



IFC's SME Banking Knowledge Guide

By Ghada O. Teima, Neil Philip Ramsden, Melina Laura Mirmulstein, IFC

IFC recently published, in partnership with the Governments of the Netherlands, Norway and Japan, a new guide to SME Banking – 'The SME Banking Knowledge Guide.' The guide is set in the context of ongoing interest on the part of the private sector in the Small and Medium (SME) sector, and explores, amongst other things, why SMEs represent important potential clients for banks and what challenges financiers have faced in the past in meeting their demands. It then goes on to set out some of the techniques successful SME banks have used to overcome these challenges, illustrating these points by showcasing examples from banks in both developing and developed markets.

This article provides a brief synopsis of the full report, which is available at <http://www.ifc.org/smebanking>.

HOW TO PROFITABLY SERVE THE SME MARKET

Can SMEs be banked profitably, and is the market today an attractive one? How do banks overcome the challenges and capture the opportunities offered by the SME segment, particularly in developing countries? What is the difference between SME lending and SME banking? How can banks successfully expand their SME banking operations?

This article is a synopsis of the [SME Banking Knowledge Guide](#) that addresses the previous questions by synthesizing IFC lessons learned and by outlining leading success factors for profitable SME banking operations. It provides practical steps that bankers in the developing world can follow to implement a robust SME banking strategy. Through detailed advice in this guide, IFC shows how financial services providers can profitably develop or expand their SME operations and increase access to financial services for these economically important SMEs.

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Measuring Access to Financial Services

By Nataliya Mylenko, CGAP

Financial inclusion—providing access to a broad range of financial services for all—has gained prominence in the past few years as a policy objective for national policymakers, multilateral institutions, and others in the development field. The United Nations designated 2005 the International Year of Microcredit, adopting the goal of building inclusive financial systems. In 2009, the G-20 committed "to support the safe and sound spread of new modes of financial service delivery capable of reaching the poor and, building on the example of micro finance, will scale up the successful models of small and medium-sized enterprise (SME) financing." Brazil, India, Malaysia and a number of other countries have adopted financial inclusion as a core policy objective and implemented initiatives to improve access to financial services in their countries.

[\(more on page 6\)](#)

PAYMENT SYSTEMS AND REMITTANCES

[The Decade's 12 Greatest Developments in Payments](#). Paying with Plastic author David S. Evans has compiled a list of the greatest developments in the payments business over the last decade. [\(more on page 7\)](#)

INCLUSIVE FINANCIAL SYSTEMS

[2009 Microscope Index](#). EIU-IFC-IADB index and global analysis of the microfinance business environment in 55 countries. [\(more on page 11\)](#)

NONBANK FINANCIAL INSTITUTIONS (LEASING, HOUSING FINANCE INSURANCE)

[International Housing Finance Program](#). Annual housing finance two-week program from The Wharton School of the University of Pennsylvania. [\(more on page 16\)](#)

CREDIT REPORTING & COLLATERAL REGISTRIES

[IFC, Swiss Government to expand access to Finance in Uzbekistan](#). International Finance Corporation (IFC) is partnering with the Swiss government in launching a three-year project. [\(more on page 18\)](#)

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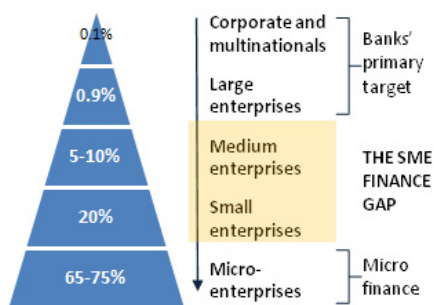
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THE OPPORTUNITY

Fostering a dynamic SME landscape is seen as a priority amongst economic development goals, in both developed and emerging economies. SMEs are a primary driver for job creation and GDP growth. They greatly contribute to economic diversification and social stability and they play an important role for private sector development. But SME development also represents a major and difficult challenge. SMEs typically face more severe constraints to growth than large companies, their lack of critical size resulting in reduced access to markets, skills, and capital.

TYPICAL BUSINESS LANDSCAPE IN EMERGING ECONOMIES



SMEs, particularly in developing (low- and medium-income¹) countries, have historically lacked access to financial products and services. Microfinance institutions have emerged to serve the smallest of these enterprises, while banking institutions have typically concentrated on large corporations. SMEs fall between these two markets where there is a finance gap commonly described as the “missing middle.” However, in recent years, this has begun to change. SME banking, as an industry, is growing. Banks are now demonstrating that the SME segment can be served profitably provided it is properly understood.

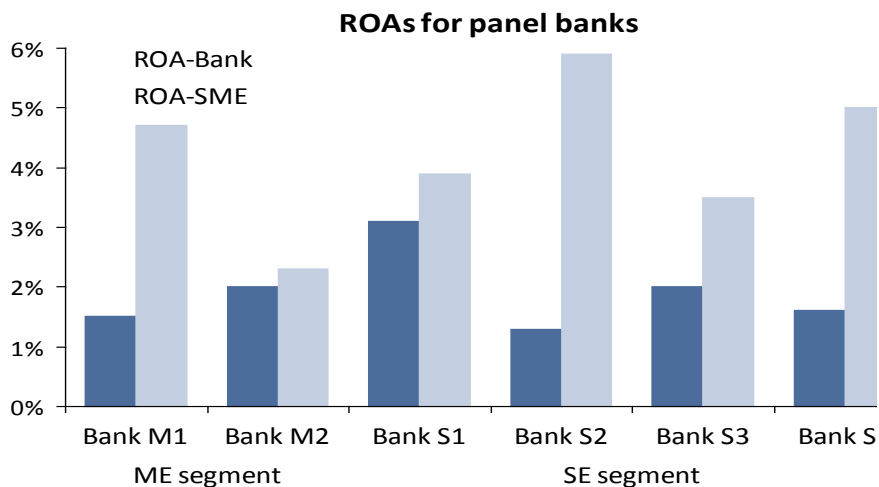
The SME market has been perceived in the past by banks as risky, costly, and difficult to serve. However, mounting evidence suggests that banks are finding effective solutions to challenges such as determining credit risk and lowering operating costs, and are profitably serving

the SME sector. For these banks, unmet SME demand for financial services has become an indicator of opportunity to expand their market share and increase profits.

Many banks now report that they perceive significant opportunities in the SME sector. Survey data from multiple studies show that rather than overlooking or avoiding the market, banks have begun to target SMEs as a profitable segment. For example, a recent survey of 91 banks in 45 developed and developing countries – Bank Financing for SMEs around the World² – found that these banks overwhelmingly perceived the SME sector as a large market with good prospects

Having developed a strategic focus on the sector and applied new banking models, banks are reporting income growth rates and returns on assets in SME banking that exceed those of their overall banking operations. Data collected in IFC’s 2007 study, ‘Benchmarking SME Banking Practices in OECD and Emerging Markets’ illustrate such cases of SME banking revenue generation and profitability. The study profiled 11 “good practice” banks from OECD and emerging markets, and received data, from a number of these banks, on income and ROAs for operations in the small enterprise (‘SE’) and medium enterprise (‘ME’) segments. The two figures below illustrate that SME banking operations for these banks have been growing rapidly and are profitable.

BENCHMARKING BANKS GENERALLY REPORT HIGHER ROAS FOR SME BANKING THAN FOR BANK OPERATIONS AS A WHOLE



Describing these trends, one bank explains, “SMEs represent 10 percent of our portfolio numbers, but they generate 50 percent of our banking income.”

ENGAGING THE SME MARKET

Banks looking to enter the market or expand their SME operations will be able to draw from the lessons of other banks’ experience to date. These lessons apply to operations in five strategic areas: (1) strategy, SME focus and execution capabilities; (2) market segmentation, products and services; (3) sales culture and delivery channels; (4) credit risk management; and (5) IT and MIS.

FIVE STRATEGIC AREAS FORM THE FOUNDATION FOR SME BANKING PERFORMANCE



Source: IFC SME Banking CHECK Diagnostic Toolkit

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Before putting these lessons to use, however, banks need to follow a process for market entry that begins with understanding the specific opportunity in the SME sector and ends with developing a strategy and implementation plan. Two tools that facilitate this process are a market assessment and an operational diagnostic. A market assessment is concerned with determining the size and nature of the opportunity as well as the competitive landscape. To identify strengths and weaknesses, and help lay out the implementation plan, banks can use an operational diagnostic such as IFC’s SME Banking CHECK Diagnostic Toolkit. The CHECK evaluates operations in the five strategic areas of SME banking.

following figure provides a condensed overview of the key activities within each stage of the banking value chain in the context of serving SMEs, i.e., the “SME banking value chain.”

STEPS TO EXCELLENCE

1- Understanding the SME Market

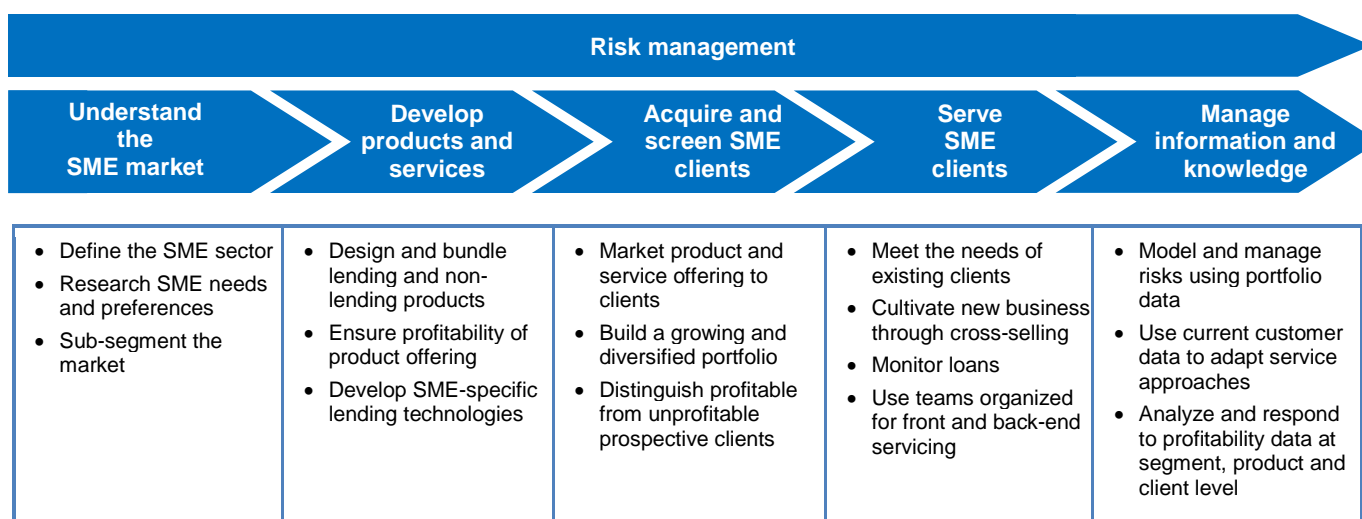
These banks that most effectively serve SMEs usually have a strategic focus on the sector at the highest levels of bank decision making. When senior management champions the strategic importance of the SME sector, banks are able to justify upfront investments in understanding it. For example, ICICI Bank (profiled in greater detail in the full report) determined that SMEs were central to the future of India’s economy, and to the bank. It strategically separated a banking unit with a mandate to

drive a business model to serve the small end of the SME spectrum in the United States. This model is one reason why Wells Fargo is now the number one small business lender in the country.

2- Developing Products and Services

Banks that are moving toward excellence in developing products and services for SMEs take different approaches, but seem to share the same attitude. Specifically, they tend to take a holistic view of the bank’s role in meeting the needs of the SME client, realizing that lending is only the tip of the iceberg in terms of what banks can offer. One of Australia’s top banks serving SMEs has successfully formalized this attitude in its “total customer value” model, whereby it assesses and can measure the complete value of its relationship with an SME client across all products and services. Similarly, ICICI

KEY ACTIVITIES AT EACH OF THE FIVE STAGES OF THE SME BANKING VALUE CHAIN



To frame the discussion of how banks approach the challenge of serving SMEs, we adopt a standard banking value chain framework consisting of five discrete stages and one cross-cutting task. The five stages of this banking value chain are (1) understanding the market, (2) developing products and services, (3) acquiring and screening clients, (4) serving clients, and (5) managing information and knowledge. Cutting across each of these five stages is the ongoing and critical task of risk management. At each stage of the value chain, there are actions and considerations particularly relevant to the SME sector. The

serve SMEs and subsequently invested heavily in understanding the industries where Indian SMEs were most present. It sorted through 165 industries to identify 12 priority industries at a national level. Then ICICI worked to develop deeper expertise in serving SMEs in these industries.

When Wells Fargo (also profiled in the full report) decided to focus on serving small business in the United States, it started by carefully learning from its current portfolio. While this may have slowed the early growth of its small business portfolio, the insights it gained from this deliberate observation of its clients helped lay the foundation for its data-

Bank in India refers to “complete relationship value” when discussing its product and service offering to the SME sector.

In designing and selecting a product offering, banks demonstrating excellence are keen to ensure that SME-tailored products are cost-effective and are aware of the point at which the reward for providing a service is no longer worth the investment. Leading banks offer standardized small business loan products with clear guidelines for qualification, such as a minimum number of years in business. Such guidelines save time and money in loan processing, and the

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design also ensures the profitability of the product by limiting exposure to excessive credit risk.

3- Acquiring and Screening SME Clients

Acquiring

Banks and industry experts report that one of the most cost-effective ways to reach new clients is through existing clients¹. Based on this principle, banks moving toward excellence have found ways to structure their approach to customer acquisition to maximize quick (and inexpensive) gains generated from the current portfolio, starting inward and moving outward in focus.

In banks that have separated sales and service, this requires strategic coordination between business development and relationship management functions. When a bank can effectively identify prospective SME clients in the existing portfolio, relationship managers (RMs) may be best positioned to cross sell to these clients, including retail customers that also own/manage SMEs. To ensure this capacity, branches should be equipped as one-stop shops that offer the full range of the bank's products. RMs may also be able to identify leads through client referrals. Business developers are then able to follow up on these leads, as well as leads identified through SME prospects' supply-chain

connections with existing clients. For example, business developers at a bank in Ghana take a "portfolio approach" by targeting entire groups of SME suppliers and distributors of large multinationals in the bank's corporate portfolio. Working from the inside out (see figure below) generates momentum on which business developers can build as they reach new prospects that lack an existing connection to the bank.

Screening

Banks demonstrating excellence at screening for profitable client relationships are committed to overcoming information asymmetry as a means to gain market share. These banks see finding new ways to approve loans as a key to their competitive advantage. They effectively employ proxies for missing information, such as data collected on non-credit clients' transaction behavior, or qualitative information on the firm and its owners. In addition, they determine how to combine and weight data collected through multiple methods, based upon factors such as a firm size or exposure. Some banks have even addressed the lack of information bureaus by working to develop new rating agencies or negotiating new SME scoring techniques with existing bureaus⁴.

4- Serving SME Clients

Excellence in serving SME clients means ensuring that clients feel valued, regardless of their size, while also ensuring the cost to serve matches the client's value to the bank. This includes (1) finding and

"institutionalizing" ways to convey customer worth without investing additional labor in individual SMEs and (2) further refining service segmentation. Going further, banks can reconcile the tradeoff between service and efficiency by (3) moving SME operations from a product orientation to a customer process orientation.

5- Managing Information and Knowledge

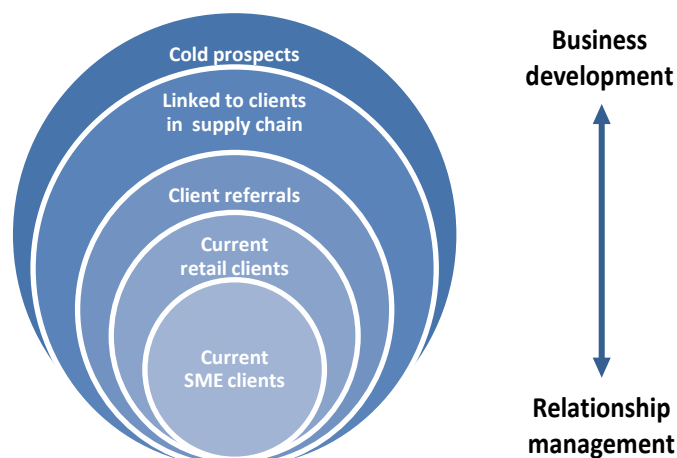
Excellence in managing information and knowledge is demonstrated when information is directly linked with improved operations, at all levels of an organization. In other words, the information for key decisions must be available, and the staff must know how to use it. This can be accomplished by working backwards from the targeted improvement to the data to be collected.

Some investments in knowledge development take a long time to pay dividends. When Wells Fargo started what is now the number one small business lending operation in the United States. It spent a number of years conservatively growing its portfolio, with a focus on collecting the data it would need to determine statistical relationships. This meant identifying early on which data would be useful and then patiently collecting and analyzing it. Eventually, it had developed statistical models that gave it a competitive edge for years on end. This did not end the learning process, however. Looking back today, its head of small business banking remarks, "We used to depend almost exclusively on statistical models. Now our loan officers are directly reviewing more of the data."

Credit Risk Management

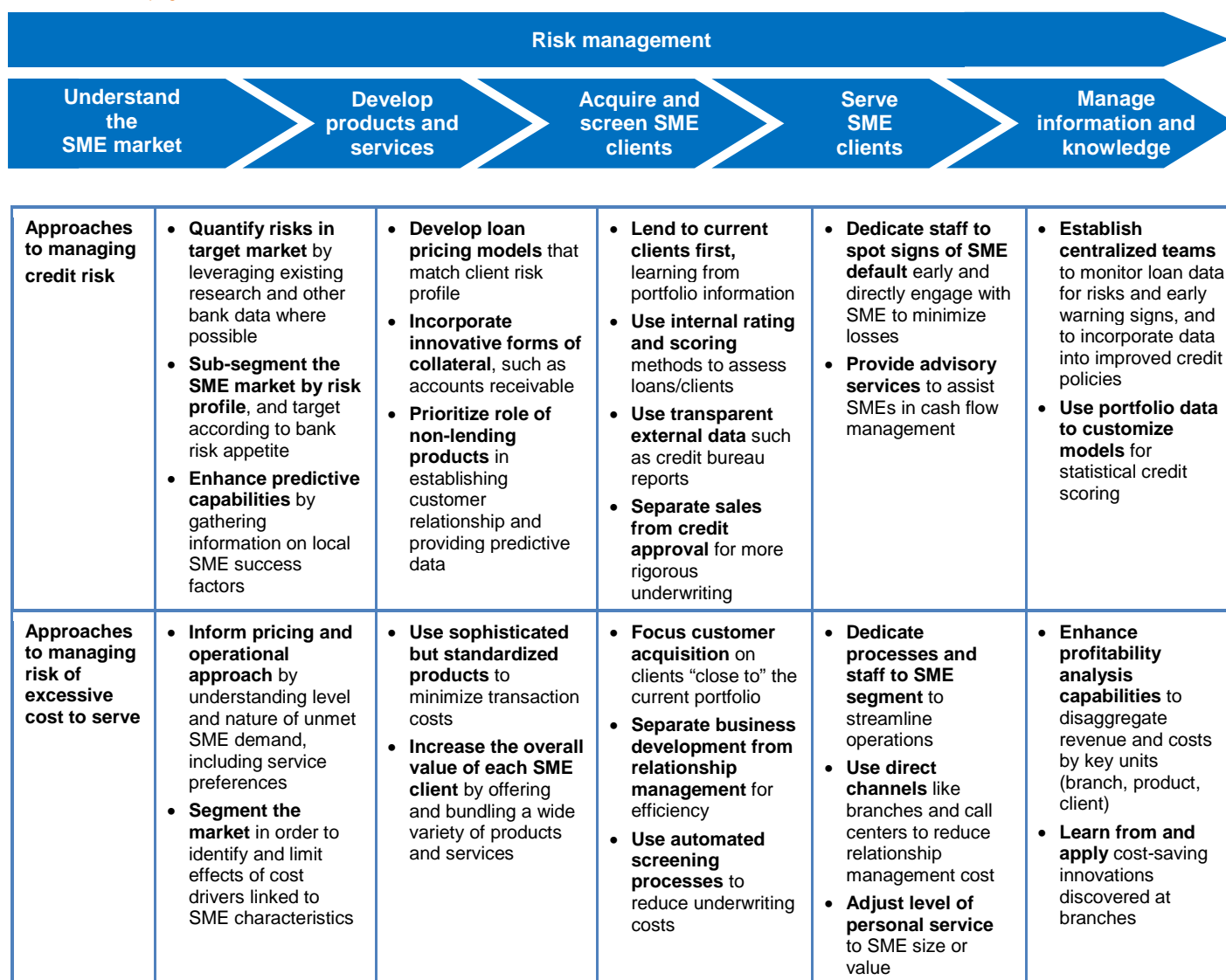
Cutting across each of the previous five stages is the ongoing and critical task of risk management. Credit risk management has attained unique prominence in discussions of SME banking because one of the primary barriers to serving SMEs has been the actual or perceived risk of default. The graph below shows the common approaches for risk management in the different stages of the value chain.

COST-EFFECTIVE OUTREACH CAN INVOLVE STARTING WITH PROSPECTIVE CLIENTS CLOSEST TO THE BANK



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IS THERE ANY FORMULA FOR SUCCESS?

While there is no single formula for SME banking success, there are common success factors and good practices that banks can draw upon. The experience of banks serving SMEs along each stage of the value chain points to a number of emerging lessons for banks that want to strategically engage the SME market. This has led IFC, over time, to define its own framework – set out in the

IFC SME banking CHECK Diagnostic Toolkit (the CHECK) – as an in depth assessment of a client bank's SME banking operations. In addition, IFC has also developed an online survey tool that benchmarks a client's SME banking operations against a peer group of banks in emerging markets. The survey aims to situate the client against its peers across a range of benchmark indicators, and then

makes a series of high level recommendations about areas for improvement. Success at SME banking requires a bank to develop its own approach in response to its specific opportunities and capacities, but in the end, banking performance ultimately depends on revenue generation (greater income), asset quality (lower risks), and operating efficiency (lower costs).

Footnotes

- The World Bank defines low-income countries as those with gross national incomes (GNI) per capita of less than \$935; lower-middle with GNI/capita of \$936–3,705, upper-middle \$3,706–11,455; and high-income countries \$11,456 and above. For more info, please see: www.worldbank.org/data/countryclass/classgroups.htm
- Beck, Demirgüç-Kunt, and Martínez Pería (2008), referred to occasionally in text as the Around the World survey
- In IFC's SME Banking Benchmarking Web Survey, the top 3 responses to the question of the most important client acquisition sources referred in some way to existing clients.
- IFC (2007) *Benchmarking SME Banking Practices in OECD and Emerging Markets*

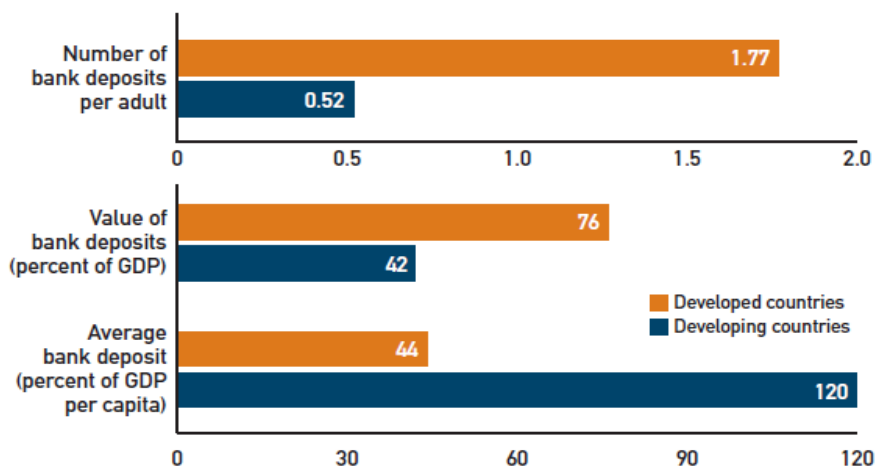
Measuring Access to Financial Services (continued from page 1)

Substantial resources are dedicated to improving financial access and the need to assess effectiveness of implemented programs and measure results is an ever present agenda item at every discussion on the subject. At the international level there is a demand for comparable cross-country data on access and use of financial services to track progress and set priorities. To address this need the World Bank collected the first set of indicators of financial access through a survey of bank regulators in countries around the world in 2005 (Beck, Demirgüç-Kunt, Martínez Peria, 2007), updated these indicators for selected countries in 2008 (“Banking the Poor”, 2008) and rolled out an annual survey starting in 2009 under the name Financial Access implemented by CGAP with the first report published in October 2009.

Financial Access 2009 is based on a survey of financial regulators, usually central banks, in 139 countries. The survey collected statistics on the number of deposit and loan accounts and retail locations for banks and regulated nonbank financial institutions. The report estimates that 2.7 billion people or 70 percent of adult population in developing countries do not use financial services from regulated financial institutions. The gap in the availability and use of financial services between developed and developing countries is staggering. On average, the number of deposit accounts per adult in developing countries is about 1/3 the number of deposits per person in developed countries (figure 1). The deposits in developing countries are also larger in relation to income than in developed countries indicating that mostly high-income individuals are able to benefit from deposit services in regulated financial institutions. Without access to deposit accounts low income individuals rely on other means to save which are less efficient, less safe, and often costly.

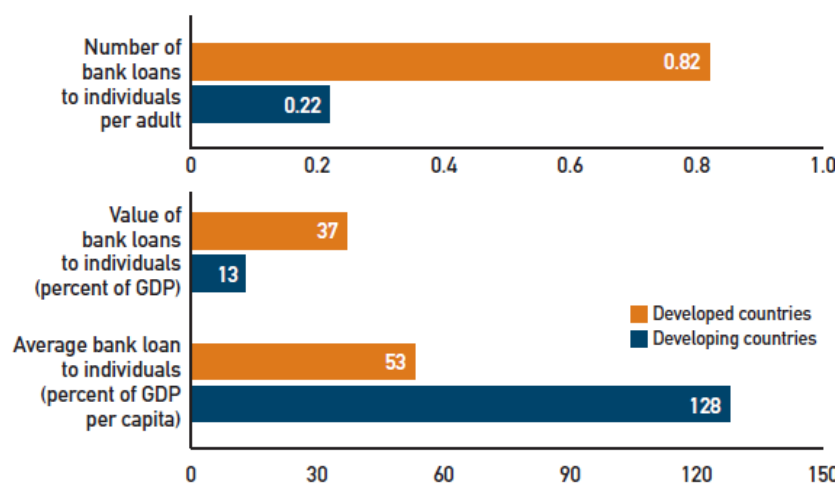
A number of policies, including requiring financial institutions to offer basic accounts with low fees and no minimum balances, requirement to link government payment

FIGURE 1. DEVELOPING COUNTRIES HAVE A THIRD THE DEPOSITS PER PERSON OF DEVELOPED COUNTRIES



Source: Financial Access database.

FIGURE 2. DEVELOPING COUNTRIES HAVE A QUARTER OF THE LOANS PER PERSON OF DEVELOPED COUNTRIES



and transfers to accounts and introduction of tiered “know your customer” offer great promise in expanding access to deposit services. Financial Access 2009 finds that only a small number of countries experimented with these approaches and there is still much to learn on how to implement them effectively.

The difference between developed and developing countries is even larger in term of the use of credit services in banks. The number of loans per average adult in developed countries is four times larger than the number of loans per adult in developing countries (figure 2). Over the past year

stories about overindebted borrowers hit media headlines around the world. Be it credit cards in the U.S. or microloans in India the message often is that easy credit in the pre-crisis years resulted in too much borrowing leaving customers with debt they could not repay. Without more granular data it is hard to support or contradict this statement. Financial Access 2009 shows that loans to individuals account for only 13 percent of GDP in developing countries on average, compared to 37 percent in developed countries. The vast majority of the poor in developing countries do not have access to formal credit.

Measuring Access to Financial Services (continued from page 6)

Distance poses one of the greatest challenges in expanding access. In developed countries, there are three times more bank branches per person than in developing countries (figure 3). Technology offers great promise – for example by banking through agents, using existing retail networks such as shops or gas stations to

enable basic transactions. But to take advantage of this opportunity a country needs a solid payments infrastructure which is often missing. The number of point-of-sale terminals per 100,000 adults in developed countries is 12 times the number in developing countries. Improvements in payments infrastructure, technological innovations such as cell phone banking, and effective partnerships with large retail networks including postal system offer an

opportunity to extend financial services to rural and remote areas.

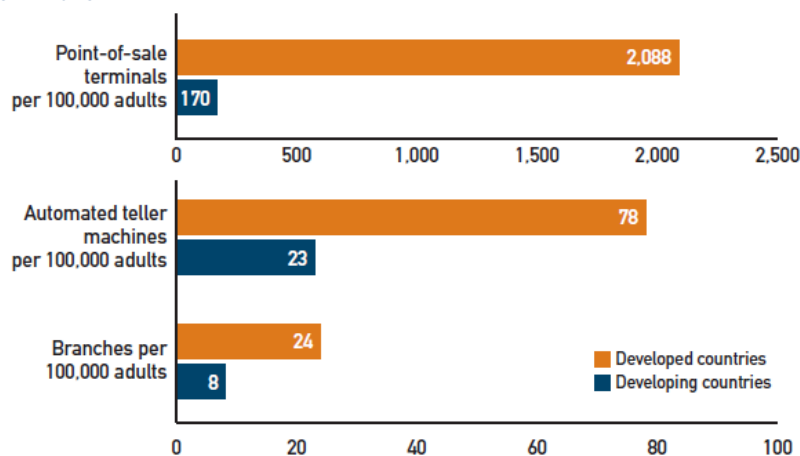
GOING FORWARD

The next round of the Financial Access survey is scheduled to start in February of 2010. The survey will update statistics and focus on select policies for financial inclusion.

This effort is only a small part of a broader set of initiatives implemented by international organizations and country authorities. A growing number of countries now include financial access questions in their national household surveys. A number of countries conduct regular surveys of financial institutions which ask questions on financial access. More comprehensive data will help to evaluate policies and assess progress. An effort to standardize a core set of indicators and survey questions will facilitate comparisons across countries and time.

Financial Access Report and data can be downloaded at www.cgap.org/financial_indicators

FIGURE 3. DEVELOPING COUNTRIES LACK ACCESS POINTS TO DELIVER FINANCIAL SERVICES



Source: Financial Access database.

PAYMENT SYSTEMS

NEWS

[Visa Launches "I Go with Visa Debit" - A Social Media Campaign.](#) Visa has introduced "I Go with Visa Debit" for consumers in Brazil and Mexico - "an online campaign to educate young adults on why debit is faster, more convenient and secure than cash". *Payment New*. January 14, 2010.

[Charge! A Credit Card Company Returns to Its Roots.](#) The title of best performer in the Dow Jones Industrial Average in 2009, which went to American Express, raises questions. *The Economist*. January 7, 2010.

[The Decade's 12 Greatest Developments in Payments.](#) Paying with Plastic author David S. Evans has compiled a list of the greatest developments in the payments business over the last decade. David identified 12. *Pymnts.com*. January 5, 2010.

[How the ACH System in the U.S. Is Encouraging Electronic Payments Innovation.](#) A major factor in the greening of the payments industry in the U.S. has been the growth of the Automated Clearing House (ACH) system for directly debiting and crediting depository accounts. *Pymnts.com*, December 22, 2009.

[Payments: The Lever of Bank Profitability.](#) The global financial crisis has made all of us revisit the basics of banking. A better understanding of the importance of payments to a bank's overall health can help bankers manage customers' behavior for greater long-term profit. *USBanker*. December 2009.

RECENT PUBLICATIONS

[Statistics on Payment and Settlement Systems in Selected Countries - Figures for 2008.](#) This is an annual publication that provides data on payments and payment systems in the CPSS countries. This version of the statistical update contains data for 2008 and earlier years, and includes detailed tables for each individual country as well as a number of comparative tables. *Bank for International Settlements, Committee on Payment and Settlement Systems*. December 2009.

[Interbank Lending, Credit Risk Premia and Collateral.](#) This report studies the functioning of secured and unsecured inter-bank markets in the presence of credit risk. The model generates empirical predictions that are in line with developments during

Payment Systems (continued from page 7)

the 2007-2009 financial crises. *European Central Bank, Working Paper No. 1107*, by F. Heider and M. Hoerova. November 2009.

[Financial Infrastructure: Building Access through Transparent and Stable Financial Systems](#). A new report from IFC and the World Bank maps financial intermediation systems and the size of the financial systems market, provides an expanded data index for measuring financial infrastructure, and identifies reforms. *IFC, The World Bank*. September 2009.

[Report and Recommendations of The Cross-border Bank Resolution Group](#). The report prepared by the Cross-border Bank Resolution Group of the Basel Committee sets out ten recommendations that reflect the lessons from the recent financial crisis and seek to improve the resolution of a failing financial institution that has cross-border activities. *Bank for International Settlements*. September 2009.

[How Do Different Models of Foreign Exchange Settlement Influence The Risks and Benefits of Global Liquidity Management?](#) Large, international banking groups have sought to centralise their cross-currency liquidity management: liquidity shortages in one currency are financed using liquidity surpluses in another currency. The nature of risks to financial stability emerging from global liquidity management depends on how these foreign exchange transactions settle. *Bank of England Working Paper No. 374*, by J. Schanz. September 2009.

[Interchange Fees and Payment Card Networks: Economics, Industry Developments, and Policy Issues](#). In many countries around the world, electronic card-based payments have been replacing older types of payments at a rapid rate. The increased use of electronic payment methods has generated a number of public policy debates. This paper is intended to provide background for understanding the interchange fee debate. *The Federal Reserve Board, Financial and Economic Discussion Series No. 23*, by R. A. Prager, M. D. Manuszak, E. K. Kiser, and R. Borzekowski. 2009.

UPCOMING EVENTS

[World Cards & Payments Summit 2010](#). This event brings together over 250 senior executives representing world players in the cards and retail payments industry. Discussions, case studies and best practices will be highlighted in this three day world conference. Dubai, UAE. February 1-3, 2010.

[2010 Payments Summit](#). This 2.5-day meeting will focus on exciting new trends and projects that are accelerating the widespread acceptance, usage and application of contactless and NFC mobile payments technology for transportation and general retail payment applications. Organized by Smart Card Alliance. Salt Lake City, UT. February 23-25, 2010.

[SWIFT Regional Conference Middle East](#). Dubai, UAE. March 1-3, 2010.

[International Payments Summit](#). Now in its 18th year, International Payments attracts 500+ senior executives from around the globe, including banks, corporations, regulatory authorities, new payments providers, technology, and infrastructure and service providers. The Royal Lancaster Hotel, London W2. March 8-11, 2010.

[Mobile Money Transfer Americas](#). The region is quickly becoming fertile ground for mobile financial services to flourish. MMT Americas will bring together the region's first pioneers, who will give insights into how they planned and launched their services into this previously untapped market. Cancun, Mexico. March 8-11, 2010.

[Central and Eastern European Card Markets](#). CEE Card Markets is an established conference that covers all aspects relating to the card markets in the CEE region, such as major advances in NFC, RFID technologies, and mobile payments, as well as the progress of the SEPA infrastructure. Organized by smi. Budapest, Hungary. March 16-17, 2010.

[Prepaid Cards Summit Middle East](#). Middle East has recently experienced a dramatic growth in the number of salary cards being used. With plans underway for a regional single currency and regulations continually evolving, companies need to ensure they keep abreast of development in this fast moving market. Prepaid Card

Summit Middle East will cover key issues and opportunities in the region. Dubai, UAE. March 22-23, 2010.

[Payments 2010](#). Rapidly evolving technological advances in products and services are creating the need for more oversight. This conference will equip participants with the tools and information that are vital for all organizations—whether as a provider or end-user of payment services— to strike the proper balance between innovation and risk management. Organized by NACHA. Seattle, WA. April 25-28, 2010

[SWIFT Regional Conference Africa](#). Johannesburg, South Africa. May 4-6, 2010.

[Mobile Money Transfer Africa](#). Africa is currently recognized as the most significant hub for mobile money activity. MMT Africa is a must attend event for anyone with an interest in this rapidly evolving market. Nairobi, Kenya. May 4-7, 2010.

[Payment China 2010](#). Bringing together executive officials, payments decision-makers, experts from commercial banks, central banks, banking regulators, service providers, associations and corporate treasury areas worldwide, this event intends to narrow the existing gaps between the demand for payment and settlement services and address the technology and risk management. Beijing, China. May 10-11, 2010.

PAST EVENTS

[Prepaid Cards Summit 2009](#). This event focused on the dynamic and competitive prepaid market. Leading industry experts on market analysis informed participants on best practices and new opportunities. Organized by VRL Prepaid Government in association with Mastercard. Rome, Italy. November 12-13, 2009.

[Western Hemisphere Forum Payments Week 2009](#). The annual meeting of central banks and securities commissions from Latin America and the Caribbean, with participation of observers from other regions. Organized by the World Bank, in cooperation with the Bank for International Settlements and CEMLA. Montevideo, Uruguay. November 10-13, 2009.

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[The Changing Retail Payments Landscape: What Role for Central Banks?](#)

This conference brought together three principal audiences – industry participants, policy makers, and academics – for an exchange of views on the changing retail payments landscape and central bank payments policies. Organized by the Federal Reserve Bank of Kansas City, Kansas City, MO. November 9-10, 2009.

[Smart Cards in Government 2009.](#) As part of a continuing partnership, the CTST conference is produced by the Smart Card Alliance as the official annual meeting of the Alliance. Over 120 speakers covered a range of topics including contactless payment, identity management, physical and logical access security, government-issued credentialing, mobile payments, NFC, and new emerging technologies that will be reshaping the smart card industry in the future. Washington, DC. October 27-30, 2009.

[MENA Microfinance Forum 2009.](#) The conference, organized by Uniglobal Research, discussed questions which still remain unanswered such as: When and how will the legal framework be changed? What kind of opportunities in Microfinance will be available? What new products will be developed? How fast will improvements be seen? Amman, Jordan. October 26-27, 2009.

[Mobile Money Transfer.](#) The MMT conference drew on the experiences of the people who have got “their hands dirty” launching and marketing MMT programs to millions of customers. Dubai, U.A.E. October 26-27, 2009.

NEWSLETTERS

[Dialogue.](#) The Voice of the SWIFT Community.

[International Banking Systems](#) IBS Journal provides news, research and analysis covering banking operations and systems internationally. In addition to the monthly IBS Journal and CFS Journal, reports, case studies and directories are also available online.

[Journal of Payments Strategy & Systems](#) publishes peer-reviewed articles and case studies analyzing best practice, emerging

issues and new thinking in how to develop a profitable, customer-focused payments strategy. Published by Henry Stewart Publications.

[SPEED](#) “Settlements, Payments, E-money & E-trading Development” is a new quarterly journal from Central Banking Publications which focuses on policy developments affecting financial infrastructures at the national and international levels.

LINKS

[World Bank Payment Systems Development Group](#) For more than 12 years the World Bank has been paying increasing attention to payment system development, and has provided various forms of assistance to over 100 countries.

[Bank for International Settlements](#) The Bank for International Settlements (BIS) is an international organization which fosters international monetary and financial cooperation and serves as a bank for central banks.

[Western Hemisphere Payment & Securities Settlement Forum](#) The Western Hemisphere Payments and Securities Clearance and Settlement Initiative (WHI) has become a regional forum to discuss relevant issues in the field of payments and securities clearance and settlement.

[CIS-PI](#) Commonwealth of Independent States Payments and Securities Settlement Initiative aims to assess payments and securities settlement systems in the Countries belonging to the CIS with a view to improve their safety, efficiency and integrity.

[SWIFT](#) The Society for Worldwide Interbank Financial Telecommunication provides the proprietary communications platform for the exchange of financial information to over 8,300 customers in more than 208 countries.

[CGAP](#) The Consultative Group for Assisting the Poor aims to help build efficient and equitable local financial markets that serve all poor people with convenient and affordable financial services.

[Eurogiro Network](#) Through its community of postal organizations, banks and payment service providers, Eurogiro

provides high quality solutions in the low-value payment market.

[Payment News](#) This website presents the latest news on the Payment System industry.

REMITTANCES

NEWS

[Western Union and Travelex to Extend Money-Transfer Service to Japan.](#) The Western Union Company and Travelex have agreed to offer money transfer services in Japan after Japan’s new Financial Settlement Act is implemented by June 2010. *Earth Times*, January 12, 2010

[Remittances Seen Growing as Global Crisis Eases.](#) Remittances from Kenyans in the diaspora are steady up with strong indications of a more promising growth in 2010 as the global economic crisis seems to be bottoming up. *Business Daily*, January 7, 2010.

[Philippine Remittance Growth to ‘Peak,’ Banks Set to Lower Fees.](#) Money sent home by the 9 million Filipinos working abroad makes up about a 10th of the \$167 billion economy. *Bloomberg*, December 2, 2009. [Update](#) December 15, 2009.

[Banks Ink Deal for Cheaper Remittance Services.](#) The Bangko Sentral ng Pilipinas (BSP) has signed a memorandum of agreement (MOA) with bank associations to lower the cost of money transfer services by as much as P922 million a year. *ABS-CBN News*, December 2009.

[MasterCard Expands Utility of MoneySend Platform.](#) MasterCard has announced that starting in 2010 MasterCard’s financial institutions will have the capability to offer MasterCard cardholders money transfers from any MasterCard or Maestro card to any other MasterCard or Maestro card. *Payment News*, November 17, 2009.

RECENT PUBLICATIONS

[South-South Remittances: Importance of the Costa Rica-Nicaragua Corridor.](#) the study of remittances between developing countries (i.e. South-South remittance corridor) has only recently begun to attract the attention of academics and aid organizations. This Report is the first study

Remittances (continued from page 9)

on remittance senders and recipients from Costa Rica to Nicaragua. *Multilateral Investment Fund (MIF), Inter-American Development Bank (IDB)*, by R. Monge González and O. Céspedes Torres. December 2009.

[Migration and Development Brief 11: A Better-than-Expected Outcome for Migration and Remittance Flows in 2009, but Significant Risks Ahead.](#) Newly available data show that officially recorded remittance flows to developing countries reached \$338 billion in 2008. A recovery in migration and remittance flows in 2010 and 2011 is expected. *The World Bank*, by D. Ratha, S. Mohapatra and A. Silwal. November 2009.

[Outlook for Remittance Flows 2009-2011: Remittances Expected to Fall by 7-10 Percent in 2009.](#) In line with a recent downward revision in the World Bank's forecast of global economic growth, the Migration and Remittances Team of the World Bank has also lowered its forecasts for remittance flows to developing countries to -7.3 percent in 2009 from the earlier forecast of -5 percent. *The World Bank*, by D. Ratha, S. Mohapatra and A. Silwal. July 2009.

[Remittances and Natural Disasters - Ex-post Response and Contribution to Ex-ante Preparedness.](#) This paper analyzes macro and micro-economic evidence which suggest a positive role of remittances in preparing households against natural disasters and in coping with the loss afterwards. *The World Bank*, by S. Mohapatra, G. Joseph, and D. Ratha. June 2009.

[Remittances, Liquidity Constraints and Human Capital Investments in Ecuador.](#) Over the last decade Ecuador has experienced a strong increase in financial transfers from migrated workers. This paper investigates how remittances via transnational networks affect human capital investments and facilitate households in consumption smoothing by reducing vulnerability to economic shocks. *World Development (UK) No. 37*, by C. Calero, A. S. Bedi, and R. Sparrow. June 2009.

[Remittances in Times of Financial Instability: Impact of the Financial Crisis on Remittances to Latin America and the Caribbean.](#) The global financial crisis has brought with it a new set of challenges confronting migrant workers and the contributions they make to their family members back home. This document provides an overview of significant trends affecting remittances and their impact on families, communities and national economies throughout the LAC region. *Remittances Program Multilateral Investment Fund (MIF), Inter-American Development Bank (IDB)*. 2009.

UPCOMING EVENTS

[Remittances and Financial Inclusion Conference.](#) The UK Remittances Task Force and the Financial Inclusion Taskforce have been collaborating to consider the risk of financial exclusion amongst migrant groups and the opportunities to use remittance services as a gateway to financial inclusion for this group. This conference is co-sponsored by HM Treasury, the Department for International Development, the UK Remittances Task Force, the Financial Inclusion Taskforce and the Payments Council. London, UK. February 9, 2010.

[Money Transfer Dubai 2010.](#) Delegates from money transfer companies, banks and regulators will take part in a one day program that will address the key issues in the remittance world. Organized by IAMTN. Dubai, UAE. March 22, 2010.

[Money Transfer & Migrant Remittances - In the New Financial Landscape - Where Do the Opportunities Lie?](#) Organized by ICBI. TBC, Barcelona, Spain. June 2010.

PAST EVENTS

[International Conference on Remittances.](#) The Conference represented the output of an intense activity that the World Bank and the G8 have undertaken during the last year in the framework of the G8 Global Remittances Working Group (GRWG). Organized by the WB and MAE. Rome, Italy, November 9, 2009.

[Global Forum on Remittances 2009.](#) As global attention shifts towards Africa, this

year's Forum addressed the key issues facing the regional remittance markets. Organized by the International Fund for Agricultural Development (IFAD). Tunis, Tunisia. October 22-23, 2009.

[Worker's Remittances. Creating New Markets Opportunities.](#) ICBI's second annual conference on Workers' Remittances brought together 40+ leading experts in the field of remittances to address a variety of "hot topics". Rome, Italy. July 2-3, 2009.

[Money Transfer Moscow 2009.](#) This one-day conference was the first ever held on remittances in Eastern Europe and the CIS. Delegates from money transfer companies, banks and regulators took part in a one day program that will address the key issues in the remittance world. Organized by IAMTN. Moscow, Russia. June 30, 2009.

NEWSLETTERS

[Migrant Remittances Newsletter](#) Sponsored by the U.K. Department for International Development (DFID) and the U.S. Agency for International Development (USAID), and produced by The QED Group.

[Migration for Development](#) Facilitated by the EC-UN Joint Migration and Development Initiative (JMDI).

[Money Transfer Newsletter](#) Maintained by the International Association of Money Transfer Networks.

LINKS

[Remittance Prices Worldwide](#) The World Bank Group Database provides data on the cost of sending and receiving small amounts of money from one country to another (Available in English, Arabic, Chinese, French, Italian, Portuguese, Russian and Spanish). New corridors and features available (September 2009).

[Global Remittance Working Group.](#) The Core Global Remittances Working Group comprises representatives from the World Bank Group and interested G8 authorities, and is chaired by the World Bank-IFC Vice President for Financial and Private Sector Development. Launched in January 2010, this website informs about the structure and the activities of the G8 Global Remittance Working Group.

Remittances (continued from page 10)

[National Remittance Prices Comparison Databases](#)

These databases cover national remittance markets and fully comply with the World Bank official requirements for National Remittance Prices Comparison Databases.

Italy: www.mandasoldiacasa.it (Italian)

[Other National Remittance Prices Databases](#). These databases cover national remittance markets; their main features differ among them and are not necessarily consistent with the methodology of the World Bank Group database.

Australia and New Zealand:
www.sendmoneypacific.org

France: www.voidargent.org (French)

Germany: www.geldtransfair.de (German)

Mexico: www.profeco.gob.mx/envio/envio.asp (Spanish)

Netherlands: www.geldnaarhuis.nl (Dutch)

Norway: www.sendepenger.no

UK: www.sendmoneyhome.org and www.moneymove.org

[MIF](#) The Multilateral Investment Fund of The Inter-American Development Bank (IDB) seeks to promote inclusive growth in Latin America through private sector development. The MIF recognizes the impact of remittances on development, and works for making money transfers cheaper and safer.

[DFID](#). The Department for International Development is the UK Government Agency for international cooperation. DFID enjoys an important role in the field of remittances.

[Inter-American Dialogue](#). The Remittances and Development Program of Inter-American Dialogue seeks to encourage remittances as a tool for development throughout Latin America and the Caribbean.

[Mondato](#) Mondato Limited is an Irish-based, international value transfer portal that offers a consumer search function to enable customers to find options for money transfers that best suit their needs.

[RemittanceGateway.org](#) This website is meant for those interested in the field of migration and development. It is specifically geared towards migrant remittances, and provides news, insights, and contributions from leading international experts.

INCLUSIVE FINANCIAL SYSTEMS

NEWS

[US Government to Support \\$25 million in Bank Loans to SMEs](#). As a result of the International financial crisis which hit Mongolia hard in the last month of 2008, bank credit in Mongolia and around the world tightened more than ever. Already, business loans in Mongolia had historically been perilous and expensive. The U.S. Agency for International Development (USAID), Xac Bank, and Khan Bank signed an agreement to support up to US\$25million in guaranteed loans to SME's. *UB Post*. January 18, 2010.

[Microfinance Credit Bubbles and Self Regulation](#). Is there a microfinance bubble in India? Can self-regulation help prevent it? Directors of leading Indian MFIs, Vijay Mahajan of BASIX and P.N. Vasudevan of Equitas share their views on whether such a bubble exists, as well as what Indian MFIs are doing to prevent one from happening. Daniel Rozas and Sanjay Sinha provide an update on the level of saturation in the [Indian microfinance](#) market, and discuss their thoughts on whether self-regulation by Indian MFIs can be effective at controlling overlending. *Microfinance Focus*. January 10, 2010.

[Can Microfinance Make It in America?](#) Thirty years ago Muhammad Yunus, the founder of the Grameen franchise, started lending small sums to poor entrepreneurs in Bangladesh to help them grow from a subsistence living to a livelihood. His great discovery was that even with few assets, these entrepreneurs repaid on time. Grameen and microfinance have since become financial staples of the developing world, but by coming to the U.S. Grameen is taking on a different sort of challenge: one of the planet's richest countries. Yes,

money may be tight in the waning recession, but this is still a nation of 100,000 bank branches. *Time*. January 11, 2010.

[As Microfinance Grows in India, So Do Its Rivals](#). Small Credit Lines Were Supposed to Trim the Practice of High-Interest Loans in Rural Areas, but Moneylenders Flourish. The practice of making tiny loans to poor people, or microfinance, was supposed to help drive traditional village moneylenders from rural India. Instead, traditional moneylenders, who typically charge high interest rates, are thriving, even in areas most heavily targeted by microfinance, which was begun as a way to help combat poverty by granting the poor access to capital to start businesses. Muhammad Yunus, the Bangladeshi founder of microfinance, won a Nobel Peace Prize. *Wall Street Journal*. December 15, 2009.

RECENT PUBLICATIONS

[2009 Microscope Index](#). This report outlines the findings of in-depth analysis of the microfinance business environment in 55 countries. The index that underlies this report allows countries and regions to be compared across three broad categories: regulatory framework, investment climate and institutional development. The study uses a methodology that has been employed for the last two years in a microfinance report on Latin America and the Caribbean, and is being piloted for the first time on a global basis. Conducted by the Economist intelligence Unit (EIU), with support from the Multilateral Investment Fund, part of the Inter-American Development Bank group, the Corporación Andina de Fomento, and IFC. *EIU, MIF, IFC*. October 2009.

[SME Banking Knowledge Guide](#). IFC's Global SME Banking Program developed a knowledge guide to disseminate information on best practices to financial institutions considering or currently engaged in banking to SMEs. The guide synthesizes IFC lessons learned and shares key success factors for profitable SME banking operations. It is primarily a technical publication intended for bank directors, managers, and staff in developing economies. It is also a useful tool

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for policymakers and other financial sector actors who seek to better understand the essentials of SME Finance. The SME Banking Knowledge Guide draws widely from existing research and literature as well as from numerous primary interviews with SME banking experts and practitioners worldwide. It supports financial institutions in making informed choices by sharing challenges, opportunities, and effective practices in SME banking operational models from across the globe and through practical examples of SME banking provided by a number of featured financial institutions. *International Finance Corporation*. October 2009.

[Can Microfinance Reduce Economic Insecurity and Poverty? By How Much and How?](#) The paper suggests that, rather than through its narrow, direct financial impact, microfinance may prove to be more potent in reducing insecurity and poverty through its indirect, broader impact conducting to a more egalitarian initial endowment distribution that is necessary for the “take-off” of an equitable growth process. The paper begins by examining the distinctive roles of micro credit, micro savings, and micro insurance programs in dealing with poverty and insecurity, and highlights the complementariness that exists among these programs and how this complementariness can be used to overcome the weaknesses of the individual programs. *DESA Working Paper. United Nations Department of Economic and Social Affairs*. October 2009.

[Microfinance Tradeoffs: Regulation, Competition, and Financing](#). This paper describes important tradeoffs that microfinance practitioners, donors, and regulators navigate. Drawing evidence from large, global surveys of microfinance institutions, the authors find a basic tension between meeting social goals and maximizing financial performance. For example, non-profit microfinance institutions make far smaller loans on average and serve more women as a fraction of customers than do commercialized microfinance banks, but their costs per dollar lent are also much higher. Potential

tradeoffs therefore arise when selecting contracting mechanisms, level of commercialization, rigor of regulation, and the extent of competition. Meaningful interventions in microfinance will require making deliberate choices - and thus embracing and weighing tradeoffs carefully. Robert Cull, Asli Demirgüç-Kunt, and Jonathan Morduch. *World Bank Policy Research Working Paper No. 5086*. October 2009.

[Half the World is Unbanked](#). This note discusses the state of financial services for the world’s poor. Over the past quarter century, the microfinance movement has propelled a global expansion of financial services for the world’s poor. The Microcredit Summit Campaign, a leading advocacy group, counted 154 million clients world-wide at the end of 2008. That is impressive, but it is just a start relative to the unmet demand. Experts agree that unmet demand for finance is large, but the exact number (or even a rough but credible number) has been hard to pin down, with estimates ranging from half a billion people to three billion. Estimates reveal that 2.5 billion adults worldwide do not have a savings or credit account with either a traditional (regulated bank) or alternative financial institution (such as a microfinance institution). Nearly 90% of the financially un-served live in Asia, Africa, the Middle East and Latin America. *Financial Access Initiative Framing Note*. October 2009.

[Consumption, Commercial or Mortgage Loans: Does it Matter for MFIs in Latin America?](#) Microfinance institutions (MFIs) are not all alike - they are different sizes, have different missions, serve different client groups, and can offer different products. And increased maturation and competition in many microfinance markets have only accelerated this last distinction regarding product type. The product spectrum at the end of the market has moved beyond the quintessential microenterprise loan to a wider variety of products. Previous research on this area has already shown that MFIs from Latin American and the Caribbean (LAC) are very diverse in terms of the credit products that they offer, and that these differences are often country

specific. *MIX Data Brief No. 3, Microfinance Information Exchange (MIX)*. September 2009.

[IFAD’s Rural Finance Policy](#). Through this updated policy, IFAD reconfirms its commitment to improved ways of supporting and developing rural finance systems. Having largely discarded the old paradigm of providing credit lines for targeted, subsidized lending, IFAD has shifted its focus in rural finance to the development of diverse, viable financial service providers that increase the long-term access of rural poor people to a wide range of financial services. *International Fund for Agriculture Development (IFAD)*. August 2009.

[Institutional Analysis to explain the Success of Moroccan Microfinance Institutions](#). The objective of the research is to identify controllable institutional factors which can be introduced in regulation to enable Microfinance to succeed in a country. The authors used a case study approach combined with a little bit of correlation analysis. The case study approach is the most adapted to studying small samples in more detail. The success of Microfinance is linked to population density, smallness of a country’s geographical size and its poverty as well as the amount of international donor funds it has received. The availability of oil exports as revenues may lead to a delay in developing microfinance. Establishing a specific legal framework for Microfinance, such as in Morocco, may help foster the growth of Microfinance. *By Virginie Allaire, Arvind Ashta, Laurence Attuel-Mendes, Karuna Krishnaswamy*, Presented at The First European Research Conference on Microfinance, Brussels, 2-4 June 2009.

[Evaluation of Danish Support for Financial Services in Tanzania](#). The evaluation covers Danish support to the financial sector in Tanzania from 2003 to 2008. The overall objectives of the evaluation are to assess the outcomes achieved from the Danish support to financial services in Tanzania during that period and to distil key lessons from the Danish support with regard to strategies and approaches to support to financial services. The Danish assistance has supported a bank (providing financial

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services to households, local savings and credit cooperatives as well as small and medium enterprises); an institution (primarily aiming at supporting small and medium sized farmers and agro-businesses) and finally a joint donor basket fund that provides support to the financial sector, in particular micro-credit institutions, in order to improve the services towards micro, small and medium enterprises and poor households. *Ministry of Foreign Affairs, Denmark/Oxford Policy Management*. August 2009.

[Access to Micro-Savings for Remote Rural India](#). This note discusses how innovative modes of savings products like money market mutual funds can be used to cater to the need of rural households in India. Such financial instruments can be used for planning and investment which can contribute in many ways to enhance their security by building capital for consumption and investments at the same time provide liquidity to meet emergencies. *IFMR Trust, Technical Note*. 2009

UPCOMING EVENTS

[3rd Microfinance Investment Summit](#). C5's 3rd Microfinance Investment Summit follows its London summit, held in October 2009. C5's Microfinance summits allow participants to meet, network, and participate in discussions. Participants include executive management and other senior leaders from private and public sector professionals. March 10-11, 2010. Geneva, Switzerland.

[Africa-Middle East Regional Microcredit Summit](#). The Microcredit Summit Campaign and the Association of Microfinance Institutions of Kenya (AMFI) will co-organize the Africa - Middle East Regional Microcredit Summit. More than 2,000 delegate from over 40 countries will join Nobel Prize Laureate Muhammad Yunus which will be the largest microfinance gathering ever held in Africa and the Middle East. April 7-10, 2010. Nairobi, Kenya.

[The 2010 Global Microfinance Investment Congress](#). ACI and PlaNet Finance host the 3rd annual Global Microfinance Investment Congress. The 2009 Congress attracted over 250 industry leaders from investment banks, MIVs, MFIs, and NGOs from over 43 different countries around the world – making it a truly global forum for microfinance stakeholders. This conference will present in-depth analysis of current market trends, evaluate microfinance investment opportunities, and best practices for achieving sustainable growth with microfinance investments. New York City, NY. May 24 - 26, 2010.

[Microfinance Centre \(MFC\) Regional Conference](#). MFC is a grass-root network of 110 member institutions that play an active role in shaping the microfinance industry in the ECA region. Members range from banks, non-governmental organizations, social and commercial investors, to development institutions and international PVOs. Mark your calendar for the next regional conference, details to be posted. May 26-28, 2010. Astana, Kazakhstan

PAST EVENTS

[Microfinance Investments in Asia Conference](#). Hosted by Standard Chartered and Hanson Wade, this senior level conference brought central banks & policy makers, commercial banks & asset managers, private and institutional investors, multilateral investors, foundations & family offices to shape the future of the microfinance market in Asia. In addition to the latest case studies, opportunities and project results, participants were able to develop and network with hundreds of international and regional contacts. January 26-27, 2010. Singapore.

[Developing Inclusive Financial Systems: CGAP Course for Funders of Microfinance](#). CGAP hosted a training course for microfinance funders that are new or recent to microfinance. The course gave participants knowledge of the broader microfinance landscape and current topics, as well as the nuts and bolts of how to effectively fund different kinds of interventions. In addition, it offered organized visits to microfinance institutions

in the region. Taught in French. Dakar, Senegal. November 9-13, 2009.

[2nd Microfinance and Technology Summit](#). Organized by PlaNet Finance, the summit created a platform to meet and dialogue in order to improve the use of new technologies in microfinance. This conference gathered over 250 industry leaders from the Technology, Telecommunications, Money Transfer and Banking industries. Marrakesh, Morocco. November 5-6, 2009.

[African Microfinance Transparency \(AMT\) 2009 Microfinance Investor's Fair](#). The fair was open to African MFIs that have had a rating or performance evaluation with a recognized rating agency and microfinance investors active in Africa. The Investor's Fair alternated between a series of speed dating sessions between the MFIs and the investors, along with presentations relating to the African microfinance sector and the notion of transparency and investments. Nairobi, Kenya. October 21-22, 2009.

[2nd International Cooperative Dialogue – "Development and Finance of MSMEs-Challenges in Times of Crisis."](#) Organized by DGRV, The ZGV, in cooperation with DEG mbH. The 2nd International Cooperative Dialogue increased the understanding of financial institutions and policymakers for the problems and needs of MSMEs. Also the event promoted a cross-national exchange of experience. October 19-23, 2009.

[C5's 2nd Annual Microfinance Investment Summit](#). C5's Second Annual Microfinance Investment Summit provided a unique international platform for genuine interaction between MFIs and many other key industry stakeholders. Panel included more than 50 key industry speakers and also featured central figures from institutional and private investors, the donor community and other experts from around the world. October 6-7, 2009. London, UK.

[Rural Microfinance Conference: Strategies for Reaching the Underserved](#). The conference brought together practitioners in the Mexican credit union movement and donor agencies worldwide to discuss the key role of microfinance in fighting poverty. It showcased rural credit union outreach efforts adaptable to other

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regions and provided a forum to discuss new approaches for serving economically disadvantaged and underserved populations. The conference was a collaborative effort between World Council of Credit Unions (WOCCU) and the Mexican Ministry of Agriculture, Livestock, Rural Development, Fishing and Food (SAGARPA). September 30 – October 1, 2009. Mexico City, Mexico.

NEWSLETTERS

[EMN Newsletter](#). European Microfinance Network (EMN) produces a quarterly e-newsletter that contains the latest news on the sector and information on EMN activities and events, policy developments, member news and profiles, and feature articles on topics relevant to microfinance.

[InSight Bulletin](#). As short, frequent, one-topic bulletins, the ACCION InSight series highlights ACCION's policy viewpoints and ongoing research in the microfinance field.

[INSME news](#). IN Small and Medium Enterprises news is a monthly newsletter by the INSME Secretariat about its current activities and issues related to innovation and technology transfer for SMEs.

[Microfinance Capital Markets Update](#). Is produced and edited by CGAP and the Microfinance Information eXchange (the MIX), and it is dedicated to microfinance capital markets news.

[Microcredit Summit Campaign Countdown 2005](#). A newsletter on microcredit best practices issued by the Microcredit Summit Campaign.

[Microinsurance Focus](#). MicroInsurance Focus is managed by the CGAP Working Group on Microinsurance.

[MicroLINKS Connections](#). A monthly publication by USAID. This newsletter is up-to-date information on the microenterprise work USAID Missions and partners are doing across the world.

[The MicroBanking Bulletin](#). MIX Benchmarking source for the microfinance industry used by investors, donors and other service providers to facilitate greater standardization and a better understanding

of the development of the microfinance sector.

[Women's World Banking](#). E-newsletter produced by The Women's World Banking focusing on its publications, awards and events.

LINKS

[Financial Access Initiative](#). The Financial Access Initiative is a consortium of leading development economists focused on substantially expanding access to quality financial services for low-income individuals.

[ACCION](#). ACCION International is a private, nonprofit organization with the mission of giving people the financial tools they need – microenterprise loans, business training and other financial services – to work their way out of poverty.

[IPA - Innovations for Poverty Action](#). Develop innovative solutions to poverty and policy problems worldwide. Disseminate results of successful evaluations to development practitioners and policymakers.

[International Finance Corporation – SME](#). This site provides an overview of how IFC supports small and medium-sized enterprises (SMEs) through investments and advisory work. Promoting the growth of SMEs in developing countries is an important part of our private sector development mission.

[CGAP](#). Building Financial Systems for the Poor. CGAP is a consortium of 28 public and private development agencies working together to expand access to financial services for the poor in developing countries.

[Development Gateway](#). This site includes resources on the provision of financial services to entrepreneurs and micro business in developing countries.

[European Microfinance Network \(EMN\)](#). The EMN supports the development of microfinance organisations through the dissemination of good practices and by improving the regulatory frameworks for micro finance and self-employment and micro enterprises at the European Union and Member State levels.

[Finance and Private Sector Research](#). The World Bank Finance and Private Sector research has just been brought together in one team. This reflects the centrality of finance to private sector development and vice versa and the fact that large parts of both sub-disciplines revolve around the behavior and performance of firms. This website is maintained by the World Bank's Development Research Group.

[Finscope](#). A FinMark Trust initiative is the most comprehensive national household survey focused on the financial services needs and usage across the entire South and Southern African population.

[Global Development Research Center](#). Virtual Library on Microcredit. Articles and links to the principle organizations active in the field of microfinance.

[Micro-Credit Ratings International Ltd \(M-CRIL\)](#). M-CRIL produces ratings of microfinance institutions in Asia.

[Microfinance Gateway](#). Information for and about the microfinance industry, including research and publications, specialized resource centers, organization and consultant profiles, and the latest news, events, and job opportunities in microfinance.

[MicroSave](#). This website offers practical guidance in the form of research papers, briefing notes, training toolkits and other resources on market-led microfinance.

[Planet Finance](#). The mission of Planet Finance is to support microfinance programs in countries with operations of Planet Finance.

[Rural Finance Learning Centre](#). This is a website dedicated to providing access to the best materials for capacity building in the field of rural finance.

[The Microfinance Information eXchange \(MIX\)](#). The MIX aims to promote information exchange in the microfinance industry. The MIX Market strives to facilitate exchange and investment flows, promote transparency and improve reporting standards in the microfinance industry.

[The Rating Fund](#). The Microfinance Rating and Assessment Fund. This website is maintained by The Inter-American

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Development Bank (IDB), The Consultative Group to Assist the Poor (CGAP) and The European Union.

[The SEEP Network](#). The Small Enterprise Education and Promotion Network provide access to recent documents, programs, working groups.

[World Council of Credit Unions](#). WOCCU is a representative organization and a platform for knowledge exchange and development for credit unions worldwide.

[Women's World Banking](#). The WWB network aims to create the possibility for a low income woman to build her business and assets, improve her living conditions, keep her family well-fed and healthy, educate her children, develop respect at home and in her community, and secure a political voice.

NONBANK FINANCIAL INSTITUTIONS (LEASING, HOUSING FINANCE, INSURANCE)

NEWS

[Why The World's Poor Refuse Insurance](#). It's been more than 30 years since microfinance began its fantastic rise, spreading billions of dollars in credit to hundreds of millions of overlooked borrowers around the world. Insurance is the next big promise of financial services for the poor. But there aren't many takers. In this article Jonathan Murdoch says it's because it asks people to decide in advance which of the many risks they face they should hedge. *Time*. September 21, 2009.

[IFC Helps Expand Access to Natural Disaster Insurance for Emerging Market Farmers](#). IFC, in partnership with the European Commission and the Netherlands' Ministry of Foreign Affairs, launched a program to help farmers and others in developing countries more easily access insurance for natural disasters to protect themselves from weather-related risks. The Global Index Insurance Facility is an index-based insurance scheme that insures against certain catastrophic events, depending on their severity. For example, insurance will be

paid out in the event of a wind storm of a certain category, or an earthquake registering a certain magnitude on the Richter scale. *International Finance Corporation*. December 2, 2009.

[Philippine Farmers Weather Storm](#). The Philippines has been hit by four typhoons in less than a month. Tens of thousands of farmers have lost their livelihoods, and poverty is now rife in what is supposed to be the country's food basket. In the past small farmers have had no insurance against crop failure. However, a new typhoon product which uses a trigger based on the strength of the wind and distance from the farmer is one of the first weather insurance products designed for the poor that uses satellite data. Al Jazeera. November 5, 2009.

RECENT PUBLICATIONS

[The Risk of Relying on Reputational Capital: A Case Study of the 2007 Failure of New Century Financial](#). The quality of newly originated subprime mortgages had been visibly deteriorating for some time before the window for such loans was shut in 2007. Nevertheless, a bankruptcy court's directed ex post examination of New Century Financial, one of the largest originators of subprime mortgages, discovered no change, over time, in how that firm went about its business. A contribution of this paper is its elaboration of the choices and incentives faced by the various types of institutions involved in those linked processes of origination and securitisation. What is perplexing is that risk exposures were accepted by investing firms that had the wherewithal and knowledge to appreciate the overall paucity of due diligence in the loan origination processes. This observation, in turn, points to the conclusion that the subprime episode is a case in which reputational capital, a presumptively effective motivator of market discipline, was not an effective incentive device. *BIS Working Papers No 294*. December 2009.

[Leasing Development Guide for Emerging Economies](#). This new guide identifies key policy issues on leasing development, examining the approach of current and past projects. It is a reference manual for all stakeholders including

lessors, lessees, small and medium enterprises, investors, banks, international financial institutions, development partners, and legal and accounting firms. *International Finance Corporation, World Bank Group*. October 2009.

[The Landscape of Microinsurance in Africa](#). This briefing note covers the landscape of microinsurance, including the number of microinsured, outreach and penetration by product, outreach of non-life products, who is doing the insuring, depth of outreach, getting microinsurance into the households of the poor, and survey results for why every poor person doesn't buy microinsurance. *Microinsurance Innovation Facility, Briefing Note, International Labour Organization*. October 2009.

[Microinsurance: A Safety Net with Too Many Holes](#). This paper contains a detailed discussion of challenges facing the microinsurance market. While there has been some recent innovation in the microinsurance sector, it is a market that has experienced relatively slow growth compared to the microfinance sector in general. The article notes that microinsurance has been difficult to market to the poor partly due to a lack of understanding on behalf of potential clients, but also because of badly designed products and "a shortage of localized risk management knowledge among providers." Other challenges are also discussed, but the paper argues that partnerships between NGOs, insurers, microfinance institutions and community organizations may be most successful because NGOs tend to be more in touch with the client base, while insurers have the actuarial skills that enable them to construct a viable contract, calculate premiums and address pricing issues. *Knowledge at Wharton*. September 2009.

[Community-Based Housing Finance Initiatives](#). This report examines one of the main innovations and trends in community-based housing finance initiatives - the Community Mortgage Programme in Philippines. The Community Mortgage Programme in Philippines is an innovative financing scheme that aims to realize the dreams of housing ownership among the lowest income sector of the society and to

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help informal settlers to gain security of land tenure and housing tenure. The programme was launched in 1988 and has evolved into a flagship programme of the Philippines government in low income housing. This report presents the details of the Community Mortgage Programme, assesses its performance as a housing finance programme for the poor and examines the implementation problems. It also discusses the replicability of the Community Mortgage Programme in other countries facing the similar housing problems. *UN Habitat*. July 2009.

[Booms and Busts in Housing Markets](#). This study looks at real estate price booms and busts in industrialized countries. It identifies major and persistent deviations from long term trends for 18 countries and estimates the probabilities of their occurrence using a Random Effects Panel Probit model over the period 1980-2007. It finds that 1) most recent housing booms have been very persistent and of a significant magnitude; 2) there appears to be a strong correlation between the persistence and magnitude of booms and subsequent busts; 3) economic costs (in terms of GDP losses during the post-boom phase) depend significantly on the magnitude and duration of the boom and money and credit developments during that period; 4) a number of policy variables, including short term interest rates, local and global money and credit developments, and the incidence of mortgage market deregulation affect significantly the probability of experiencing booms and busts; and 5) the model is quite successful in identifying booms and busts early on. *European Central Bank. Working Paper Series No. 1071*. July 2009.

[Unidroit's Preparation of a Model Law on Leasing: the Crossing of New Frontiers in the Making of Uniform Law](#). Uniform Law Review of Model Law on Leasing including updates, uses, and adoption of the Model Law internationally. *MJ Stanford. UNIDROIT*. 2009.

UPCOMING EVENTS

[1st Jordanian Exhibition and Conference on Capital Leasing](#). First conference in a series on capital leasing, this exhibition and conference is open to representatives from local, Arab, and international companies interested in offering their services in local and Arab markets. Participants include • European Union (EU), United Nations Development Program (UNDP), International Finance Corporation (IFC), and United States Agency for International Development (USAID). Amman, Jordan. February 15-16, 2010.

[Microinsurance Summit 2010](#). Distribution remains the major challenge of delivering insurance products to the world. How do you distribute more products to more people and remain profitable while doing so? This summit will include presentations, panel discussions and roundtable discussions, and networking. Attendees include an array of speakers from the leading global insurers and reinsurers, MFIs, aid agencies, NGOs and development banks. London, UK. February 23-25, 2010

[International Housing Finance Program](#). This annual housing finance two-week program from The Wharton School of the University of Pennsylvania provides the best available in-depth review of international best practices in housing finance. It presents a variety of tools and helps you understand how to use them. The program is useful for private sector bankers and for public sector policy makers. Participants come from private housing finance institutions, government finance agencies, academia and international development agencies from both emerging and advanced economies. Philadelphia, Pennsylvania. June 7-19, 2010.

PAST EVENTS

[National Conference on the Status of Microinsurance in India](#). UNDP, as part of its mandate to promote inclusive growth through access to financial services—including microinsurance, organized a National Conference on the Status of Microinsurance in India, in collaboration with Academic and Policy Centers- the Centre for Insurance and Risk Management (CIRM) and Centre for Micro Finance (CMF) at the Institute for Financial

Management and Research (IFMR). The objective of the conference was to undertake a nuanced stock taking exercise on the status of microinsurance in India, with a special focus on states with poorer HDI, where the vulnerability of the population is higher. December 10-11, 2009. New Delhi, India.

[5th International Microinsurance Conference](#). Providing health insurance to the poor, Linking microfinance and microinsurance, The African microinsurance experience, scientific track – Economic analysis of microinsurance markets. Senegal. November 3-5, 2009.

[Equipment Leasing and Finance Association's \(ELFA\) 48th Annual Convention](#). The convention, themed “Connecting to the Future,” the program is designed to help members understand, plan for and benefit from the new equipment leasing and finance marketplace. The program had three full days of educational sessions and networking, and included a newly added valuable feature, the Funding Source Connection. San Diego, California, USA. October 18-20, 2009.

[Mortgage & Housing Finance Market Implementation for Emerging Economies](#). This course was intended for public or private sector official tasked with the responsibility of promoting and regulating their housing and mortgage banking industries, implementing an MBS program or simply increasing their home ownership rates will benefit from this all encompassing course. The course also integrated Islamic lending practices. It was designed to provide the necessary elements of an effective housing and mortgage finance system implementation plan. Targeted specifically to developing country scenarios, it will took the participant from the initial steps of required legislation in banking and real property on through primary and secondary market development and their integration into a holistic capital market program. International Law Institute, Washington DC. September 14-18, 2009.

NEWSLETTERS

[FIC](#). A Monthly newsletter from Financial Institutions Consulting, Inc.

[Global News](#). A monthly newsletter issued by Planet Finance.

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[Housing Finance Information Network Web portal](#). IFC/World Bank, Wharton School of the University of Pennsylvania Web portal that is leading global source of information on housing finance providing trusted information on housing finance and support the development of the sector.

[Innovation Flash](#). Innovation Newsletter prepared by ILO Microinsurance Innovation Facility.

[INSME news](#). IN Small and Medium Enterprises is a monthly newsletter by the INSME Secretariat about its current activities and issues related to innovation and technology transfer for SMEs.

[Insurance Insider](#). Insider Publishing Ltd is an independent financial publisher that publishes The Insurance Insider since 1996. Monthly newsletter with exclusive coverage of the London and International (re)insurance markets.

[MicroInsurance Times](#). A newsletter (currently in pilot phase) from MicroCapital covering microinsurance briefs, news, interviews and events.

[Microensure](#). Quarterly newsletter from MicroEnsure, an insurance intermediary dedicated to serving the poor throughout the developing world with an affordable and appropriate range of insurance products.

[Microinsurance Focus Notes](#). These notes are based on the book *Protecting the Poor: A Microinsurance Compendium*, published on behalf of the Microinsurance Network (formerly known as CGAP Working Group for Microinsurance), the International Labour Organization (ILO) and the Munich Re Foundation.

LINKS

[Financial Access Initiative](#). The Financial Access Initiative is a consortium of leading development economists focused on substantially expanding access to quality financial services for low-income individuals.

International Finance Corporation – Global Financial Markets. This site provides an overview of how IFC non bank financial institutions through investments and advisory work.

Development Gateway. This site includes resources on the provision of financial services to entrepreneurs and micro business in developing countries.

DGRV. Deutscher Genossenschafts- und Raiffeisenverband e.V. (German Co-operative and Raiffeisen Confederation). This is the website of the national apex organization of the German co-operative sector, which has experience in building and supporting cooperative systems in many East European Countries and CIS, Latin America, Africa and Asia.

[Finance and Private Sector Research](#). The World Bank Finance and Private Sector research has just been brought together in one team. This reflects the centrality of finance to private sector development and vice versa and the fact that large parts of both sub-disciplines revolve around the behavior and performance of firms. This website is maintained by the World Bank's Development Research Group.

[FinMark Trust](#) aims to promote and support policy and institutional development towards the objective of increasing access to financial services by the un- and under-banked of southern Africa (South Africa, Botswana, Lesotho, Swaziland and Namibia).

[Good and Bad Practices in Microinsurance](#). This site hosts a series of case studies developed by the ILO's Social Finance Programme on behalf of the CGAP Working Group on Microinsurance.

[Microinsurance Network](#). The Microinsurance Network is a member-based network of donor organisations, multilateral agencies, insurance and social protection providers, policymakers and academics aiming to promote the development and proliferation of insurance products for low-income persons. Microinsurance Network's [Stocktaking Initiative website](#) provides a clearinghouse for ongoing impact assessments on microinsurance.

[The SEEP Network](#). The Small Enterprise Education and Promotion Network provide access to recent documents, programs, working groups.

[World Bank Non Bank Financial Institutions](#). World Bank group for promoting the healthy development of non-

bank financial institutions, such as insurance companies, mortgage providers, and pension funds which are critically important for mobilizing savings and providing market-based safety nets.

[World Council of Credit Unions](#). WOCCU is a representative organization and a platform for knowledge exchange and development for credit unions worldwide.

[World Savings Bank Institute](#). WSBI is one of the largest international banking associations and the only global representative of savings and retail banks. It works closely with international financial institutions and donor agencies and facilitates banking projects to develop world-wide financial sector.

CREDIT REPORTING

NEWS

[Egypt's credit bureau to launch scoring service](#). Egypt's i-Score credit bureau will launch credit-scoring services in January in a move aimed at bolstering consumer lending and access to credit in a largely cash economy, the bureau's managing director said. "Using the bureau's scores allows banks and other lenders to provide more credit while keeping default rates at relatively lower levels," Mohamed Refaat, managing director of i-Score, told Reuters. He said that research indicated default rates dropped by around 40 percent when lenders use bureaus' scores. *ArabFinance*. December 27, 2009.

[Abu Dhabi Bank signs up to credit bureau](#). Abu Dhabi Islamic Bank has agreed to pass on its clients' payment records to national credit bureau Emcredit in return for information regarding creditworthiness for financing activities, a statement said. *Arabian Business.com*. December 23, 2009.

[Uganda: Over 100,000 Register With New Credit Bureau](#). Uganda's Credit Reference Bureau has hit the critical 100,000 borrowers mark and indications are the figure will keep rising as it becomes an integral part of the country's banking system. Compuscan Information Technologies, the firm that offers the service, is trying to get banks to properly identify their customers using biometrics for

Credit Reporting (continued from page 17)

final use by the credit bureau. *allAfrica.com*, December 21, 2009.

[Azerbaijan to Adopt Bill on Credit Bureaus in 2010](#). The Central Bank of Azerbaijan (CBA) with consulting assistance of the International Finance Corporation (IFC) has completed drafting the Bill on Credit Bureaus.

Rashad Orujev, the director of the CBA Credit Institutions Supervision Department, says that the Bill is ready and will be submitted soon for inter-department coordination. "I think that the Bill on Credit Bureaus will be passed in Azerbaijan next year", he said. *Caspian Business News*. December 18, 2009.

[IFC, Swiss Government to expand access to Finance in Uzbekistan](#). International Finance Corporation (IFC) is partnering with the Swiss government in launching a three-year project to strengthen financial market infrastructure and improve access to finance for small enterprises and population in Uzbekistan. The loan information exchange will provide access to borrowing to more people and SMEs under a three-year, \$2.4-million project financed by Switzerland's State Secretariat for Economic Affairs (SECO). *AllBusiness, UzReport*. December 10, 2009.

RECENT PUBLICATIONS

[A Model of Credit Bureau in Serbia - Instrument for Preserving Stability of the Banking Sector in Conditions of the Global Economic Crisis](#). This paper presents the characteristics of the banking system in Serbia before and during the global financial crisis. The model of the credit bureau in Serbia which, according to its technical characteristics and the level of business performance, represents the original solution is analyzed. Its implementation, in conjunction with other control mechanisms, has provided the stability of the banking sector in terms of crisis. Consequently, the control of liquidity in the banking sector is achieved as well as the control of the expansion of credit activities, with the maintenance of population and economy indebtedness at optimal level, which is of

great importance in terms of global crisis when economic policy makers in Serbia, faced with a pronounced deficit in balance of payments of the country, as one of economic policy measures aimed at improving the balance of payment position, implement the measure of controlled reduction of private demand. *Journal of Applied Quantitative Methods*. December 2009.

[Optimal Consumer Credit Bureau Market Structure in Singapore: Theory and Evidence](#). The impetus for this report is the Monetary Authority of Singapore's (MAS) recent mandate that consumer credit information be reported to one private credit bureau and not others. This paper examines the relationship between the market structure and regulatory framework of a nation's credit information sharing system, and the performance of its financial sector. The objective of this paper is to identify the most likely consequences of the MAS mandate on consumer credit reporting upon Singaporean borrowers, lenders, and the national economy. For the case of Singapore, this paper examines whether the decision to mandate the reporting of consumer credit information from large data furnishers to just one private credit bureau and not all authorized consumer credit bureaus, private or public, will subsequently impact the evolution of the credit information system. This paper find that this decision will shape the terrain of competition in ways that are detrimental to the growth and evolution of Singapore's financial services sector and its overall economic performance. *PERC*. May 2009.

UPCOMING EVENTS

[Guidelines for Compliance in Consumer Credit Reporting - A Metro 2 Webinar](#). The federal banking agencies (OCC, Board, FDIC, OTS, NCUA) and the FTC recently published final rules to implement the accuracy and integrity and direct dispute provisions. The reporting of data in a way that meets industry and legal standards remains therefore an essential core risk management function for financial institutions. This CDIA webinar provides instruction of the use of the Metro 2 format in compliance with new rules surrounding

accuracy, integrity and direct dispute provisions. Webinar. January 21, 2010, at 2 – 3 pm EST.

[13th Annual DBA International Conference](#). International networking platform for professionals working in the debt buying industry, issuers and collection. Features vendor exhibits. February 9 -11, 2010. Las Vegas, Nevada.

[4th Annual Microfinance Forum 2010: Confronting Crisis & Change](#). Uni-Global organized annual microfinance forum that discusses the evidence of the final impact of credit crunch and the turmoil changes on the Microfinance industry, with a look at the role of credit reporting. February 18-19, 2010. Istanbul, Turkey.

[Microfinance and New Technologies Summit 2010](#). Organized by Planet Finance, the conference brings together MFI practitioners, technology providers and credit risk management providers to discuss systems challenges faced by microfinance institutions worldwide, opportunities using new technologies, and strategic priorities going forward. Marrakech, Morocco. March 11-12, 2010.

[Vision 2010](#). Experian organized annual conference that brings together attendees representing various segments of the financial services industry including credit unions, collections, utilities, telecommunications, technology, insurance, automotive, manufacturing, mortgage, e-commerce, government, and banks of all sizes. Vision 2010 is especially relevant for industry executives, risk managers, credit officers and managers, collections and business development managers, lending managers, portfolio executives, analytical and modeling professionals, statisticians, fraud professionals and customer relationship managers. Phoenix, Arizona. May 2-5, 2010.

[14th Annual National Collections & Credit Risk Conference](#). Industry sponsored event targeting senior-level officials from credit granting institutions, collection agencies, debt brokers, buyers and resellers, loan services, collection law firms, solutions providers and scoring companies. March 21-23, 2010. Miami, Florida.

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PAST EVENTS

[2nd World Credit Congress and Exhibition. The Global Summit for Credit and Collections Professionals.](#) The World Credit Congress & Exhibition is an international event designed to strengthen the credit culture and to promote new information, to explore advances in technology by associating them to the credit and collections industry in the world. Dublin, Ireland. November 24-25, 2009.

[International Telecom Forum 2009: Seeking profitable opportunities in a downturn.](#) Two-day event organized by Experian, discussing market trends, future challenges and solutions that will help companies beat the competition after the current financial crisis, with an emphasis on telecommunications, technological advances including mobile banking, risk management, debt management and fraud prevention, amongst others. Noordwijk aan Zee, The Netherlands, October 1-2, 2009.

[Forum Scoring 2009.](#) Day long workshop discussing the new developments in scoring models and their application in lending processes. Organized by Buro de Credito, Mexico. Mexico City, Mexico. September 30, 2009.

NEWSLETTERS

[ViewPoints.](#) Bi-monthly publication by Fair Isaac Corporation.

[Caribbean Panorama.](#) Quarterly newsletter published by IFC Advisory Services in Latin America & the Caribbean in collaboration with the Canadian International Development Agency (CIDA). [Volume 1](#), July, 2009.

[Volume 2](#), October, 2009.

LINKS

[Financial Infrastructure – Credit Bureaus.](#) This website contains the latest news on the sector, publications and more related to credit bureaus and IFC's work around the world.

[Doing Business](#) provides objective measures of business regulations and their

enforcement across 178 countries and selected cities at the subnational and regional level.

[IFC Azerbaijan-Central Asia Financial Markets Infrastructure Advisory Services Project](#) provides updated information on IFC's regional financial market program for Central Asia, including a component on credit reporting.

[Western Hemisphere Credit Reporting Initiative.](#) World Bank-led initiative to describe and assess credit and loan reporting systems in the Latin America and Caribbean region, and develop improvement strategies and action plans using a standard methodology.

Collateral Registries/ Secured Lending

NEWS

[To Improving Financial Infrastructure and Facilitate Leasing Finance – International Symposium on Lease Registration Held in Beijing.](#) The International Symposium on Lease Registration was held in Beijing on January 14th, 2010, as co-sponsored by People's Bank of China (PBOC, the central bank) and World Bank IFC Advisory Services in China. In the opening remarks, Mr. Zhu Min, Deputy Governor of PBOC said that building up the financial infrastructure is a fundamental function of PBOC. The credit reporting system, accounts receivables registry and lease registry that were established recently have been playing important roles in the country's economic development. *FinancialNews.com.cn.* January 10, 2010

[Zambia: Abolish laws delaying business registration-Government urged.](#) The committee on getting credit, under Zambia's Private Sector Development Reform Programme (PSDP), chaired by Mildred Stevenson, is considering including all commercial and other institutions in the operationalization of the Credit Reference Bureau to enable all lenders to have access to full information about potential clients. It is also suggesting the creation of a unified collateral registry. *Lusaka Times.* December 22, 2009.

PAST EVENTS

[International Bar Association's Annual Conference.](#) A session led by Insolvency, Restructuring and Creditors' Rights Section (Lead) and North American Regional Forum will focus on credit crisis - another year in: causes, impact, culpability and the future. Madrid, Spain. October 4-9, 2009.

LINKS

[IFC/World Bank – Secured Lending.](#) The joint FIAS/IFC advisory services in secured lending supporting the development of a well-functioning secured lending framework through a delivery model that focuses on harmonizing laws, building electronic registries, streamlining registration processes, and eliminating unnecessary paperwork.

[World Bank Global Insolvency Law Database \(GILD\).](#) World Bank developed [Principles and Guidelines for Effective Insolvency and Creditor Rights Systems \(Principles\)](#). The Principles represent an international consensus on best practices in insolvency and creditor rights (ICR) and constitute the standard for benchmarking the effectiveness of ICR systems. Additionally on the site find the [Reports on the Observance of Standards and Codes \(ROSCs\)](#) which provide a template, based on the World Bank's Principles, to help countries evaluate their own insolvency and debtor-creditor relations systems.

[UNCITRAL – Working Group VI.](#) United Nations Commission on International Trade Law. This working group covers Secured Transactions.

[EBRD – Secured Transactions](#) – EBRD's Secured Transactions Project, includes data, publications, core legal text, projects & developments.

[Corporate Registers Forum](#) – The Corporate Registers Forum (CRF) is an international not for profit organization for administrators of corporate and securities registers.

[International Association of Commercial Administrators \(IACA\)](#) – Professional association for government administrators of business organization and secured transaction record systems.