



WEBINAR

Making Change Happen: Lessons From MFIs

3 October 2019

9:00-10:00 AM EDT



LOGISTICS

- 1 Attendee microphones will remain muted during the entire webinar session.
- 2 To ask questions during the webinar, please use the Chat box on the right-hand side of the Webex session. You may submit your question at any time during the webinar presentation.
- 3 To ensure your question is seen by the moderator, select “**All Participants**” from the drop down menu when sending the question.
- 4 The webinar recording will be emailed to all attendees and registrants.

Speakers



Gera Voorrips
(Moderator)
Triple Jump



Andrée Simon
FINCA Impact
Finance



**Pierre-Marie
Simon**
Baobab



Fazlul Hoque
SAJIDA
Foundation



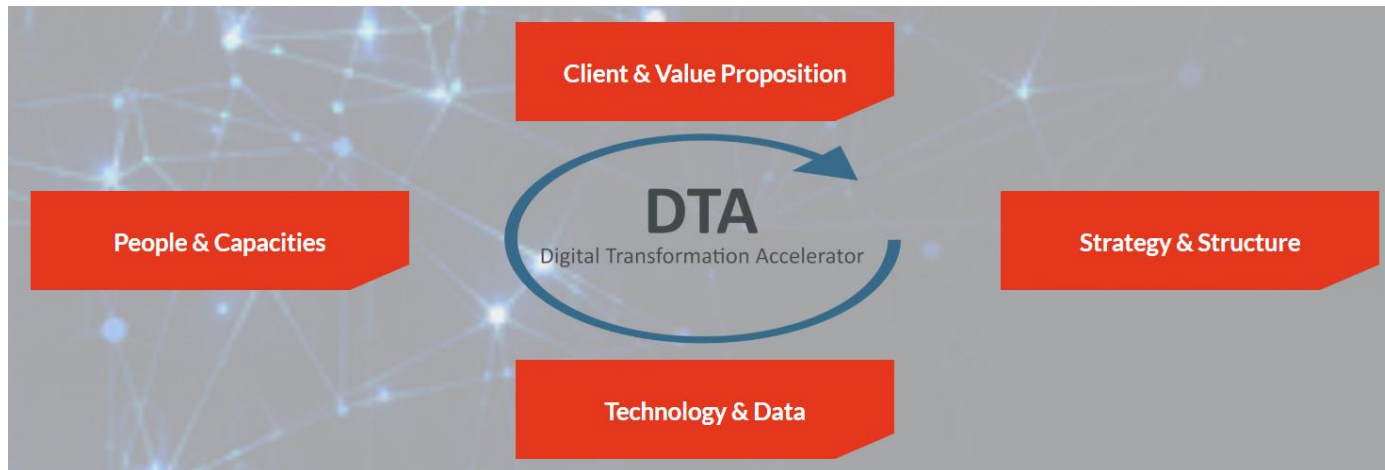
**Lessy Karina
Flores**
Banco Popular

Gera Voorrips
Senior Advisor Africa
Triple Jump



Digital transformation requires a comprehensive approach

- Many digital transformations fail because they are propelled as stand-alone IT projects, while digital transformation requires a fundamental change process
- Based on Triple Jump's extensive track record^{*)} a comprehensive and straightforward approach was developed, supporting digital transformation with four building blocks:



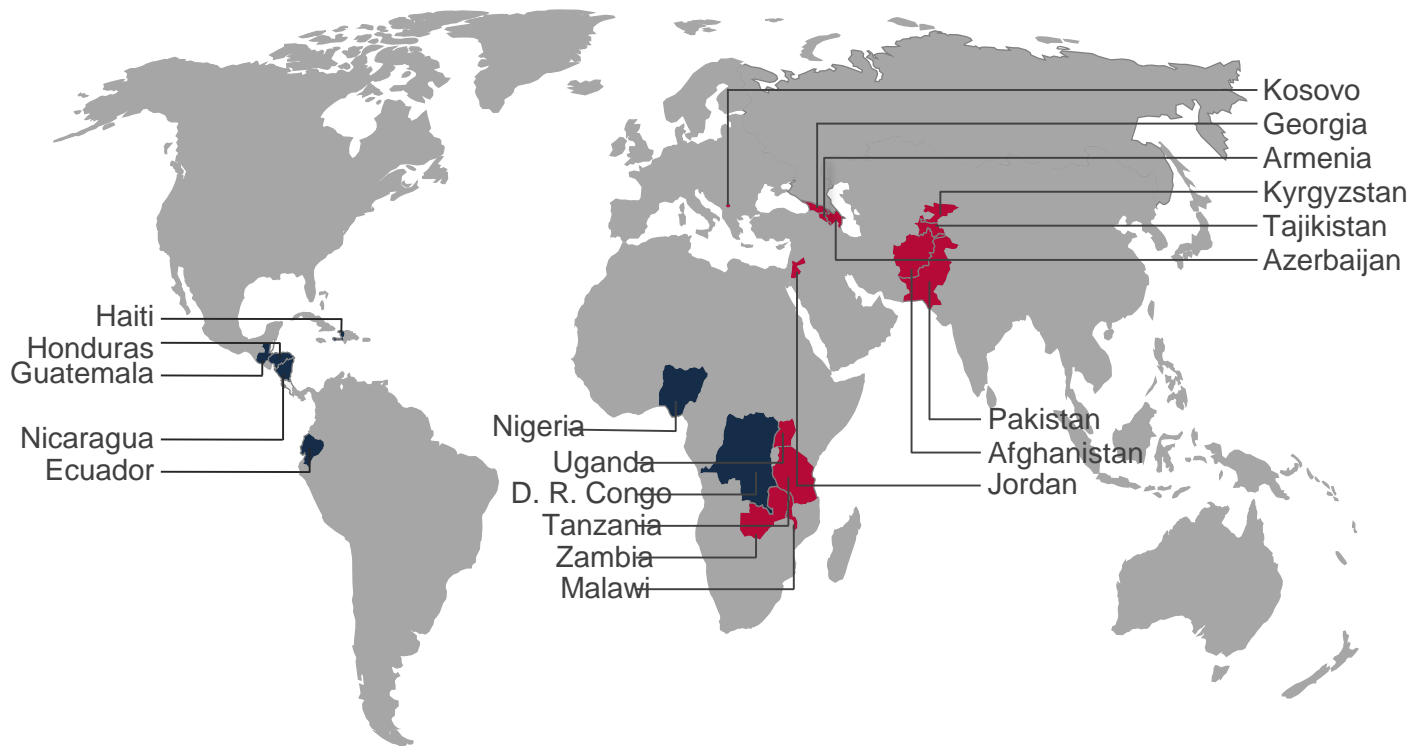
- Digital transformation is a means to an end – to foster financial inclusion and better serve people, looking both outward (customer) and inward (staff)

Andrée Simon
CEO
FINCA Impact Finance (FIF)



Impact Finance

The FINCA Impact Finance Network



FINCA Impact Finance

Year FINCA International was founded:

1984

Loan Portfolio:

\$821 million

Total Deposits:

\$426 million

Employees:

10,466

Social Impact

Clients Reached Today:

2.38 million

How We Are Doing

In less than 2 years:

55% of transactions are via branchless channels

51% of transactions in Africa are via FINCA agents

9 subsidiaries have deployed mobile (via e-Wallets or mobile banking)

2 subsidiaries have internet banking live

2020 – Credit Decisioning, DFA and Central Underwriting will be live in all 20 subsidiaries



Fazlul Hoque
Senior Director
SAJIDA Foundation





1987: Established informally as a private family-funded charity.

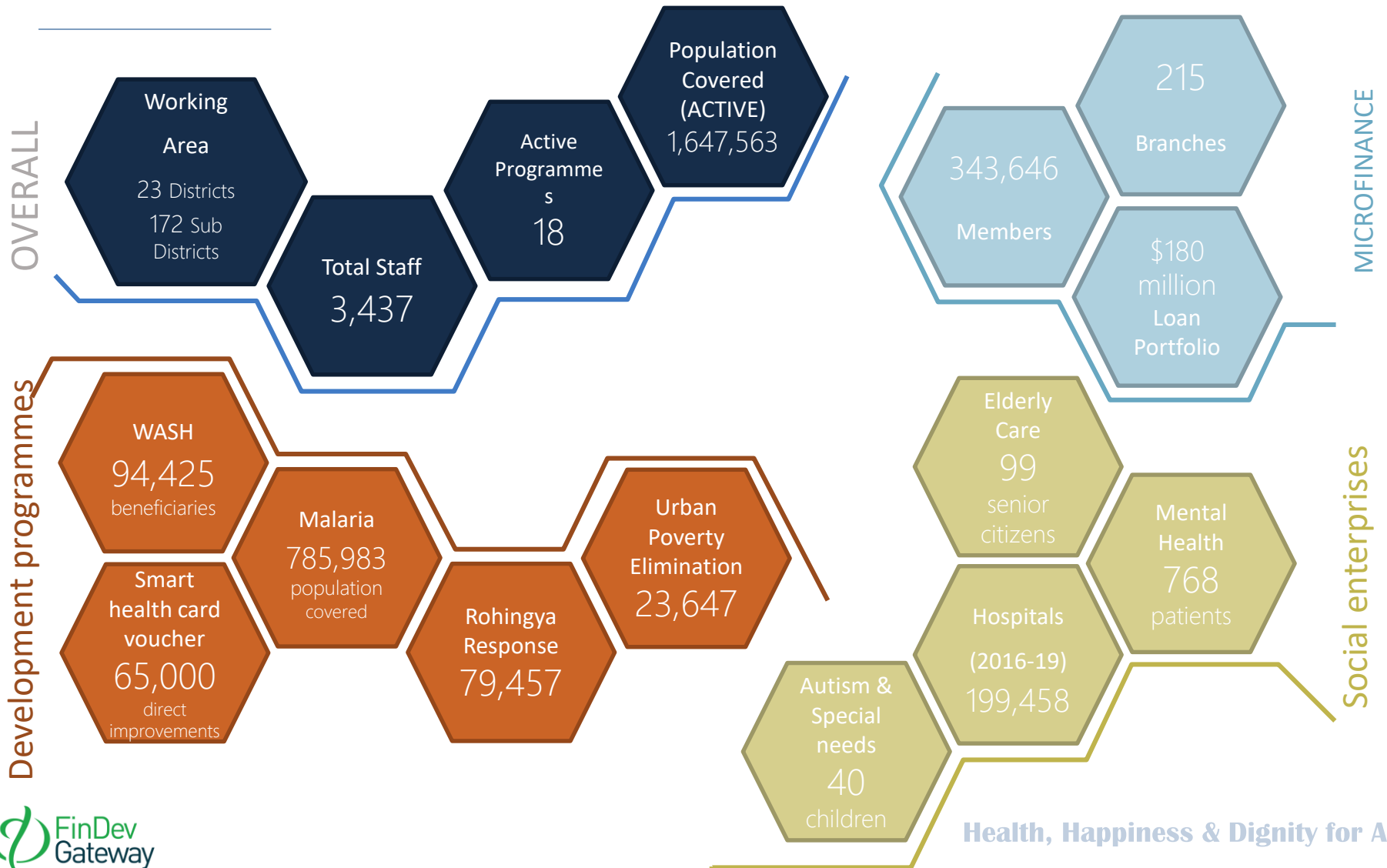
1993: Formally started operations as a non-profit organization in Bangladesh

Our Mission

*To improve the quality of life in the communities where we work
with sustainable and effective interventions.*

SAJIDA TODAY

SOME KEY METRICS...



DFS PROCESSES

- Dutch Bangla Bank Ltd. (DBBL) Mobile Banking provides **mobile financial services to any mobile account holders** at their convenient in agent points
- **No mobile money (ROCKET) Account is required** for paying the loan instalments of the borrowers
- ID card with BILL PAY and client identification number provided
- Borrowers of SAJIDA Foundation **make their payment under BILL PAY from DBBL MFS agents**
- Get an SMS alert from DBBL after the successful transactions
- DBBL provides MIS data and reports with **MM Account transactions to SAJIDA Foundation via a software API to SAJIDA Foundation web portal** for each transaction on real time basis.

Lessy Karina Flores

Research and Investigation
Manager
Banco Popular



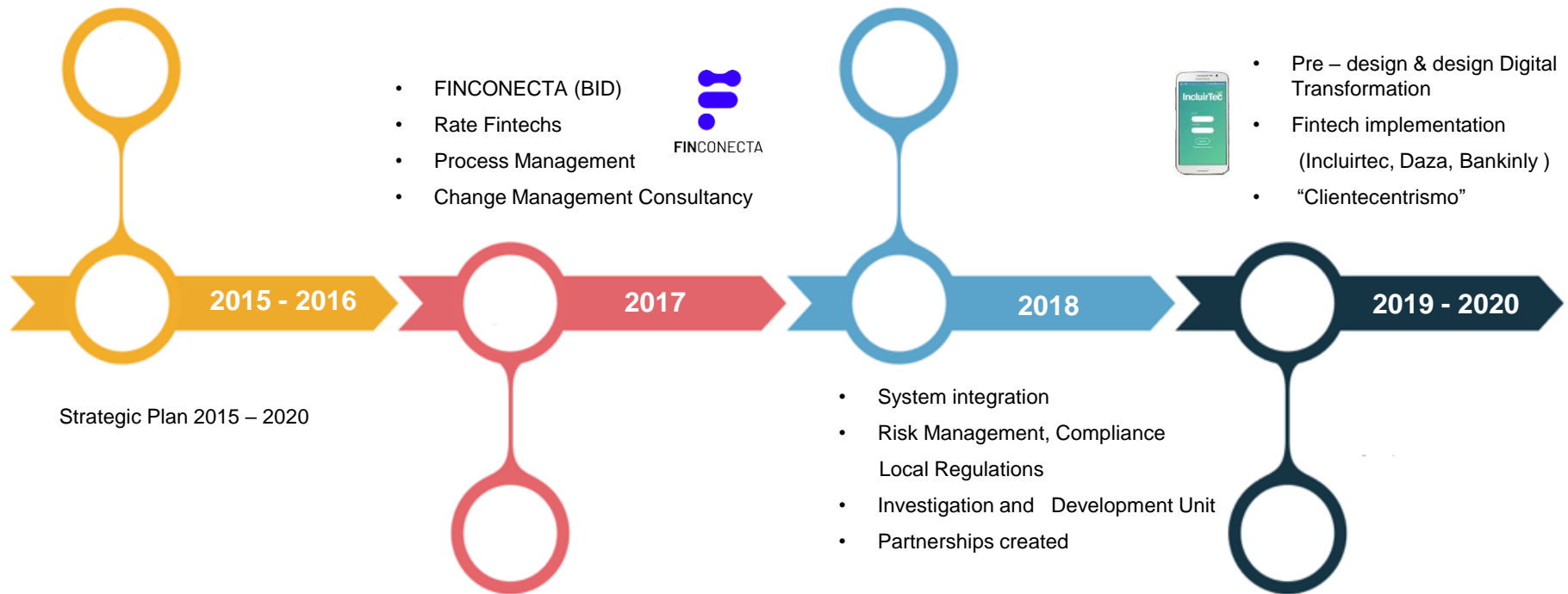
Indicators 2018



- **Customers: 129.200**
- **Loan customers: 61,520**
- **Anual loan disbursements: 77,054 operations**
- **Total Capital \$22 million (L. 500 millones)**
- **Employees : 600**



What has Banco Popular done?



Pierre-Marie Simon
Digital Finance Program
Manager
Baobab Group



What digital transformation means for Baobab



- 1 A series of initiatives based on innovation and technology in order to reinforce a leading position on micro & small SME's segment
 - Capture more customers,
 - Serve them more and with better quality, generate more traffic, capture data
 - Lend them more efficiently using the data captured
- 2 Another series of initiatives beyond the current operations activating new business models to drastically improve the outreach of Baobab



NETWORK

10 COUNTRIES

- FRANCE - HQ
- BURKINA FASO
- CHINA
- IVOIRY COAST
- MADAGASCAR
- MALI
- NIGERIA
- DR CONGO
- SENEGAL
- TUNISIA
- ZIMBABWE



OUR CLIENTS
880,000

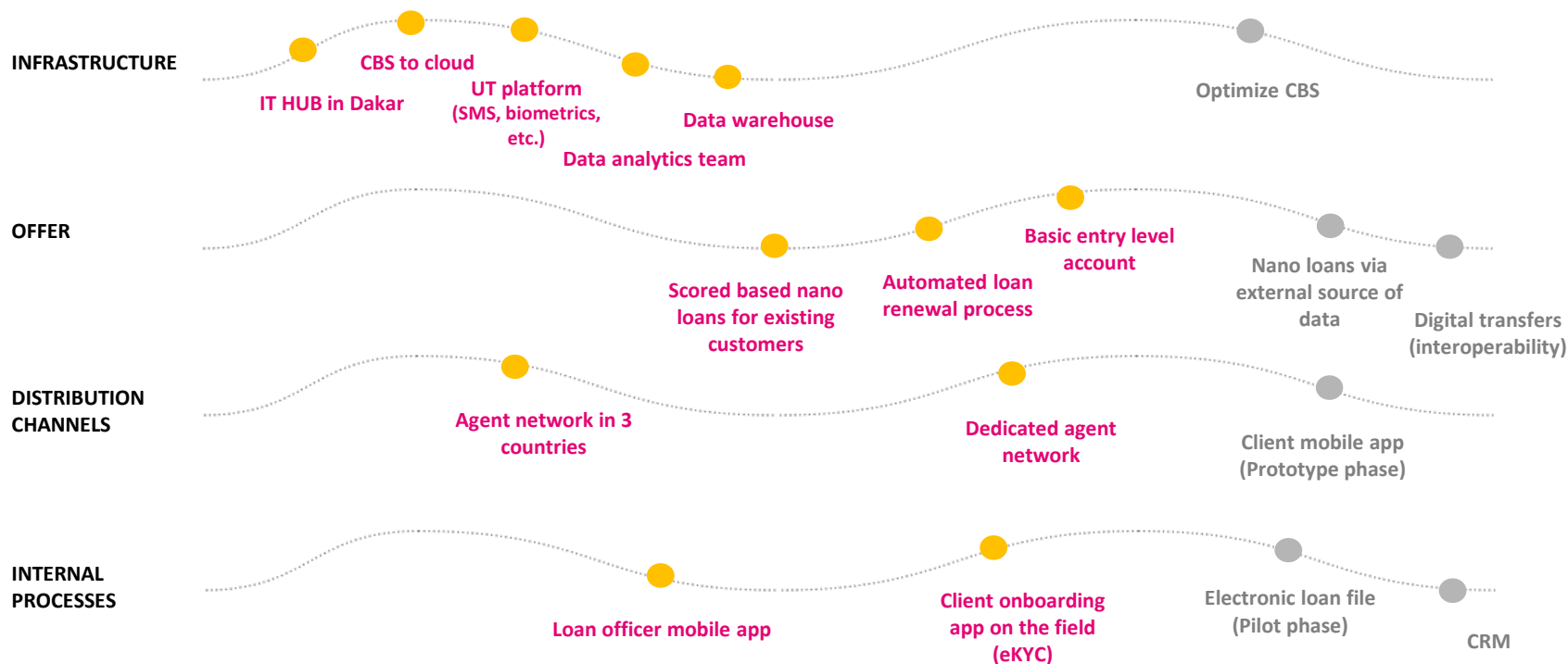
OUR EMPLOYEES
4,130

LOANS DISBURSED
IN 2018 (IN EURO)
940,000,000

Where Baobab stands on the digital transformation journey



The journey began in 2014



Legend
● What has been done
● What needs to be done

Reminder to submit your questions

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Lessons Learnt: Poll

To Close the Last Mile

We knew we had to do 4 things:

- i. Design the roadmap to the client
- ii. Change our culture
- iii. Engage our clients differently
- iv. Get support from policymakers

Lessons Learnt

- Client and staff are satisfied for smooth transactions and savings time
- The digitization process is scalable provided the other institutions have similar ecosystem



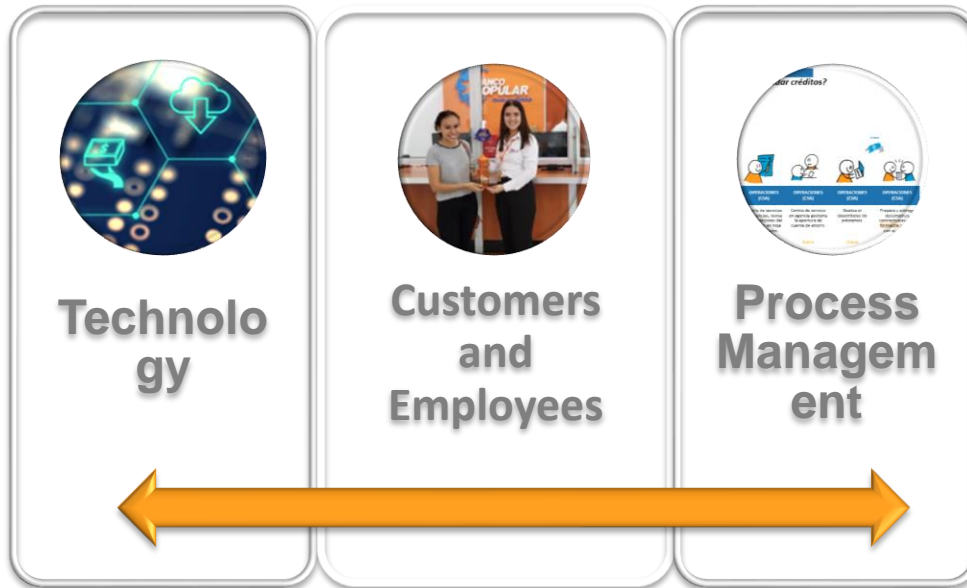
- Needs a dedicated competent team with strategic support from the senior management to develop necessary tools, apps for implementing the digitization ideas.

- Digitization is inevitable. However, it depends on mobile money operators, technical vendors, organizational own strategies and the government policies.

Challenges and Lessons



Digital Transformation Pillars



- There's no perfect way
- Enforce KPIs
- Work with all the employees so they get involved in digital transformation
- Be client-centered
- We have to teach our customers about technology and change their behaviour

Key learnings

- 1 HUMAN TOUCH**
- 2 BUY-IN FROM THE OPERATIONS**
- 3 A GOOD PRODUCT IS NOT ENOUGH**

Q&A

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WHAT'S NEXT

- 1 We will email you when the webinar recording and related materials become available on the FinDev Gateway website.
- 2 Continue the discussion on this topic on Gateway LinkedIn Group. **Join the group via the link shared in the Chat box.**
- 3 For more resources on financial inclusion, visit www.FinDevGateway.org and www.cgap.org

Thank you

www.FinDevGteway.org



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