



ACCION

Building the Next Generation of
Top-tier Microfinance Institutions

Products &
Services



How We Can Serve You

We offer a coordinated package of management services, investment and governance, along with technical assistance, to partner institutions with the potential to be the future leaders in financial inclusion and who share our commitment to the double bottom line – generating both social and financial value.

Our staff of microfinance experts – one of the world’s largest – includes seconded managers and resident advisors living in-country and working side by side with local management, as well as investment and technical specialists based in our offices in Accra, Bangalore, Beijing, Bogota, Boston and Washington, D.C. We provide expertise to partners in the launch, upgrade and expansion of quality microfinance services. Together, these services and investments are designed to increase efficiency and profitability, enhance customer satisfaction, boost client retention, expand the existing client base and venture profitably into new markets and products.

Management and Technical Assistance

We deploy teams of managers to work in select partner institutions – in roles such as CEO, commercial manager and product development manager – to reinforce the management team of partner institutions, provide international expertise, ensure the application of best practices and ultimately build institutional capacity for the long term. We also often provide partners with technical assistance (TA) in designing, implementing and strengthening an MFI’s marketing, risk management, IT and HR functions, as well as their microfinance products, services and delivery channels.

Investment

Our investment vehicles link MFIs to commercial banks and capital markets. Through equity and quasi-equity investments as well as loan guarantees, Accion enables MFIs to expand outreach, strengthen core systems, access innovations, attract deposits, become independent of donor funds and establish financial leverage.

Governance

We also provide strategic leadership to investee institutions through board participation. Board representatives from Accion bring international and regional microfinance knowledge as well as extensive professional networks and experience. They guide partners on strategy, management and planning; provide financial oversight; lead committees; and support the organization’s social mission.

Microfinance Areas of Expertise

Our project managers ensure quality service and strong coordination among the seconded line managers and TA staff assigned to our partners. Together, project managers, seconded managers and TA specialists bring expertise in the following microfinance functions:

FINANCIAL PRODUCTS



Credit

Design of group and individual loan products tailored to target markets; loan underwriting and analysis; and reengineering of credit methodologies – including sales, evaluation, approval and collection processes



Savings

Design and implementation of strategies that allow institutions to increase their market share through savings, offer a complete portfolio, optimize their funding structure and increase client loyalty



Other products

Provision of resources to enable MFIs to successfully design and implement strategies and plans for developing and delivering other products, like insurance, to their target markets

SERVICES

Human Resources

Development of performance management systems, incentive schemes, recruitment processes and HR policies tailored to MFIs

Commercial Operations

Assistance with business process engineering and management to reduce operating costs and improve institutional efficiency; development of strategies to improve back-office operations and restructure branches – including back-office centralization, outsourcing and the use of credit factories

Training and Capacity Building

Development and delivery of training programs for loan officers, branch managers and mid-level managers to increase staff capacity; mentoring of senior managers

Information Technology

Production of technology audits; management of technology projects; support with selection and implementation of management information systems

Risk Management

Automation of loan evaluation processes for improved credit scoring and risk calculation; design of institutional risk management strategies, including riskmapping, modeling, manuals and reports

Marketing

Creation of marketing strategies for effectively reaching target markets; development of brand strategies and advertising; mapping and design of marketing processes, roles and responsibilities

Alternative Delivery Channels

Development of innovative and alternative channels for delivering financial services, including ATMs, point-of-sale devices and mobile banking

Rural Finance

Diversification of loan portfolios and implementation of strategies to expand outreach into rural and underserved areas

Client Education

Delivery of financial literacy modules to educate clients on managing their personal finances and on using financial services effectively; design of business training modules to educate clients on operating more efficient businesses



In Our Partners' Words

Bolivia

KURT KOENIGSFEST

General Manager, BancoSol

“BancoSol has been partnering with Accion for support for over a decade. One of the more challenging projects has been BancoSol’s quest for a new lending model that will enable our loan officers to increase their productivity while maintaining close relationships with their clients. With the help of Accion, we were able to achieve very high efficiency of operations, which ultimately translated into lower interest rates for our clients and a full range of new products and services to meet their needs.”

India

VEENA MANKAR

Managing Director, Swadhaar FinServe

“At Swadhaar, we consider Accion a partner, drawing strength from their technical and management expertise. Apart from being the largest investor now, Accion has provided management services and technical assistance to Swadhaar since our inception, which has enabled us to test new ground with our products and build internal capacity. In the past years of turbulence in the microfinance industry in India, I have fully appreciated having a strong and committed partner in Accion, providing us with what we have needed – funding through a mix of investment and guarantees for debt, along with strategic support – when we needed it the most.”

Peru

CARLOS MORANTE

General Manager, Mibanco

“I firmly believe that microfinance entities have a responsibility to the development and progress of the world’s countries and that responsibility is not limited to economic impact, but also involves social and environmental aspects, in which our sustainability lies. It is in this sense that I see the great contribution of networks like Accion: a renovating movement that promotes the qualitative advancement of millions of citizens towards more integral personalities, capable not only of escaping material poverty, but also of acting with solidarity, of understanding that individual well-being is possible only with the prosperity of the whole. At Mibanco, we share a belief in these ideas.”

Tanzania

PROFESSOR JOSEPH SEMBOJA

Former Board Chairman, Akiba Commercial Bank

“To fulfill our desire and commitment to help improve the economic status of our microentrepreneur clients, Akiba Commercial Bank chose Accion as our strategic partner so that the bank would benefit from Accion’s expertise, innovations and time-tested practices. Accion is working in the bank as managers to help Akiba improve our service delivery, and we consider this step to be a valuable milestone in furthering our ultimate mission – scaling up operations to reach many more clients in Tanzania.”

Key Accomplishments

Accion has contributed to the success of some of the world's leading microfinance institutions and has assisted commercial banks in reaching low-income clients for the first time. Our accomplishments include:



Developing Microfinance Services in Commercial Banks

Accion led the development and expansion of microfinance services at Akiba Commercial Bank (Tanzania). Now, by assuming key management roles, we are helping to increase Akiba's scale, efficiency in risk management and profitability. Additionally, we have extended commercial capital to Akiba, allowing the bank to grow as a sustainable provider of financial services to Tanzania's low-income population.

Diversifying High-Quality Financial Services

Our experience includes collaborating with the Multilateral Investment Fund at the Inter-American Development Bank to assist five Accion partner institutions in expanding their microfinance services to rural clients. This multi-year project involves Banco ADEMI, CREDIFE, Finamérica, Financiera FAMA and Mibanco, and includes innovative work in the areas of financial products, alternative distribution channels, value chains, financial education and systematization of knowledge.

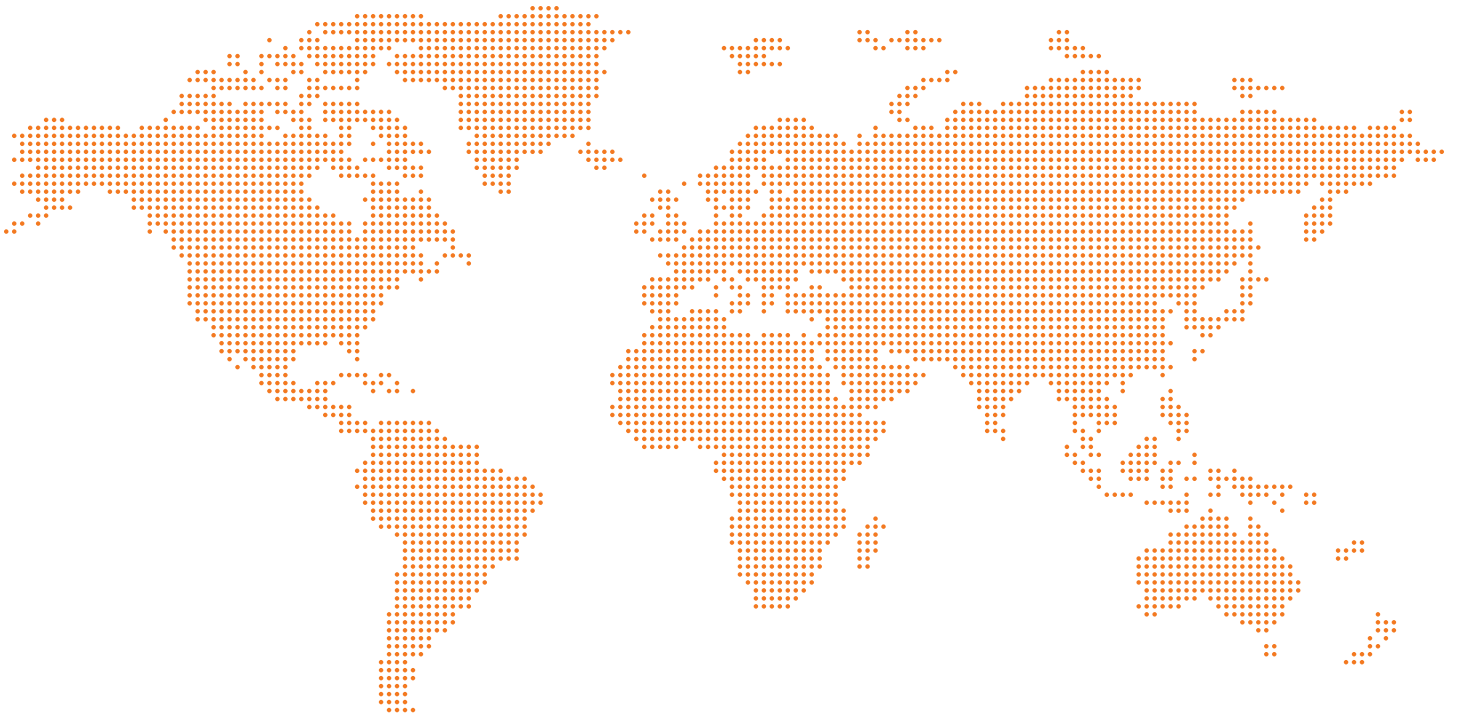


Building Promising Institutions in Challenging Environments

We began partnering with Swadhaar FinServe (India), a non-bank finance company (NBFC) headquartered in Mumbai, to invest in and develop tailored financial products and innovative delivery channels in Mumbai and beyond. Today, Accion staff members serve in key management roles at Swadhaar and also sit on the board of this MFI.

Launching Microfinance Institutions in Underserved Markets

Working in collaboration with investors and commercial partners, we have provided investment, management services and technical expertise to help launch and expand new MFIs in Africa, China and Brazil – including Accion Microfinance Bank (Nigeria), EB-Accion Microfinance (Cameroon), Accion Microcredit China (Inner Mongolia) and Accion Microfinanças (Manaus, Brazil).



Selection of Accion Partners

The following is a selection of partners with whom we have worked in the development of sustainable microfinance:

ACCION MICROFINANCE BANK
Nigeria

ACCION MICROFINANÇAS
Brazil

ACCION MICROCREDIT CHINA
China

ACCION U.S. NETWORK
USA

AKIBA COMMERCIAL BANK
Tanzania

BANCO ADEMI
Dominican Republic

BANCO DELTA
Panama

BANCO POPULAR
Honduras

BANGOSOL
Bolivia

BANGENTE
Venezuela

COMPARTAMOS BANCO
Mexico

CREDICONFÍA
Mexico

CREDIFE
Ecuador

EB-ACCION MICROFINANCE
Cameroon

EMPRENDER
Colombia

FINAMÉRICA
Colombia

FINANCIERA FAMA
Nicaragua

FINANCIERA EL COMERCIO
Paraguay

FUNDACIÓN PARAGUAYA
Paraguay

GÉNESIS EMPRESARIAL
Guatemala

MIBANCO
Peru

SAIJA FINANCE
India

SOGESOL (SOGEBANK)
Haiti

SWADHAAR FINSERVE
India

Investing in individuals.
Improving our world.

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