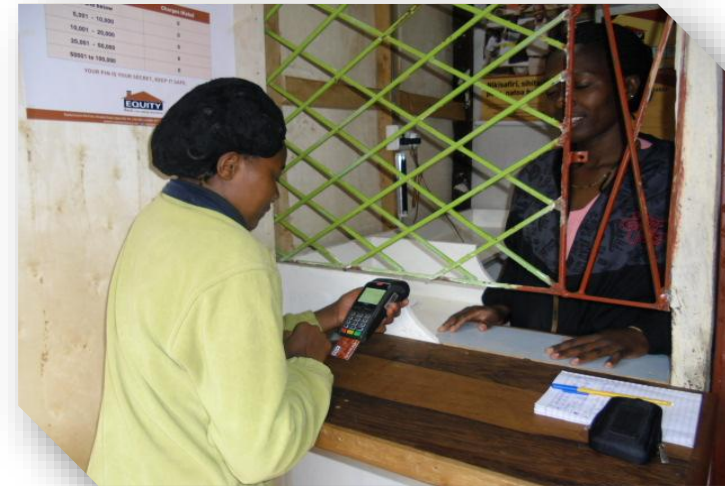
Through our extensive market research based product development approach, we support financial service providers to develop a range of client-responsive financial products.

We also support financial institutions to implement electronic and mobile technology to deliver inclusive financial services efficiently.



Sector Research

We conducted a study about the supply and demand for micro-deposit services in Bangladesh, India, Nepal, and Sri Lanka. We also studied the regulatory environment in these countries to understand the opportunities and challenges around the use of technology-enabled financial payments and transfer system. The study detailed the needs and preferences of micro-savings clients in these countries and supported the development of micro-savings and remittance products and their delivery processes.



Savings Product Development

We supported Wisdom Savings and Credit Limited in Ethiopia to develop and roll out savings product for its clients.

We also supported Sinapi Aba in Ghana to develop open access voluntary savings products. Sinapi Aba successfully tested these savings products with its loan clients in the final quarter of 2012 and rolled them out in 2013 when it was granted the deposit mobilisation licence as a savings and loans company.

Our Work Across Geographies

East and Southern Africa

MicroSave supported a variety of institutions including postal banks, cooperative banks, NGO-MFIs and small community-based organisations in East and Southern Africa to develop their product innovation capacities. We researched extensively to identify the demands of the target segments in order to support these organisations to develop products aligned to customer-needs. We also carried out in-depth studies to understand the drivers of high dropout from MFIs and suggested strategies to overcome the challenge.

Key Partners

Equity Building Society (Kenya), Teba Bank (South Africa), Uganda Microfinance Union (now Equity Bank Uganda), Kenya Post Office Savings Bank, Commercial Microfinance Ltd (now Global Trust Bank)., Opportunity Bank Uganda Ltd, Tanzania Postal Bank, Credit Indemnity (South Africa), FINCA-Uganda, Pride-Tanzania, Pride Uganda, FINCA Zambia, FINCA Malawi, FINCA DRC, and FINCA-Tanzania.

“The training was well organised and professional. In a market that is used to A) 1-3 days trainings, and B) being paid to attend, *MicroSave* and CHF have broken the mould to provide demand driven training which is practical and necessary.”

– Amy Davis, Chief of Party CHF Ejo Heza Project in Rwanda

Transformation of Equity Bank

We played a key role in the exponential growth of Equity Bank, Kenya to take their customer base from 109,000 to 7 million in ten years (from 2001). We worked with the bank to: conduct market research, design and test a range of savings and loan products, map all processes, set the customer service standards, develop the brand and corporate identity, design robust product marketing campaigns and mainstream digital financial services business ahead of competitors.

After five years of inputs, in 2006 Equity transformed from a building society to a bank and was listed on the Nairobi Stock Exchange. By the end of 2008, Equity Bank was voted the “Best Bank in Kenya” and “Best Microfinance Bank in Africa”.



Our Work Across Geographies

India

MicroSave, with funding support from the RBS Foundation India and Cordaid, worked with 39 emerging MFIs in India to build their capacities to establish robust systems and processes. We provided on-site support and training to partner MFIs, and nurtured local experts to ensure that the partners have access to quality technical and mentoring support. Our programme helped partner MFIs to scale up their operations, be more comfortable in accessing bank funds, and increase the number of loans provided to unbanked communities.

MicroSave continues to provide capacity building support to over 25 microfinance institutions in areas of strategic business plans/financial planning, market research, human resource, staff incentives, process mapping, product development/pilot testing, and loan portfolio audit in India.

Impact

- Capacity building of 39 MFIs in 13 states - Assam, Bihar, Delhi, Jharkhand, Karnataka, Madhya Pradesh, Maharashtra, Manipur, Orissa, Rajasthan, Uttar Pradesh, Uttarakhand and West Bengal.
- Support more than 7 MFIs to transform into appropriate legal entities.
- Training/mentoring of 9 independent inclusive finance consultants, who have received 33 certifications across 9 technical areas.

“An extraordinary success that would have been impossible without the dedication, professionalism and technical capacity of MicroSave”

– Dia Vikas

Axis Bank

We supported Axis Bank to design and implement the Social Collateral Based Lending (SCL) Model in 2013. As part of the project, we designed SCL based credit products, and its delivery processes to facilitate direct service of microfinance clients by the bank. We also designed a Risk Rating Tool to effectively manage credit risk of its clients. Axis Bank has since then opened more than 50 microfinance branches and is serving more than 25,000 clients.



Our Work Across Geographies

South-East Asia

MicroSave is working with a selected group of microfinance institutions in **Indonesia** to support them in strategic business planning, development of credit and savings product, human resource management, and risk management. We also conducted two world class residential training programmes to train senior and middle management key professionals to improve their capacity to design, implement and manage appropriate products, systems, and processes using market led approach.

MicroSave is also providing comprehensive technical assistance to 4 microfinance institutions in the **Philippines** in areas of reengineering operations, product and service refinement to reduce costs, increase capability and ultimately better assist clients to progress in their journeys out of poverty.

Impact

With *MicroSave's* support, Bina Artha our partner in Indonesia, increased its outreach from 630 to 33,000+ clients and from 3 to 46 branches in 16 months' time while maintaining excellent portfolio quality.

With constant support on strategy and systems by *MicroSave*, ASKI, our partner NGO-MFI in the Philippines, has successfully built a cache of six loans products to cater to different credit needs of its client base.

In 2012, MicroSave was awarded the Microfinance India Award for contribution to the microfinance sector. The award recognised MicroSave's efforts to support microfinance and financial inclusion initiatives in India, focused at putting the client at the center of financial services.

Card Bank

We supported CARD bank in the Philippines to design and pilot-test a microsavings product called Matapat, which means 'honest' or 'committed' in Tagalog. We conducted market research to understand the client perception about banks, and their preferences around bank's savings product and utilised the research findings to design the product.



Our Work Across Geographies

Sri Lanka and Papua New Guinea

We are working with three institutions Arthacharya Foundation, Sewa Finance and Women's Development Foundation in Sri Lanka to develop standardised processes and systems to enhance efficiency in delivering micro finance to the poor.

MicroSave is also the implementing partner of The Microfinance Expansion Project (MEP) funded by Asian Development Bank, AusAid and Government of Papua New Guinea. The project is designed to significantly boost microfinance across the country. It involves working with financial institutions that deliver microfinance services, national stakeholders (regulators, networks, associations, policy makers and Government departments) as well as with the end-users of financial products and services.

Impact

With the support from *MicroSave*, the PAR (>30 days) reduced from 40% to 5%, within a period of two years for Arthacharya. Loan portfolio also increased from USD 1.1 million to USD 1.6 million, while maintaining the PAR (>30 days) at 1%.

Based on the institutional assessment, we reengineered operational processes and accounting system to support Arthacharya to expand its outreach by 27% in 2 years.

In 2013, we entered newer countries such as Tunisia for market research and development of product strategy, Zimbabwe to conduct institutional assessments and Vietnam to support the regulator to develop sustainable and healthy microfinance sector in the country.

Policy Advocacy at Bank of Papua New Guinea

We are conducting in-depth study to identify the gaps in the current regulatory environment and are promoting the need for a separate regulation for microfinance sector in PNG.

We are closely working with the Financial Systems and Supervision Department at Bank of PNG to develop a comprehensive set of guidelines for supervision of MFIs.



About *MicroSave*

MicroSave is a premium consultancy organisation that offers practical, market-led solutions to financial institutions and corporations focussed on bringing value to the base of the pyramid. *MicroSave*'s expertise has evolved from over 15 years of on-the-ground experience in Africa, Asia and Latin America. Our staff members comprise bankers, digital finance specialists, microfinance specialists, MSME specialists, accountants, social scientists, management consultants, livelihood experts, and rural development specialists.

MicroSave offers services across four domains (*Digital Financial Services; Inclusive Finance and Banking; Micro, Small and Medium Enterprise; Private Sector Development*) which is supplemented by four cross-cutting technical working groups (*Training, Research, Responsible Finance, Risk Management*).

We have implemented projects across Africa, Asia and Latin America including: Afghanistan, Argentina, Bangladesh, Cambodia, Cameroon, Cape Verde, China, Colombia, Democratic Republic of Congo, Egypt, Ethiopia, Fiji, Ghana, Haiti, India, Indonesia, Kenya, Lao PDR, Liberia, Malawi, Mexico, Morocco, Mozambique, Myanmar, Nepal, Nigeria, Papua New Guinea, Peru, the Philippines, Rwanda, Samoa, Sierra Leone, Solomon Islands, South Africa, Sri Lanka, Sudan, Tanzania, Thailand, Timor-Leste, Tunisia, Vietnam, Uganda, Zambia and Zimbabwe.

Email:

info@MicroSave.net

inclusivefinance@MicroSave.net

Website:

www.MicroSave.net



 **MicroSave Offices**