



PlaNet Finance Advisory Services

ACTIVITY REPORT
2008



OUR VISION: a world without poverty

OUR MISSION: to alleviate poverty through the development of microfinance, therefore increasing the unbanked and underbanked's access to financial services

OUR VALUES: excellence, ethics and solidarity





FOREWORD

Microfinance aims at alleviating world poverty through the economic development and financial inclusion of the poorest 80% of the global population, who remain excluded from the formal banking system. With today's financial crisis and 3 billion people living on less than 2 dollars a day, microfinance is more than ever needed.

In 2009, microfinance practitioners will face many challenges, and they must try to spread faster and reach out further, in order to make the access to financial services available to all.

This is PlaNet Finance's mission. Throughout 2008, our 700 staff members have worked to develop microfinance and improve the poorest populations' access to credit in almost 80 countries, through 300 technical assistance programs, investment operations or rating missions.

In particular, PlaNet Finance Advisory Services, an entity of PlaNet Finance specialized in consulting and technical assistance services, has conducted over 100 programs in 2008, aiming at offering microfinance institutions and microentrepreneurs with new products, better adapted to their specific needs and lifestyles: mobile banking, savings, microinsurance, software solutions and Credit Bureaus are all projects developed by PlaNet Finance Advisory Services' experts.

The product of 10 years of experience and development, PlaNet Finance Advisory Services' intervention methodologies and technical assistance services have adapted to face modern global challenges and have become references in the sector.

Much work still needs to be done in order for us to become as helpful as possible. Thanks to our donors, partners and administrators, our experts will be able to deliver consulting, financing and technical assistance services to hundreds of microfinance practitioners and enable vulnerable populations, through the development of their activities, to build a better future for themselves.

Jacques Attali
Member of PlaNet Finance Advisory Services' Supervisory Committee,
President of PlaNet Finance Group



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2008 Assessment



Since its creation, PlaNet Finance has been striving to innovate and support growth within the microfinance sector. Grounded by the principles that guide its activities in the technical assistance and advisory services areas, PlaNet Finance has been fighting poverty for over 10 years through its comprehensive approach and the dedication of its staff.

In 2008, PlaNet Finance Advisory Services (PFAS) was involved in more than 113 technical assistance and capacity building projects in 4 continents. Through its projects, millions of microentrepreneurs have been reached and were able to develop their income-generating activities, integrate the local value chains and move up the poverty ladder. Working in close proximity with MFIs and microentrepreneurs, our 122 experts and project managers have developed technical assistance programs to enhance financial, operational and social performances in the microfinance players. Based on 10 years of accumulated experience, we innovate to link microfinance with other key sectors such as the environment, health and education in our fight to eradicate poverty.

In 2008, PFAS was reorganized to enhance its efficiency by clarifying its governance and management structures, consolidating its technical methodologies, capitalizing its knowledge base by creating an Intranet platform and decentralizing its activities.

The next few years will be critical for the microfinance sector in general and for PFAS in particular. We will address key challenges such as the assimilation of new technologies in microfinance, with an emphasis on mobile banking and remittances, the development of new distribution channels such as postal systems, the push for quality growth, the need to boost rural finance and interest rate transparency; challenges that reflect the mission of PlaNet Finance and represent exciting opportunities for PFAS.

I greatly appreciate and thank PFAS' staff, senior managers and the Supervisory Committee Members for their continued dedication and support.

Minh-Huy Lai

PlaNet Finance Advisory Services, Managing Director

In **Sub-Saharan Africa**, PFAS strengthened its presence considerably by carrying out work in 16 countries, compared to 10 in 2007. PFAS' activities and projects are diverse. In Madagascar, PFAS led innovative programs that aimed to create new microfinance mechanisms in rural areas by implementing micro-leasing products and refinancing funds. In Gabon, PFAS embarked on a 3-year project to create a new privately-owned MFI. In Burkina Faso, in collaboration with 6 local associations, PFAS fought against the socio-economic exclusion of people living with HIV/AIDS. In Morocco and Senegal, we led major projects aiming at strengthening several MFIs working in rural areas. In South Africa, we worked at strengthening a housing-credit-led MFI.

In 2008, PFAS worked in 11 countries throughout **Asia**. Most notably, we launched the innovative "Microfinance and Renewable Energy" program in China to promote the use of biogas equipment for clean energy generation. We delivered investment-ready seminars, country investment notes, investors' guidebook, trainings and conferences under the Asia-Invest Project. PFAS set up a long-term technical assistance program with Harbin Bank in order to structure and strengthen the bank's SME Department. The RENDEV project, a program implemented in Bangladesh and Indonesia in order to create a favorable environment for the development of solar energy production in rural areas, was rewarded an Innovation Prize by the European Commission. PFAS held the first Microfinance and New Technologies Summit in New Delhi, which brought together more than 70 MFIs and technology providers in addition to numerous microfinance practitioners.

In the **Middle East** and **North Africa**, PFAS conducted technical assistance programs in 10 countries. In Egypt, PFAS initiated a sector development program in order to implement a credit bureau developed for MFIs. Five pilot MFIs are setting up a data-sharing system, with the aim to improve their evaluation capabilities of tracking repayments from beneficiaries. In Morocco, thanks to the "Access to Employment for Underprivileged Youth" program, two orientation and professional insertion centers were set up. In Oman, PFAS conducted a National Feasibility Study for microfinance in collaboration with the Ministry of Social Development. In Israel, PFAS organized awareness activities to promote microfinance in Israeli society.

In **Latin America**, PlaNet Finance ran technical assistance programs in 8 countries. In Argentina, PlaNet Finance assisted AIG and its local affiliate CFA with its downscaling project into microfinance. In order to strengthen its institutional capacity, PFAS provided technical assistance to the Mexican MFI Finorte and the Brazilian MFI Banco do Povo Santo André, which promotes solidarity credit methodology. In Uruguay, we helped one MFI to expand beyond the capital by setting up new branches and training new loan officers. In Belize, PFAS implemented a microcredit line and capacity-building program for a Credit Union aiming at creating and strengthening microenterprises in the Southern banana producing area. We started a project in Cali, Colombia aimed at promoting the use of microfinance for the economic insertion of female refugees.

Key figures for microfinance and poverty worldwide

- Out of the 6.7 billion inhabitants of the planet, 3 billion people live on less than USD 2 per day.
- 80% of the world's population has no access to a formal office of financial services.
- The world's 10,000 microfinance institutions provide funding to 156 million active clients, 3/4 of whom are women.
- An estimated 500 million potential microentrepreneurs have yet to be reached.
- 106 million microfinance clients are among the poorest people on the planet (living on less than USD 1 per day)
- The active loan portfolio of microfinance institutions is estimated at USD 40 billion, while potential demand is estimated at USD 263 billion.

Sources : CGAP, ILO, Microcredit Summit Campaign 2009 Report



Hlagba-Denous Village (Abomey Canton), Benin
This village has benefited from the Microfinance and Health programs put in place by PFAS in partnership with sanofi-aventis.

2009 Challenges

Our strategy is to be a full-service consulting organization providing tailored expertise to microfinance institutions and new actors in the microfinance industry.

The cornerstone of our approach is to work through local offices, based in countries where microfinance is active and beyond, and to act as facilitator, consultant, advisor and promoter of local microfinance institutions and other relevant actors.

In order to better serve our clients and partners, we will strive to meet the following challenges:

Strengthening and Diversifying Technical Assistance Activities

To respond to local partners' needs, PlaNet Finance Advisory Services will further strengthen its technical capacity across its network starting from its development stage, to project management, in addition to hiring new staff in specialized areas such as mobile banking and savings products.

PlaNet Finance Advisory Services will focus on project efficiency and impact. The year 2009 will see the improvement of network synergies and optimization of our technical support and coverage to field offices.

Furthermore, we will focus on savings mobilization and rural finance initiatives; and partner with relevant technical institutions to deliver comprehensive and integrated solutions to our clients.

Optimization and Knowledge Management

In 2009, PlaNet Finance Advisory Services will focus on knowledge management and operational optimization. The coming year will be centered on the consolidation of our technical assistance methodologies, toolkits and knowledge management platform dedicated to the exchange of technical knowledge accumulated over the past decade. Our goals are to achieve better consistency and offer high quality services to our clients and partners.

Mobile Banking and Innovations for the Microfinance Sector

PlaNet Finance Advisory Services will promote Mobile Banking Services in order to accelerate financial inclusion. Our organization will work closely with Mobile Operators, Money Transfer Companies and Microfinance institutions around the world in order to promote new business models, increase access to credit in rural area and improve performance in the sector. PlaNet Finance Advisory Services seeks to facilitate the adoption by MFIs of alternative delivery channels in a sustainable way. Finally, we will aim to promote innovative services such as Mobile Money Transfer for MFIs through partnerships with postal operators, microinsurance providers and mobile companies.



A metallurgist beneficiary of the SME-link program developed by PlaNet Finance in Nepal

GLOBAL REACH, LOCAL PRESENCE



Liu Qinghe, textile industry and director of a Loan Center - China, Gansu region.

Winner of “International Microfinance Awards” in the “Women” category and client of TWRDA (Tong Wei Rural Development Association)

After graduating from primary school, Liu attended vocational training, becoming familiar with the use of sewing machines and textile manufacture. In the year 2000, she participated in the “Women and Development” program held by the TWRDA microfinance program. She not only became the director of a loan center for the program, but she also came to recognize her own value.

Though Liu’s living conditions were much better than before, she still wanted to help the other young women who were out of work once the busy planting and harvesting seasons were over, for they didn’t have any skills to offer besides farming. Therefore, with TWRDA’s support, she set up some sewing machines and taught classes of women how to cut and make up garments. Between 2002 and 2007, she ran trainings for 1,300 young farmer women and paid special attention to 22 young women who either were ultra-poor, or who had a disabled family member. These days Liu Qinghe encourages her “graduates” to start their own small businesses, using her integrated model of fabric purchasing, manufacturing, training and sales as a viable model for growth. TWRDA is a PlaNet Finance Advisory Services partner in its microfinance and renewable energies program.

Business Lines

PlaNNet Finance Advisory Services is the PlaNNet Finance Group unit dedicated to microfinance Technical Assistance and Advisory Services. It was the first unit to be created and it remains PlaNNet Finance Group's core activity.

PlaNNet Finance Advisory Services (PFAS) is built on an international network of 18 offices on 4 continents. As of the end of 2008, PFAS was running projects in 45 countries around the world. Since 2008, this network has been supported by regional technical hubs, launched in 2008 in Dakar, Senegal and Manila, Philippines.

Its technical assistance activities are organized into three business lines: Consulting and Technical Assistance, Microfinance Plus, and Microfinance Sector Support.

1. Consulting and Technical Assistance

Upgrading	Institutional strengthening and capacity building of MFIs to enhance their operational and financial sustainability in areas such as strategic planning, process improvement, product development, training, HR consulting...
Greenfield	Consulting services for governments, donors and/or investors to help them create viable MFIs or microfinance programs;
Downscaling	Consulting services for banks, financial institutions and/or retailers to help them enter the microfinance market through specialized entities or structures dedicated to microfinance;
Microinsurance	Consulting services for MFIs or other types of institutions to help them develop and market microinsurance products that will protect microentrepreneurs from negative life-cycle or business cycle events;
Mobile Banking	Development of initiatives linked to mobile banking, including mobile credit, savings, and insurance. This service builds on existing mobile phone infrastructure and its wide usage in order to reduce MFI transactional costs and broaden their outreach to rural and/or remote areas;
Management Information Systems	Development and marketing of our proprietary MicroFit software (integrated management software for savings, loans and insurance).

2. Microfinance Plus

MF+ Environment	Provide leverage to MFIs' existing infrastructure so that they may implement awareness raising programs and make a positive impact in the areas of renewable energy, waste management and biodiversity protection;
MF+ Health	Provide leverage to MFIs' existing infrastructure so that they may implement awareness and prevention campaigns for malaria, HIV/AIDS, and other infectious diseases to protect MFI clients' health;
MF+ Education	Vocational and/or entrepreneurship training to microentrepreneurs, especially women, provided within the framework of specific programs, or in training centers created and managed by PlaNNet Finance;
MF+ Rural	Develop innovative products and solutions to provide better access to financial services in rural areas.

3. Microfinance Sector Support

Credit Bureau	Implementation of Credit Bureau services (information sharing system), which help MFIs to better manage their client debt level in order to avoid risks tied to indebtedness;
Studies & Research	Comprehensive studies based on qualitative and quantitative methodologies in order to increase knowledge on the market, the number of clients and MFIs and the impact of microfinance on its clients; as well as a complete training catalogue and a center dedicated to microfinance training;
Sector Awareness	Raising awareness about microfinance with events, conferences, websites, partnerships with universities, etc.

A complete list of programs implemented by PlaNNet Finance Advisory Services can be found on our website www.planefinance-as.org.

Achievements in 2008 in Africa

- // 45 programs in 16 countries
- // 79 partner microfinance institutions serving close to 1.1 million microentrepreneurs
- // 5,704 professionals trained
- // 39 permanent staff in 5 offices



1. Consulting and Technical Assistance

In 2008, PlaNet Finance Advisory Services ran 19 programs with 20 partner microfinance institutions (MFI). Two of these programs are detailed below:

- Country: **REPUBLIC OF SOUTH AFRICA**
 Project: **Extending the Access to Decent Housing to Low-income South Africans**
 Expertise / Description: Upgrading / PlaNet Finance is building the capacity of a local Housing Microfinance Institution and is promoting the progressive improvement of housing through the increased access to sustainable financial services. 60,000 disadvantaged household members living in townships in 3 major provinces will gain access to appropriate housing microfinance services over a 3 year period.
 Impact: 60,000 disadvantaged household members living in townships in 3 major provinces will gain access to appropriate housing microfinance services over a 3 year period.
 Financing: European Union, Monaco International Cooperation
- Country: **GABON**
 Project: **GAMIFI, Implementation of a Greenfield MFI**
 Expertise/ Description: Greenfield / In Gabon, 80% of the population does not have access to financial services, and only 18 % of the demand for microcredit services is being met. PlaNet Finance worked on the creation of a new private MFI, which would promote practices that facilitate the professionalization of the microfinance sector in Gabon and provide more choices to microentrepreneurs.
 Impact: 37 loan officers were trained and the MFI is now operational and ready for its opening in 2009
 Financing: Gabonese Government, PlaNet Finance

2. Microfinance Plus

In 2008, PlaNet Finance Advisory Services ran 17 Microfinance Plus programs with 50 partner microfinance institutions. Two of these programs are described below:

- Country: **MADAGASCAR**
 Project: **EcoTanana**
 Expertise/ Description: MF+ Environment / EcoTanana activities increase the income of microentrepreneurs (craftsmen, guides and managers of guest houses) in Antananarivo thanks to the development of sustainable tourism, which seeks to preserve the national cultural inheritance of the capital.
 Impact: Partner MFIs offer new financial services adapted to the needs of the microentrepreneurs involved in the "sustainable tourism" program.
 Microfinance Partner: PAMF
 Financing: French Ministry of Foreign Affairs, Ile-de-France Region, CUA Madagascar, PAMF
- Country: **BURKINA FASO**
 Project: **Supporting the Socio-economic Inclusion of People Living with HIV/AIDS**
 Description: MF+ Health / In collaboration with 6 local associations involved in the fight against HIV/AIDS, PlaNet Finance promotes socio-economic inclusion of people living with HIV/AIDS through the development of income generating activities and access to microfinance.
 Impact: 2,000 people living with HIV were advised and supported in the development of their activities and 200 projects financed.
 Microfinance Partners: The Burkina Faso Credit Union Network (RCPB); Ecobank and 6 associations: AAS, ALAVI, AMMIE, Espoir et Vie, REVS + Bobo and Vie Positive.
 Financing: Monaco International Cooperation, PlaNet Finance, PAMAC, Mérieux Foundation

3. Microfinance Sector Support

PlaNet Finance Advisory Services launched 9 programs in this category, one of which is described below:

- Country: **MADAGASCAR**
 Project: **Developing and Promoting New Rural Financing Techniques and Services**
 Expertise/Description: Studies and research / Through this program focused on integrated rural development PlaNet Finance developed new rural finance mechanisms. Furthermore, PlaNet Finance and its partners improved the design and delivery channels of existing products and the legal and institutional frameworks that govern them.
 Partner: Pohl Consulting
 Financing: MCA Madagascar

A Project Highlight in Africa

Program type: Consulting / Upgrading

Country: Cape Verde

Program: Supporting the Development of Microfinance Institutions

Partner MFIs: AMUSA, MORABI, OMCV, SOLDIFOGO, ASDIS, MAIENSE, ADIRV, FAMI PICOS

Financing: Millennium Challenge Account Cape Verde

Context

The microfinance sector in Cape Verde has grown tremendously in the last 10 years. Prior to the 1990s, the sector consisted only of a few small entities, which distributed loans, with little concern for cost recovery and portfolio quality. Since the 1990s, new participants in the sector have chosen modern practices, with a goal to reach institutional self sufficiency. However, despite the fact that the majority of the players are now committed to institutional development (8 out of approximately 12), the sector is still in its infant stages. Together, the eight main players disbursed more than 4,800 micro loans in 2008, for an average of 600 loans per institution, and an average loan of USD 781.25.

Objective

The Millennium Challenge Account signed a two-year contract with PlaNet Finance Brasil to strengthen microfinance institutions in Cape Verde so that they could offer high-quality, sustainable services to micro and small entrepreneurs and farmers in the 10 islands which constitute the country.

Committed Partners

This project is implemented in the archipelago in partnership with the national Microfinance Network FAM-F.

PlaNet Finance delivers expertise in 3 areas:

- Support of microfinance institutions in governance, management information systems, product development, agricultural lending;
- Capacity building for service providers;
- Support for the implementation of a new legislation.

Results

During the first phase of the technical assistance process, 44 people took part in a basic training for loan officers and 49 people took part in training on delinquency management. In November 2008, 15 Cape Verdian microfinance sector's representatives went to Brazil to observe successful microcredit programs in order to familiarize themselves with international rural microfinance methodologies.

The Millennium Challenge Account is supporting Cape Verde in its effort to achieve the overall national development goal of transforming its economy from aid-dependency to sustainable, private-sector led growth. Part of this grant is directly oriented to support the development of the microfinance sector. After a call for proposals in 2008, PlaNet Finance has been selected to lead this 2-year project of technical assistance.

PlaNet Finance's intervention is welcomed by FAM-F, Cabo Verdian Association of Microfinance Institutions, and the local microfinance players. At the start of the project, the country's eight microfinance institutions (MFI) signed a Memorandum of Understanding, thus making a commitment to achieving financial sustainability and transparency, as well as following optimal microfinance practices. Last year, all the institutions took part in the training of loan officers and now the five MFIs of group 1 are receiving technical assistance in specific areas such as accounting procedures, governance and information system development.

The MFIs' improved performance and, the fact that the sector as a whole is smoothly self is an indication that the support provided by two PlaNet Finance Brasil consultants is already having a significant impact.

Lucia Passos
President of FAM-F



Conceição Faheina and loan officers

Field Perspective

MFIs in Cape Verde require capacity building in areas such as: funding strategy, institutional strengthening, methodology implementation, training, new products, marketing policies development and strategic planning.

The visit of MFI' managers to Brazilian microfinance programs and the training of 8 MFIs in November 2008 were appreciated by all participants.

The next challenge will be to convince the Cape Verde Government of the importance of improving microfinance's current legal framework, in order to increase the quantity of microfinance services directed to the unbanked population.

Conceição Faheina
Senior Consultant, PlaNet Finance Brasil

Achievements in 2008 in MENA

- // 32 programs in 10 countries
- // 25 partner microfinance institutions serving more than 820,500 microentrepreneurs
- // 1,127 professionals trained
- // 33 permanent staff in 5 offices



1. Consulting and Technical Assistance

In 2008, PlaNet Finance Advisory Services ran 13 programs with 10 partner microfinance institutions (MFI). Three of these programs are described below:

Country: **MOROCCO**
 Project: **Downscaling Study and Implementation: BMCE Bank**
 Expertise/ Description: Feasibility study / The aim of the project is to evaluate the creation of a service company to finance informal and semi formal SMEs.
 Impact: BMCE Bank has been given a tailored toolkit that could be used for the implementation of such a company.
 Financing: BMCE Bank

Country: **SULTANATE OF OMAN**
 Project: **Feasibility Study in Oman**
 Expertise/ Description: Greenfield / PFAS is working with the Ministry of Social Development to create a microfinance program establishing the first microfinance institution in Oman.
 Impact: After this feasibility study, 3 associations were selected to start microfinance activities.
 Financing: Mr. Umesh Khimji (CEO of Ajit Khimji Group), Mr. Al Barwani (CEO of MB Petroleum) and Mr. Samir Fancy

Country: **PALESTINIAN TERRITORIES**
 Project: **Improve Prospects for Palestinian Microentrepreneurs**
 Expertise/ Description: Upgrading / PFAS has launched a three-year project to develop the microfinance sector in the Palestinian Territories, providing training and technical assistance to build the sector's infrastructure, reinforce MFIs, and improve microenterprises.
 Impact: PlaNet Finance has provided training and technical support to 9 Palestinian MFIs.
 Financing: European Union, Portland Trust, Abdul Aziz Al Ghurair, Evens Foundation

2. Microfinance Plus

In 2008, PlaNet Finance Advisory Services ran 12 Microfinance Plus programs with 13 partner microfinance institutions. One of these programs is detailed below:

Country: **MOROCCO**
 Project: **Sector Strengthening: Access to Employment for the Underprivileged Youth**
 Expertise/ Description: MF+ Education / The aim of this project is to fight unemployment and social exclusion.
 Impact: Over the course of this program, two orientation and professional insertion centers were put in place and 100 young people were advised on job-searching methods or the creation of their own microenterprise.
 Microfinance Partners: Heure Joyeuse (Casablanca), Darna (Tanger).
 Financing: European Union, Accor Group, Moroccan Ministry for Social Development

3. Microfinance Sector Support

PlaNet Finance Advisory Services launched 7 programs in the area of microfinance sector support. The following is an example:

Country: **EGYPT**
 Project: **Design and Implementation of an Information Sharing System for MFIs (Credit Bureau)**
 Expertise / Description: Credit Bureau / As a result of this project Egyptian MFIs will be able to exchange information on MFI beneficiaries to avoid over indebtedness and reduce risks.
 Impact: MFIs will benefit from an integrated automatic tool that will enable them to better evaluate the credit-worthiness of their clients
 Financing: French / Egyptian Cooperation agreement

A Project Highlight in MENA

Program type: Consulting / Upgrading

Country: Palestinian Territories

Program: Two-tiered technical assistance to 5 Palestinian MFIs

Partners: Arab Center for Agricultural Development (ACAD), Palestinian Businesswomen Association (ASALA), Cooperative Housing Foundation (CHF), Palestinian Territories Credit and Development (FATEN), Young Men Christian Association (YMCA), Reef Finance Co(REEF).

Financing: Luxembourg Cooperation

Context

Since the beginning of the second Intifada in 2000, the Palestinian Territories have become increasingly impoverished. Moreover, within the context of the current economic crisis, Palestinian MFIs have experienced sharp financial losses and have been forced to drastically curtail their operations, resulting in a near total shut-down of the microfinance sector. In this context, the informal sector and microenterprises have played an important role in the recovery process of the Palestinian economy; thus, it is essential to strengthen and continue to develop the microfinance sector.

Objective

The main objective is to provide tailored technical assistance to Palestinian microfinance institutions, concentrating on specific programs related to the development of microfinance methodologies in conflict areas to help the institutions reach operational and financial self-sustainability.

Committed Partners

This project is implemented in the West Bank in collaboration with the following microfinance institutions: ACAD, CHF, FATEN, YMCA. In 2009, PlaNet Finance will add a new partner: REEF.

Main Activities:

The main activities are:

- To provide specific technical assistance programs responding to the individual needs of five local microfinance institutions.
- To develop, jointly with the microfinance institutions, appropriate methodologies to respond to situations of conflict and crisis.

Results

In 2008, PlaNet Finance worked with five local institutions. Tremendous results were achieved in these institutions in terms of design and implementation of operational, financial, human resources and internal control policies and procedures. Highlights included: a strategic planning workshop with ACAD in collaboration with Ernst & Young. This activity was one of 2008's milestones and has increased both local partner's and PlaNet Finance's local team's capacity. New products were developed and implemented with ASALA. They were deemed highly satisfactory by the end beneficiaries as they addressed previously expressed needs, such as emergency loans.

The relationship between ACAD and PlaNet Finance was built on the basis of mutual understanding and will seek to exchange expertise as well as to collaborate in planning activities, while preserving the independence of each party with no interference in each others internal affairs.

From the beginning, the domains of intervention were clear to both parties. The yearly action plans, over a period of 3 years, were designed according to the needs and priorities of ACAD in accordance with the executive management's vision of the institution. This has allowed ACAD to benefit to the maximum from the services provided by PlaNet Finance.

I believe that the methodology of this project is very suitable for ACAD, as it is based on its needs, in accordance with its management's vision. It allows for the expert to know the institution better from the inside and open channels of communication with all the staff and not only with its management.

This project is important to ACAD as it is relatively long and gives it time to implement the plans and train the staff. In addition, the length of the program and its breakdown into activities has the benefit of not greatly disturbing its daily operational work. Its importance stems also from the timing, as ACAD is transforming from an NGO into a MFI.

One of the most useful activities conducted for ACAD was the strategic planning workshop. Strategic planning comes at an opportune time, when the Microfinance industry in Palestinian Territories is witnessing developments in its expansion and its legal framework.

Samir Barghouthi,
General Manager, ACAD



Microfinance expert Hani Tahhan (on the right) and Ernst and Young consultant Pascal Bornet (2nd from left on top) with ACAD board of directors and key management staff in strategic workshop.

Field Perspective

I started working with PlaNet Finance a year ago on this project. The project placed an emphasis on helping five MFIs reach operational and financial sustainability as well as continuing operations during periods of crisis.

In 2008 the partnership between PlaNet Finance and the MFIs succeeded in:

- Helping Palestinian MFIs understand that over the long term, building strong institutional infrastructures is vital;
- Accomplishing the following objectives: develop credit policies and procedures, create portfolio management techniques and develop incentive systems.

I hope to transfer better practices to all MFIs and I would like to thank my colleagues for their good work enthusiasm when dealing with our clients. I am truly proud to be a member of this team.

Feirouz Mourad
Consultant, PlaNet Finance Palestinian Territories

Achievements in 2008 in Asia

- // 18 programs in 11 countries
- // 104 partner microfinance institutions serving more than 2.1 million microentrepreneurs
- // 955 professional trained
- // 22 permanent staff in 4 offices



1. Consulting and Technical Assistance

In 2008, PlaNet Finance Advisory Services ran 9 programs with 30 partner microfinance institutions. Two of these programs are described below:

Country: **PHILIPPINES**
Project: **Supporting the CARD- MRI Annual Assessment/ Business Planning Workshop**
Expertise/ Description: Upgrading / PlaNet Finance assisted CARD-MRI in providing technical input for the crafting of CARD-MRI's 2009 business plan and targets.
Microfinance Partner: Center for Agriculture and Rural Development – Mutually Reinforcing Institutions (CARD-MRI)
Financing: CARD-MRI

Country: **NEPAL**
Project: **SMELink: Bridging Euro-Asian Market**
Expertise/ Description: Upgrading / PlaNet Finance is using its expertise in SME development to build capacity and strengthen the commercial sector by providing professional services and support to promising SMEs over a three-year period.
Project Partners: Federation of Women Entrepreneurs Association of Nepal (FWEAN), Federation of Handicraft Associations of Nepal (FHAN), Dastkari Haat Samiti (DHS, India), Samastha Lanka Praja Sanwardana Mandalay (SLPSM, Sri Lanka).
Financing: European Commission

2. Microfinance Plus

In 2008, PlaNet Finance Advisory Services ran 7 Microfinance Plus programs with 14 partner microfinance institutions. The following is an example of this type of project:

Country: **CHINA**
Project: **Microfinance & Renewable Energy, Tongwei**
Expertise/ Description: MF+ Environment / This project promotes the use of microfinance in order to increase access to renewable energy, like biogas, in rural areas. A financing scheme was developed to allow the local population to invest in biogas installations, resulting in a significant decrease in energy and kerosene spending.
Impact: Tongwei farmers have access to a financing scheme to invest in biogas installations.
Microfinance Partners: Tongwei Rural Development Association (TWRDA), China Rural Technology Development Center (CRTDC), Tongwei Science & Technology Bureau (TSTB) and the Ministry of Science & Technology (MOST).
Financing: European Commission, Areva and Suez

3. Microfinance Sector Support

PlaNet Finance Advisory Services launched 2 programs in this area, one of which is described below:

Country: **INDIA**
Project: **Microfinance and New Technologies Summit**
Expertise / Description: Sector Awareness / PlaNet Finance and the Nasscom Foundation brought together MFIs and microfinance practitioners, Information and Communication Technology (ICT) providers, regulatory authorities, donors and public agencies in order to raise awareness on ICT solutions and their impact within the microfinance industry.
Project Partners: More than 70 international and Indian panelists (Grameen Capital India, Kuyasa, IBM, Octopus Microfinance, FINO...).
Financing: Sogeti, Aria, BMR Advisors, InfrasoftTech, Yes Bank, Nabard, Nucleus Software, Sify, Nasscom Foundation, Microfinance Insights

A Project Highlight in Asia

Program type: Consulting / Downscaling

Country: China

Program: Consulting Services to Commercial Banks & Financial Institutions: Technical Assistance for Harbin Bank's Small Loan Activity

Financing: Harbin Bank

Context

Harbin Bank (HB) was established in February 1997. It is the only local joint-stock commercial bank in Harbin. It has 19 branches, 119 agencies, and more than 1700 employees. At the end of 2008, HB's total assets reached EUR 10 billion, deposits amounted to EUR 3.47M. After two years of microcredit activities, HB requested technical assistance from PlaNet Finance to increase their knowledge of design procedures, develop products and train its staff.

Objective

The project started in June 2007 with the following objectives:

- To help HB reach at least 20,000 microfinance clients in three years;
- To help increase HB's microfinance portfolio to RMB 1 billion, thus ensuring strong portfolio performance and positive revenue growth.

PlaNet Finance Advisory Services performed the following:

- An update of the assessment conducted in 2005 and a diagnosis on current microcredit operations and strategy;
- Draft of an action plan for its microfinance operations to include staff capacity development, product refinement, adaptation of risk management tools, improved internal organization and optimal use of information technology;
- Technical assistance through the capacity building of microfinance staff. This includes mentoring and continuous coaching of loan officers and training of personnel to become future microfinance trainers;
- Review and recommendations on current Management and Information System.

Results

Over 400,000 farmers, 12,000 unemployed people and 7,000 microenterprises have acquired loans from the Harbin Bank.

The development of the microcredit business has diversified the bank's credit risks, enriched its asset structure, fostered new sources of profit growth, and developed new client groups. Microcredit is gradually becoming a foundation in the bank's future development, and has shown strong vitality and extensive market prospect.

Following the rapid development of the international microfinance sector, several Chinese financial institutions have finally incorporated microfinance as one of their components.

In its own words, Harbin Bank upholds the principle of working towards 'Inclusive Finance and Harmonious Enrichment'. Harbin Bank has actively developed partnerships with international first-class microfinance institutions including PlaNet Finance to enhance its microfinance management capabilities while also providing a new model for other banks in China.

In 2005, PlaNet Finance started with an initial diagnosis of Harbin Bank's activities. Two years later, PlaNet Finance developed its downscaling program. As a practitioner and pioneer in the field of microfinance in China, Harbin Bank is pleased to collaborate with international microfinance institutions on various levels and in diverse fields, with the stated purpose of exploring China's and the world's microfinance markets, and establishing mutually beneficial partnerships.

Zhiwen Guo

Board Chairman, Harbin Bank, China

Mr Zhiwen Guo, and Jacques Attali, signing a 3-year cooperation agreement for a downscaling project



Field Perspective

Harbin Bank aims to become the leading microfinance bank in China. The bank's commitment to microfinance, and its passion for excellence are inspirations to PlaNet Finance's project team in Harbin.

Over the past two years, PlaNet Finance has introduced microfinance methodologies grounded in international best practices to Harbin Bank. It has also worked closely with the bank to adapt these methodologies to local conditions, taking into account the rich culture of the Chinese people, the distinct characteristics of the market and regulatory environment in China, and the experiences of Harbin Bank itself.

Today, HB is recognized as one of the major microfinance institutions in China. In order to further enhance HB's competitive advantage and build its image as the leading microfinance bank in China, PF and the bank will continue to develop new microcredit products and lending procedures; develop a standard model for bank lending to micro and small enterprises that other banks in China can emulate; and formulate benchmarks for appraising the performance of microfinance banks in China.

Hundreds of millions of micro and small entrepreneurs in China remain beyond the reach of the country's formal financial institutions. Building Harbin Bank's capacity and improving its efficiency as a microfinance bank will be one of PF's major contributions toward improving the microfinance sector in China.

Raïke Quinones,
Senior consultant, PlaNet Finance China

Achievements in 2008 in Latin America



- // 18 programs in 8 countries
- // 20 partner microfinance institutions serving more than 182,000 microentrepreneurs
- // 110 professionals trained
- // 37 permanent local staff in 4 offices

1. Consulting and Technical Assistance

In 2008, PlaNet Finance Advisory Services ran 12 programs with 12 partner microfinance institutions. Three of these programs are described below:

Country: **ARGENTINA**
Project: **Downscaling Program**
Expertise/ Description: Downscaling / PlaNet Finance assisted Compañía Financiera Argentina, a member of AIG Consumer Finance Group, with the definition of their economic model and the implementation of microfinance best practices in order to develop financial services for the non-banked segment of the population. This program was a pilot for AIG group's evolution in the microfinance sector.

Microfinance Partners: Compañía Financiera Argentina
Financing: AIG Consumer Finance Group

Country: **MEXICO**
Project: **Consulting Services to MFI: Credit Process and Human Resources Redesign for FINORTE**
Expertise/ Description: Upgrading / PlaNet Finance gave technical support to FINORTE for institutional capacity strengthening, which involved recruitment and training in human resources, management and reviewing of the establishment of various FINORTE branches.

Impact: The business plan and a new human resources organizational chart were designed

Microfinance Partners: FINORTE
Financing: FINORTE

Country: **BRAZIL**
Project: **Banco do Povo, Santo André**
Expertise/ Description: Upgrading / The project enabled the institution to strengthen, and to improve and standardize its operations through training in strategic planning and governance.

Impact: A market study and an institutional diagnostic were conducted to determine the market segmentation and the principal problem faced by the institution

Microfinance Partners: Conecta Finanças
Financing: Oxfam-Novib

2. Microfinance Plus

In 2008, PlaNet Finance Advisory Services ran 6 Microfinance Plus programs with 18 partner microfinance institutions. The following is an example of this type of project:

Country: **COLOMBIA**
Project: **CALI Project**
Expertise/ Description: MF+ Education / The CALI project, which aims to facilitate the economic insertion of female refugees in Colombia, improved the living conditions of 150 women, including victims of forced displacement. Women benefitting from this help then, themselves, facilitate actions aimed at helping the displaced population.

Microfinance partner: Foundation ALVARALICE, Foundation PAZ Y BIEN, Universidad del Valle, Carrefour Colombia, United Nations, High Commissioner for Refugees (UNHCR).

Financing: EU / Carrefour Foundation

A Project Highlight in Latin America

Program type: Consulting / Upgrading

Country: Belize

Program: Implementation of a microcredit line and capacity building of a Credit Union aimed at creating and strengthening microenterprises in the banana producing area

Partners: Toledo Teachers Credit Union, Belize Enterprise for Sustainable Technology

Financing: European Union

Context

The Banana Belt is located in the South-East of Belize and its inhabitants mostly live from the production and exportation of bananas. As preferential exportation policies to Europe are coming to an end, it is now necessary to provide banana producers with the means to develop new agricultural and non agricultural sources of income. The subsidies given by the European Union aim at helping them to create and resume new income generating activities and to reinforce the existing ones.

Objectives

- Strengthen and diversify banana farmers' income generating activities;
- Improve Toledo Teachers Credit Union's (TTCU) operations;
- Implement a microcredit program adapted to the needs of the targeted population.

Partners

PlaNet Finance's Technical Assistance program relies on a close collaboration with TTCU, which is granting loans to the targeted population, Belize Enterprise for Sustainable Technology (BEST), which is responsible for microentrepreneurs' training and technical assistance in the creation and strengthening of their activities.

PlaNet Finance México's main activities:

- Market study to detect needs and assess the microcredit supply in the area; TTCU's diagnosis and business plan;
- Elaboration of rules and operating procedures for microcredit products;
- Capacity building of the operational staff in the TTCU microfinance program: training and coaching of loan officers to improve their techniques and performances in the overall process;
- Capacity building of management and executive organs of the TTCU: training in financial forecasting, risk management and corporate governance;
- Follow-up of loan disbursement, evaluation of the portfolio's quality and the credit line performance;
- Coordination and supervision of the trainings given by the partner BEST;
- Evaluation of the demand for new products, such as housing loans and micro-insurance;
- Impact study of the program.

Results

- Disbursement of 200 microcredits between July and December 2008;
- Training of 150 microentrepreneurs;
- Improvement of TTCU portfolio's quality;
- Institutional strengthening of TTCU at both operative and management levels;
- Design of new financial and non financial products for TTCU.

What are the objectives of the EU Banana Support Program and how is it linked to microfinance?

The 2 objectives of the Banana Support Program are to make the Belizean banana industry more competitive by improving its agricultural practices, and to reduce poverty in the banana producing areas, by helping the banana workers to develop other means of income. Microfinance is a key factor in diversifying the communities' sources of income and reducing their dependence on the banana industry.

What is your perception of the role of PlaNet Finance in the improvement of the microfinance sector?

PlaNet Finance offers a different perspective to that of the credit unions: new techniques, efficient tools, and capacity building at all levels for Toledo Teachers Credit Union (TTCU). Although the perception of TTCU was already very positive in the region, PlaNet Finance's methodology permitted to adjust its services to the real needs of the population. Besides, the combination of various Belizean organizations' competencies helped to complete a successful project with long term perspectives. This initiative is a very good start, and it should be replicated throughout the country.

Isabelle Gayot

EU Banana Support Program
Director in Belize



Field Perspective

Although some credit unions have been providing financial services for more than 60 years, the microfinance sector in Belize is still very weak, especially in regards to supervision and networking: there is no specific regulation for microfinance institutions, and no credit bureau. The 13 credit unions present in Belize are reaching almost a third of the population with a varied supply of credit and savings products, but TTCU is the only institution that provides loans to microentrepreneurs without requiring savings. As the banana workers are becoming aware of their fragility in view of the fluctuation in prices, they need flexible procedures to receive loans and invest in other income-generating activities. The program was very well accepted in the Banana Belt, and we really hope we can replicate it in other regions that are similarly affected, like the sugar cane producing area in the North of the country.

Eliane Augareils

Project Manager, PlaNet Finance México

RESSOURCES



Winners of the “International Microfinance Awards”, Paris, October 28th 2008

In the category Education, the prize was awarded to Enaiat Abdel Aziz Merghany Shawkat (Egypt), client of the Microfinance Institution (MFI) Alexandria Business Association

- In the category Health, the prize was awarded to Luc Sotima Yoro Tante (Benin) client of the MFI Vital Finance
- In the category Environment, prizes were awarded to Maroine Mergheni (France) supported by Créo-ADAM Aulnay-sous-Bois (Program “Entreprendre en Banlieue”) and Ambia Khatun (Bangladesh), client of the MFI Grameen Shakti
- In the category Innovation, the prize was awarded to Elimane Drame (Senegal) client of the MFI IMCEC Casamance
- In the category New Technologies, prizes were awarded to Alain Kaplan (France) supported by Créo-ADAM Sevran (Program “Entreprendre en Banlieue”) and Luo Chaoshuang (China), client of the Harbin Bank DAZHI Branch
- In the category Women, the prize was awarded to Liu Qinghe (China) client of the MFI TRDWA

Financial Report

The following data represents all the activities of PlaNet Finance Advisory Services's offices, whether they have the status of subsidiary or independent association. It is not meant to represent audited accounts, but to provide information about the budget of advisory service activities of PlaNet Finance.

2008 Key Figures

In 2008, the average annual project budget was approximately of EUR 64K, with a substantial difference between the largest project (EUR 1 200K for the Mobile Banking project) and the smallest (EUR 5K Microfinance and Tourism project in Benin). The team per project ratio was of 1.3 persons, with an increase of 18% compared to 2007 when PlaNet Finance Advisory Services counted 130 consultants. PFAS' 2008 total budget was EUR 7,910K, which includes EUR 7,088K of public and private donations allocated for projects and EUR 822K of non-earmarked private donations.

Distribution of PFAS Budget per Business Line

The Consulting and "Microfinance Plus" (health, environment and education) programs budgets were nearly equally represented during 2008 at 44% of the overall budget. "Microfinance Sector Support" activities accounted for a smaller part of PFAS activities, due in part to the difficulty in finding financing and the lower number of offers.

Distribution of PFAS Budget per Geographical Area

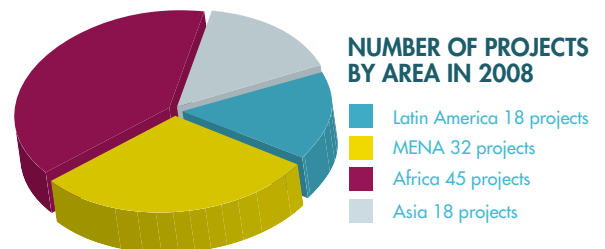
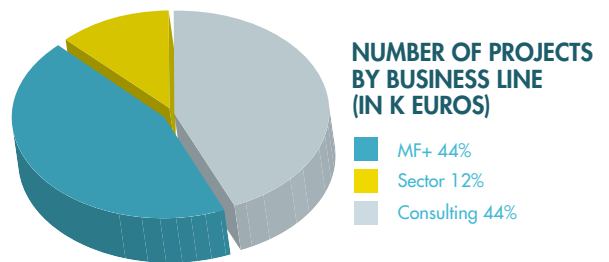
PlaNet Finance Advisory Services' offices are active on all continents with a majority of project in Africa. In 2009 PFAS will seek to strengthen even more its activities in Asia.

Budget per Country Office

The 16 offices presented in this table have an annual budget of more than EUR 100K. The 2 remaining offices, India and Israel, were still in the creation process.



2008 KEY FIGURES	
Total PFAS Network Staff	160
Number of Offices	18
Number of Projects	113
Total Budget	EUR 7,910K

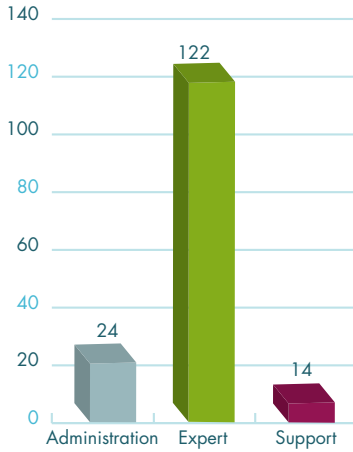
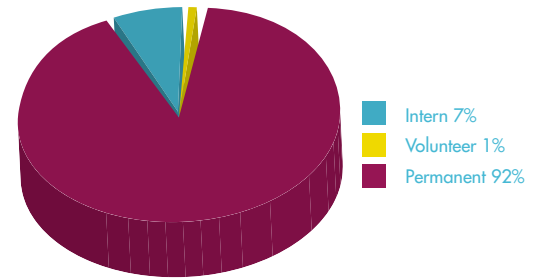


COUNTRIES	2008 PROJECTS' TOTAL BUDGET (EUR)
PFAS HQ	1,013,707
Morocco	868,264
Argentina	750,000
Madagascar	637,952
Brazil	593,583
Palestinian Territories	550,000
China	425,775
Senegal	372,010
South Africa	355,000
Colombia	349,620
Mexico	323,483
Benin	187,799
Nepal	168,552
UAE	147,250
Philippines	130,500
Egypt	109,800
Other	105,500

Human Resources

Category distribution

At the end of 2008, PlaNet Finance Advisory Services (PFAS) employed 160 staff members: 146 permanent employees, 12 interns and 2 volunteers.

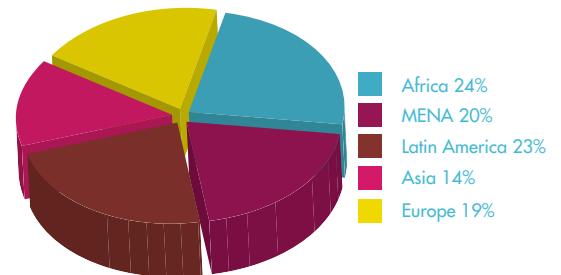


Out of 160 employees, 122 worked as experts on PlaNet Finance Advisory Services' programs. 24 people were employed in the administrative and financial services with an overall aim of ensuring transparency and a strict control over expenditures.

Support services accounted for 14 employees (communication and fundraising, IT and secretariat), who are mainly based out of the Paris Head Office.

Geographic distribution

PlaNet Finance Advisory Services has a strong international presence with 90% of its staff working in the field, outside of the Paris Head Office. It reflects the decentralized nature of the organization and its closeness to the local microfinance sectors and their clients. 40 nationalities are represented among the staff in France and in the international offices. The average staff of an office is of 7.8 persons.



Training and career evolution

PFAS is committed to the development of its employees' skills and competencies. For the last few years, the "Young Consultant" program has been offering career opportunities to young staff members to acquire on-site experience.

Through PlaNet University and its training center, PFAS offers every month various technical topics and subjects on microfinance, as well as the opportunity for its own staff to catch up on the latest trends and developments in the sector. These training facilities, among which some are open to the public, are designed to strengthen the staff's technical capacities and provide a communication platform, thus enabling the spread of knowledge both inside and outside the organization.

Moreover, the Annual Strategic Seminar was organized in December 2008 to allow all the office Directors and Department Heads to meet together, to share their experiences and to follow up on specific trainings. In 2008, PlaNet Finance's HQ teams received trainings for a total equivalent of 1,000 man-days.

Equal opportunity employer

PlaNet Finance is an equal opportunity organization and is committed to hiring high profile candidates regardless of race, gender, age and nationality. The gender ratio is generally balanced, with 53% of female employees, as of December 31, 2008.

Regional Coordinators



**Clémence
DOUMENC-AIDARA**

Clémence is specialist in project development and management. She joined PlaNet Finance in January 2007.

Before joining PlaNet Finance, Clémence worked in Africa and Latin America with national and international Non-Governmental Organizations. Clémence is currently the **Regional Coordinator for Western Africa**.



Mohamed MAAROUF

Mohamed is senior Consultant in microfinance specialized in the development of new products and in market and impact studies.

Mohamed is the first President of Development Gateway Morocco. He is currently the **Regional Coordinator for MENA and Director of PFAS in Morocco**.



Ron BEVACQUA

Ron began his career as a specialist in the political economy of East Asian development. He worked for ten years as chief economist for Merrill Lynch Japan and Commerz Securities Japan. Ron is currently the **Regional Coordinator for South-East Asia and Director of PFAS for Japan and the Philippines**.



Alexandre DARZÉ

Alexandre joined PlaNet Finance in October 2008. He has 9 years of experience in development finance, notably in projects involving the increase of the supply of financial services in the Brazilian market. Alexandre is currently the **Regional Coordinator for Latin America and Director of PFAS Brasil** and supports the development of microfinance institutions' project.

Business Line Managers

An important part of PFAS activities is managed by the 10 Business Line Managers.

Some information about two of them:



Christian SINOBAS

Christian is a consultant in individual lending risk, Bank downscaling, evaluation of MFIs and MFIs upscaling programs. He worked as an analyst for JPMorgan before joining PlaNet Finance.

He is currently the **Downscaling Manager** notably in charge of the Harbin Bank project, and **Country Director for Switzerland**.



Delphine BAZALGETTE

Delphine specializes in microfinance consulting (business planning, diagnostics and needs assessment, investment-related services, studies) and has been mostly working with MFIs and microfinance-related stakeholders in Africa and Middle East. She is currently the **Upscaling Manager, and Country Director for Germany**.

Experts

For the implementation of projects, Regional Coordinators, Business Line Managers and local offices' Directors can rely on the support of 122 technical experts, among whom the two experts presented hereunder.



Connie G. HINA

Connie has 17 years of experience as a development management practitioner, including 14 years in microfinance. As the previous director of the Philippines' National Anti-Poverty Commission Microfinance Unit in the Office of the President, Connie was actively involved in the development of the Philippines national microfinance policy. She is currently **Regional technical advisor for the Philippines**.



Amadou BA

Amadou is a microfinance consultant. He was successively project director for the Bank of international trade and industry in Senegal, in charge of project implementation, economic studies and later assistant for the workshop of the University of Nice (France). **Amadou is currently working on the implementation of a microfinance bank in Gabon (Gamifi)**.

2008 Public Partners

Throughout the past year, PlaNet Finance has carried out projects across the globe thanks to the financial support of numerous financial backers, both multilateral and bilateral, and development agencies. Thanks to their actions and their financial aid, PlaNet Finance has, for the tenth consecutive year, been able to effectively and concretely achieve its stated mission of reducing poverty.

PlaNet Finance's main sponsors and donors are as follows:

- Caisse des Dépôts et Consignations (CDC)
- European Commission
- French Ministry of Foreign Affairs via Services for Cooperation and Cultural Action (SCAC)
- Luxembourg Cooperation
- Milan Town Council
- Millennium Challenge Account (MCA), (in Madagascar and Cape Verde)
- Monaco Cooperation
- World Bank and International Financial Corporation
- FMO (Netherland Development Finance Company)

Other organizations supporting PlaNet Finance through its network:

- Belgian Technical Cooperation
- Caisse de Dépôts et de Gestion (CDG), Morocco
- CARD-MRI (Center for Agriculture and Rural Development – Mutually Reinforcing Institutions)
- Casablanca's prefectural council, Morocco
- CRDTA (Collective for Research and Training on Development-Action) Social development agency (ADS), Morocco
- Danish Cooperation (DANIDA)
- District d'Abidjan, Côte d'Ivoire
- Dutch Cooperation
- French Embassy, Egypt
- French Embassy, Senegal
- French Environment and Energy Management Agency (ADEME)
- German Technical Cooperation (GTZ)
- Ile-de-France Region, France
- International Labor Organization
- Microfinance Initiative Liechtenstein
- Ministry of economy, finance, budget and privatization, Gabon
- Ministry of finance, Egypt
- Ministry of Health, Morocco
- Ministry of Mines, Energy, Oil and Hydraulic Resources, Gabon
- National Fund of Tourism development and promotion (FNDTP), Benin
- National Office of Fisheries Morocco (ONP)
- Netherlands Organization for International Development Cooperation
- Oxfam-Novib
- Prefecture of Casablanca, Morocco
- Programme Concerté, Morocco (PCM)
- Social Fund for Development, (SFD), Egypt
- The global fund to fight AIDS, tuberculosis and malaria
- United Nations Development Program (UNPD)
- United Nation Relief and Works Agency for Palestine Refugees in the Near East, UNRWA)

PlaNet Finance is also an active member of professional microfinance organizations, among them:

- Belgian Platform for Microfinance
- CGAP microinsurance group
- Coordination Sud
- European Microfinance Platform (EMP)
- French microfinance network (RFM)
- Luxembourg Fund Labelling Agency (LuxFLAG)

PlaNet Finance Advisory Services is also working with the following networks of microfinance institutions

- China Association of Microfinance (CAM)
- Egyptian microfinance network (EMFN)

2008 Private Partners

In 2008, PlaNet Finance reinforced its ties with the private sector and brought together a solid network of partners in order to finance numerous programs aiming to support microentrepreneurs throughout the world.

Microfinance is proving to be an innovative and durable solution for pioneering businesses looking to reinforce their Social Responsibility through concrete actions that directly impact populations. Thus, PlaNet Finance offers its private partners the chance to actively and effectively participate in the fight against poverty, and to establish microfinance as an important component of sustainable development.

PlaNet Finance offers its partner several ways to support its activities significantly:

- Direct financial support for the development of projects of microfinance;
- In-kind staff services;
- In-kind donations (software, etc.);
- Implementation of fundraising operations within the scope of their activity (employee, partners, customers, suppliers, etc.)

1. "Premium" partners undertake to commit at least EUR 200,000 per year for a minimum duration of 3 years in financial and in-kind support.

- Accenture (2009)
- Ernst & Young
- sanofi-aventis
- Altavia
- GDF SUEZ
- Sogeti
- Bill and Melinda Gates Foundation
- Orange Foundation
- SAP (2009)

2. "Associate" partners contribute to PlaNet Finance projects for an annual amount of more than EUR 50,000 per year over 3 years in financial and /or in kind support.

- Areva Foundation
- Evens Foundation
- Pepsico Intl MEA
- BMCE Bank
- HSBC
- Pernod Ricard
- Bombardier Transportation
- La Poste
- Publicis
- Damas
- Lenovo
- Deloitte
- Microsoft

3. "Project" partners are involved in specific projects

- Abraaj Capital
- Copap
- MB Petroleum
- Accor
- Crédit Agricole (CASD)
- Mérieux Foundation
- Agence Elan
- Crédit Agricole du Maroc
- Merrill Lynch Japan
- American International Group (AIG)
- Development Gateway Foundation
- Microsoft Unlimited Potential
- Araxxe
- Directours
- Natixis Asset Management
- Asian Development Bank Institute
- E-Citizen
- Nefective Technology
- Axa
- Etam Foundation
- Pfizer (2009)
- Baker Botts
- Euroclear
- PGA
- Blue Advertainment
- Février ISR
- Portland Trust
- BNP Paribas
- Gulf Holdings
- P2P Consultants
- Caisse d'Épargne
- Harbin Bank
- Schüssen Müller
- Carrefour Foundation
- Hewlett-Packard
- Toyota Tsusho
- Charitic
- Land O Lakes, Inc.
- VeoSearch
- Citigroup
- Linescort
- UWI /Citi Foundation
- Maltem Consulting
- Vivéo

Many donors generously support PlaNet Finance on an individual basis, including: Mr. Alexandre Allard, Mr. Abdul Aziz Al Ghurair, Mrs. Corinne Evens, Mr. Samir Fancy, Mr. Umesh Khimji, Mrs. Anne-Claire Taittinger.

GOVERNANCE



Arnaud Ventura, Vice-President of PlaNet Finance and Jacques Attali, President of PlaNet Finance Members of PlaNet Finance Advisory Services Supervisory Committee

Governance and Management Staff

Like all activities of the PlaNet Finance Group, PlaNet Finance Advisory Services has its own governance structure, which includes a decision-making body, the Executive Committee, and a monitoring body, the Supervisory Committee, which are described hereafter:

PlaNet Finance Advisory Services Executive Committee

The Executive Committee meets every week to discuss operation development, network management and technical coordination.

It consists of 3 permanent members:

- **Minh-Huy Lai, Chief Operating Officer**, supervises overall network and technical assistance activities. He is also directly in charge of some key strategic projects.
- **Ivana Damjanov, Deputy Operating Officer**, is in charge of all technical questions. She provides validation and quality control of deliverables. She manages and coordinates all of Paris' and the Northern Countries offices' technical assistance staff.
- **Adrien Champey, Operations Support Manager**, is in charge of Network Coordination. He deals with management support and organization-linked requests coming from the PlaNet Finance Advisory Services' international offices.

PlaNet Finance Advisory Services Supervisory Committee

This Committee validates key strategic decisions and monitors the operating results and budgets. It meets once a month and consists of the following key persons:

- **Jacques Attali**, President of PlaNet Finance
- **Arnaud Ventura**, Vice-President of PlaNet Finance
- **Sébastien Duquet**, Managing Director of PlaNet Finance.

PlaNet Finance Advisory Services Country Directors

In order to develop its actions worldwide, PlaNet Finance relies on a network of 19 offices worldwide.

// AFRICA

- **Clémence Doumenc Aidara**, Western Africa Regional Director
- **Brice Mbemba Mbemba**, Senegal Director
- **Anicette Babadjide**, Benin Director
- **Mehdi Dutheil**, South Africa Director
- **Pascale Moreau**, Madagascar Director
- **Henri Plessers**, Democratic Republic of Congo Director

// MIDDLE EAST AND NORTH AFRICA

- **Dina Weinstein**, Israel Director (2009)
- **Mohamed Maarouf**, Morocco and North Africa Director
- **Carole Servièrè**, Egypt Director
- **Simon Boas**, Palestinian Territories Director (2009)
- **Claire Cabanel Rey**, UAE Director

// LATIN AMERICA

- **Santiago Espinal**, Colombia Director
- **Alexandre Darzé**, Brazil Director
- **Juan Navarrete**, Mexico Director
- **Daniel Higa**, Argentina Director (2009)

// ASIA

- **Ron Bevacqua**, South East Asia Director
- **Gabrielle Harris**, China Director
- **Thomas Pedroletti**, Nepal Director (2009)
- **Anna Somos Krishnan**, India Director

PFAS: a member of the PlaNet Finance Group

PlaNet Finance is a leading international non-profit organization with the mission to alleviate poverty through the development of microfinance, therefore increasing the unbanked and underbanked's access to financial services.

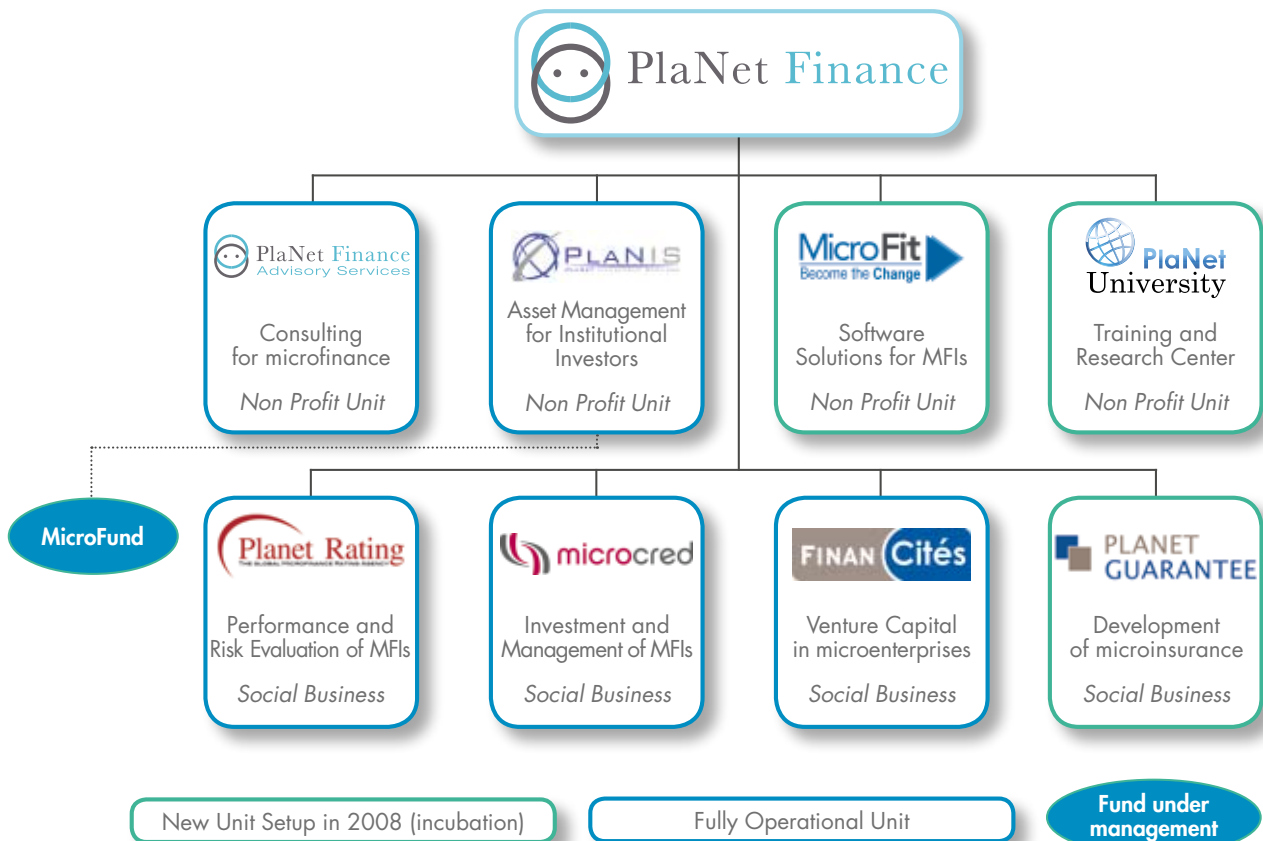
Over the past 10 years, PlaNet Finance has developed into a group of organizations (PlaNet Finance Group) providing a diverse set of services:

1. **Technical assistance and advisory services**, through **PlaNet Finance Advisory Services**;
2. **Investment Advisory Services** via **PlaNIS**, a business unit that advises and manages microfinance investment funds;
3. **Evaluation and rating services** via **Planet Rating**, a specialized microfinance rating company;
4. **The creation and management of new microfinance banks and non bank financial institutions**, via **MicroCred**, a microfinance investment company;
5. **Microinsurance services** via **PlaNet Guarantee**, a company specialized in the distribution of microinsurance products;
6. **Micro-Venture Capital** via **FinanCités**, a venture capital fund investing in very small enterprises, particularly in French poor suburbs;
7. **Software Solutions for microfinance actors** through **MicroFit**;
8. **Training and research in microfinance** through **PlaNet University**.

Key Figures 2008

- Consulting and expertise provided to 228 microfinance institutions and banks
- 96 rating missions
- Credit life microinsurance for 70,000 microentrepreneurs
- USD 114 million financing 56 microfinance institutions
- 4 MicroCred institutions with 21,000 clients
- Direct equity investment in 21 micro-enterprises in France by FinanCités
- 167 businesses and 245 jobs created in France
- 12 microfinance institutions equipped with a leading Software Solution
- More than 600 professionals trained through PlaNet University

Based in Paris, PlaNet Finance's international network holds activities in close to 80 countries around the world. PlaNet Finance brings together over 700 staff.



For more information on the PlaNet Finance Group: www.planetfinancegroup.org

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