THE MICROBANKING BULLETIN

Focus on Standardization

ISSUE NO. 8
NOVEMBER 2002

A SEMI-ANNUAL PUBLICATION DEDICATED TO THE PERFORMANCE OF ORGANIZATIONS THAT PROVIDE BANKING SERVICES FOR THE POOR

The MicroBanking Bulletin (MBB)

The *MicroBanking Bulletin*, originally one of the principal outputs of the MicroBanking Standards Project funded by the Consultative Group to Assist the Poor (CGAP) is now housed at the MIX (Microfinance Information eXchange). The MIX is a new not-for-profit private organization that works to support the growth and development of a healthy microfinance sector. The MIX is supported by CGAP, Citigroup Foundation, Deutsche Bank Americas Foundation, Open Society Institute, Rockdale and others. To learn more about the MIX, please visit the MIX website at www.themix.org.

MBB Purpose

By collecting financial and portfolio data provided voluntarily by leading microfinance institutions (MFIs), organizing the data by peer groups, and reporting this information, the MIX is building infrastructure that is critical to the development of the microfinance sector. The primary purpose of this database is to help MFI managers and board members understand their performance in comparison with other MFIs. Secondary objectives include establishing industry performance standards, enhancing the transparency of financial reporting, and improving the performance of microfinance institutions.

Benchmarking Services

To achieve these objectives, the MIX provides the following benchmarking services: 1) the *Bulletin* publication; 2) customized financial performance reports; and 3) network services.

MFIs participate in the *MicroBanking Bulletin* on a *quid pro quo* basis. They provide us with information about their financial and portfolio performance, as well as details regarding accounting practices, subsidies, and the structure of their liabilities. Participating MFIs submit substantiating documentation, such as audited financial statements, annual reports, program appraisals, and other materials that help us understand their operations. With this information, we apply adjustments for inflation, subsidies and loan loss provisioning to create comparable results. Data are presented in the *Bulletin* anonymously within peer groups. *We do not independently verify the information*.

Neither the MIX nor its funders can accept responsibility for the validity of the information presented or consequences resulting from its use by third parties.

In return, we prepare a confidential financial performance report for each participating institution. These reports, which are the primary output of this project, explain the adjustments we made to the data, and compare the institution's performance to its peer group as well as to the whole sample of project participants. These reports are essential tools for MFI managers and board members to benchmark their institution's performance.

The third core service is to work with networks of microfinance institutions (i.e., affiliate, national, regional) and central banks to enhance their ability to collect and manage performance indicators. This service is provided in a variety of ways, including training these networks to collect, adjust and report data at the local level, collecting data on behalf of a network, and providing customized data analysis to compare member institutions to external peer groups. This service to networks and regulatory agencies allows us to help a wider range of MFIs to improve their financial reporting.

New Participants

Organizations that wish to participate in the *Bulletin*, should contact: info@mixmbb.org, Tel 1 (202) 659 9094, Fax 1 (202) 659 9095. Currently, the only criterion for participation is the ability to fulfill fairly onerous reporting requirements. We reserve the right to establish minimum performance criteria for participation in the *Bulletin*.

Bulletin Submissions

The *Bulletin* welcomes submissions of articles and commentaries, particularly regarding analytical work on the financial performance of microfinance institutions. Submissions may include reviews or summaries of more extensive work elsewhere. Articles should not exceed 2,500 words. We also encourage readers to submit responses to the content of this and previous issues of the *Bulletin*.

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FOCUS ON STANDARDIZATION

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To learn more about the MIX, please visit the MIX website at www.themix.org.

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We would like to thank the following institutions for their participation in this issue:

Region	Country	No. of MFIs	Name of Participants
Africa	*Benin*	3	FICA, PADME, Vital-Finance
(n=25)	*Ghana*	4	Citi Savings & Loans, Mfanteseman, Nsoatreman, Sinapi Aba Trust
	Guinea	1	**CRG**
	Kenya	2	**EBS**, **K-Rep**
	Malawi	1	FINCA Malawi
	Mali	3	Kafo Jiginew, Nyésigiso, Piyeli
	Senegal	2	ACEP, PAMÉCAS
	South Africa	1	SEF
	Tanzania	3	FINCA Tanzania, PRIDE Tanzania, SEDA
	Togo	1	WAGES
	Uganda	4	CERUDEB, Faulu, FINCA Uganda, FOCCAS
Asia	*Azerbaijan*	1	FINCA Azerbaijan
(n=39)	*Bangladesh*	3	ASA, BRAC, BURO Tangail
	Cambodia	3	ACLEDA, EMT, Hattha Kaksekar
	Georgia	1	Constanta
	India	7	Basix, FWWB India, Grama Vidiyal, **IASC**, **SIFFS**, SHARE, Swayam Krushi
	Indonesia	7	BDB, BRI, BRP-A, BPR-B, BPR-C, BPR-D, BPR-E
	Kazakstan	1	KCLF
	Kyrgyzstan	1	FINCA Kyrgystan
	Mongolia	1	XAC
	Nepal	1	Nirdhan
	Pakistan	3	AKRSP, KASHF, Network Leasing Corporation
	The Philippines	9	**BSC**, **FICCO**, CARD, **PMPC**, RSPI, **SIMC**, **SSCC**, TSPI, **USPD**
	Sri Lanka	1	SEEDS
Eastern Europe	*Albania*	2	BESA, FEFAD
(n=20)	*Armenia*	1	**Kamurj**
	Bosnia and Herzegovina	8	Bospo, **Bossel**, LOK, Partner, Mikrofin, Prizma, Sunrise, World Vision Bosnia
	Croatia	1	NOA
	Kosovo	1	**KEP**
	Macedonia	1	Moznosti
	Poland	2	Fundusz Mikro, Inicjatywa Mikro
	Romania	3	**Faur**, **Sanatatea**, **Textila**
	Yugoslavia	1	MCM
Latin America	*Bolivia*	11	Agrocapital, BancoSol, Caja los Andes, Crecer, **Fgainza**, FIE, **Inca**, PRODEM FFP, ProMujer Bolivia, **Quilla**, **SJPU**
(n=57)	*Brazil*	3	Banco do Povo de Juiz de Fora, Portosol, Vivacred
	Chile	1	**Banco del Desarrollo**
	Colombia	5	Actuar, CMM Medellín, FINAMÉRICA, FMM Popayán, FWWB Cali
	Costa Rica	1	ADRI
	Dominican Republic	2	ADOPEM, Banco Ademi
	Ecuador	11	15 de Abril, 23 de Julio, Banco Solidario Ecuador, Cacpeco, FED, FINCA Ecuador, Oscus, Riobamba, Sagrario, San Francisco, Tulcán
	El Salvador	2	CAM, OEF
	Guatemala	7	Acredicom, Chuimequená, COOSAJO, Ecosaba, FINCA Guatemala, Moyután, Tonantel
	Haiti	1	FINCA Haiti
	Honduras	3	FINCA Honduras, FINSOL, World Relief Honduras
	Mexico	3	**5 de Mayo**, Compartamos, FINCA Mexico
	Nicaragua	3	ACODEP, FAMA, FINCA Nicaragua
	Peru	3	CM Arequipa, Mibanco, Solución
	Venezuela	1	BanGente
Middle East & North Africa	*Egypt*	2	ABA, RADE
(n=6)	*Jordan*	1	Microfund for Women
	Lebanon	1	Al Majmoua
	Morocco	1	Al Amana
	West Bank and Gaza	1	FATEN

New *MicroBanking Bulletin* participants are listed in bold.

From the Editor

In the previous issue of the *Bulletin*, we highlighted two main reasons why transparency is increasingly needed in the microfinance industry: to improve performance and to facilitate access to funding.

Standardization of terms and ratios is one of the main pillars of transparency. Without it, it is impossible to compare information across MFIs. Microfinance needs a common language that can be used as a basis to interpret data that are available.

Standardization is a challenge when we consider the number of parties involved and the different perspectives of each. Agreeing to common standards also implies that we will need to change current practices, sometimes used for years. This exercise therefore requires an open-mind and understanding that the benefits of standardization for the sector by far outweigh the inconveniences of going through the exercise.

Contents of This Issue

This issue of the *Bulletin* focuses on standards. We have modified the format of the *Bulletin* by excluding regular features, Case Studies or In Your Own Words, to allow the publication of a core article on standardization – the fruit of more than a year of consensus–building among donors, raters, and affiliate networks. The article, put together by the SEEP Network and referred to as "the Roundtable document of standards" presents detailed definitions of common terms and ratios. The set of definitions is not exhaustive and is not meant to suggest preferred indicators or a format for financial reporting by microfinance institutions. The document will be updated in the future to propose standardized terminology and definitions for additional commonly used ratios, and the *Bulletin* will update its definitions accordingly.

This first step toward standardization is crucial to speak a common language and build credibility for the industry. We strongly urge everyone to start using these terms and definitions when appropriate, and <u>not</u> use these terms if your definitions are different from the ones suggested in the document.

The next two articles describe the methods used by two microfinance rating agencies to evaluate the risk of MFI investments. On the one hand, like the *Bulletin*, both make a number of adjustments to look at the performance of MFIs without subsidies. On the other hand, no additional adjustments are done to reflect the different levels of maturity, target market, or size of the MFIs, all factors that can have a considerable impact on performance.

PlaNet Rating addresses this issue by using a methodology that enables it to compare "apples and oranges", or MFIs operating under very different conditions, on a common scale. MicroRate, on the other hand, addresses this issue by not using a standardized approach to rate MFIs.

In its article, PlaNet Rating illustrates how its GIRAFE methodology, rather than ranking the systems in place at MFIs, evaluates whether the systems used are the best adapted to their particular circumstances, whether they enable them to address the challenges that they face and to be sustainable. PlaNet Rating also suggests using rating reports with benchmarks, to put performance in its context.

MicroRate presents trends in microfinance in Latin America, through findings from its ratings conducted since 1997. Trends from the 29 MFIs tracked by MicroRate show that the sector has formalized, as MFIs have grown and need to finance this growth. This has resulted in a focus on higher profits to support growth and increase clientele. Through examples from Bolivia and Peru, the article also highlights the incredible performance of select MFIs rated by MicroRate compared to that of the formal banking sector.

In an interesting article about Brazil, Jaime Mezzera outlines the great challenge that the microfinance sector is facing: meeting a huge unmet demand. This is particularly true in Brazil, where the gap between the demand and supply for microfinance institutions is considerable: the author estimates that less than 1% of the demand is met. Mezzera concludes by stressing the need to get the formal financial sector involved in microfinance.

Peer Group Composition

This issue contains 23 new participants, including 13 WOCCU-affiliated credit unions from Bolivia, the Philippines and Romania. Collaboration of the *Bulletin* with the MFC[1] in Poland enabled the inclusion of 3 new participants from Eastern Europe, and the Small Industries Development Bank of India (SIDBI) facilitated participation of 2 new Indian NGOs. The *Bulletin* also welcomes 5 new participants from Kenya, Guinea, Chile and Mexico.

[1] Microfinance Centre for Central and Eastern Europe and the New Independent States.

Some MFIs increase their data quality grade by providing audited reports and 3rd-party evaluations. This level of substantiation takes time and the *Bulletin* does not include MFIs for which data is more than two years old. Hence, 24 programs that did not update their data were taken out of the peer group calculations for this issue, bringing the total to 147 participants.

Due to the new composition of the database of *Bulletin* participants, we deleted the "Africa Community Banks and Cooperatives" peer group. We hope to reinstate it in the next *Bulletin* through cooperation with local partners that will address some of the challenges of data collection. The increased number of participants in the Asia (South) region also allowed us to distinguish between Small and Medium MFIs. Participants from the Asia Pacific region were further divided into financial intermediaries and non-financial intermediaries. This division also responds to the demand from financial intermediaries to be isolated from credit-only MFIs when comparing their performance. In the next issue of the *Bulletin*, we hope to have a sufficient number of participating financial intermediaries to reintroduce indicators on savings, and look more carefully at the performance and constraints of financial intermediaries.

How Are Peer Groups Evolving?

With 8 issues of the *Bulletin* published, it is a good time to take a step back and look at the evolution of peer groups over time.

Figure 1: Financial Self-Sufficiency over Time

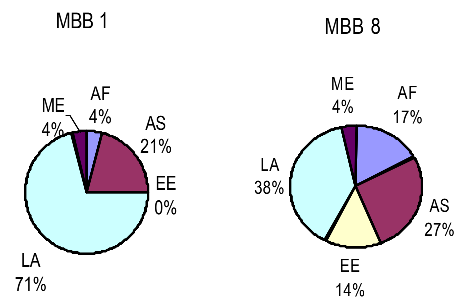
MBB No.	Date	Total MFIs	FSS-MFIs (> 99.5%)	FSS-MFIs (90%)
1	Dec. '97	28	19 (68%)	21 (75%)
2	Jul. '98	72	28 (39%)	34 (47%)
3	Jul. '99	86	36 (42%)	40 (47%)
4	Feb. '00	104	49 (47%)	60 (58%)
5	Sep. '00	114	48 (42%)	65 (57%)
6	Apr. '01	124	46 (37%)	64 (52%)
7	Nov. '01	148	57 (39%)	83 (56%)
8	Nov. '02	147	62 (42%)	84 (57%)

Note: Percentage to total MFIs is given in parentheses.

The *Bulletin* tries to ensure that benchmarks are representative of the microfinance sector, but *Bulletin* participants have become more diversified over the years. While original participants were mostly mature NGOs in Latin America, the *Bulletin* now includes credit unions, banks, and non-bank financial intermediaries of all ages, sizes and regions, as shown in Figures 2 and 3.

The project started with participants from 17 countries located primarily in Latin America (71%) and Asia (21%), with only one MFI located in Africa, one in MENA, and none in Eastern Europe.

Figure 2: MBB Participants by Region



AF = Africa; AS = Asia; EE = Eastern Europe; LA = Latin America; ME = Middle East & North Africa.

In *Bulletin* No. 8, 53 countries were represented, and Latin America and Asia accounted for only 38% and 27% of the participants, respectively. Although MENA still represents only 4% of total participants, a total of 6 MFIs from the region now participate.

Figure 3: Participants by Age and Charter Type

MBB No.	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**
No. Participants	**28**	**72**	**86**	**104**	**114**	**124**	**148**	**147**
AGE								
New (1 to 3 years)	0	17	19	20	24	30	35	35
Young (4 to 7 years)	7	15	20	24	24	28	34	39
Mature (over 7 years)	21	40	47	60	66	66	79	73
CHARTER TYPE								
Banks	5	8	9	12	14	17	15	14
CU/ Coops	2	3	5	14	16	16	23	34
NGOs	17	53	64	69	73	78	83	73
NBFIs	4	8	8	9	11	13	14	18
Rural Banks	0	0	0	0	0	0	13	7

CU/ Coops = Credit Unions/ Cooperatives
NBFIs = Non-Bank Financial Intermediaries

Figure 3 shows the representation across *Bulletins* according to other factors such as age and type, and demonstrates the following trends: a wider mix of MFIs at all stages of development, a diminishing portion of "new" MFIs in the sample, and a wider mix of MFI structures, with banks, rural banks and credit unions diversifying the pool that previously consisted primarily of NGOs. As more MFIs express interest in participating in the *Bulletin*, we hope to increase the number of participants in the peer groups.

Isabelle Barrès
MIX – Microfinance Information eXchange, Inc.

FEATURE ARTICLES

Definitions of Selected Financial Terms, Ratios, and Adjustments for Microfinance

Roundtable[2]

IMPORTANT

This set of definitions was not meant to be a template for financial reporting by microfinance institutions, and should not be used for that purpose. For the most part, indicators were included in this document because they presented definitional issues, not because they were necessarily preferred indicators for financial reporting.

SEEP will be publishing a guide to financial reporting by, and analysis of, MFIs in 2003.

Introduction

The evolution of the microfinance industry has led to a greater focus on the financial viability of microfinance institutions (MFIs). A variety of measurements have been used to measure MFI performance, many of which have been recognized as standard indicators. On closer examination, it is evident that these standard indicators are being calculated and applied in many different ways. This has led to confusion among practitioners and analysts, as well as to considerable distortions when comparing MFIs. The industry recognizes this deficiency and agrees that developing standard definitions of financial terms and some common indicators is an important next step in its development. This step would make comparisons between MFIs more meaningful and promote more transparency in MFI reporting. Transparency is increasingly important in the industry as mature MFIs look to commercial funding sources and investors to support their growth. It is anticipated that this paper will be a step in creating a standard terminology for several financial terms and ratios within the international microfinance industry.

The terms and ratios presented here mostly include those that the authors believed were not only commonly used, but also the subject of some confusion. This document is intended for an audience that has some basic familiarity with accounting terms, financial statements, and microfinance institutions. The primary objective of this document is to put forward standard definitions for the selected financial terms, and suggest a standard method of calculating certain financial ratios. The document is divided in three sections including (I) a list of financial terms and definitions, (II) a description of financial ratios and (III) a brief discussion and description of financial adjustments.

The contributors to this effort recognize that it is not possible for all microcredit providers to use the same accounting standards and chart of accounts, which are frequently dictated by local practices and internal needs. To be clear, this document should not be used as a substitute for a chart of accounts or accounting policies. It is also not intended to be a financial analysis guide, as analysts will normally use other financial indicators and information beyond what is contained in this document. There are many reference materials for MFIs and analysts, several of which are listed at the end of this document.

The intent of this document is to establish standard or default definitions for some commonly used terms and ratios. MFIs may reference the document when reporting to external sources to indicate if the MFI's reports follow the document standards. If an MFI does not wish to use the document's definition or formula suggestion, it can use the document as a point of reference to explain how its definition or formula differs from the standard. In the coming year, the SEEP Network intends to develop a more comprehensive guide for financial terms, ratios and adjustments that will

[2] This project was initiated by Damian von Stauffenberg of MicroRate. Contributors include Frank Abate of MicroRate, Tillman Bruett of Alternative Credit Technologies and the SEEP Network, Isabelle Barres of the *MicroBanking Bulletin*, Robert Christen and Richard Rosenberg of Consultative Group to Assist the Poor (CGAP), Dana de Kanter of the SEEP Network, Tor Jansson of the Inter-American Development Bank (IDB), Barry Lennon of the U.S. Agency for International Development (USAID), Alice Nègre of Planet Finance, Sanjay Sinha of M-CRIL, and the Financial Services Working Group of the SEEP Network which include the following PVOs: ACCION, ACDI/VOCA, CARE, Catholic Relief Services, FINCA International, Freedom from Hunger, Opportunity International, Pro Mujer, World Council of Credit Unions, Volunteers in Technical Assistance, Women's World Banking and World Vision.

guide MFI managers on how to categorize accounts and calculate key ratios and adjustments.

I. Financial Terms

This section defines certain key financial accounts used by MFIs. The definitions are provided in two main sections, (1) those found on the income statement; and (2) those found on a balance sheet. There are additional definitions included that will assist the reader in understanding the formulas for the financial ratios. Most are presented in the order in which they would appear on the financial statement.

Income Statement

The income statement is also known as the profit and loss statement. It is a flow statement that summarizes all financial activity during a stated period of time, usually a month, quarter or year. It displays all revenues and expenses for a stated period of time. The bottom line of an income statement is the net income (or net profit or surplus) for the period. The terms *revenue* and *income* are frequently used interchangeably as are the terms *income* and *profit*. For the sake of consistency, this document refers to all gross proceeds as revenue, such as *interest and fee revenue*. All net proceeds are referred to as income, such as *net operating income*. MFIs which choose to use the terms *interest and fee income* and *net operating profit* are free do so, but should recognize that these accounts are defined under different names in this document. An asterisk (*) is used to indicate those terms that may also be referred to as *income*.

Figure 1: Definition of Terms – Income Statement

I1	**Financial revenue* from loan portfolio** – revenue from interest earned, fees and commissions (including late fees and penalties) on the gross loan portfolio only. This item includes not only interest paid in cash, but also interest accrued but not yet paid.
I2	**Financial revenue* from investments** – revenue from interest, dividends or other payments generated by financial assets other than the gross loan portfolio, such as interest-bearing deposits, certificates of deposit and treasury obligations. This includes not only interest paid in cash, but also interest accrued but not yet paid.
I3	**(Total) Financial revenue*** – includes I1 and I2, revenue generated from both the gross loan portfolio and investments.
I4	**Interest and fee expense on funding liabilities** – all interest, fees and commissions incurred on deposit accounts of clients held by the MFI as well as commercial or concessionary borrowings by the MFI that are used to fund all financial assets. It generally does not include interest expense on liabilities that fund fixed assets (B14), such as mortgage or leasing interest. It includes accruals as well as cash payments.
I5	**Financial expense** – all interest, fees and commissions incurred on all liabilities (B14), including deposit accounts of clients held by the MFI (B11), commercial and concessional borrowings (B12, B13), mortgages, and other liabilities. It may also include facility fees for credit lines. It includes accrued interest as well as cash payment of interest.
I6	**Loan loss provision expense** – a non-cash expense that is used to create or increase the loan loss reserve (B5) on the balance sheet. The expense is calculated as a percentage of the value of the gross loan portfolio that is at risk of default. It is common to use the term loan loss provision and loan loss reserve interchangeably. To avoid confusion between this expense and the loan loss reserve, analysts prefer to use the term *reserve* for the balance sheet account, and the term *provision* only for the expense account. It is also helpful to include the word *expense* when referring to this latter account.
I7	**(Total) Operating revenue* –** includes all financial revenue (I3) and other operating revenue. Other operating revenue is that which is generated from other financial services, such as fees and commissions for non-credit financial services that are not considered financial revenue. This item may include revenues linked with lending such as membership fees, ATM card fees, transfer fees, or other financial services such as payment services or insurance. Operating revenue may include net foreign currency gains/(losses). (See Section III for more information on recording this expense). Operating revenue does not include any revenue that is not generated from the MFI's core business of making loans and providing financial services, such as merchandise sales (see I12). However, if the MFI views training as an integral element of the financial service it provides, then training revenue would be included in Operating Revenue.

Figure 1: Definition of Terms – Income Statement (continued)

I8	**Personnel expense** – includes staff salaries, bonuses, and benefits, as well as employment taxes incurred by the MFI. It is also referred to as *salaries and benefits* or *staff expense*. It may also include costs of recruitment and initial orientation. It does not include on-going or specialized training for existing employees, which is an administrative expense.
I9	**Administrative expense** – non-financial expenses directly related to the provision of financial services or other services that form an integral part of the MFIs financial services relationship with its clients. Examples include depreciation, rent, utilities, supplies, advertising, transportation, communications, and consulting fees. It does not include taxes on employees, revenues, or profits, but may include taxes on transactions and purchase, such as value-added taxes.
I10	**(Total) Operating expense** – includes all personnel expense (I8) and administrative expenses (I9), but excludes all financial expenses (I5) and loan loss provision expense (I6). It does not include expenses linked to non-financial services (see I13). The authors recognize that it is common to refer to the sum of all expenses from operations (i.e. financial and loan loss provision expenses) in the definition of this term, just as operating revenue includes all revenue from operations. However, the definition proposed here corresponds with the most common usage in banking.
I11	**Net operating income** – total operating revenue (I7) less all expenses related to the MFI's core financial service operations, including total operating expenses (I10), financial expenses (I5), and loan loss provision expense (I6). It does not include donations, revenues, or expenses from non-financial services. Many MFIs choose not to deduct taxes on revenues or profits from the net operating income; rather they are included as a separate category (I14). MFIs are encouraged to indicate if taxes are included in this account.
I12	**Non-operating revenue*** – all revenue not directly related to core microfinance operations, such as revenue from business development services, training, or sale of merchandise. Donations and revenues from grants are also considered non-operating revenue, but it is recommended that they be included in their own account. It is strongly recommend that MFIs with significant non-operating revenue or expenses should produce a segmented income statement, organized so as to show net operating income (I11), net non-operating income (I12-I13), and consolidated net income. At a minimum, MFIs should provide a footnote detailing non-operating revenue, if it is significant.
I13	**Non-operating expense** – all expenses not directly related to the core microfinance operation, such as the cost of providing business development services or training (unless the MFI includes training as a requirement for receiving loans). This may also include extraordinary expenses, which are one-time expenses incurred by the MFI that are not likely to be repeated in coming years. When MFIs have significant non-financial programs, it is common to use segment reporting if possible or, at a minimum, provide a footnote detailing non-operating expenses if they are significant.
I14	**Taxes** – includes all taxes paid on net income or other measure of profits as defined by local tax authorities. This item may also include any revenue tax. It excludes taxes related to employment of personnel, financial transactions, fixed-assets purchase or other value-added taxes, (which should be included in operating expenses).
I15	**Net income** – total revenue less total expenses, operating and non-operating, including all donations and taxes, if any. Some MFIs prefer to present net income before donations and taxes. If so, the MFI should label it as such (such as *net income before donations*).

Balance Sheet

The balance sheet is a stock statement, which is a snapshot of the MFI at a moment in time. The statement reflects what the MFI owns and what is owed to it (assets), what it owes others (liabilities), and the difference between the two (equity or net assets). The balance sheet shows the net worth of an institution at that moment.

When referring to balance sheet accounts, *short-term* refers to any account or portion of an account that is due or matures within 12 months. *Long-term* refers to an account or portion of an account that is due or matures after 12 months.

Figure 2: Definition of Terms – Balance Sheet

B1	**Gross loan portfolio** – the outstanding principal balance of all of the MFI's outstanding loans including current, delinquent and restructured loans, but not loans that have been written off. It does not include interest receivable. Although some regulated MFIs may be required to include the balance of interest accrued and receivable, the MFI should provide a note that provides a breakdown between the sum of all principal payments outstanding and the sum of all interest accrued. Some MFIs choose to break down the components of the gross loan portfolio (see B2, B3, B4). The gross loan portfolio is frequently referred to as the *loan portfolio* or *loans outstanding*, both of which creates confusion as to whether they refer to a gross or a net figure. The gross loan portfolio should not be confused with the value of the loans disbursed (see P1 below).
B2	**Performing portfolio** – the part of the gross loan portfolio which includes the value of all loans outstanding that do not have an installment of principal past due beyond a certain number of days and have not been rescheduled or restructured (see B4). It does not included accrued interest. A standard of 30 days is common, but regulations may require MFIs to use a different standard. The MFI should state clearly what the definition of the performing portfolio is.
B3	**Portfolio-at-risk** – the value of all loans outstanding that have one or more installments of principal past due more than a certain number of days. This item includes the entire unpaid principal balance, including both the past due and future installments, but not accrued interest. It also does not include loans that have been restructured or rescheduled. Portfolio at risk is usually divided into categories according to the amount of time passed since the first missed principal installment (see PAR ratio in Section II).
B4	**Restructured portfolio** – the principal balance of all loans outstanding that have been renegotiated or modified to either lengthen or postpone the originally scheduled installments of principal, or substantially alter the original terms of the loans. This item also includes *refinanced loans*, which are loans that have been disbursed to enable repayment of prior loans by clients who otherwise would have been unable to pay the originally scheduled installments.
B5	**Loan loss reserve** – the portion of the gross loan portfolio that has been expensed (provisioned for) in anticipation of losses due to default. This item represents the cumulative value of the loan loss provision expenses (I6) less the cumulative value of loans written off (P5). It should be noted that the loan loss reserve is usually not a cash reserve, but rather an accounting device to provide the reader information about the size of the anticipated loan losses. The reserve is built up from specific provision expenses related to the portfolio at risk (B3) or in some cases general provision expense against the entire gross loan portfolio (B1).
B6	**Net loan portfolio** – is the gross loan portfolio (B1) less the loan loss reserve (B5).
B7	**Net fixed assets** – the purchase value or cost of all physical property and property improvements, furniture, and equipment that are currently used by the MFI (including all donated equipment) less accumulated depreciation expenses. Fixed assets may also include *intangible assets*, such as goodwill, or up-front investments in product or MIS development, which have no physical properties but represent a future economic benefit to the MFI.
B8	**Total assets** – includes all asset accounts net of all contra asset accounts, such as the loan loss reserve and accumulated depreciation.
B9	**Financial assets** – non-physical assets whose value is denominated in currency. It includes cash, bank accounts, investments, the net loan portfolio (B6), and other receivables. It does not include net fixed assets.
B10	**Earning assets** – all financial assets that generate financial revenue. Examples include investments and the gross loan portfolio (B1). Cash and current bank accounts are not considered earning assets unless a current bank account, such as a demand deposit account, is interest bearing.
B11	**Deposits** – the total value of funds placed in an account with the MFI that is payable on demand to the depositor. This item includes any current, checking, or savings accounts that are payable on demand. It also includes time deposits, which have a fixed maturity date.

Figure 2: Definition of Terms – Balance Sheet (continued)

B12	**Commercial borrowings** – funds received by the MFI through a loan agreement or other contractual arrangement that carry a market rate of interest. Commercial borrowings include loans, lines of credit, and overdraft facilities with outstanding balances, but do not include deposits. While definitions of market rate vary, a common benchmark is the rate that local commercial banks pay on time deposits of 90 days or more. The MFI should note what benchmark it uses to determine if a borrowing is at a market (or commercial) rate.
B13	**Concessional borrowings** – funds received by the MFI through a loan agreement or other contractual arrangement that carry a below market rate of interest (see B12 for definition of market rate). The MFI should note what benchmark it uses to determine if a borrowing is below market, and therefore concessional.
B14	**(Total) Funding liabilities** – all liabilities used to finance the MFI's financial assets. Funding liabilities include deposits (B11) and borrowings (B12, B13), but do not include accounts payable, or borrowings (or any portion thereof) that are used to finance fixed assets (such as equipment financing or mortgages).
B15	**Total liabilities –** all the liability accounts representing everything that the MFI owes to others, including all deposits, borrowings, accounts payable, and other liability accounts.
B16	**Donated equity** – accumulated donations to the MFI. MFIs use different methods for calculating donated equity. For most, donated equity includes all donations, regardless of their use. For others, donated equity includes only in-kind donations and donations for financing the gross loan portfolio or fixed assets. All donations for operating and non-operating expenses are included in retained earnings. MFIs should indicate what donations are included in donated equity and are encouraged to break out those donations which remain restricted for a specific use from those which are unrestricted.
B17	**Total equity** – total assets less total liabilities. It is also the sum of all of the equity accounts net of any equity distributions such as dividends, stock repurchases, or other cash payments made to shareholders.

Additional Terms

There are a number of additional terms that are frequently used by MFIs and are necessary to calculate financial ratios. Many of these terms would appear on an MFI's quarterly or annual report or on its portfolio report.

Figure 3: Definition of Terms – Additional Terms

P1	**Value of loans disbursed** – the value of all loans disbursed during the period, regardless of whether they are performing, non-performing or written off. This value should not be confused with gross loan portfolio (B1), which can be several times less than the value disbursed.
P2	**Number of loans disbursed** – the number of loans disbursed during the period. For MFIs using a group lending methodology, the number of loans should refer to the number of individuals receiving part of a group loan, unless the MFI specifies a different definition.
P3	**Number of loans outstanding** – the number of loans that have been neither fully repaid nor written off, and thus that are part of the gross loan portfolio (B1). As noted above, for MFIs using a group lending methodology this term includes every individual who is responsible for repaying a portion of a group loan, unless another definition is specified.
P4	**Value of payments in arrears** – the sum of all principal payments that are past due. It does not include past-due interest. It is also referred to as *total arrears* and should not be confused with portfolio at risk (B3).
P5	**Value of loans written–off** – the value of loans that have been recognized for accounting purposes as uncollectable. The process of recognizing an uncollectable loan is called a *write-off* or a *charge-off*. A write-off is an accounting procedure that removes the outstanding balance of the loan from the gross loan portfolio (B1) and from the loan loss reserve (B5). Thus the write-off does not affect the balance of the net loan portfolio (B6), total assets (B8), or any equity account, unless the loan loss reserve was insufficient to cover the amount written off. Most MFIs have policies requiring a write-off of all loans past due more than a certain number of days. It should be noted that a write-off does not have any bearing on the MFI's efforts to collect the delinquent loan or the client's obligation to pay. It is not uncommon that MFIs recover loans after they have been charged-off.

Figure 3: Definition of Terms – Additional Terms (continued)

P6	**Current portfolio** – the outstanding value of all loans that do not have any installment of principal past due. It does not include accrued interest.
P7	**Number of active borrowers** – the number of individuals who currently have an outstanding loan balance with the MFI or are responsible for repaying any portion of the gross loan portfolio. This number should be based on the individual borrowers rather than the number of groups.
P8	**Number of depositors or savers** – the total number of individuals who currently have funds on deposit with an MFI, which the MFI is liable to repay. This number applies only to deposits that are held by the MFI, not to those deposits held in other institutions by the MFI's clients. The number should be based on individuals rather than the number of groups. It is possible that a single deposit account may represent multiple depositors.
P9	**Number of savers facilitated** – the total number of individuals with savings accounts in another institution that the MFI has facilitated but is not liable to repay. Many MFIs work with third parties, usually a commercial bank or the borrowing group itself, in which their borrowing clients maintain savings accounts which may or may not be used as collateral by the MFI. In this document, this is referred to as *facilitated savings*. When presenting the number of savers, MFI should be clear not to include these as depositors (P8).
P10	**Obligatory savings** – the value of savings that an MFI's clients are required to maintain as a condition of an existing or future loan. Obligatory savings may be either a deposit held by the MFI or facilitated savings accounts maintained outside of the MFI.
P11	**Voluntary savings** – the value of savings that an MFI's clients maintain, but are not required as a condition of an existing or future loan. They may be deposits held by the MFI or a facilitated savings maintained outside the MFI as part of the overall MFI's financial services.
P12	**Number of active clients** – the number of individuals who are active borrowers, depositors or both. Individuals who have multiple loans or accounts with the MFI should be counted as a single client. Individuals who are not currently receiving any service directly from the MFI are not included, such as those with facilitated savings.
P13	**Number of clients** – the total number of active clients plus the number of individuals who are neither active borrowers nor depositors, but who remain members or are otherwise using the services of the MFI. These are often referred to as *members*. This could include clients with only facilitated savings.
P14	**Number of loan officers –** the number of personnel whose main activity is direct management of a portion of the gross loan portfolio. A loan officer is the staff member of record who is directly responsible for arranging and monitoring a client's loan. The term "loan officer" refers to *field personnel* or *line officers* that interact with the client, but not to administrative staff or analysts who process loans without direct client contact. Loan officers include contract employees who may not be part of permanent staff, but are contracted on a regular basis in the capacity of loan officer. Number of loan officers is reported on a full-time-equivalent (FTE) basis. In cases where a staff member manages some loans, but also has other duties (for instance, a supervisor), this indicator should include a fraction < 1 that represents the amount of time spent doing loan officer duties. For instance, an MFI that has 5 loan officers and one supervisor that manages some loans may report 5 ½ as the number of loan officers.
P15	**Number of personnel –** the number of individuals who are actively employed by the MFI. This includes contract employees or advisors who dedicate the majority of their time to the MFI, even if they are not on the MFI's roster of employees. This number should be expressed as a full-time equivalent, such that an advisor that spends 2/3 of her time at the MFI would be considered 2/3 of a full-time employee.

II. Financial Ratios

This section includes a list of some commonly used ratios in the microfinance industry. The purpose of this section is to define the formulas and purposes of key ratios, and to highlight some of the key issues related to each ratio, including some general calculation issues. The ratios are divided into four categories, namely:

- Sustainability/Profitability
- Asset/Liability Management
- Portfolio Quality

- Efficiency/Productivity

This list of ratios is by no means exhaustive. Some ratios are included here because they are very common; others are included because of ambiguity in their use. MFIs and analysts are encouraged to use whatever ratios they feel are appropriate and relevant to measuring performance. **This set of ratios is not meant be used as a reporting template.**

The contributors to this section are also aware that MFIs have definitions that differ from those provided. It is hoped that the definitions below can serve as a reference point for the industry, such that those who do use alternative formulas or definitions can explain the difference by comparing them to the definitions below. For each ratio there is a reference code, a formula, and an explanation of the purpose.

Calculation Issues

Annualizing

Unless otherwise indicated, it is assumed that all revenue and expense accounts used in indicators are stated on an annual or annualized basis. When calculating financial ratios in section III, it is assumed that the income statement represents one year. If not, then income statement figures must first be annualized before they can be compared with previous years or against other MFIs.

To annualize a number, the formula is:

$$AA = [A \times (12/M)]$$

Where

- AA = annualized amount
- A = amount for the period
- M = number of months in the period

Averaging

Many financial ratios require an average for a balance sheet account, such as the gross loan portfolio outstanding. Averages for a period (such as a year) can be calculated simply by adding a beginning amount and an end amount and dividing the result by two.

$$P^{avg} = [(P^o + P^1)/2]$$

Unfortunately, such simple average calculations often provide a distorted number. This distortion is particularly true for institutions whose loan portfolios are growing quickly or for institutions that experience significant seasonal fluctuations in lending activities. Period averages are much more meaningful when they are computed on a monthly or at least a quarterly basis. When using such sub-period averages, the numerator is the opening balance plus the sum of the balance at the end of each sub-period, while the denominator is the number of sub-periods plus one. As an example, a quarterly average would be calculated as:

$$P^{avg} = \frac{(P^0 + P^1 + P^2 + P^3 + P^4)}{(4+1)}$$

Figure 4: Definition of Ratios – Profitability

R1	Return on equity (ROE)	(Net operating income less taxes)/ Average equity	Calculates the rate of return on the average equity for the period. Because the numerator does not include non-operating items such as donations, the ratio is a frequently used proxy for commercial viability. Usually, ROE calculations are net of profit or revenue taxes. MFIs that are not using average equity as the denominator should indicate if it is based on equity at the beginning of the period or the end.
	Adjusted return on equity (AROE)	(Adjusted net operating income less taxes)/ Average equity	This ratio may be calculated on an adjusted basis to address the effects of subsidies, inflation, loan loss provisioning, and other items that are not normally included in an MFI's net operating income. Adjustments are addressed in Section III.
R2	Return on assets (ROA)	(Net operating income less taxes)/ Average assets	Measures how well the MFI uses its total assets to generate returns.
	Adjusted return on assets (AROA)	(Net adjusted operating income less taxes)/ Average assets	This ratio may also be calculated on an adjusted basis to address the effects of subsidies, inflation, loan loss provisioning, and other items that are not normally included in an MFI's net operating income. Adjustments are addressed in Section III.

Figure 4: Definition of Ratios – Profitability (continued)

R3	Operational self-sufficiency	Operating revenue/ (Financial expense + Loan loss provision expense + Operating expense)	Measures how well an MFI can cover its costs through operating revenues. In addition to operating expenses, it is recommended that financial expense and loan loss provision expenses be included in this calculation as they are a normal (and significant) cost of operating.
R4	Profit Margin	Net operating income/ Operating revenue	Measures what percentage of operating revenue remains after all financial, loan loss provision and operating expenses are paid.
R5	Financial self-sufficiency	Adjusted operating revenue/ (Financial expense + Loan loss provision expense + Adjusted operating expense)	Measures how well an MFI can cover its costs taking into account a number of adjustments to operating revenues and expenses. The purpose of most of these adjustments is to model how well the MFI could cover its costs if its operations were unsubsidized and it were funding its expansion with commercial-cost liabilities Adjustments are discussed in Section III.

Figure 5: Definition of Ratios – Asset/ Liability Management

R6	Yield on gross portfolio	Cash financial revenue from loan portfolio/ Average gross loan portfolio	Indicates the gross loan portfolio's ability to generate cash financial revenue from interest, fees and commissions. It does not include any revenues that have been accrued but not paid in cash, or any non-cash revenues in the form of post-dated checks, seized but unsold collateral, etc.
R7	Current ratio	Short-term assets/ Short-term liabilities	Measures how well the MFI matches the maturities of its assets and liabilities. Short-term are assets or liabilities or any portion of the same that have a due date, maturity date, or may be readily converted into cash within 12 months.
R8	Yield gap	100% minus Yield on net portfolio/ Expected annual yield	Compares revenue actually received in cash with revenue expected under the terms of the loan contracts. While a small gap is common, a substantial yield gap (> 10%) may indicate significant past due payments (arrears), fraud, inefficiency or accounting error. In this formula, "expected annual yield" means the loan contracts' effective interest rate (the declining-balance-equivalent rate) for a single payment period, multiplied by the number of periods in a year.[3]
R9	Funding expense ratio	Interest and fee expenses on funding liabilities/ Avg. gross loan portfolio	Shows the blended interest rate the MFI is paying to fund its financial assets. This ratio can be compared with yield on gross portfolio to determine the interest margin.
R10	Cost of funds ratio	Interest and fee expense on funding liabilities/ Average funding liabilities	The ratio gives a blended interest rate for all of the MFI's funding liabilities. Funding liabilities do not include interest payable or interest on loans to finance fixed assets.

[3] Compounding is not used. Thus, if the effective monthly rate is 3%, then the expected annual yield is (3% x 12 months) = 36%, not 1.0312 – 1 = 42.58%.

Figure 6: Definition of Ratios – Portfolio Quality

R11	PAR ratio	Portfolio at risk (X days)/ Gross loan portfolio	The most accepted measure of portfolio quality. Portfolio at risk is the outstanding principal amount of all loans that have one or more installments of principal past due by a certain number of days. When referring to PAR, the MFI should always specify the number of days. MFIs should indicate whether restructured loans are included in their calculation. Some MFIs automatically include restructured loans in their portfolio at risk. This practice reflects the belief that restructured loans have higher risk than those than current loans.
R12	Write-off ratio Adjusted write off ratio	Value of loans written-off/ Average gross loan portfolio Adjusted value of loans written – off/ Average gross loan portfolio	Represents the percentage of the MFI's loans that have been removed from the balance of the gross loan portfolio because they are unlikely to be repaid. A high ratio may indicate a problem in the MFI's collection efforts. However, MFI's write-off policies vary, which makes comparisons difficult. As a result, analysts may present this ratio on an adjusted basis to provide for uniform treatment of write-offs. (See Section III)
R13	Risk cove-rage ratio	Loan loss reserve/ Portfolio at risk > X days	Shows how much of the portfolio at risk is covered by the MFI's loan loss reserve. It is a rough indicator of how prepared an institution is to absorb loan losses in the worst-case scenario. MFIs should provision according to the aging of their portfolio at risk: the older the delinquent loan, the higher the loan loss reserve. For example, a ratio for PAR > 90 days may be close to 100%, whereas the ratio for PAR > 30 days is likely to be significantly less. Thus, a risk coverage ratio of 100% is not necessarily optimal.

Figure 7: Definition of Ratios – Efficiency/ Productivity

R14	Loan officer productivity	Number of active borrowers/ Number of loan officers	Measures the average caseload of each loan officer, as defined in Section II. This is a common ratio, but is difficult to compare among MFIs when their definitions of loan officer vary. MFIs may also substitute (1) number of loans outstanding as a surrogate for number of active borrowers; and (2) number of financial services officers for loan officers. Regardless, MFIs should explain their definition of the numerator and denominator.
R15	Personnel productivity	Number of active borrowers/ Number of personnel Number of active clients/ Number of personnel	Measures the overall productivity of the MFI's total human resources in managing clients who have an outstanding loan balance and are thereby contributing to the financial revenue of the MFI. Alternatively, the MFI may wish to measure the overall productivity of the MFI's personnel in terms of managing clients, including borrowers, savers, and other clients. This ratio is the most useful ratio for comparing MFIs.
R16	Average disbursed loan size	Value of loans disbursed/ Total number of loans disbursed during period	Measures the average loan size that is disbursed to clients. MFIs should be careful to distinguish between disbursed loan size and outstanding loan size (see R17).
R17	Average outstanding loan size	Gross loan portfolio/ Number of loans outstanding	Measures the average outstanding loan balance by client, which may be significantly less than the average disbursed loan size. It is frequently compared to per capita GDP to determine how well an MFI is targeting very low-income clients.

Figure 7: Definition of Ratios – Efficiency/ Productivity (continued)

R18	Operating expense ratio	Operating expense/ Average gross loan portfolio*	Includes all administrative and personnel expense, and is the most commonly used efficiency indicator. Care must be taken when using this ratio to compare MFIs. Smaller MFIs or those that provide smaller loans will compare unfavorably to others, even though they may be serving their target market efficiently. Likewise, MFIs that offer savings and other services will also compare unfavorably to those that do not if gross loan portfolio is used as the denominator; therefore, average total assets is a more appropriate denominator for financial intermediaries when calculating the operating expense ratio.
R19	Cost per borrower Cost per client	Operating expense/ Average number of active borrowers Operating expense/ Average number of clients	Shows the average cost of maintaining an active borrower or client. MFIs may choose to substitute number of active loans as the denominator to see cost per active loan outstanding. Because these indicators count clients rather than amounts, they have the advantage that they do not prejudice MFIs who offer smaller loans and savings accounts.
R20	Other expense ratios	Any expense/ Average gross loan portfolio*	Expense ratios can be created for nearly any expense account on the income statement. The purpose is to allow the MFI or analyst to track the growth or decline of particular expense over time or across a group.

These last indicators (on Efficiency and Productivity) reflect how efficiently an MFI is using its resources, particularly its assets and its personnel. MFIs use many different efficiency and productivity indicators, tailoring them to reflect their own organizational structure, product lines, and monitoring priorities. In calculating these indicators, MFIs need to select which denominator they will use. The most common denominators related to assets are (1) gross loan portfolio, (2) performing assets, and (3) average total assets. Most MFIs choose to use the average gross loan portfolio because they calculate other ratios using this same denominator. However, there are strong arguments for using performing assets, which is the standard for the commercial banking industry, or average total assets, which is the most easily measured of the three. Using average total assets as the denominator for efficiency/productivity ratios is more relevant for MFIs that manage deposit and/or share accounts in addition to loans. Regardless, the MFI should be consistent in its use of denominator. For the sake of simplifying presentation, the gross loan portfolio is used above; however, the asterisk (*) in the denominator of several ratios indicates that average total assets could be used.

MFIs must also decided if they wish to use the number of personnel or number of loan officers as their benchmark for human resources. The purpose for considering loan officers as a separate category is that they are usually involved directly in revenue generating tasks and income (i.e. making and collecting loans), whereas other personnel are not. However, there is a trend toward using total personnel in productivity calculations, recognizing that loan officers' tasks may overlap with the tasks of administrative staff.

III. Adjustments[4]

Financial analysts often calculate a number of adjustments, most of which make analytical additions to the reported expenses of the MFI. Four groups of adjustments are common:

- Subsidy adjustments, including
  - subsidized cost of funds adjustments, and
  - in-kind subsidy adjustments
- Inflation adjustments
- Adjustments for non-performing loans, including
  - adjustment of loan loss reserves and provision expense,
  - write-off adjustments, and
  - reversal of interest accrued on non-performing loans
- Adjustments for foreign exchange gains/losses

[4] For the Table of Financial Statements Adjustments and their Effects, refer to page 91 of this *Bulletin*.

Any attempt to standardize definitions of adjustments must deal with two levels: (1) how is each individual adjustment calculated, and (2) which combination of individual adjustments are implied in the use of a term such as "adjusted return on assets (AROA)".

(1) There is no attempt in this document to provide a precise standard calculation method for each individual adjustment; rather, a general approach is described for each adjustment. If an analyst uses the name of one of these adjustments, then it should be calculated along the lines described here. **Any report that refers to individual adjustments should describe the calculation method actually used. The description should be especially precise when the method used differs substantially from the one described in this document.**

(2) Adjusted returns on assets or equity (R1, R2) usually incorporate the effects of several adjustments. It is not practical to define a standard package of adjustments that will be implied anytime these general indicators are used. Different analysts will use different adjustments, for their own equally valid purposes, in arriving at AROA and AROE. For instance, a database like the *MicroBanking Bulletin*, whose purpose is comparison and benchmarking might wish to adjust all MFIs' loan loss reserve in line with a standard policy. On the other hand an analyst of an individual MFI might feel that its reserve policy, while "non-standard," is perfectly appropriate, and thus that no adjustment of that reserve is necessary.

In view of this, **whenever a report refers to AROA or AROE, there should be a precise indication of which individual adjustments are included in the analysis underlying that indicator.**

Subsidy Adjustments

Subsidy adjustments serve two purposes. First, MFIs vary widely in the amount of subsidy they receive, if any. Some MFIs get no subsidy at all. Thus, adjustments that offset subsidies will allow for a more meaningful comparison of performance among MFIs with differing amounts of subsidy.

Second, the industry has accepted that, in the long term, MFIs should be able to operate without subsidies, relying instead on commercial sources and private investment at market rates. An adjustment that cancels out the effects of present subsidies will reveal how close the MFI is to having a business that could expand viably in a subsidy-free commercial environment.

Subsidy adjustments are not included in an MFI's normal financial statements; rather, they are hypothetical revenues or expenses that managers and analysts use when calculating certain indicators and ratios. Two types of subsidy adjustments are common among MFIs:

- Subsidized cost of funds adjustment
- In-kind subsidy adjustment

Figure 8: Definitions of Adjustments – Subsidy Adjustments

A1	Subsidized cost of funds adjustment	This adjustment looks at the difference between the MFI's financial expense and the financial expense it would pay if all of its funding liabilities were priced at market rates. One common way of doing this is to multiply the MFI's average funding liabilities by some shadow price – a market interest rate—and then subtract the actual financial expense. The difference is the amount of the adjustment and is treated as an expense.[5] No single shadow rate is appropriate in all circumstances. Many analysts use as a shadow price the rate that local banks are paying on 90-day time deposits.[6] In theory, the cost of attracting commercial equity capital should also be factored in, as private investors are motivated by retained earnings growth and dividends. In practice, however, analysts do not shadow-price equity in this way; rather they subject the MFI's equity to an inflation adjustment. (A3).

[5] Some analysts apply a cost-of-funds adjustment only to loans whose interest rate is more than some fixed percentage (e.g., 2-5%) below the commercial shadow rate.

[6] Line 60l of the International Monetary Fund's International Financial Statistics.

Figure 8: Definitions of Adjustments – Subsidy Adjustments (continued)

A2	In-kind subsidy adjustment	Donors often give MFIs, not only funds, but also goods and service at no cost or at a below-market cost. Common examples of these in-kind subsidies are computers, consulting services, free office space, and free services of a manager. The in-kind subsidy adjustment is the difference between what the MFI is actually paying for the good or service and what it would have to pay for the same good or service on the open market. If a donor agreement requires an MFI to accept a good or service that it would not have purchased otherwise, the item is generally not treated as an in-kind subsidy in calculating this adjustment. Some young MFIs receive free services of a highly paid manager, often a foreign national. If the analyst believes that the MFI will soon be able to use a less expensive manager, then she might make an adjustment, not for the cost of the donated manager, but rather for the expected cost of a local manager.

As indicated in previous definitions and ratios, MFI financial performance is measured on the basis of net operating income, which excludes donations. This exclusion can be thought of as a third form of subsidy adjustment.

Inflation Adjustment

In the private sector, equity is generally considered to be the most expensive form of financing; investors require a greater return than lenders because they are taking greater risk. In contrast, many MFIs do not have to pay out anything for their equity funding. (Exceptions include financial cooperatives and corporations with commercially motivated investors.) The rationale behind the inflation adjustment is that an MFI should, at a minimum, preserve the value of its equity against erosion due to inflation. Inflation produces a loss in the real value (purchasing power) of equity. The inflation adjustment recognizes and quantifies that loss.

Unlike subsidy adjustments, recording the inflation adjustment in the MFI's normal financial statement is common in many parts of the world and has support under international accounting standards. Section 29 of the *International Accounting Standards mandates* the use of inflation-adjusted accounting in high-inflation countries. In low-inflation countries, the inflation adjustment is seldom incorporated in the financial statements of businesses.

Figure 9: Definition of Adjustments – Inflation Adjustment

A3	Inflation adjustment	There are many different methods of inflation adjustment. All methods involve some version of the same core approach: net fixed assets (B7) are subtracted from equity (B17), and the result is multiplied by the inflation rate for the period.[7] The amount of a period's inflation adjustment is treated as if it were an increase in the MFI's financial expense. If inflation adjustments are incorporated within the MFI's financial statements and carried forward from year to year, then in addition to creating an expense on the income statement, it will also generate a reserve in the balance sheet's equity account. This reserve will reflect the amount of the MFI's cumulative retained earnings that have been consumed by the effects of inflation. Whenever any indicator is used that is supposed to incorporate an "inflation adjustment," the adjustment should either (a) be based on a nationally approved inflation-based accounting system, or (b) use an analytical adjustment of equity similar to that described above. The loss in real equity value due to inflation is not adequately captured by restating financial statements in terms of constant local currency or a low-inflation hard currency.

Adjustments for non-performing loans

An MFI's treatment of non-performing (that is, delinquent) loans can have a large impact on how sound its financial results appear. MFIs differ widely in their accounting policies with respect to loan loss provision expense, write-offs, and accrual of interest income. Analysts adjust these accounts in order to compare MFIs and/or to eliminate a material distortion in financial statements resulting from unrealistic accounting treatment of the non-performing portfolio. There are three main types of portfolio adjustment:

[7] Some analysts use beginning-of-period values for equity and fixed assets, while others argue for the use of period averages. The same objective can be achieved by subtracting liabilities from financial assets.

- Adjustment to loan loss reserves and provision expense
- Write off adjustment
- Reversal of interest accruals

Figure 10: Definition of Adjustments – Adjustments for Non-Performing Loans

A4	Adjustment to loan loss reserves and provision expense	An analyst will often adjust an MFI's loan loss reserve (B5) to bring it in line with standard accounting policies, or up to a level that is appropriate for the individual MFI's risk. In order to adjust the reserve on the balance sheet, the analyst will have to make an adjustment of the loan loss provision expense (I6) that flows into that reserve. A frequently-used policy—mentioned here only as an example—is to adjust reserves so that they cover 50 percent of the outstanding balance for loans 91-180 days late and 100 percent for loans over 180 days late. However, there is no consensus on how this adjustment should be calculated.
A5	Write off adjustment	Analysts will often adjust the MFI's write-offs to bring them in line with a standardized accounting policy. One frequently used standard (mentioned here only as an example) is to treat the portfolio at risk > 180 days as if it had been written off. On the balance sheet, both the gross loan portfolio and the loan loss reserve are reduced by the amount written off.
A6	Reversal of interest accruals	MFIs that recognize interest and fee revenue from the loan portfolio on an accrual basis record interest when it is earned rather than when a cash payment is received from the borrower. If a loan falls delinquent, it is appropriate at some point to stop accruing more interest income on it and to reverse previously accrued income. Many analysts will reverse all revenue that has been accrued on loans that are presently more than 30 days late, including revenue that has been accrued for loans that have been written off, if the MFI has not already done this.

Foreign exchange adjustment

A final category of adjustments relates to MFIs that have assets or liabilities denominated in a foreign (hard) currency, but do their accounting in local currency. When the exchange rate between the two currencies changes, the local-currency value of the asset or liability changes, producing a gain or loss. Treatment of such gains or losses is normally dictated by local accounting standards. There is still debate as to how net foreign currency gains or losses should be recorded. Some argue that such a gain or loss (1) should only be recorded on the income statement when the asset is sold or the liability is liquidated or that such gains and losses (2) should be considered extraordinary and therefore, non-operating. Some regulations require that (3) they should only be recorded on the balance sheet as an increase/decrease to the relevant asset and liability accounts, and offset by an equal increase/decrease to equity. If an MFI's financial statements have not treated foreign exchange gains/losses appropriately, the analyst may need to make an adjustment.

Word to the Readers

SEEP has agreed to collect comments on the document and monitor how it is received. After a period of time, a subgroup will analyze the suggested improvements and edit the present document accordingly. In addition, SEEP has agreed to draft a more complete Guide for Standard Financial Terms, Ratios and Adjustments.

Please send your comments to Till Bruett from the SEEP Financial Service Working Group at tbruett@alternative-credit.com.

Comparing Apples to Oranges: Using MFI Ratings

Alice Nègre and Karen Maguire

Introduction

PlaNet Rating, a division of PlaNet Finance[8], is a microfinance rating and evaluation agency that developed the GIRAFE rating methodology. Like other microfinance rating methodologies, GIRAFE provides comprehensive performance and risk appraisals with a clearly identifiable rating. It has evolved to increase transparency, monitor performance and attract private capital to the microfinance sector.

To facilitate comparisons across microfinance institutions (MFIs), rating organizations participate in industry-wide initiatives to standardize common financial terms and key ratios. Even with this common financial and performance language, it is still difficult to compare performance across all MFIs given the variations in maturity, environmental factors and target clientele. Such comparisons are not always fair and constructive.

With more than three years of rating experience across four continents, we believe that comparing "apples to oranges" is critical for the sector, when performed using well-designed indicators. What is the nature of differences between MFIs? How can we overcome the challenges of comparing apples to oranges by using a common rating tool? This article attempts to answer these questions, and discusses the importance of interpreting any MFI's rating results in its broader context.

What Makes Apples and Oranges Different

Differences among MFIs arise from several sources and pose challenges for comparison:

Accounting

Performance is often monitored with ratios using net income. This figure can differ significantly depending on the accounting methods used for loan loss provisions, loan write-offs, amortization/ depreciation of fixed assets, inflation adjustments and the accounting basis (cash versus accrual).

Funding

While some MFIs benefit from large and numerous subsidies (in kind or in cash), others borrow funds at concessional or commercial rates. An MFI's capital structure drives its cost of funds and therefore financial performance.

Maturity

Younger MFIs will often have higher operating expenses per client because of the investments incurred before reaching economies of scale.

Environmental factors

There are many environmental factors that can be obstacles to MFI performance, including, but not limited to:

- Macroeconomic conditions
- Population density
- Local legislation
- Microenterprise market potential
- Quality of infrastructure
- Local "culture of money"
- Education levels of staff and clients

Target clientele

It is less expensive and less risky to lend larger amounts to clients with some form of collateral or guarantee than smaller amounts to clients with no guarantees. This strategic choice certainly plays a role in profitability.

Despite these differences, the sector will reap many benefits by promoting rating systems that allow cross-MFI comparisons. Rating reports increase transparency and are a credible source of information about the sector for practitioners as well as potential lenders and investors. They may serve to aid those interested in the community to better target funding for capacity building as well as funds for on-lending. Public rating reports also encourage information sharing and the development of best practices based on innovations across the continents.

[8] PlaNet Finance is an international non-governmental organization whose mission is to serve the microfinance sector through a variety of capacity-building services offered from its head office in Paris and local offices in Benin, India, Morocco, Brazil and China.

How Do We Compare Apples to Oranges?

PlaNet Rating's GIRAFE methodology evaluates an MFI's financial, organizational and operational sustainability. We assign an overall rating and a component rating for each of the six areas of GIRAFE (see Figure 1). The GIRAFE domains are both quantitative and qualitative. The resulting rating assesses how well an MFI is performing on each of these parameters.

Figure 1: Six GIRAFE Rating Components

G	Governance and Decision-making
I	Information and Management Tools
R	Risks: Analysis and Control
A	Activities and Loan Portfolio
F	Funding: Debt and Equity
E	Efficiency and Profitability

Like many rating methodologies, we control for accounting and funding differences through adjustments for our quantitative measures. We do not perform any adjustment for maturity, environmental factors, or target clientele. However, the examples below illustrate that MFIs with more challenging contexts may still match or even outperform their counterparts on GIRAFE component ratings.

This is possible because these "disadvantaged" MFIs implemented successful systems allowing them to overcome their challenges (see Example 1). The goal of the GIRAFE methodology is not to evaluate whether or not a system is the best on an international scale but whether it allows the MFI to be sustainable (see Example 2). Our reports also provide information on the MFI's context, such as local conditions, and the MFI's strategic choices regarding mission and target clientele. The actual rating evaluates the MFI's results, while the rating report provides the context for a "rating plus."

Example 1: Efficiency

One of the six rating components is Efficiency and Profitability ("E" area), which evaluates the financial self-sufficiency of the MFIs. We must appreciate that an MFI serving a less risky and more accessible client base can more easily generate profits. However, our rating experience has shown that institutions can succeed in becoming self-sufficient while still reaching poor clientele, thanks to productivity and efficiency gains through solid credit methodology, streamlined operations, an effective MIS and skilled staff.

For instance, CRECER, Bolivia, and Prizma, Bosnia & Herzegovina both serve a target clientele that is lower-end for their respective countries. However, both institutions received a score for the E area that is better than the average score granted to the MFIs we have rated, despite the fact that many of these other MFIs lend to relatively higher-end clientele.

Figure 2: Efficiency[9]

	CRECER Dec 2001	*PRIZMA June 2002*
Age (years)	12 years	5 years
Component scoring "E"[10]	c	b
Depth (%)	15%	38%
Active borrowers (no.)	30,989	6,084
AROE (%)	-1%	0.8%
Operational self-sufficiency (%)	102%	111%
Financial self-sufficiency (%)	100%	103%
Operating expense ratio (%)	39%	31%

Source: PlaNet Rating.

Example 2: Information and Management Tools

Another component rating is Information and Management Tools ("I" area).

Credit Rural of Guinea Conakry (CRG) provides lending and savings services to clients throughout a country plagued by poor transportation and telecommunications infrastructure. Because of technical limits and cost savings, they have only been able to implement a manual information system.

PADME of Benin provides lending services to predominantly urban clients in the thriving coastal cities of Porto Novo and Cotonou using an entirely computerized management information system ("MIS").

Despite these striking differences, CRG received a higher scoring for the "I" area because it overcomes the infrastructure and distance challenges to provide reliable information on timely basis. It meets the information needs at the local and the national levels using easy yet precise manual tools as well as regular controls on the flow of information (see Figure 3). For this parameter, we assess how relevant, reliable, complete, and useful management information is to the MFI. Although this is an absolute scale, the criteria are based on the relative effectiveness of the information for that MFI.

[9] For all detailed definitions, refer to pages 33 and 34 of this *Bulletin*.

[10] For more details on the PlaNet Rating scoring system, refer to www.planetrating.org.

Figure 3: Information Systems

(As of mid-year 01)	*CRG*	*PADME*
Component scoring "I"[11]	b	c
Active borrowers	80,552	14,330
Gross loan portfolio	3.5 million USD	7.3 million USD
Service area	Entire Country[12]	Coastal cities
Type of MIS	Manual	Computerized

Source: PlaNet Rating.

Putting MFI Performance Into Context

For a valid rating system, comparisons between "apples and oranges" must ultimately be measured using one scale. This scale must incorporate all the appropriate considerations that drive the fundamentals of the risks being rated in addition to other performance factors.

Rating report users should review the findings in context to draw the relevant conclusions for their own purposes. Reviewing rating results according to peer groups is one method for putting an MFI's performance into context.

Investors and commercial lenders seek precise information regarding financial statements and credit risk in the short and long term. They may simply seek the best "apples" available today. On the other hand, donors may be specifically interested in an MFI's ability to manage its operations with local staff and to contain costs in the long term. They may wish to support a promising but less mature institution, despite a weaker rating. Another donor may have a stated goal of supporting MFIs that will continue to focus on the poorest of the poor, one that may never be the best "apple."

Most microfinance practitioners believe strongly that the first objective of microfinance is providing financial services to the poor. Ratings should encourage MFIs to become sustainable, but not at the expense of their clients by going up-market.

Ultimately the investor, lender, or donor will select MFIs based on its own goals for impact indicators, financial performance, and/or additional criteria. Those with a more social orientation will recognize MFIs that choose to preserve their mission of reaching harder to serve populations.

PlaNet Rating Results

Since starting its rating operations in 1999 as a division of PlaNet Finance, PlaNet Rating has performed 52 evaluations of MFIs in 20 countries spanning 4 continents, with portfolios ranging from 150,000 to 13 million USD.

Working with a diverse client base, PlaNet Rating emphasizes transparency and service, through the online dissemination of rating methodology and reports, and the interactive process of the rating mission itself. Missions include client, staff, and manager interviews, informal debriefings throughout, and a formal debriefing at the end of the onsite portion of the evaluation.

MFIs rated by PlaNet Rating have found these discussions provocative for their own work and helpful for identifying areas for capacity building. PlaNet Rating's methodology is flexible, making our services accessible to the entire spectrum of MFIs—small or large, young or mature.

Conclusion

Our experience using the GIRAFE methodology to rate institutions has shown that ratings are useful for both apples and oranges and that they can effectively and constructively be compared. We use a common scale to rate MFIs but also provide information on additional factors, such as target clientele and institutional background, to help the reader appreciate the differences we have listed.

Because both the microfinance industry and MFI ratings are relatively new and still evolving, MFI ratings tend to combine fiduciary and credit risk as well as performance measures. In contrast, mainstream finance ratings provide precise and concise analyses of credit risk corresponding to a probability of default over a specified time frame.

As the microfinance sector becomes more transparent and individual MFIs mature, they may graduate to a mainstream rating. This process is akin to that of an MFI helping its clients graduate to the mainstream banking sector. A select few MFIs have already reached this level, and we hope that many more will follow while preserving their original mission of serving the poor.

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[11] ibid.

[12] Mainly rural.

Trends in Latin American Microfinance

Damian von Stauffenberg

Introduction

Microfinance institutions (MFIs) are growing at a dizzying pace. Last year, the 29 Latin American MFIs tracked by MicroRate (the "MicroRate 29") expanded their loan portfolios by 23%. This may not sound like much unless one remembers that most of those 29 are in countries where the economy is in recession and where conventional banks, far from expanding, actually shrank. But let's look at something more tangible than growth rates: money. The 29 increased their portfolios by nearly $100 million in 2001. Clearly, we are no longer talking about quaint donor-dependent foundations. We are talking about a new branch of the financial sector, which funds itself from commercial sources. This is where MicroRate comes into the picture.

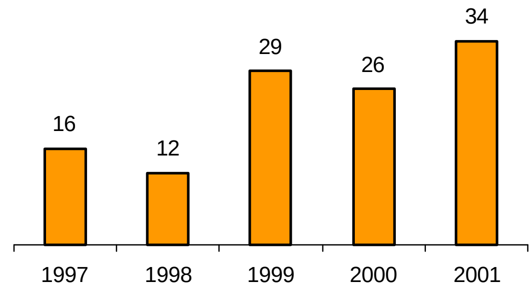
When the idea of a rating agency for microfinance was born back in 1996, it was already clear that eventually MFIs would have to resort to commercial funding or stagnate. Commercial funders – no matter whether they are Wall Street investors or Bolivian peasants looking for a home for their savings – need to know how likely they are to get their money back. They need to be able to measure risk.

After a pilot project, MicroRate was launched in 1997 with a contract from the Inter-American Development Bank to evaluate 18 Latin American MFIs. At the time, it was not at all clear that the concept would work. Most MFIs were donor funded and skeptics doubted that MFIs would open themselves to outside inspection. Even if they did, it was argued, such evaluations would be prohibitively expensive. Traditional consulting reports, often running to hundreds of pages, lent plausibility to this objection. Judging from what happened since, the skeptics have been wrong.

Since 1997, MicroRate has completed a total of 112 evaluations. In 2001 alone, MicroRate evaluated 21 MFIs in Latin America and 8 in Africa (see Figure 1).

Far from closing their doors, MFIs have embraced the concept of being evaluated by an outside agency, even though MicroRate evaluations can be quite critical. But even MFIs that originally had serious shortcomings have found that a series of annual evaluations documenting how an institution improves as it evolves are a powerful tool for attracting funders.

Figure 1: MicroRate Evaluations (1997-2001)



Trends in Latin American Microfinance[13]

As the oldest rating agency specializing in microfinance, MicroRate has been able to observe industry trends for six years. A database that tracks financial statements and performance indicators semi-annually helps MicroRate take the pulse of the industry. What does the pulse show? There is of course sheer growth. But there are also other trends that show where the industry is headed.

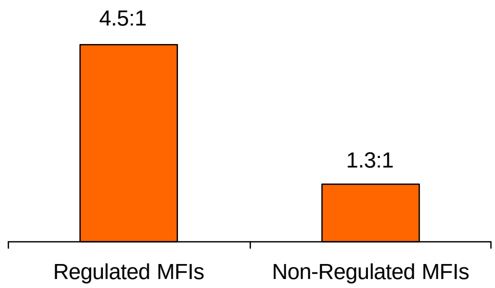
Formalization

Only a few years ago, microfinance was dominated by non-governmental organizations (NGOs). At the 1997 Microcredit Summit in Washington, it was hard to find a formal financial institution among the hundreds of NGOs. The "MicroRate 29" show this clearly. In 1997, most were NGOs; by 2001, most had become formal financial institutions. One is tempted to ask: "What made them do it?" Why exchange a life free from taxes and undisturbed by regulators for the regime of a formal financial intermediary?

The answer has mostly to do with rapid growth and the need to finance it. Unregulated NGOs found it hard to borrow. Indeed, at the end of 2001, the 9 remaining NGOs among the "MicroRate 29" had on average only been able to borrow 1.3 times their equity (see Figure 2). The 20 regulated MFIs, by comparison, had an average "debt/equity ratio" of 4.5:1. Rapid growth sooner or later confronts NGOs with an unpleasant choice: formalize or stagnate. Formalized MFIs were on average more than three times the size of NGOs.

[13] Based on "The Finance of Microfinance" by Julie Abrams with Damian von Stauffenberg and Todd Farrington, October 2002.

Figure 2: Average Debt/ Equity Ratio for Regulated vs. Non-Regulated MFIs (2001)

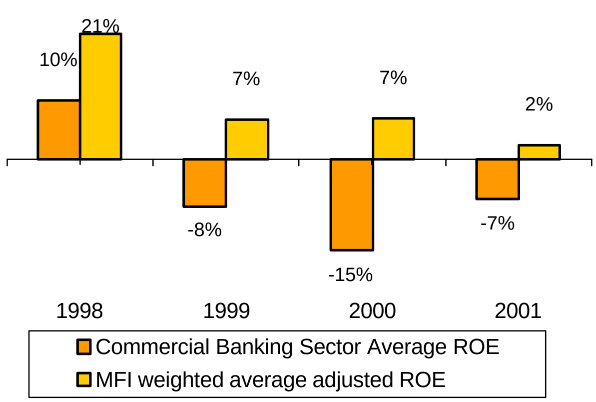


Profitability

The desire to grow – to reach as many of the working poor as possible – also drives a trend towards high profits. The microfinance industry has long been ambivalent about profits. MFIs often aimed at break-even, nothing more. By now, many have realized that growth requires equity and that by far the easiest way to raise equity is through retained earnings.

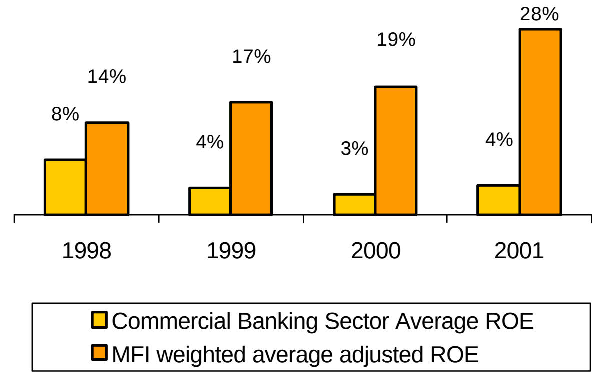
On average, the "MicroRate 29" earned a return on equity (ROE) of 11.1% in 2001 – a stunning performance if one considers that most operate in countries where the economy is in recession and where the banking sector is in crisis. In fact, in Bolivia and Peru, where it is possible to make direct comparisons between the banking sector and MFIs[14], the latter outperformed commercial banks by a wide margin even after adjusting the numbers for subsidies and accounting differences (see Figures 3 and 4).

Figure 3: Comparison of Profitability for Bolivian Banking Sector and "MicroRate MFIs"



[14] Banking authorities publish data on both.

Figure 4: Comparison of Profitability for Peruvian Banking Sector and "MicroRate MFIs"



How MicroRate Works

MicroRate has a double focus: it identifies risks and it shows MFIs their strengths and weaknesses. For investors and lenders, MicroRate draws a "road map" which leads them to MFIs with the characteristics they are looking for. For the MFI itself, the evaluation shows where it must concentrate its efforts and how it compares to peers.

At the heart of MicroRate's operations is the evaluation visit. MicroRate teams of two or three analysts visit MFIs for 3 – 5 days during which they talk to all levels of the organization, from management to loan officers. They follow a certain pattern in their analysis, but mainly they rely on experience. After a combined total of over 100 evaluations, MicroRate staff have overall developed an all-important 'feel' for MFIs, which allows them to quickly identify risks. MicroRate does not use the more rigid evaluation methods common in microfinance, which grade MFIs by weighting performance according to a fixed formula. MFIs are too diverse for such a standardized approach.

The results of an evaluation are summarized in a succinct report of approximately 10 pages. Reports highlight strengths, weaknesses and risks. The MFI concerned is asked to review the draft, which is only published with its consent. Each report is accompanied by a comparator table, which shows how the MFI stacks up against similar institutions after adjusting for subsidies and differing accounting methods.

MicroRate is proud of the high proportion of repeat clients. Annual re-evaluations give a fuller picture than a one-time snapshot. Re-evaluations also have the advantage of requiring much less effort since the evaluation team already knows the institution. This is reflected in lower costs – the price of a re-evaluation is one third that of a first-time evaluation.

The Future: Regional Operations: Bringing MicroRate Closer to its Clients

MicroRate is regionalizing, shifting its evaluation teams from the Washington DC headquarters to Africa and South America. The first step in this direction was an African affiliate, established in January of this year as a joint venture with GCR, Africa's largest rating agency. Based in Johannesburg, Global MicroRate Africa (GMRA) already carries out all evaluations of African MFIs with support of MicroRate staff. The results have been much quicker response times in dealing with clients and substantially lower costs. It is easier and cheaper to mobilize an evaluation team from within Africa than having to fly it in from Washington. The regional approach also has the advantage that GMRA is better attuned to the special characteristics of African MFIs.

In May, MicroRate opened its Latin American Regional Office in Lima, Peru. In both cases the aim is to create regional staffs. A small headquarters team will assure the even quality of evaluations and it will also administer MicroRate's large and growing database, an invaluable analytical tool.

How to contact MicroRate: MicroRate, Inc., Washington D.C., USA, info@microrate.com, fax (703) 243 5340, www.microrate.com; Global MicroRate Africa, Johannesburg, South Africa, brislin@globalratings.net; MicroRate Latin America, Lima, Peru, todd@microrate.com.

Microcredit in Brazil: The Gap Between Supply and Demand

Jaime Mezzera

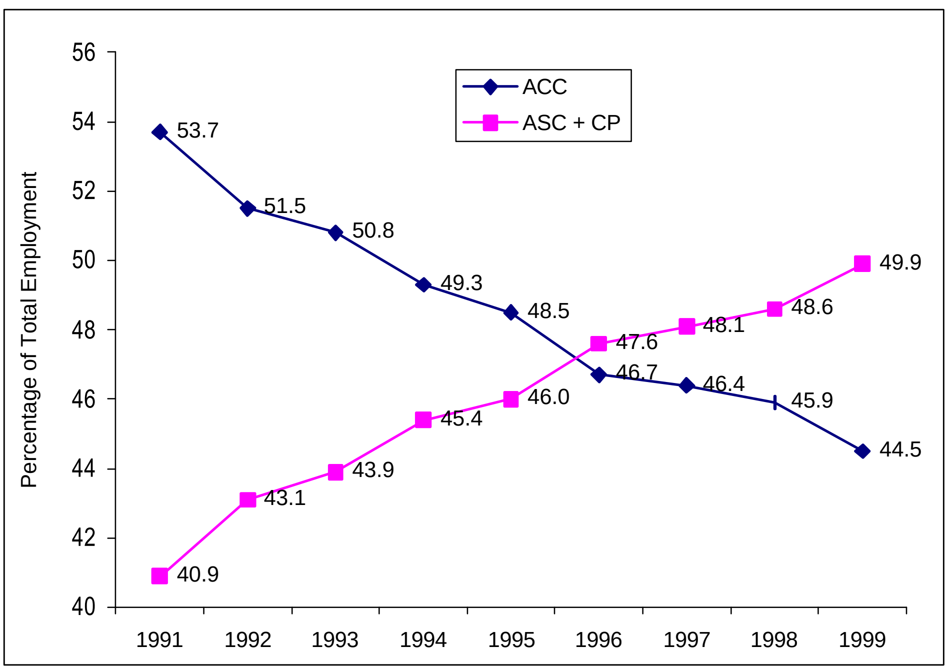
Introduction

A large proportion of the Brazilian labor force cannot find decent work as a wage-earner in the formal sector and ends up inventing "a work" – to use the Caribbean expression – in the informal sector, either as own-account worker or as a very small employer. None of this is new, but what is new is the intensity of the process in the last few years in Brazil, resulting from the decline in formal-sector employment, called "emprego com carteira" ("employment with a card"). The "carteira de trabalho" or "work card", literally a proof of employment, is a Fascist invention of the Mussolini era, incorporated into Brazilian legislation in the Forties and never abrogated. What is useful in the notion nowadays is that wage-earners "com carteira" (with card) are registered in the Ministry of Labour and in the Social Security system, earn higher wages, have stability and often career plans, etc. The proportion of workers "com carteira" is commonly used as an indicator of job quality.

The phenomenal change is presented in Figure 1 on structure of employment. The percentage of protected, formal-sector workers (described in the footnote) in the workforce has dropped rapidly long with a corresponding increase in unprotected wage earners and own-account workers. As is common, many unprotected workers create work opportunities that are characterized mainly by their lack of capital. As a consequence, they exhibit low productivity, earn low wages and have no access to banking-sector loans.

But they exhibit correspondingly high marginal productivity of investment when small amounts of capital are injected into productive concerns where capital is scarce relative to labor. This means that, aside from their well-known distributive effects, microloans are among the most productive uses of capital. Such is the basis for providing a massive number of micro-loans to Brazilian microenterprises.

Figure 1: Employment Structure in Brazilian Metropolitan Areas



ACC = protected, formal-sector workers ("com carteira")
ASC+CP = unprotected wage-earners and own-account workers
Source: . Data come from the urban portion of latest available round of the National Household Survey (PNAD) carried out annually by the National Statistical Office (IBGE).

Estimating the Gap Between Supply and Demand for Microfinance Services in Brazil

To estimate the demand for microfinance services in Brazil, household data was used, requiring a proxy for the capital-poor sector.

A good proxy for the heads of productive units of this sector is the number of own-account workers plus the number of employers of up to five workers; and the National Household Survey (PNAD) provides such information. An even better proxy can be built by using the research on the Urban Informal Economy (PEIU is its acronym in Portuguese) also carried out by the National Statistical Office (IBGE) in 1997.[15] Because PEIU included questions on use of formal-sector credit, the number of potential users of a microcredit scheme can be scaled back accordingly.

In 1996, the year before PEIU, over 70 percent of those with incomes over 5,000 reales a month had no recourse to credit, a percentage that rose to over 95 percent for those with incomes of up to 3,000 reales and to nearly all of those with monthly incomes under 1,000 reales.[16] Lack of access to credit by Brazilian microentrepreneurs is clearly a general phenomenon.

Applied to the numbers of microentrepreneurs coming from PNAD, such results mean that the demand for Microcredit services could include some 3.8 million small and microenterprises (SMEs) headed by women and 9.7 million SMEs headed by men in Brazil.

This potential demand for services has to be reduced to represent only those who are creditworthy and would, indeed, want to borrow.

The way chosen to identify effective demand was to assume that the probability of a credit request being turned down by the system was an inverse function of the head's income level. Arbitrarily, it was assumed that such probability would be 75 percent for incomes of up to 200 reales a month, falling steadily until it became only 30 percent for monthly incomes of over 1,500 reales.[17] With such assumptions, which are quite easy to modify if needed, it was estimated that a large microcredit program with national urban coverage would attract some 5.8 million effective customers – in the Keynesian sense – who would borrow some 11.3 billion reales, currently equivalent to some US$4 billion. Of those customers, approximately 4.6 million would be own-account workers, with some 1.2 million small and micro employers becoming clients of the system. Over two-thirds of those customers, receiving loans for just under one-third of the total, would be heading firms with up to 1,000 reales monthly income.

On the supply side, work performed by two ILO consultants analyzed all 43 entities offering microcredit in the final quarter of the year 2000.[18] The institutions ranged from a handful of minute NGOs serving under 250 clients at the time of the survey, to the comparatively gigantic programme called Crediamigo, run by the Banco do Nordeste, a public regional bank, that was then serving almost exactly one-half of the total number of microcredit customers in the country.

Total microcredit users in October 2000 were found to be 115,654, jointly using 85.5 million reales, then equivalent to some US$47.5 million. Such amounts were increasing very rapidly, by 10.5 per cent a month during the twelve month period from October 1998 to October 1999, then by 3.4 per cent a month during the semester from October 1999 through April 2000, and finally by 6.6 per cent a month from April to October of 2000. But, as my dear professor Paul Rosenstein-Rodan liked to say "if my hen lays one egg in January and two in February, I can always rejoice by saying the rate of increase was 100 percent".

The quote refers to the fact that, even after growing so quickly, supply is less than 2 percent of demand by number of clients, and 0.8 percent by total size of loans (see Figure 2).

The only region where a slightly larger portion of effective projected demand is being served – amounting to no more than a scant 3.3 percent, anyway – is the Northeast, where the impact of the Crediamigo programme makes the difference: Crediamigo accounts for 58 percent of active loans in the Northeast and for 63 percent of all served customers, indicating that Crediamigo aims at a lower rung in the economic scale of borrowers.

[15] Following a methodology recommended by the ILO to build the database, IBGE requested the firm's address from all small employers and own-account workers who so declared themselves in the PNAD, and then used the list to carry out an establishment survey, the PEIU.

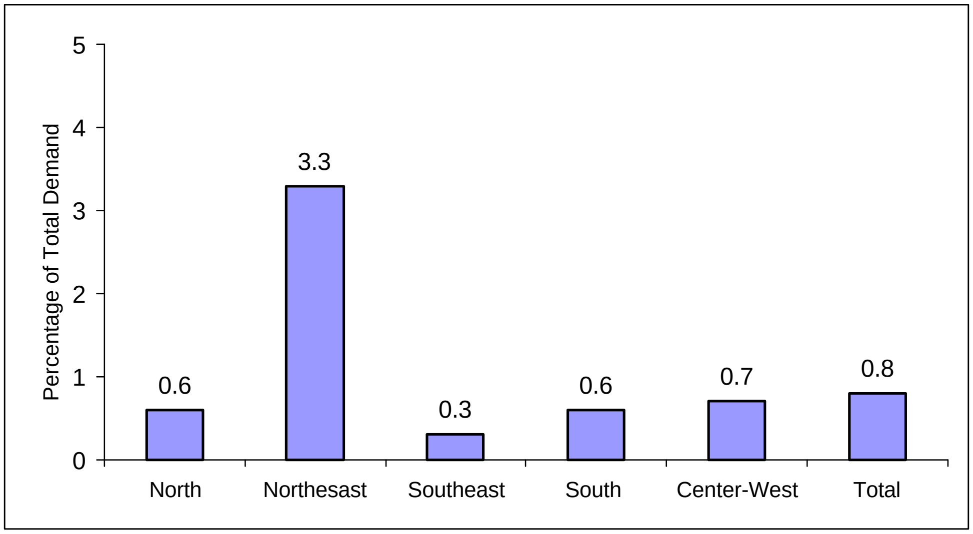
[16] At the time of PEIU one real, the Brazilian currency, was worth almost exactly one dollar.

[17] At the time of performing such calculation, one real was worth scarcely over half a dollar and by mid-2002 it is down to a bit over 35 cents.

[18] Annez Andraus and Maria Rita Garcia de Andrade of the Sao Paulo University worked under ILO technical supervision with contracts funded by Caixa Economica Federal, a very large national public bank then planning to initiate a very large public microcredit program, that were channeled through a UNDP project.

Brazilian authorities, especially the "Comunidade Solidaria" that functions close to the Presidency, and the Central Bank, insist in developing microcredit supply through private-sector non-profit organizations. To that effect, two organizational models have been added to the NGOs: one is OSCIP, Organizations of Civil Society of Public Interest and the other SCM, Societies for Credit to Microentrepreneurs.

Figure 2: Microcredit Supply in Brazil as a Fraction of Demand (by Total Size of Loans),by Regions



Thus far, the authorities have not digested a critical point. Each of the 39 private organizations analyzed is serving, on average, 1,374 customers. They can be assumed to wish to maintain their current size, since it is limited by the satisfying strategy of their owners.[19] Assuming they would, as a group, maintain their current percentage contribution to supply at 54 per cent, the number of these entities would have to increase to a total of 2,358 NGOs (OSCIPs and SCMs): this means they would have to be created, trained, funded to the tune of some US$2 billion, coordinated and put to work harmoniously.

Conclusion

The Brazilian case is further proof, should any be needed, that, if it is to reach scale and cost-effectiveness, the microcredit system need not exclude private sector non-profit organizations, nor can it afford not to include the formal financial sector.

It is equally clear that this situation I have described cannot be a long-term equilibrium solution, as no market solution can leave 98 percent of potential effective customers unserved.

[19] A satisfying entrepreneur, as opposed to a maximising one, is satisfied when (s)he attains some previously fixed goal.

Additional research, which is not yet ready for publication, strongly suggests the financial sector is indeed lending substantially more to microentrepreneurs than all the NGOs put together. But this is another story.

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This article is based on preliminary research for an ILO-UNDP project that should be published later this year by the ILO in Brasilia.

BULLETIN HIGHLIGHTS AND TABLES

Bulletin Highlights

Isabelle Barrès

This issue of the *Bulletin* contains 147 participating microfinance institutions (MFIs), from 53 countries organized in 19 peer groups. The smallest peer groups, Latin America Small, Asia Large, Asia South Small, and Asia Pacific Non-Financial Intermediaries, contain 5 MFIs each, while the largest peer group, Latin America Credit Unions contains 18 participants. **Key results** for all MFIs in this *Bulletin* are summarized below:

- All the MFIs currently participating in the *Bulletin* are reaching a total of 9 million borrowers and 29 million savers (see Figure 1);
- 98 MFIs (or 67% of all participants) are able to mobilize resources to cover operational costs (their level of operational self-sufficiency – or OSS – is higher than 100%);
- 62 MFIs (or 42% of all participants) are financially self-sufficient (FSS). This implies that even after adjusting for subsidies, the erosion of capital, and provisioning for the portfolio at risk, they generate sufficient income to cover costs of operations. The 62 FSS MFIs showed an adjusted return on assets (AROA) of 5.5% and an adjusted return on equity (AROE) of 14.1%, on average;
- While FSS MFIs are often among the large and mature groups, there are several examples of young MFIs, and MFIs reaching low-end clients that achieve financial self-sufficiency;
- MFIs reach self-sufficiency through cost and income structures that vary by region: Asian FSS MFIs achieve a high level of profitability due to low costs. In the other regions, Eastern Europe, Latin America and Africa, MFIs face high costs and reach self-sufficiency through a combination of higher income and productivity;
- MFIs that target the low-end clients cover almost all of their costs, including adjustments, and have an average financial-self sufficiency ratio of 92%.

Figure 1: Total[20] Outreach of Participants by Peer Group

	Number of Active Borrowers	Gross Loan Portfolio (US$)	Total Assets (US$)	Number of Voluntary Savers*	Total Voluntary Deposits (US$)*
1. Africa Large	190,501	57,713,491	115,144,661	497,241	68,350,018
2. Africa Medium	150,748	10,345,389	17,158,046	25,350	1,552,325
3. Africa Small Low	116,780	4,880,526	8,047,562	35,200	1,893,137
4. MENA	103,104	27,968,185	54,455,116	NA	NA
5. LA Credit Unions	116,533	79,663,873	122,880,667	315,769	81,472,919
6. LA Large Broad	415,353	557,819,705	682,987,009	79,991	238,362,744
7. LA Medium Broad	99,919	32,365,510	44,184,810	NA	NA
8. LA Medium Low	245,399	54,190,088	69,005,879	NA	NA
9. LA Small LI	11,686	2,525,498	3,570,420	NA	NA
10. LA Small UI	14,419	5,465,436	10,115,317	NA	NA
11. Asia Large	6,910,335	1,057,259,769	2,651,733,911	27,028,166	2,013,144,300
12. Asia (Pacific) (FI)	15,819	5,067,425	7,038,550	3,130	4,615,460
13. Asia (Pacific) (Non-FI)	165,773	16,120,793	20,835,765	93,100	837,233
14. Asia (South) Medium	387,465	24,315,676	43,268,290	724,178	3,337,771
15. Asia (South) Small	17,845	1,889,803	3,637,298	6,406	83,419
16. Asia (Central)	38,757	5,721,174	9,093,417	NA	NA
17. EE Medium	43,231	49,729,936	55,096,413	NA	NA
18. EE Small	23,507	4,767,536	6,851,919	9,973	749,566
19. WW Small Business	28,122	101,337,858	218,124,047	406,744	130,621,810
Total	**9,067,174**	**1,997,809,814**	**3,925,105,051**	**28,818,504**	**2,414,398,890**

Source: *MicroBanking Bulletin* No. 8 data. *Some institutions did not report savings information. These are conservative numbers; Abbreviations: MENA=Middle East & North Africa; LI/UI=Low and Middle/Upper Income Country; FI/Non-FI=Financial Intermediary/Other.

[20] Due to the limited number of MFIs participating in the *Bulletin*, these indicators should not be used as a proxy for the size of the industry.

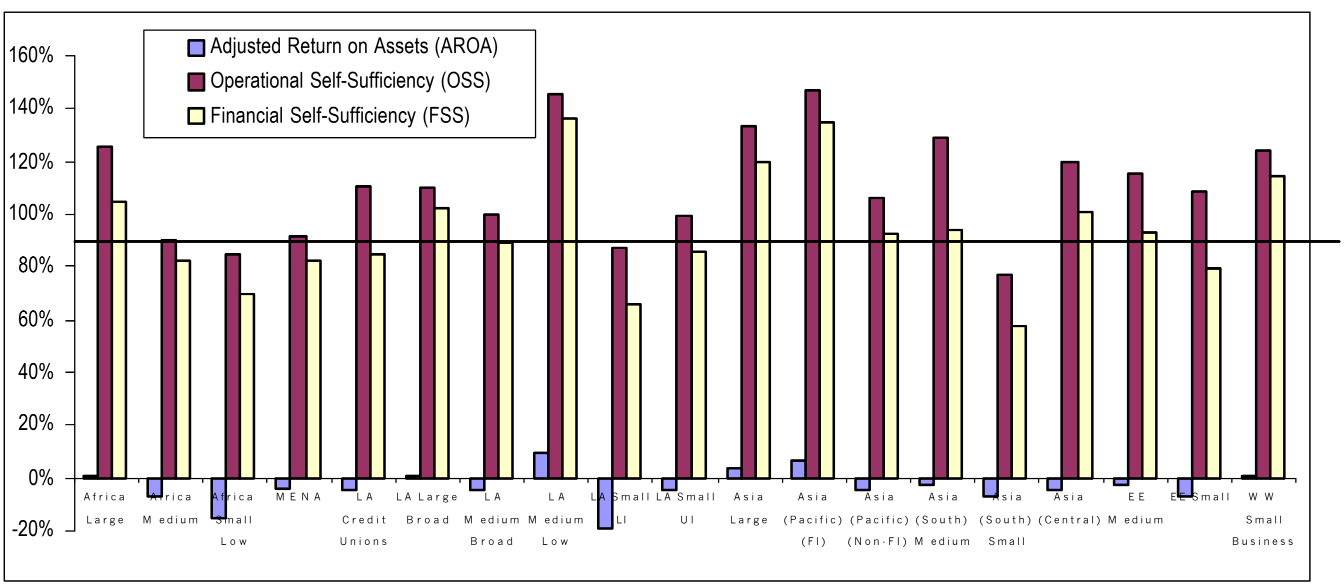
Participants range from small to large organizations, with total gross loan portfolios from US$ 58,000 to US$ 816 million. The average participant is medium-sized, with an average gross loan portfolio of US$ 4 million and an average US$ 6 million in assets; has about 100 employees and 12,000 borrowers; reaches a “broad” clientele, with an average outstanding loan size of US$ 450, or 45% relative to GNP per capita; and is mature, having offered microfinance services for 8 years on average.

Figure 2: Comparison of FSS and Non-FSS Characteristics

Characteristics	Characteristics	# FSS MFIs	# Non-FSS MFIs	Total	% FSS to Total
Region*:	Africa	8	17	25	32
	Asia	18	21	39	46
	Eastern Europe	6	14	20	30
	Latin America	29	28	57	51
Age:	New	7	27	34	21
	Young	12	28	40	30
	Mature	43	30	73	59
Scale of Operations:	Large	22	8	30	73
	Medium	32	43	75	43
	Small	8	34	42	19
Lending Methodology:	Individual	36	37	73	49
	Solidarity	18	29	47	38
	Village	8	19	27	30
Target Market:	Low-end	18	40	58	31
	Broad	36	41	77	47
	High-end	4	2	6	67
	Small Business	4	2	6	67
Level of Country Income:	Lower/ Middle Income	59	74	133	44
	Upper Income	3	11	14	21
Level of Retail Financial Intermediation:	Financial Intermediary	30	26	56	54
	Other	32	59	91	35
Charter Type:**	Banks	10	4	14	71
	Credit Unions/ Cooperatives	16	18	34	47
	NGOs	27	46	73	37
	Non-Banks	5	13	18	28
	Rural Banks	3	4	7	43
Non-Profit/ For-Profit Status:**	Non-Profit	44	66	110	40
	For-Profit	17	19	36	47

Source: *MicroBanking Bulletin* No. 8 data.
*MENA is not represented due to the small sample size.
**CARD reports consolidated statements for both CARD NGO and CARD Bank. It is therefore not possible to classify it by Charter Type or Profit Status.

Figure 3: Adjustments Have a High Effect on Peer Group Results



Source: *MicroBanking Bulletin* No. 8 data. Data are calculated by dropping the top and bottom observations for each peer group.

Overall Performance

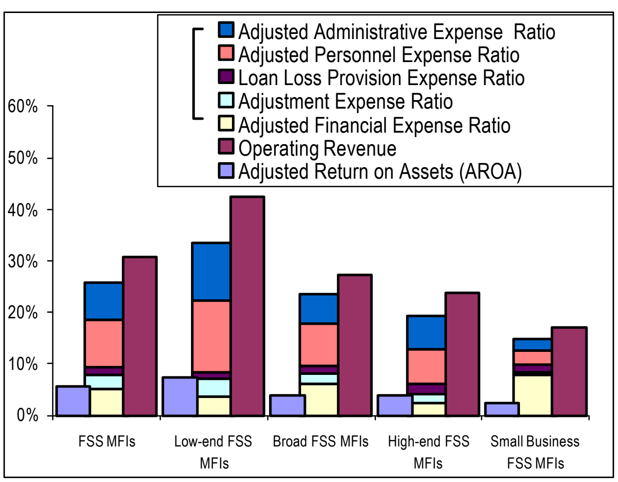
Before making adjustments, 13 of 19 *Bulletin* peer groups were profitable, with a level of operational self-sufficiency higher than 100%. As shown in Figure 3, after adjusting for the effect of subsidies, inflation, and provisioning for the portfolio at risk, only 7 of 19 peer groups remained profitable. The peer groups Asia Large, Asia Pacific (FI) and LA Medium Low were the strongest performers. In fact, the LA Medium Low MFIs performed remarkably well considering the frail economic situation of several countries in the region during 2000 – 2001: results of the other Latin American peer groups show that on average, MFIs in the region had yet to reach financial self-sufficiency.

Reaching the Poor in a Sustainable Manner

Out of the 147 participants in this issue, 58 reach the low-end of the population, measured by an average loan size of less than 20% of GNP per capita or less than US$ 150. Of these MFIs, 44 have an average outstanding loan size of less than US$ 150, and the remaining 14 have an average outstanding loan size that ranges from 9% to 19% of GNP per capita.

Although the majority of the *Bulletin* participants that serve a low-end clientele have not yet reached self-sufficiency, they are almost financially self-sufficient. On average, this group covers 92% of its adjusted costs. In addition, 34% of all FSS institutions in this issue reach the lower-end clients, with a depth of outreach[21] of less than 30%.

Figure 4: Income and Cost per Target Market



Source: *MicroBanking Bulletin* No. 8 data.
Data are calculated by dropping the top and bottom observations for each group.

[21] Measured by the Average Outstanding Loan Size/GNP per capita.

The 18 low-end financially self-sufficient MFIs show an average return on assets of 7.3% and an average return on equity of 15%. These results are due to higher operating revenue than for all other FSS MFIs to compensate for the higher operating costs that they incur (see Figure 4).

When looking at the ratio of adjusted operating expenses over loan portfolio, MFIs that reach low-end clients seem to be the highest cost providers, with a ratio of 35.3% compared to only 8% for the MFIs reaching small businesses (see Figure 5).

Figure 5: Efficiency per Target Market

FSS MFIs	Adjusted OE/ LP (%)	Adjusted PE/ LP (%)	Depth (%)	Average Salary / GNP per capita (%)	Cost per Borrower (US$)	Personnel Productivity (no.)
Low-end	35.3%	19.1%	14.7%	3.9	46	192
Broad	18.8%	11.1%	69.9%	8.3	110	140
High-end	27.3%	13.5%	180.3%	12.3	297	69
Small Business	8.0%	4.0%	527.0%	6.9	402	43

Source: *MicroBanking Bulletin* No. 8 data.
Abbreviations: OE = Operating Expense, PE = Personnel Expense, LP = Loan Portfolio.
Data are calculated by dropping the top and bottom observations for each target market group.

Nevertheless, this result is distorted by the loan sizes, and MFIs reaching low-end clients are in reality the most efficient when looking at an efficiency indicator that neutralizes the effect of loan sizes, such as the cost per borrower. They have a cost per borrower of US$ 46 on average, compared to US$ 402 for MFIs reaching small businesses. These results are due to their higher productivity of staff, with an average of 192 borrowers per staff member compared to 43 for the MFIs targeting small businesses.

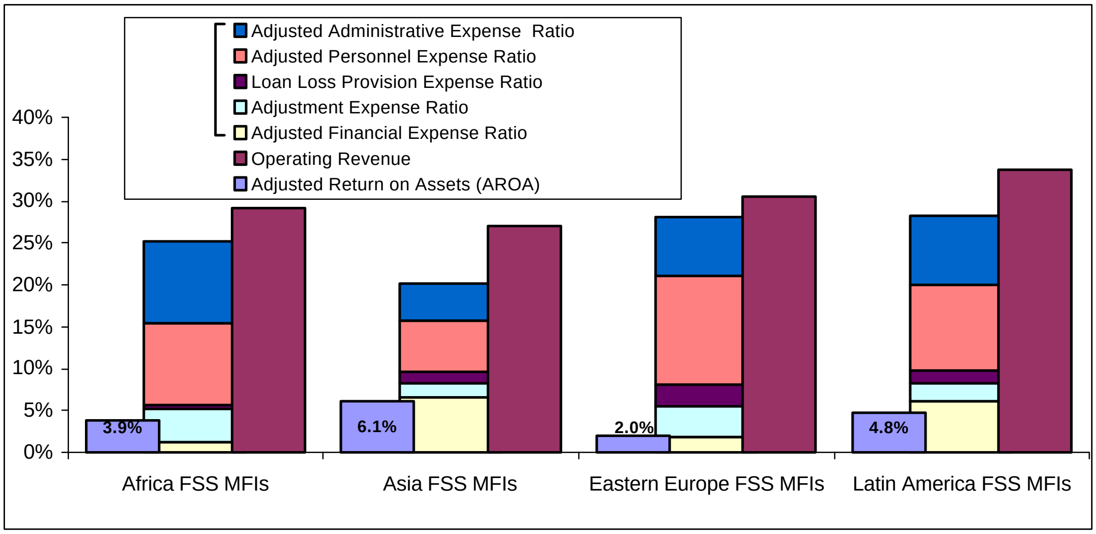
Strategies for Cost Recovery Vary by Region

There are important regional differences in how MFIs reach financial self-sufficiency:

- The FSS MFIs in **Asia** are the most profitable, with an average AROA of 6.1%. They achieve this high level of profitability through lower cost structures, rather than by charging higher interest rates to their clients. Because they operate in a lower labor cost environment, FSS MFIs in Asia have lower salary costs that compensate for the lower staff productivity and lower average loan sizes when compared to all FSS MFIs in the *Bulletin.* These external and internal cost structures allow them to have the lowest portfolio yield (37%) and operating revenue ratio when compared to the other regions. Their high margin suggests that they could in fact even further reduce their revenue without compromising their level of self-sufficiency. The cost per borrower for these MFIs is on average US$ 44, the lowest of all regions;

- FSS MFIs in **Eastern Europe** are the least profitable, with an AROA of 2.0%. Indeed, like FSS MFIs in Latin America, they show the highest cost ratios when compared to other regions. Their overall results are explained, in part, by a lower operating revenue ratio than their Latin American counterparts, thereby reducing their margin. These MFIs display the highest cost per borrower, at US$ 193. Their higher loan sizes are not sufficient to compensate for relatively higher salary levels and lower productivity;

Figure 6: Regional Income and Cost Structure for FSS MFIs



Source: *MicroBanking Bulletin* No. 8 data.
Data are calculated by dropping the top and bottom observations for each region.

Figure 7: Efficiency Indicators for FSS MFIs, per Region*

	Total Administrative Expense/ LP (%)	Personnel Expense/ LP (%)	Average Salary (multiple of GNP/ capita)	Depth (%)	Staff Productivity (no.)	Cost Per Borrower (US$)	Adjusted Return on Assets (AROA) (%)
FSS MFIs (n=62)	23.5%	13.1%	7.0	83.0%	145	101	5.5%
Africa (n=8)	37.9%	18.3%	13.2	116.5%	172	64	3.9%
Asia (n=18)	15.2%	8.9%	3.2	71.6%	114	44	6.1%
Eastern Europe (n=6)	28.0%	18.0%	9.1	116.3%	80	193	2.0%
Latin America (n=29)	23.4%	13.0%	6.1	58.9%	167	125	4.8%

Source: *MicroBanking Bulletin* No. 8 data.
*MENA is not represented to maintain confidentiality of the data due to the small sample size.
For complete definitions of the indicators, refer to pages 33 and 34 of this *Bulletin*.

- FSS MFIs in **Latin America** have the highest operating revenue ratio when compared to other regions. Their high productivity of staff enables these MFIs to serve a relatively poorer clientele (with loans that average about 60 percent of GNP per capita) and show the same level of efficiency as all FSS MFIs;

- FSS MFIs in **Africa** have an average AROA of 3.9%. They show a lower level of efficiency when looking at the total administrative expense relative to average loan portfolio. Their relatively high average loan sizes and productivity enable them to compensate for high relative salaries.

New Evidence about the effects of Age and Average Loan Size on Profitability

One of the important findings of past *Bulletins* is that the age of the MFI influences profitability. These studies, however, did not attempt to separate the change in profitability that occurs, simply due to economies of scale as MFIs expand, from the effects of learning-by-doing.

Here, using a larger sample, we see that the effect of age on profitability persists even after controlling for the size of the MFI (see Model 1 in Figure 8). The results suggest that a one-year increase in the age of the MFI is associated with a 0.3 percentage point increase in the adjusted return on assets (AROA). In part this can be explained by the positive effect that age has on productivity and efficiency, as indicated by an increased number of active borrowers per employee (Personnel Productivity), a lower ratio of adjusted operating expenses over loan portfolio (Adjusted OE/LP), and a lower cost per borrower (see Models 2, 3 and 4 in Figure 8).

Figure 8: With Age, Expenses Decline while AROA, Productivity, and Efficiency Improve

	Model 1		**Model 2**		**Model 3**		**Model 4**	
	AROA		**Personnel Productivity**		**Adjusted OE/ LP**		**Cost per Borrower**	
	N = 117, R^2 = 0.2079		N = 103, R^2 = 0.2183		N = 117, R^2 = 0.2502		N = 103, R^2 = 0.1275	
	Coefficient	P>|t|	Coefficient	P>|t|	Coefficient	P>|t|	Coefficient	P>|t|
Age	.003	0.011	6.424	0.010	-.005	0.087	-7.339	0.099
Log (Gross Loan Portfolio)	.015	0.014	-14.439	0.202	-.030	0.021	38.990	0.044
Africa	.009	0.738	75.263	0.127	.139	0.015	-127.263	0.131
Asia	.040	0.058	-1.120	0.979	-.042	0.360	-145.391	0.042
Eastern Europe	.009	0.739	151.249	0.006	-.019	0.754	3.249	0.973
MENA	.019	0.714	-25.175	0.800	.100	0.392	-85.125	0.621
Depth (Average outstanding loan size/ GNP per capita)	.007	0.415	-49.857	0.002	-.032	0.082	59.105	0.060
Yield on Gross Portfolio	.125	0.026	N/A	N/A	N/A	N/A	N/A	N/A
Number of Active Borrowers	.000	0.813	.001	0.441	.000	0.639	-.0023	0.210

Source: *MicroBanking Bulletin* No. 8 data.

Abbreviations: AROA = Adjusted Return on Assets; OE = Operating Expense; LP = Loan Portfolio; N/A = non-applicable; MENA = Middle East and North Africa. For definitions, refer to pages 33 and 34.

Notes: 1/ The coefficient gives the change in the variables explained by each model due to a change in one unit of the variables in the first column. For example, in Model 1, an increase in 1 year will increase the AROA by 0.003, or 0.3 percentage points;
2/ P>|t] gives the probability that the coefficient is equal to zero. Low P-value (<0.1) attest of the statistical significance of the variable;
3/ For the regions, the reference category is Latin America.

These results have important implications. Indeed, they suggest that donors and investors ought to adopt a dynamic framework when evaluating MFIs. Young MFI with poor indicators of profitability are not necessarily unviable. Through learning-by-doing, MFIs can adapt financial and managerial practices and become self-sufficient, provided that appropriate incentives are in place.

A hypothesis worth considering and that could be tested in the future is that as MFI networks develop, transparency improves, and information about best practices diffuses, the relationship between the age of the MFI and its profitability will weaken. Indeed, MFIs will be able to rely less on their own experimentation (learning-by-doing), and more on the knowledge generated by other MFIs.

A wider pool of peer groups makes it more likely that young MFIs will find a group whose characteristics they can identify with and whose experience they can benefit from. Will this help MFIs to become profitable faster?

The analysis also supports the proposition that MFIs do not face a trade-off between sustainability and outreach. Indeed, the depth (or average outstanding loan size relative to GNP per capita) of an MFI does not seem to influence profitability after controlling for variables such as region, age, and portfolio yield (see Model 1 in Figure 8). These results need to be interpreted with caution and should be further tested in future analyses.

An Introduction to the Peer Groups and Tables

Setting up the Peer Groups

The *Microbanking Bulletin* is designed to create performance benchmarks against which managers and directors of microfinance institutions can compare their own performance with others. Since the microfinance industry consists of a range of institutions and operating environments, some with very different characteristics, an MFI needs to be compared to similar institutions for the reference points to be useful.

The *MicroBanking Bulletin* addresses this issue with its peer group framework. Peer groups are sets of programs that have similar characteristics—similar enough that their managers find utility in comparing their results with those of other organizations in their peer group. The *Bulletin* forms peer groups based on three main indicators shown in Figure 1: 1) **region**; 2) **scale of operations**; and 3) **target market**.

Since regions demonstrate different growth patterns, however, we have regionalized the scale criterion by raising the bar in some areas and lowering it in others. The *Bulletin* also has a category for target market: Small Business. This category has a depth indicator (average outstanding loan size / GNP per capita) that exceeds 250 percent.

Besides these three primary indicators, the *Bulletin* also applies two secondary criteria to further homogenize the peer groups.

First, all Latin American **credit unions** are grouped together. Since these organizations are savings-driven (unlike most MFIs, which are credit-driven), they have a unique cost structure that makes comparison with other MFIs less useful.

The other secondary criterion applied in Latin America (for institutions in the low-end category) is the **country income level**. The operating conditions in upper income (UI) countries, such as Brazil and Chile in terms of labor markets, levels of productivity, and customer characteristics that are quite distinct from the lower and middle income (LI) countries in the region, and the large number of institutions offering low-end loans justify the breakdown into multiple peer groups.

Peer Group Composition

The members of each peer group are listed in Figure 2 on the following page, and more detailed information about each institution can be found in Appendix II on page 93.

Data Quality and Statistical Issues

Since the *Bulletin* relies primarily on self-reported data, we grade the quality of the information based on the degree to which we have independent verification of its reliability. The data quality grade is NOT a rating of the institution's performance. In the statistical tables that follow, the averages for each peer group are calculated by dropping the maximum and minimum values for each indicator. For the entire sample of MFIs, the top and bottom deciles were excluded. For more details on both Data Quality and Statistical Issues, see Appendix I on page 89.

Figure 1: Primary Peer Group Criteria

Region	**Scale of Operations**[1] Total loan portfolio (US$)	**Target Market** Average loan balance / GNP per capita
Africa **MENA**[2] **Asia (Central)**	**Large**: > 5 million **Medium**: 800,000 to 5 million **Small**: < 800,000	**Low-end**: < 20% OR Avg. Loan Balance ≤ US$150 **Broad**: 20% to 149% **High-end**: 150 to 249% **Small Business**: 250%
Asia (Pacific) **Asia (South)**	**Large**: > 8 million **Medium**: 1 to 8 million **Small**: < 1 million	
Eastern Europe **Latin America**	**Large** > 12.5 million, **Medium**: 1.5 to 12.5 million **Small**: < 1.5 million	

[1]Criteria for classification of scale of operations varies by region. See corresponding group of regions.
[2]MENA = Middle East/North Africa.

Figure 2: A Guide to the Peer Groups

PEER GROUP	N	Data Quality GRADE† (No. of MFIs) ***	**	*	PARTICIPATING INSTITUTIONS[1]
1. Africa Large *Size*: Large; *Target*: All *Country Income Level*: LI	8	1	6	1	CERUDEB, ***EBS***, Kafo Jiginew, ***K-REP***, Nyésigiso, PADME, Pamécas, PRIDE Tanzania
2. Africa Medium *Size:* Medium; *Target*: Low-end/Broad *FI Status*: Non-FI	6	1	2	3	***CRG***, Faulu, FINCA Malawi, FINCA Uganda, Microbank, SEDA
3. Africa Small Low *Size:* Small; *Target*: Low-end	10	0	5	5	Citi S&L, FICA, FINCA Tanzania, FOCCAS, MFAN, Nsoatreman, Piyeli, SAT, SEF, WAGES
4. MENA *Size*: All; *Target*: Low-end/Broad *FI Status*: Non-FI	6	0	5	1	ABA, Al Amana, Al Majmoua, FATEN, MFW, RADE
5. LA Credit Unions *Size*: Small/Medium; *Target*: Broad *Country Income Level*: UI; *FI Status*: FI	18	0	12	6	15 de Abril, 23 de Julio, Acredicom, Cacpeco, Chuimequená, Coosajo, Ecosaba, ***Fgainza***, ***Inca***, Moyután, Oscus, ***Quilla***, Riobamba, Sagrario, San Francisco, ***SJPU***, Tonantel, Tulcán
6. LA Large Broad *Size:* Large; *Target*: Broad	11	1	8	2	Banco ADEMI, Banco Solidario Ecuador, ***Banco del Desarrollo***, BancoSol, Caja Los Andes, CM Arequipa, FIE, Finamérica, Mibanco, Prodem, Solución
7. LA Medium Broad *Size:* Medium; *Target*: Broad *FI Status*: Non-FI	8	0	5	3	ACODEP, ADRI, Bangente, FAMA, FED, FINCA Honduras, Finsol, WR Honduras
8. LA Medium Low *Size*: Medium; *Target*: Low-end *FI Status*: Non-FI	9	3	4	2	ADOPEM, CAM, CMM Medellín, Compartamos, Crecer, FINCA Nicaragua, FMM Popayán, FWWB Cali, ProMujer Bolivia
9. LA Small (LI) *Size*: Small; *Target*: Low-end/Broad *Country Income Level*: LI; *FI Status*: Non-FI	5	0	1	4	ACTUAR, FINCA Ecuador, FINCA Guatemala, FINCA Haiti, OEF
10. LA Small (UI) *Size*: Small; *Target*: Low-end/Broad *Country Income Level*: UI; *FI Status*: Non-FI	5	0	3	2	***5 de Mayo***, Banco do Povo de Juiz de Fora, FINCA Mexico, Portosol, Vivacred
11. Asia Large *Size*: Large; *Target*: Low-end/Broad *Country Income Level*: LI	5	0	4	1	ACLEDA, ASA, BRAC, BRI, ***FICCO***
12. Asia (Pacific) (FI) *Size*: Small; *Target*: Low-end/Broad *Country Income Level*: LI *; FI Status*: FI	9	0	0	9	***BCS***, BPR-A, BPR-B, BPR-C, BPR-D, ***PMPC***, ***SIMC***, ***SSCC***, ***USPD***
13. Asia (Pacific) (Non-FI) *Size*: Small/Medium; *Target*: Low-end *FI Status*: Non-FI	5	2	2	1	CARD Bank, EMT, Hatta Kaksekar, RSPI, TSPI
14. Asia (South) Medium *Size*: Medium; *Target*: Low-end/Broad *Country Income Level*: LI*; FI Status*: Non-FI	7	5	2	0	AKRSP, Basix, BURO Tangail, FWWB India, Nirdhan, SEEDS, SHARE
15. Asia (South) Small *Size*: Small; *Target*: Low-end/Broad *Country Income Level*: LI*; FI Status*: Non-FI	5	1	4	0	Grama Vidiyal, ***IASC***, KASHF, ***SIFFS***, Swayam Krushi
16. Asia (Central) *Size*: Small/Medium; *Target*: Low-end/Broad *Country Income Level*: LI*; FI Status*: Non-FI	5	0	2	3	Constanta, FINCA Azerbaijan, FINCA Kyrgyzstan, KCLF, XAC
17. Eastern Europe Medium *Size*: Medium; *Target:* Broad/High-end *FI Status*: Non-FI	12	1	6	5	BESA, BOSPO, FM, LOK, MCM, Mikrofin, Moznosti, NOA, Partner, Prizma, SUNRISE, WVB
18. Eastern Europe Small *Size*: Small; *Target*: Low-end/Broad	7	0	4	3	***Bossel***, ***Faur***, IM, ***Kamurj***, ***Kep***, ***Sanatatea***, ***Textila***
19. Worldwide Small Business *Size*: Large/Medium; *Target:* Small Business *Country Income Level*: LI	6	1	2	3	ACEP, Agrocapital, BDB, BPR-E, FEFAD, NLC
All MFIs	147	16	77	54	

† The *MicroBanking Bulletin* uses the following grading system to classify information received from MFIs:

- *** The information is supported by an in-depth financial analysis conducted by an independent entity in the last three years
- ** The MBB questionnaire plus audited financial statements, annual reports and other independent evaluations
- * The MBB questionnaire or audited financial statements without additional documentation

Abbreviations: MBB = *MicroBanking Bulletin*; MENA = Middle East/North Africa; LA = Latin America; UI = Upper Income countries; LI = Lower and Middle Income countries; FI Status = Status of Financial Intermediation; FI = Financial Intermediary; Non-FI = Non-Financial Intermediary.

[1]The institutions in ***italics and bold*** are new to the *Bulletin*. A short description of all institutions can be found in Appendix II.

Index of Indicators, Terms, and Ratios

Index of Indicators, Terms and Ratios

INDICATORS, TERMS, and RATIOS	*DEFINITIONS*	
INSTITUTIONAL AND OUTREACH INDICATORS		
Age of Institution	Years functioning as an MFI	(years)
Number of Offices	Total number of offices (including head office, regional offices, branches and agencies)	(number)
Number of Personnel	Total number of employees	(number)
Number of Active Borrowers	Number of borrowers with loans outstanding	(number)
Percent of Women borrowers	Number of active women borrowers / Number of active borrowers	(%)
DEFINITION OF TERMS		
Total Assets	All assets net of all contra asset accounts	
Gross Loan Portfolio	Outstanding principal balance of all outstanding loans	
Operating Revenue	Financial revenue + Other revenue from financial services	
Adjusted Operating Revenue	Financial revenue net of accrued interest + Other revenue from financial services	
Financial Expense	Interest and fee expense on funding liabilities + Other financial expense	
Adjusted Financial Expense	Interest and fee expense on funding liabilities + Inflation adjustment expense + Subsidized cost of funds adjustment expense + Other financial expense	
Personnel Expense	Personnel salary + Benefits expense	
Administrative Expense	Depreciation + Other administrative expense	
Operating Expense	Personnel expense + Administrative expense	
Adjusted Operating Expense	Personnel expense + Administrative expense + In-kind donations	
Net Operating Income	Operating revenue - (Financial expense + Loan loss provision expense + Operating expense)	
Adjusted Net Operating Income	Adjusted operating revenue - Adjusted (Financial expense + Loan loss provision expense + Operating expense)	
Adjusted Total Equity	Total equity, adjusted for inflation	
Adjusted Total Assets	Total assets, adjusted for inflation, and loan portfolio provisioning and write-offs	
Adjusted Gross Loan Portfolio	Total gross loan portfolio outstanding, adjusted for write-offs	
DEFINITION OF RATIOS		
PROFITABILITY		
Adjusted Return on Assets (AROA)	Adjusted net operating income after taxes / Average total assets	(%)
Adjusted Return on Equity (AROE)	Adjusted net operating income after taxes / Average total equity	(%)
Operational Self-Sufficiency (OSS)	Operating revenue / (Financial expense + loan loss provision expense + operating expense)	(%)
Financial Self-Sufficiency (FSS)	Adjusted operating revenue / Adjusted (financial expense + loan loss provision expense + operating expense)	(%)
Adjusted Profit Margin	Adjusted net operating income / Adjusted operating revenue	(%)

RATIOS	*DEFINITIONS*	
INCOME & EXPENSE		
Adjusted Operating Income Ratio	Adjusted operating revenue / Average total assets	(%)
Adjusted Total Expense Ratio	Adjusted (financial expense + loan loss provision expense + operating expense) / Average total assets	(%)
Yield on Gross Portfolio	Cash financial revenue from gross loan portfolio / Average gross loan portfolio	
Yield on Gross Portfolio (real)	(Yield on gross portfolio (nominal) - Inflation rate) / (1+ Inflation rate)	(%)
Adjusted Financial Expense Ratio	Adjusted financial expense / Average total assets	(%)
Adjustment Expense Ratio	Inflation and subsidy adjustment expense / Average total assets	(%)
Loan Loss Provision Expense Ratio	Adjusted loan loss provision expense / Average total assets	(%)
Adjusted Personnel Expense Ratio	(Personnel expense + In-kind donations for personnel) / Average total assets	(%)
Adjusted Administrative Expense Ratio	(Administrative expense + In-kind donations for administrative expenses other than personnel) / Average total assets	(%)
Adjusted Operating Expense Ratio	(Operating expense + In-kind donations) / Average total assets	(%)
EFFICIENCY		
Adjusted Operating Expense / Loan Portfolio	(Operating expense + In-kind donations) / Average gross loan portfolio	(%)
Adjusted Personnel Expense / Loan Portfolio	(Personnel expense + In-kind donations for personnel) / Average gross loan portfolio	(%)
Adjusted Administrative Expense / Loan Portfolio	(Administrative expense + In-kind donations) / Average gross loan portfolio	(%)
Average Salary / GNP per capita	(Average personnel expense +In-kind donations for personnel) / GNP per capita	(times GNP per capita)
Cost per Borrower	(Operating expense + In-kind donations) / Average number of active borrowers	(US$)
PRODUCTIVITY		
Personnel Productivity	Number of active borrowers / Number of personnel	(number)
Loan Officer Productivity	Number of active borrowers / Number of loan officers	(number)
Personnel Allocation Ratio	Number of loan officers / Number of personnel	(%)
OUTREACH AND PORTFOLIO QUALITY		
Average Outstanding Loan Size	Gross loan portfolio / Number of active borrowers	(US$)
Depth	Average outstanding loan size / GNP per capita	(%)
Portfolio At Risk > 30 Days	Outstanding balance of loans overdue > 30 days / Gross loan portfolio	(%)
Portfolio At Risk > 90 Days	Outstanding balance of loans overdue > 90 days / Gross loan portfolio	(%)
CAPITAL AND LIABILITY STRUCTURE		
Commercial Funding Liabilities Ratio	All liabilities with 'market' price / Average gross loan portfolio	(%)
Capital / Asset Ratio	Adjusted total equity / Adjusted total assets	(%)

Index of Tables

TABLE 1a. INSTITUTIONAL CHARACTERISTICS (Africa, Middle East & North Africa)

Peer Group		Age of Institution	Number of Offices	Number of Personnel	Total Assets	Capital / Asset Ratio	Commercial Funding Liabilities Ratio
		Years functioning as an MFI	Total number of offices (including head office, regional offices, branches and agencies)	Total number of employees	All assets net of all contra asset accounts	Adjusted total equity / Adjusted total assets	All liabilities with 'market' price / Average gross loan portfolio
		(years)	(number)	(number)	(US $)	(%)	(%)
	n	110	100	104	117	116	102
All MFI's (n=147)	avg	8	15	101	5,735,499	42.0	72.2
	stdev	4	14	84	5,791,715	22.2	39.6
	n	57	46	50	60	62	62
Financially Self-Sufficient MFIs (FSS) (n=62)	avg	12*	132*	493	19,859,370*	42.2	78.7
	stdev	8	423	1,656	34,235,497	25.4	72.3
1. Africa Large (n=8)							
CERUDEB, EBS, Kafo Jiginew, K-REP, Nyésigiso, PADME, Pamécas,	avg	8	42*	226*	14,393,083*	25.4	127.0*
PRIDE Tanzania	stdev	3	40	124	10,421,316	17.2	98.2
2. Africa Medium (n=6)							
CRG, FAULU, FINCA Malawi, FINCA Uganda,	avg	7	253*	104	2,859,674	65.0	32.5
Microbank, SEDA	stdev	3	438	59	1,487,270	19.3	20.1
3. Africa Small Low (n=10)							
CITI S&L, FICA, FINCA Tanzania, FOCCAS, MFAN,	avg	6	11	47	804,756*	47.4	71.9
Nsoatreman, Piyeli, SAT, SEF, WAGES	stdev	4	8	20	399,096	34.6	62.1
4. Middle East & North Africa (n=6)							
ABA, AlAmana, AlMajmoua, FATEN, MFW, RADE	avg	5	11	143	5,171,181	73.5*	45.0
	stdev	3	2	130	4,151,609	36.3	76.4

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 1b: OUTREACH INDICATORS (Africa, Middle East & North Africa)

Peer Group		Gross Loan Portfolio	Number of Active Borrowers	Average Outstanding Loan Size	Depth	Percent of Women borrowers
		Outstanding principal balance of all outstanding loans	Number of borrowers with loans outstanding	Gross loan portfolio / Number of active borrowers	Average outstanding loan size / GNP per capita	Number of active women borrowers / Number of active borrowers
		(US$)	(number)	(US$)	(%)	(%)
All MFI's (n=147)	n	117	117	116	115	87
	avg	3,859,273	11,698	453	45.3	60.6
	stdev	3,564,407	10,284	349	31.4	20.1
Financially Self-Sufficient MFIs (FSS) (n=62)	n	60	60	60	59	54
	avg	13,808,317*	81,510	752*	83.0*	58.9
	stdev	24,288,600	374,825	916	105.3	25.9
1. Africa Large (n=8)						
CERUDEB, EBS, Kafo Jiginew, K-REP, Nyésigiso, PADME, Pamécas,	avg	7,214,186*	23,813*	371	113.0*	54.5
PRIDE Tanzania	stdev	2,370,176	10,735	209	60.5	18.9
2. Africa Medium (n=6)						
CRG, FAULU, FINCA Malawi, FINCA Uganda,	avg	1,724,232	16,907	112	36.0	88.8*
Microbank, SEDA	stdev	845,204	9,800	81	22.1	14.2
3. Africa Small Low (n=10)						
CITI S&L, FICA, FINCA Tanzania, FOCCAS, MFAN,	avg	488,053*	11,678	54*	15.3*	86.3*
Nsoatreman, Piyeli, SAT, SEF, WAGES	stdev	270,808	10,425	32	12.0	14.4
4. Middle East & North Africa (n=6)						
ABA, AlAmana, AlMajmoua, FATEN, MFW, RADE	avg	3,399,029	9,821	291	16.5	77.8
	stdev	4,049,436	9,268	204	13.5	35.3

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin*.

TABLE 1c: PROFITABILITY AND SUSTAINABILITY (Africa, Middle East & North Africa)

Peer Group		Adjusted Return on Assets (AROA)	Adjusted Return on Equity (AROE)	Operational Self-Sufficiency (OSS)	Financial Self-Sufficiency (FSS)
		Adjusted net operating income after taxes / Average total assets	Adjusted net operating income after taxes / Average total equity	Operating revenue / (Financial expense + loan loss provision expense + operating expense)	Adjusted operating revenue / Adjusted (financial expense + loan loss provision expense + operating expense)
		(%)	(%)	(%)	(%)
	n	114	116	117	117
All MFI's (n=147)	avg	-2.7	-6.1	108.9	92.5
	stdev	5.5	15.1	17.8	18.2
	n	52	60	62	62
Financially Self-Sufficient MFIs (FSS) (n=62)	avg	5.5*	14.1*	138.2*	123.4*
	stdev	5.7	15.1	39.5	27.2
1. Africa Large (n=8)					
CERUDEB, EBS, Kafo Jiginew, K-REP, Nyésigiso, PADME, Pamécas,	avg	0.2	-5.3	126.1	104.5
PRIDE Tanzania	stdev	5.0	20.7	42.4	32.9
2. Africa Medium (n=6)					
CRG, FAULU, FINCA Malawi, FINCA Uganda,	avg	-7.3	-11.0	90.5	82.5
Microbank, SEDA	stdev	7.7	11.9	32.8	28.6
3. Africa Small Low (n=10)					
CITI S&L, FICA, FINCA Tanzania, FOCCAS, MFAN,	avg	-15.5*	-25.0*	85.0*	69.4*
Nsoatreman, Piyeli, SAT, SEF, WAGES	stdev	11.3	20.3	34.8	20.3
4. Middle East & North Africa (n=6)					
ABA, AlAmana, AlMajmoua, FATEN, MFW, RADE	avg	-3.8	-4.0	91.3	82.7
	stdev	4.3	4.8	21.4	23.2

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin*.

TABLE 1d: OPERATING INCOME (Africa, Middle East & North Africa)

Peer Group		Adjusted Operating Revenue Ratio	Adjusted Profit Margin	Yield on Gross Portfolio	Yield on Gross Portfolio (real)
		Adjusted operating revenue / Average total assets	Adjusted net operating income / Adjusted operating revenue	Cash financial revenue from gross loan portfolio / Average gross loan portfolio	(Yield on gross portfolio (nominal) - Inflation rate) / (1+ Inflation rate)
		(%)	(%)	(%)	(%)
All MFI's (n=147)	n	111	117	115	115
	avg	26.9	-12.5	36.6	27.8
	stdev	7.5	23.4	12.1	10.2
Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	62	62
	avg	30.8	15.9	40.6	32.3
	stdev	17.1	14.5	24.8	19.0
1. Africa Large (n=8)					
CERUDEB, EBS, Kafo Jiginew, K-REP, Nyésigiso, PADME, Pamécas,	avg	22.8	-4.2	34.0	31.9
PRIDE Tanzania	stdev	12.2	25.8	16.6	14.8
2. Africa Medium (n=6)					
CRG, FAULU, FINCA Malawi, FINCA Uganda,	avg	39.3	-31.0	68.3*	53.7*
Microbank, SEDA	stdev	24.5	44.2	52.9	39.0
3. Africa Small Low (n=10)					
CITI S&L, FICA, FINCA Tanzania, FOCCAS, MFAN,	avg	31.7	-47.9*	54.6*	39.1*
Nsoatreman, Piyeli, SAT, SEF, WAGES	stdev	7.7	28.3	19.5	21.0
4. Middle East & North Africa (n=6)					
ABA, AlAmana, AlMajmoua, FATEN, MFW, RADE	avg	20.0	-20.0	34.8	32.5
	stdev	7.7	20.8	9.2	9.4

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin*.

TABLE 1e: OPERATING EXPENSE (Africa, Middle East & North Africa)

Peer Group		Adjusted Total Expense Ratio	Adjusted Financial Expense Ratio	Adjustment Expense Ratio	Loan Loss Provision Expense Ratio	Adjusted Personnel Expense Ratio	Adjusted Administrative Expense Ratio	Adjusted Operating Expense Ratio
		Adjusted (financial expense + loan loss provision expense + operating expense) / Average total assets	Adjusted financial expense / Average total assets	Inflation and subsidy adjustment expense / Average total assets	Adjusted loan loss provision expense / Average total assets	(Personnel expense + In-kind donations for personnel) / Average total assets	(Administrative expense + In-kind donations for administrative expenses other than personnel) / Average total assets	(Operating expense + In-kind donations) / Average total assets
		(%)	(%)	(%)	(%)	(%)	(%)	(%)
All MFI's (n=147)	n	114	105	101	99	106	107	113
	avg	30.4	4.5	3.0	2.2	10.5	8.9	18.8
	stdev	9.9	2.7	2.1	1.4	5.7	3.8	8.7
Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	46	60	62	62	62
	avg	25.6*	5.2	2.7	1.4*	9.3	7.2	16.5
	stdev	13.4	4.1	1.9	1.2	8.1	5.9	13.1
1. Africa Large (n=8)								
CERUDEB, EBS, Kafo Jiginew, K-REP, Nyésigiso, PADME, Pamécas,	avg	22.9	2.1	0.5*	2.5	9.0	8.9	18.1
PRIDE Tanzania	stdev	14.4	1.6	0.9	2.4	7.9	6.5	13.9
2. Africa Medium (n=6)								
CRG, FAULU, FINCA Malawi, FINCA Uganda,	avg	49.0*	3.0	3.5	1.5	19.2*	21.5*	41.0*
Microbank, SEDA	stdev	22.3	2.8	2.7	1.3	8.5	10.8	18.5
3. Africa Small Low (n=10)								
CITI S&L, FICA, FINCA Tanzania, FOCCAS, MFAN,	avg	50.4*	2.5	2.3	3.6	18.8*	18.8*	37.7*
Nsoatreman, Piyeli, SAT, SEF, WAGES	stdev	22.6	1.4	2.3	3.6	10.5	12.5	20.6
4. Middle East & North Africa (n=6)								
ABA, AlAmana, AlMajmoua, FATEN, MFW, RADE	avg	24.2	1.8	1.7	0.5*	13.5	6.7	19.8
	stdev	9.5	3.0	0.6	0.5	7.4	2.7	9.7

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin*.

TABLE 1f: PORTFOLIO QUALITY AND EFFICIENCY (Africa, Middle East & North Africa)

Peer Group		Portfolio At Risk > 90 Days	Portfolio At Risk > 30 Days	Adjusted Operating Expense / Loan Portfolio	Adjusted Personnel Expense / Loan Portfolio	Depth	Average Salary / GNP per capita	Cost per Borrower
		Outstanding balance of loans overdue > 90 days / Gross loan portfolio	Outstanding balance of loans overdue > 30 days / Gross loan portfolio	(Operating expense + In-kind donations) / Average gross loan portfolio	(Personnel expense + In-kind donations for personnel) / Average gross loan portfolio	Average outstanding loan size / GNP per capita	(Average personnel expense +In-kind donations for personnel) / GNP per capita	(Operating expense + In-kind donations) / Average number of active borrowers
		(%)	(%)	(%)	(%)	(%)	(times GNP per capita)	(US$)
All MFI's (n=147)	n	68	115	116	112	115	104	104
	avg	2.7	12.1	27.4	14.8	45.3	5.5	90
	stdev	1.8	6.8	14.7	8.5	31.4	3.8	61
Financially Self-Sufficient MFIs (FSS) (n=62)	n	29	34	62	62	59	52	57
	avg	2.3	3.7*	23.5	13.1	83.0*	7.0	101
	stdev	1.7	3.1	19.7	11.3	105.3	5.1	95
1. Africa Large (n=8) CERUDEB, EBS, Kafo Jiginew, K-REP, Nyésigiso, PADME, Pamécas, PRIDE Tanzania	avg	3.4	4.0	31.1	15.3	113.0*	14.3*	85
	stdev	3.0	2.0	18.5	9.4	60.5	7.2	47
2. Africa Medium (n=6) CRG, FAULU, FINCA Malawi, FINCA Uganda, Microbank, SEDA	avg	1.8	4.3*	70.8*	33.2*	36.0	14.6*	60
	stdev	1.7	3.3	36.7	16.5	22.1	5.4	29
3. Africa Small Low (n=10) CITI S&L, FICA, FINCA Tanzania, FOCCAS, MFAN, Nsoatreman, Piyeli, SAT, SEF, WAGES	avg	4.0	5.3	71.7*	35.3*	15.3*	7.4	35*
	stdev	3.2	3.4	46.9	21.3	12.0	6.0	16
4. Middle East & North Africa (n=6) ABA, AlAmana, AlMajmoua, FATEN, MFW, RADE	avg	0.8	5.4	37.8	25.3*	16.5	2.3	89
	stdev	1.1	9.5	20.8	16.0	13.5	1.9	73

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin*.

TABLE 1g: PRODUCTIVITY (Africa, Middle East & North Africa)

Peer Group		Personnel Productivity	Loan Officer Productivity	Personnel Allocation Ratio
		Number of active borrowers / Number of personnel	Number of active borrowers / Number of loan officers	Number of loan officers / Number of personnel
		(number)	(number)	(%)
All MFI's (n=147)	n	104	96	95
	avg	128	308	44.7
	stdev	55	175	12.4
Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	43	45
	avg	145	408	42.5
	stdev	85	431	18.0
1. Africa Large (n=8)				
CERUDEB, EBS, Kafo Jiginew, K-REP, Nyésigiso, PADME, Pamécas,	avg	135	382	34.9
PRIDE Tanzania	stdev	79	184	10.8
2. Africa Medium (n=6)				
CRG, FAULU, FINCA Malawi, FINCA Uganda,	avg	220*	408	55.2
Microbank, SEDA	stdev	120	210	9.3
3. Africa Small Low (n=10)				
CITI S&L, FICA, FINCA Tanzania, FOCCAS, MFAN,	avg	247*	462	41.1
Nsoatreman, Piyeli, SAT, SEF, WAGES	stdev	218	103	19.7
4. Middle East & North Africa (n=6)				
ABA, AlAmana, AlMajmoua, FATEN, MFW, RADE	avg	99	153	63.7*
	stdev	53	65	10.8

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 2a. INSTITUTIONAL CHARACTERISTICS (Latin America)

Peer Group		Age of Institution	Number of Offices	Number of Personnel	Total Assets	Capital / Asset Ratio	Commercial Funding Liabilities Ratio
		Years functioning as an MFI	Total number of offices (including head office, regional offices, branches and agencies)	Total number of employees	All assets net of all contra asset accounts	Adjusted total equity / Adjusted total assets	All liabilities with 'market' price / Average gross loan portfolio
		(years)	(number)	(number)	(US $)	(%)	(%)
All MFI's (n=147)	n	110	100	104	117	116	102
	avg	8	15	101	5,735,499	42.0	72.2
	stdev	4	14	84	5,791,715	22.2	39.6
Financially Self-Sufficient MFIs (FSS) (n=62)	n	57	46	50	60	62	62
	avg	12*	132*	493	19,859,370*	42.2	78.7
	stdev	8	423	1,656	34,235,497	25.4	72.3
5. LA Credit Unions (n=18)							
15 de Abril, 23 de Julio, Acredicom, Cacpeco, Chuimequená, Coosajo, Ecosaba,	avg	13*	3*	44	6,826,704	30.8	120.9*
Fgainza, Inca, Moyután, Oscus, Quilla, Riobamba, Sagrario, San Francisco, SJPU,	stdev	12	1	27	4,757,681	9.5	37.2
Tonantel, Tulcán							
6. LA Large Broad (n=11)							
Banco ADEMI, Banco Solidario Ecuador, Banco del Desarrollo, BancoSol,	avg	11	27*	345*	62,089,728*	17.0*	87.6
Caja Los Andes, CM Arequipa, FIE, Finamérica, Mibanco, Prodem, Solución	stdev	4	15	229	37,102,626	8.9	27.0
7. LA Medium Broad (n=8)							
ACODEP, ADRI, Bangente, FAMA, FED, FINCA Honduras, Finsol, WR Honduras	avg	12	13	123	5,523,101	46.9	53.5
	stdev	6	8	58	1,911,519	20.0	39.0
8. LA Medium Low (n=9)							
ADOPEM, CAM, CMM Medellín, Compartamos, Crecer, FINCA Nicaragua,	avg	12*	9	134	7,667,320	63.8*	31.4*
FMM Popayán, FWWB Cali, ProMujer Bolivia	stdev	4	7	87	4,329,442	22.4	27.7
9. LA Small (LI) (n=5)							
ACTUAR, FINCA Ecuador, FINCA Guatemala, FINCA Haiti, OEF	avg	7	6	23	714,084	56.6	4.8*
	stdev	6	0	16	564,029	40.3	10.7
10. LA Small (UI) (n=5)							
5 de Mayo, Banco do Povo de Juiz de Fora, FINCA Mexico, Portosol, Vivacred	avg	5	5	31	2,023,064	47.6	86.2
	stdev	4	2	18	1,053,751	29.6	58.9

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin*.

TABLE 2b: OUTREACH INDICATORS (Latin America)

Peer Group		Gross Loan Portfolio	Number of Active Borrowers	Average Outstanding Loan Size	Depth	Percent of Women borrowers
		Outstanding principal balance of all outstanding loans	Number of borrowers with loans outstanding	Gross loan portfolio / Number of active borrowers	Average outstanding loan size / GNP per capita	Number of active women borrowers / Number of active borrowers
		(US$)	(number)	(US$)	(%)	(%)
All MFI's (n=147)	n	117	117	116	115	87
	avg	3,859,273	11,698	453	45.3	60.6
	stdev	3,564,407	10,284	349	31.4	20.1
Financially Self-Sufficient MFIs (FSS) (n=62)	n	60	60	60	59	54
	avg	13,808,317*	81,510	752*	83.0*	58.9
	stdev	24,288,600	374,825	916	105.3	25.9
5. LA Credit Unions (n=18)						
15 de Abril, 23 de Julio, Acredicom, Cacpeco, Chuimequená, Coosajo, Ecosaba,	avg	4,425,771	6,474	814*	58.9	42.5*
Fgainza, Inca, Moyután, Oscus, Quilla, Riobamba, Sagrario, San Francisco, SJPU,	stdev	2,728,800	3,092	438	25.7	7.0
Tonantel, Tulcán						
6. LA Large Broad (n=11)						
Banco ADEMI, Banco Solidario Ecuador, Banco del Desarrollo, BancoSol,	avg	50,710,882*	37,759*	1,170*	77.6*	50.2
Caja Los Andes, CM Arequipa, FIE, Finamérica, Mibanco, Prodem, Solución	stdev	36,035,040	21,792	642	45.5	13.6
7. LA Medium Broad (n=8)						
ACODEP, ADRI, Bangente, FAMA, FED, FINCA Honduras, Finsol, WR Honduras	avg	4,045,689	12,490	468	61.1	66.3
	stdev	1,664,826	7,104	279	48.0	21.5
8. LA Medium Low (n=9)						
ADOPEM, CAM, CMM Medellín, Compartamos, Crecer, FINCA Nicaragua,	avg	6,021,121	27,267*	239	15.1*	83.6
FMM Popayán, FWWB Cali, ProMujer Bolivia	stdev	3,610,892	15,519	115	6.5	18.2
9. LA Small (LI) (n=5)						
ACTUAR, FINCA Ecuador, FINCA Guatemala, FINCA Haiti, OEF	avg	505,100	2,337	211	17.6	88.2*
	stdev	422,240	1,815	179	15.1	16.5
10. LA Small (UI) (n=5)						
5 de Mayo, Banco do Povo de Juiz de Fora, FINCA Mexico, Portosol, Vivacred	avg	1,093,087	2,884	625	14.0	64.0
	stdev	386,491	2,649	369	8.5	26.5

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 2c: PROFITABILITY AND SUSTAINABILITY (Latin America)

Peer Group		Adjusted Return on Assets (AROA)	Adjusted Return on Equity (AROE)	Operational Self-Sufficiency (OSS)	Financial Self-Sufficiency (FSS)
		Adjusted net operating income after taxes / Average total assets	Adjusted net operating income after taxes / Average total equity	Operating revenue / (Financial expense + loan loss provision expense + operating expense)	Adjusted operating revenue / Adjusted (financial expense + loan loss provision expense + operating expense)
		(%)	(%)	(%)	(%)
All MFI's (n=147)	n	114	116	117	117
	avg	-2.7	-6.1	108.9	92.5
	stdev	5.5	15.1	17.8	18.2
Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	60	62	62
	avg	5.5*	14.1*	138.2*	123.4*
	stdev	5.7	15.1	39.5	27.2
5. LA Credit Unions (n=18)					
15 de Abril, 23 de Julio, Acredicom, Cacpeco, Chuimequená, Coosajo, Ecosaba,	avg	-4.8	-12.0	110.6	84.4
Fgainza, Inca, Moyután, Oscus, Quilla, Riobamba, Sagrario, San Francisco, SJPU,	stdev	6.6	18.0	18.6	26.9
Tonantel, Tulcán					
6. LA Large Broad (n=11)					
Banco ADEMI, Banco Solidario Ecuador, Banco del Desarrollo, BancoSol,	avg	0.4	9.4*	109.5	102.5
Caja Los Andes, CM Arequipa, FIE, Finamérica, Mibanco, Prodem, Solución	stdev	3.2	21.3	21.5	19.1
7. LA Medium Broad (n=8)					
ACODEP, ADRI, Bangente, FAMA, FED, FINCA Honduras, Finsol, WR Honduras	avg	-4.8	-11.3	100.3	89.1
	stdev	6.3	14.8	19.2	17.3
8. LA Medium Low (n=9)					
ADOPEM, CAM, CMM Medellín, Compartamos, Crecer, FINCA Nicaragua,	avg	9.3*	16.9*	145.9*	136.7*
FMM Popayán, FWWB Cali, ProMujer Bolivia	stdev	7.2	11.7	41.8	40.7
9. LA Small (LI) (n=5)					
ACTUAR, FINCA Ecuador, FINCA Guatemala, FINCA Haiti, OEF	avg	-19.2*	-29.0*	86.8*	65.8*
	stdev	14.2	18.2	26.8	22.9
10. LA Small (UI) (n=5)					
5 de Mayo, Banco do Povo de Juiz de Fora, FINCA Mexico, Portosol, Vivacred	avg	-4.7	-12.3	99.2	85.2
	stdev	2.1	6.7	29.5	21.6

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 2d: OPERATING INCOME (Latin America)

Peer Group		Adjusted Operating Revenue Ratio	Adjusted Profit Margin	Yield on Gross Portfolio	Yield on Gross Portfolio (real)
		Adjusted operating revenue / Average total assets	Adjusted net operating income / Adjusted operating revenue	Cash financial revenue from gross loan portfolio / Average gross loan portfolio	(Yield on gross portfolio (nominal) - Inflation rate) / (1+ Inflation rate)
		(%)	(%)	(%)	(%)
All MFI's (n=147)	n	111	117	115	115
	avg	26.9	-12.5	36.6	27.8
	stdev	7.5	23.4	12.1	10.2
Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	62	62
	avg	30.8	15.9	40.6	32.3
	stdev	17.1	14.5	24.8	19.0
5. LA Credit Unions (n=18)					
15 de Abril, 23 de Julio, Acredicom, Cacpeco, Chuimequená, Coosajo, Ecosaba,	avg	17.6*	-28.4	23.2*	4.1*
Fgainza, Inca, Moyután, Oscus, Quilla, Riobamba, Sagrario, San Francisco, SJPU,	stdev	2.6	39.0	5.3	16.6
Tonantel, Tulcán					
6. LA Large Broad (n=11)					
Banco ADEMI, Banco Solidario Ecuador, Banco del Desarrollo, BancoSol,	avg	28.3	1.8	33.6	25.0
Caja Los Andes, CM Arequipa, FIE, Finamérica, Mibanco, Prodem, Solución	stdev	7.5	11.2	9.5	14.1
7. LA Medium Broad (n=8)					
ACODEP, ADRI, Bangente, FAMA, FED, FINCA Honduras, Finsol, WR Honduras	avg	34.4	-20.0	47.1	28.4
	stdev	5.0	15.9	7.5	10.1
8. LA Medium Low (n=9)					
ADOPEM, CAM, CMM Medellín, Compartamos, Crecer, FINCA Nicaragua,	avg	45.9	22.1	54.0	44.0
FMM Popayán, FWWB Cali, ProMujer Bolivia	stdev	22.7	19.2	26.2	23.5
9. LA Small (LI) (n=5)					
ACTUAR, FINCA Ecuador, FINCA Guatemala, FINCA Haiti, OEF	avg	30.8	-63.3*	52.0*	33.2
	stdev	6.5	31.6	24.0	17.4
10. LA Small (UI) (n=5)					
5 de Mayo, Banco do Povo de Juiz de Fora, FINCA Mexico, Portosol, Vivacred	avg	41.4*	-15.0	61.2*	50.0*
	stdev	24.3	9.5	21.1	18.1

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 2e: OPERATING EXPENSE (Latin America)

Peer Group		Adjusted Total Expense Ratio	Adjusted Financial Expense Ratio	Adjustment Expense Ratio	Loan Loss Provision Expense Ratio	Adjusted Personnel Expense Ratio	Adjusted Administrative Expense Ratio	Adjusted Operating Expense Ratio
		Adjusted (financial expense + loan loss provision expense + operating expense) / Average total assets	Adjusted financial expense / Average total assets	Inflation and subsidy adjustment expense / Average total assets	Adjusted loan loss provision expense / Average total assets	(Personnel expense + In-kind donations for personnel) / Average total assets	(Administrative expense + In-kind donations for administrative expenses other than personnel) / Average total assets	(Operating expense + In-kind donations) / Average total assets
		(%)	(%)	(%)	(%)	(%)	(%)	(%)
All MFI's (n=147)	n	114	105	101	99	106	107	113
	avg	30.4	4.5	3.0	2.2	10.5	8.9	18.8
	stdev	9.9	2.7	2.1	1.4	5.7	3.8	8.7
Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	46	60	62	62	62
	avg	25.6*	5.2	2.7	1.4*	9.3	7.2	16.5
	stdev	13.4	4.1	1.9	1.2	8.1	5.9	13.1
5. LA Credit Unions (n=18)								
15 de Abril, 23 de Julio, Acredicom, Cacpeco, Chuimequená, Coosajo, Ecosaba,	avg	22.4*	5.7	5.0*	2.4	4.4*	4.9*	9.3*
Fgainza, Inca, Moyután, Oscus, Quilla, Riobamba, Sagrario, San Francisco, SJPU, Tonantel, Tulcán	stdev	7.0	2.9	4.6	1.7	1.3	2.3	3.2
6. LA Large Broad (n=11)								
Banco ADEMI, Banco Solidario Ecuador, Banco del Desarrollo, BancoSol,	avg	29.0	9.5*	1.5	2.3	7.3	8.4	15.5
Caja Los Andes, CM Arequipa, FIE, Finamérica, Mibanco, Prodem, Solución	stdev	6.6	4.2	0.6	2.1	3.7	7.0	6.8
7. LA Medium Broad (n=8)								
ACODEP, ADRI, Bangente, FAMA, FED, FINCA Honduras, Finsol, WR Honduras	avg	37.5	3.8	5.8*	3.9*	10.8	13.1*	23.8
	stdev	7.1	4.9	4.3	2.4	7.7	2.9	7.9
8. LA Medium Low (n=9)								
ADOPEM, CAM, CMM Medellín, Compartamos, Crecer, FINCA Nicaragua,	avg	34.0	4.7	3.1	1.1	13.4	11.2	24.6
FMM Popayán, FWWB Cali, ProMujer Bolivia	stdev	11.6	3.8	1.5	0.9	8.4	6.0	13.2
9. LA Small (LI) (n=5)								
ACTUAR, FINCA Ecuador, FINCA Guatemala, FINCA Haiti, OEF	avg	50.0*	0.7	6.2*	4.8	15.4	22.2*	37.6*
	stdev	14.8	0.6	5.5	9.7	10.3	18.8	15.2
10. LA Small (UI) (n=5)								
5 de Mayo, Banco do Povo de Juiz de Fora, FINCA Mexico, Portosol, Vivacred	avg	46.2*	3.0	4.0	2.0	17.8*	18.6*	36.4*
	stdev	15.9	2.6	2.2	1.2	14.1	7.5	17.4

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin*.

TABLE 2f: PORTFOLIO QUALITY AND EFFICIENCY (Latin America)

Peer Group		Portfolio At Risk > 90 Days	Portfolio At Risk > 30 Days	Adjusted Operating Expense / Loan Portfolio	Adjusted Personnel Expense / Loan Portfolio	Depth	Average Salary / GNP per capita	Cost per Borrower
		Outstanding balance of loans overdue > 90 days / Gross loan portfolio	Outstanding balance of loans overdue > 30 days / Gross loan portfolio	(Operating expense + In-kind donations) / Average gross loan portfolio	(Personnel expense + In-kind donations for personnel) / Average gross loan portfolio	Average outstanding loan size / GNP per capita	(Average personnel expense +In-kind donations for personnel) / GNP per capita	(Operating expense + In-kind donations) / Average number of active borrowers
		(%)	(%)	(%)	(%)	(%)	(times GNP per capita)	(US$)
All MFI's (n=147)	n	68	115	116	112	115	104	104
	avg	2.7	12.1	27.4	14.8	45.3	5.5	90
	stdev	1.8	6.8	14.7	8.5	31.4	3.8	61
Financially Self-Sufficient MFIs (FSS) (n=62)	n	29	34	62	62	59	52	57
	avg	2.3	3.7*	23.5	13.1	83.0*	7.0	101
	stdev	1.7	3.1	19.7	11.3	105.3	5.1	95
5. LA Credit Unions (n=18) 15 de Abril, 23 de Julio, Acredicom, Cacpeco, Chuimequená, Coosajo, Ecosaba, Fgainza, Inca, Moyután, Oscus, Quilla, Riobamba, Sagrario, San Francisco, SJPU, Tonantel, Tulcán	avg	1.0	3.4*	14.4*	7.1*	58.9	4.0	91
	stdev	0.8	4.3	4.7	2.3	25.7	2.0	47
6. LA Large Broad (n=11) Banco ADEMI, Banco Solidario Ecuador, Banco del Desarrollo, BancoSol, Caja Los Andes, CM Arequipa, FIE, Finamérica, Mibanco, Prodem, Solución	avg	3.9	6.4	19.3	9.5	77.6*	6.7	197*
	stdev	2.5	4.5	7.4	4.6	45.5	3.7	87
7. LA Medium Broad (n=8) ACODEP, ADRI, Bangente, FAMA, FED, FINCA Honduras, Finsol, WR Honduras	avg	2.9	5.8*	34.0	14.8	61.1	5.2	101
	stdev	2.7	3.7	10.3	9.9	48.0	4.6	33
8. LA Medium Low (n=9) ADOPEM, CAM, CMM Medellín, Compartamos, Crecer, FINCA Nicaragua, FMM Popayán, FWWB Cali, ProMujer Bolivia	avg	0.4*	1.7*	31.4	17.3	15.1*	3.9	59
	stdev	0.8	1.5	14.8	9.8	6.5	2.9	16
9. LA Small (LI) (n=5) ACTUAR, FINCA Ecuador, FINCA Guatemala, FINCA Haiti, OEF	avg	15.3*	6.0	68.8*	27.4*	17.6	2.3	89
	stdev	23.1	4.2	48.5	26.4	15.1	2.3	38
10. LA Small (UI) (n=5) 5 de Mayo, Banco do Povo de Juiz de Fora, FINCA Mexico, Portosol, Vivacred	avg	3.3	2.3*	67.2*	35.2*	14.0	1.6	291*
	stdev	2.5	1.5	36.8	32.5	8.5	1.1	122

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 2g: PRODUCTIVITY (Latin America)

Peer Group		Personnel Productivity	Loan Officer Productivity	Personnel Allocation Ratio
		Number of active borrowers / Number of personnel	Number of active borrowers / Number of loan officers	Number of loan officers / Number of personnel
		(number)	(number)	(%)
All MFI's (n=147)	n	104	96	95
	avg	128	308	44.7
	stdev	55	175	12.4
Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	43	45
	avg	145	408	42.5
	stdev	85	431	18.0
5. LA Credit Unions (n=18) 15 de Abril, 23 de Julio, Acredicom, Cacpeco, Chuimequená, Coosajo, Ecosaba, Fgainza, Inca, Moyután, Oscus, Quilla, Riobamba, Sagrario, San Francisco, SJPU, Tonantel, Tulcán	avg	179*	1,084*	22.8*
	stdev	90	849	10.7
6. LA Large Broad (n=11) Banco ADEMI, Banco Solidario Ecuador, Banco del Desarrollo, BancoSol, Caja Los Andes, CM Arequipa, FIE, Finamérica, Mibanco, Prodem, Solución	avg	116	451	36.9
	stdev	28	404	14.6
7. LA Medium Broad (n=8) ACODEP, ADRI, Bangente, FAMA, FED, FINCA Honduras, Finsol, WR Honduras	avg	92	200	46.1
	stdev	38	64	14.0
8. LA Medium Low (n=9) ADOPEM, CAM, CMM Medellín, Compartamos, Crecer, FINCA Nicaragua, FMM Popayán, FWWB Cali, ProMujer Bolivia	avg	215*	395	52.2
	stdev	62	117	7.7
9. LA Small (LI) (n=5) ACTUAR, FINCA Ecuador, FINCA Guatemala, FINCA Haiti, OEF	avg	92	224	43.0
	stdev	23	81	9.8
10. LA Small (UI) (n=5) 5 de Mayo, Banco do Povo de Juiz de Fora, FINCA Mexico, Portosol, Vivacred	avg	87	159	54.5
	stdev	36	72	14.0

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 3a. INSTITUTIONAL CHARACTERISTICS (Asia, Eastern Europe, Worldwide Small Business)

Peer Group		Age of Institution	Number of Offices	Number of Personnel	Total Assets	Capital / Asset Ratio	Commercial Funding Liabilities Ratio
		Years functioning as an MFI	Total number of offices (including head office, regional offices, branches and agencies)	Total number of employees	All assets net of all contra asset accounts	Adjusted total equity / Adjusted total assets	All liabilities with 'market' price / Average gross loan portfolio
		(years)	(number)	(number)	(US $)	(%)	(%)
	n	110	100	104	117	116	102
All MFI's (n=147)	avg	8	15	101	5,735,499	42.0	72.2
	stdev	4	14	84	5,791,715	22.2	39.6
	n	57	46	50	60	62	62
Financially Self-Sufficient MFIs (FSS) (n=62)	avg	12*	132*	493	19,859,370*	42.2	78.7
	stdev	8	423	1,656	34,235,497	25.4	72.3
11. Asia Large (n=5)							
ACLEDA, ASA, BRAC, BRI, FICCO	avg	18*	1,490*	10,132*	100,500,000*	38.2	44.3
	stdev	8	1,761	10,152	78,814,477	22.5	23.2
12. Asia (Pacific) (FI) (n=9)							
BCS, BPR-A, BPR-B, BPR-C, BPR-D, PMPC, SIMC, SSCC, USPD	avg	9	2	29	782,061	26.7	120.8*
	stdev	1	1	15	461,153	11.2	30.4
13. Asia (Pacific) (Non-FI) (n=5)							
CARD Bank, EMT, Hatta Kaksekar, RSPI, TSPI	avg	13*	27	214*	4,167,153	39.2	43.0
	stdev	5	16	112	3,397,578	14.9	11.1
14. Asia (South) Medium (n=7)							
AKRSP, Basix, BURO Tangail, FWWB India, Nirdhan, SEEDS, SHARE	avg	11	33*	293*	6,181,184	34.1	69.4
	stdev	5	21	215	3,622,575	29.9	52.1
15. Asia (South) Small (n=5)							
Grama Vidiyal, IASC, KASHF, SIFFS, Swayam Krushi	avg	4	12	54	727,460	11.7	87.8
	stdev	2	10	58	483,464	7.1	43.6
16. Asia (Central) (n=5)							
Constanta, FINCA Azerbaijan, FINCA Kyrgyzstan, KCLF, XAC	avg	4	79*	84	1,818,683	82.8*	35.0
	stdev	2	122	61	1,451,714	22.8	69.2
17. Eastern Europe Medium (n=12)							
BESA, BOSPO, FM, LOK, MCM, Mikrofin, Moznosti, NOA, Partner, Prizma,	avg	3*	13	40	4,591,368	49.2	14.3
SUNRISE, WVB	stdev	1	9	24	2,969,476	34.3	21.4
18. Eastern Europe Small (n=7)							
Bossel, Faur, IM, Kamurj, Kep, Sanatatea, Textila	avg	2*	3	12	978,846	71.0*	44.4
	stdev	2	2	6	896,531	34.1	55.4
19. Worldwide Small Business (n=6)							
ACEP, Agrocapital, BDB, BPR-E, FEFAD, NLC	avg	12	14	83	18,159,964*	32.0	124.3*
	stdev	10	14	25	9,049,633	23.4	112.2

Notes:
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- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 3b: OUTREACH INDICATORS (Asia, Eastern Europe, Worldwide Small Business)

Peer Group		Gross Loan Portfolio	Number of Active Borrowers	Average Outstanding Loan Size	Depth	Percent of Women borrowers
		Outstanding principal balance of all outstanding loans	Number of borrowers with loans outstanding	Gross loan portfolio / Number of active borrowers	Average outstanding loan size / GNP per capita	Number of active women borrowers / Number of active borrowers
		(US$)	(number)	(US$)	(%)	(%)
All MFI's (n=147)	n	117	117	116	115	87
	avg	3,859,273	11,698	453	45.3	60.6
	stdev	3,564,407	10,284	349	31.4	20.1
Financially Self-Sufficient MFIs (FSS) (n=62)	n	60	60	60	59	54
	avg	13,808,317*	81,510	752*	83.0*	58.9
	stdev	24,288,600	374,825	916	105.3	25.9
11. Asia Large (n=5)						
ACLEDA, ASA, BRAC, BRI, FICCO	avg	77,451,708*	1,301,712*	290	50.2	73.6
	stdev	62,758,354	1,335,817	277	38.2	28.7
12. Asia (Pacific) (FI) (n=9)						
BCS, BPR-A, BPR-B, BPR-C, BPR-D, PMPC, SIMC, SSCC, USPD	avg	563,047*	1,758*	420	50.2	41.4
	stdev	302,541	1,019	270	39.5	15.3
13. Asia (Pacific) (Non-FI) (n=5)						
CARD Bank, EMT, Hatta Kaksekar, RSPI, TSPI	avg	3,224,159	33,155*	124	14.3	82.5
	stdev	2,539,011	29,213	55	1.5	16.9
14. Asia (South) Medium (n=7)						
AKRSP, Basix, BURO Tangail, FWWB India, Nirdhan, SEEDS, SHARE	avg	3,473,668	37,490*	97*	25.1	73.1
	stdev	1,635,228	13,546	67	19.5	35.3
15. Asia (South) Small (n=5)						
Grama Vidiyal, IASC, KASHF, SIFFS, Swayam Krushi	avg	377,961	3,569	153	41.0	100.0*
	stdev	109,715	2,252	74	20.7	0.0
16. Asia (Central) (n=5)						
Constanta, FINCA Azerbaijan, FINCA Kyrgyzstan, KCLF, XAC	avg	618,493	7,751	152	32.2	85.8
	stdev	209,005	7,636	78	23.4	10.8
17. Eastern Europe Medium (n=12)						
BESA, BOSPO, FM, LOK, MCM, Mikrofin, Moznosti, NOA, Partner, Prizma,	avg	4,144,161	3,602*	1,413*	112.3*	47.8
SUNRISE, WVB	stdev	2,964,135	2,346	1,002	62.9	25.8
18. Eastern Europe Small (n=7)						
Bossel, Faur, IM, Kamurj, Kep, Sanatatea, Textila	avg	681,077	2,613	308	29.9	58.1
	stdev	491,979	2,036	272	26.2	25.2
19. Worldwide Small Business (n=6)						
ACEP, Agrocapital, BDB, BPR-E, FEFAD, NLC	avg	11,552,705*	4,687	3,417*	466.8*	24.3*
	stdev	2,844,415	3,710	1,620	158.5	12.8

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
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- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 3c: PROFITABILITY AND SUSTAINABILITY (Asia, Eastern Europe, Worldwide Small Business)

Peer Group		Adjusted Return on Assets (AROA)	Adjusted Return on Equity (AROE)	Operational Self-Sufficiency (OSS)	Financial Self-Sufficiency (FSS)
		Adjusted net operating income after taxes / Average total assets	Adjusted net operating income after taxes / Average total equity	Operating revenue / (Financial expense + loan loss provision expense + operating expense)	Adjusted operating revenue / Adjusted (financial expense + loan loss provision expense + operating expense)
		(%)	(%)	(%)	(%)
All MFI's (n=147)	n	114	116	117	117
	avg	-2.7	-6.1	108.9	92.5
	stdev	5.5	15.1	17.8	18.2
Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	60	62	62
	avg	5.5*	14.1*	138.2*	123.4*
	stdev	5.7	15.1	39.5	27.2
11. Asia Large (n=5)					
ACLEDA, ASA, BRAC, BRI, FICCO	avg	3.2	19.2*	133.2*	119.8*
	stdev	3.2	28.0	26.1	20.9
12. Asia (Pacific) (FI) (n=9)					
BCS, BPR-A, BPR-B, BPR-C, BPR-D, PMPC, SIMC, SSCC, USPD	avg	6.7*	22.4*	146.9*	135.2*
	stdev	5.4	13.0	31.1	26.2
13. Asia (Pacific) (Non-FI) (n=5)					
CARD Bank, EMT, Hatta Kaksekar, RSPI, TSPI	avg	-4.8	-5.3	106.0	92.2
	stdev	9.9	9.9	10.6	18.2
14. Asia (South) Medium (n=7)					
AKRSP, Basix, BURO Tangail, FWWB India, Nirdhan, SEEDS, SHARE	avg	-2.5	-13.4	129.1	94.1
	stdev	1.9	10.7	90.8	37.7
15. Asia (South) Small (n=5)					
Grama Vidiyal, IASC, KASHF, SIFFS, Swayam Krushi	avg	-7.3	-119.8*	77.2*	57.4*
	stdev	3.1	139.7	13.3	22.9
16. Asia (Central) (n=5)					
Constanta, FINCA Azerbaijan, FINCA Kyrgyzstan, KCLF, XAC	avg	-4.7	-5.0	120.0	100.4
	stdev	4.5	5.0	49.9	45.9
17. Eastern Europe Medium (n=12)					
BESA, BOSPO, FM, LOK, MCM, Mikrofin, Moznosti, NOA, Partner, Prizma,	avg	-2.4	-4.7	115.3	93.3
SUNRISE, WVB	stdev	3.8	8.5	17.5	16.1
18. Eastern Europe Small (n=7)					
Bossel, Faur, IM, Kamurj, Kep, Sanatatea, Textila	avg	-7.4	-14.2	108.4	79.9
	stdev	3.3	8.9	41.9	27.2
19. Worldwide Small Business (n=6)					
ACEP, Agrocapital, BDB, BPR-E, FEFAD, NLC	avg	0.3	2.3	124.2	114.7*
	stdev	0.5	4.8	45.3	44.2

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 3d: OPERATING INCOME (Asia, Eastern Europe, Worldwide Small Business)

Peer Group		Adjusted Operating Revenue Ratio	Adjusted Profit Margin	Yield on Gross Portfolio	Yield on Gross Portfolio (real)
		Adjusted operating revenue / Average total assets	Adjusted net operating income / Adjusted operating revenue	Cash financial revenue from gross loan portfolio / Average gross loan portfolio	(Yield on gross portfolio (nominal) - Inflation rate) / (1+ Inflation rate)
		(%)	(%)	(%)	(%)
All MFI's (n=147)	n	111	117	115	115
	avg	26.9	-12.5	36.6	27.8
	stdev	7.5	23.4	12.1	10.2
Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	62	62
	avg	30.8	15.9	40.6	32.3
	stdev	17.1	14.5	24.8	19.0
11. Asia Large (n=5)					
ACLEDA, ASA, BRAC, BRI, FICCO	avg	19.0	14.8*	26.8	22.0
	stdev	4.1	13.4	11.3	8.0
12. Asia (Pacific) (FI) (n=9)					
BCS, BPR-A, BPR-B, BPR-C, BPR-D, PMPC, SIMC, SSCC, USPD	avg	30.7	23.2*	41.7	32.1
	stdev	8.2	16.8	9.1	7.9
13. Asia (Pacific) (Non-FI) (n=5)					
CARD Bank, EMT, Hatta Kaksekar, RSPI, TSPI	avg	36.2*	-5.3	44.8	40.8*
	stdev	4.9	11.6	5.3	7.0
14. Asia (South) Medium (n=7)					
AKRSP, Basix, BURO Tangail, FWWB India, Nirdhan, SEEDS, SHARE	avg	15.9*	-20.0	21.9*	17.6*
	stdev	3.3	14.8	4.7	5.0
15. Asia (South) Small (n=5)					
Grama Vidiyal, IASC, KASHF, SIFFS, Swayam Krushi	avg	11.4*	-62.7*	16.2*	8.0*
	stdev	2.6	30.5	14.5	3.6
16. Asia (Central) (n=5)					
Constanta, FINCA Azerbaijan, FINCA Kyrgyzstan, KCLF, XAC	avg	41.0*	-17.3	75.8*	64.8*
	stdev	18.1	18.2	25.9	31.2
17. Eastern Europe Medium (n=12)					
BESA, BOSPO, FM, LOK, MCM, Mikrofin, Moznosti, NOA, Partner, Prizma,	avg	27.1	-9.7	30.3	24.6
SUNRISE, WVB	stdev	6.5	14.1	8.3	9.5
18. Eastern Europe Small (n=7)					
Bossel, Faur, IM, Kamurj, Kep, Sanatatea, Textila	avg	42.6*	-17.8	51.0*	25.4
	stdev	19.8	9.4	23.3	21.7
19. Worldwide Small Business (n=6)					
ACEP, Agrocapital, BDB, BPR-E, FEFAD, NLC	avg	19.7	2.3	25.7	20.2
	stdev	5.7	3.4	5.2	3.7

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

TABLE 3e: OPERATING EXPENSE (Asia, Eastern Europe, Worldwide Small Business)

Peer Group		Adjusted Total Expense Ratio	Adjusted Financial Expense Ratio	Adjustment Expense Ratio	Loan Loss Provision Expense Ratio	Adjusted Personnel Expense Ratio	Adjusted Administrative Expense Ratio	Adjusted Operating Expense Ratio
		Adjusted (financial expense + loan loss provision expense + operating expense) / Average total assets	Adjusted financial expense / Average total assets	Inflation and subsidy adjustment expense / Average total assets	Adjusted loan loss provision expense / Average total assets	(Personnel expense + In-kind donations for personnel) / Average total assets	(Administrative expense + In-kind donations for administrative expenses other than personnel) / Average total assets	(Operating expense + In-kind donations) / Average total assets
		(%)	(%)	(%)	(%)	(%)	(%)	(%)
All MFI's (n=147)	n	114	105	101	99	106	107	113
	avg	30.4	4.5	3.0	2.2	10.5	8.9	18.8
	stdev	9.9	2.7	2.1	1.4	5.7	3.8	8.7
Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	46	60	62	62	62
	avg	25.6*	5.2	2.7	1.4*	9.3	7.2	16.5
	stdev	13.4	4.1	1.9	1.2	8.1	5.9	13.1
11. Asia Large (n=5)								
ACLEDA, ASA, BRAC, BRI, FICCO	avg	16.0*	5.8	1.2	2.0	5.2	2.0*	7.4*
	stdev	3.2	3.6	0.8	0.7	2.9	1.4	4.1
12. Asia (Pacific) (FI) (n=9)								
BCS, BPR-A, BPR-B, BPR-C, BPR-D, PMPC, SIMC, SSCC, USPD	avg	24.2	8.3*	1.2*	1.7	6.2	6.1	12.3
	stdev	10.1	2.4	0.7	0.8	4.8	3.0	7.4
13. Asia (Pacific) (Non-FI) (n=5)								
CARD Bank, EMT, Hatta Kaksekar, RSPI, TSPI	avg	40.0	4.4	1.0	4.0	15.6	12.2	28.0
	stdev	14.2	0.5	1.0	5.2	4.7	6.8	10.7
14. Asia (South) Medium (n=7)								
AKRSP, Basix, BURO Tangail, FWWB India, Nirdhan, SEEDS, SHARE	avg	17.3*	4.1	1.6	2.2	5.1	4.1*	9.1*
	stdev	6.5	2.7	1.4	2.2	3.6	2.8	5.4
15. Asia (South) Small (n=5)								
Grama Vidiyal, IASC, KASHF, SIFFS, Swayam Krushi	avg	24.0	5.0	1.4	2.3	5.0	4.8	9.8
	stdev	12.3	3.2	1.1	2.3	3.5	3.6	6.9
16. Asia (Central) (n=5)								
Constanta, FINCA Azerbaijan, FINCA Kyrgyzstan, KCLF, XAC	avg	41.6	0.2*	5.2	1.4	20.4*	14.2*	35.0*
	stdev	9.3	0.4	2.6	1.1	7.3	5.7	10.1
17. Eastern Europe Medium (n=12)								
BESA, BOSPO, FM, LOK, MCM, Mikrofin, Moznosti, NOA, Partner, Prizma,	avg	29.6	1.9	5.5*	3.9*	11.1	7.2	18.6
SUNRISE, WVB	stdev	10.4	1.6	3.3	2.9	5.6	1.3	6.8
18. Eastern Europe Small (n=7)								
Bossel, Faur, IM, Kamurj, Kep, Sanatatea, Textila	avg	52.3*	16.0*	7.7*	1.1	17.4*	9.4	27.0
	stdev	13.3	20.1	6.3	1.5	10.8	4.6	13.6
19. Worldwide Small Business (n=6)								
ACEP, Agrocapital, BDB, BPR-E, FEFAD, NLC	avg	18.8*	8.7*	0.8	1.7	3.7*	4.2*	7.3*
	stdev	7.7	7.2	0.8	1.5	2.5	3.2	5.3

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin*.

TABLE 3f: PORTFOLIO QUALITY AND EFFICIENCY (Asia, Eastern Europe, Worldwide Small Business)

Peer Group		Portfolio At Risk > 90 Days	Portfolio At Risk > 30 Days	Adjusted Operating Expense / Loan Portfolio	Adjusted Personnel Expense / Loan Portfolio	Depth	Average Salary / GNP per capita	Cost per Borrower
		Outstanding balance of loans overdue > 90 days / Gross loan portfolio	Outstanding balance of loans overdue > 30 days / Gross loan portfolio	(Operating expense + In-kind donations) / Average gross loan portfolio	(Personnel expense + In-kind donations for personnel) / Average gross loan portfolio	Average outstanding loan size / GNP per capita	(Average personnel expense +In-kind donations for personnel) / GNP per capita	(Operating expense + In-kind donations) / Average number of active borrowers
		(%)	(%)	(%)	(%)	(%)	(times GNP per capita)	(US$)
All MFI's (n=147)	n	68	115	116	112	115	104	104
	avg	2.7	12.1	27.4	14.8	45.3	5.5	90
	stdev	1.8	6.8	14.7	8.5	31.4	3.8	61
Financially Self-Sufficient MFIs (FSS) (n=62)	n	29	34	62	62	59	52	57
	avg	2.3	3.7*	23.5	13.1	83.0*	7.0	101
	stdev	1.7	3.1	19.7	11.3	105.3	5.1	95
11. Asia Large (n=5)								
ACLEDA, ASA, BRAC, BRI, FICCO	avg	1.8	4.0	10.8	7.6	50.2	4.4	24
	stdev	1.0	2.6	3.8	3.0	38.2	1.9	17
12. Asia (Pacific) (FI) (n=9)								
BCS, BPR-A, BPR-B, BPR-C, BPR-D, PMPC, SIMC, SSCC, USPD	avg	2.3	27.0	17.4	8.9	50.2	2.6	54
	stdev	3.9	48.8	8.6	5.7	39.5	2.4	27
13. Asia (Pacific) (Non-FI) (n=5)								
CARD Bank, EMT, Hatta Kaksekar, RSPI, TSPI	avg	8.4*	13.8	35.0	19.8	14.3	5.2	39
	stdev	13.2	21.0	11.8	5.0	1.5	5.7	14
14. Asia (South) Medium (n=7)								
AKRSP, Basix, BURO Tangail, FWWB India, Nirdhan, SEEDS, SHARE	avg	3.4	5.6	14.3	8.1	25.1	2.9	13*
	stdev	2.2	4.9	7.6	5.4	19.5	1.6	7
15. Asia (South) Small (n=5)								
Grama Vidiyal, IASC, KASHF, SIFFS, Swayam Krushi	avg	10.3*	14.8	13.7	6.7	41.0	2.0	21
	stdev	11.9	18.4	9.8	3.8	20.7	1.1	21
16. Asia (Central) (n=5)								
Constanta, FINCA Azerbaijan, FINCA Kyrgyzstan, KCLF, XAC	avg	2.0	2.8*	74.4*	43.4*	32.2	7.2	85
	stdev	3.4	4.0	44.3	25.6	23.4	5.8	30
17. Eastern Europe Medium (n=12)								
BESA, BOSPO, FM, LOK, MCM, Mikrofin, Moznosti, NOA, Partner, Prizma,	avg	3.0	3.0*	21.3	13.0	112.3*	9.4*	230*
SUNRISE, WVB	stdev	1.9	2.6	7.9	6.4	62.9	5.1	85
18. Eastern Europe Small (n=7)								
Bossel, Faur, IM, Kamurj, Kep, Sanatatea, Textila	avg	1.0	1.8*	38.3	24.3*	29.9	7.2	78
	stdev	1.5	1.5	26.4	18.3	26.2	5.3	81
19. Worldwide Small Business (n=6)								
ACEP, Agrocapital, BDB, BPR-E, FEFAD, NLC	avg	1.3	4.4	11.0*	5.0*	466.8*	8.3	415*
	stdev	0.5	4.2	6.6	3.6	158.5	7.6	372

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin*.

TABLE 3g: PRODUCTIVITY (Asia, Eastern Europe, Worldwide Small Business)

Peer Group		Personnel Productivity	Loan Officer Productivity	Personnel Allocation Ratio
		Number of active borrowers / Number of personnel	Number of active borrowers / Number of loan officers	Number of loan officers / Number of personnel
		(number)	(number)	(%)
All MFI's (n=147)	n	104	96	95
	avg	128	308	44.7
	stdev	55	175	12.4
Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	43	45
	avg	145	408	42.5
	stdev	85	431	18.0
11. Asia Large (n=5)				
ACLEDA, ASA, BRAC, BRI, FICCO	avg	184	388	51.5
	stdev	77	99	27.8
12. Asia (Pacific) (FI) (n=9)				
BCS, BPR-A, BPR-B, BPR-C, BPR-D, PMPC, SIMC, SSCC, USPD	avg	75	291	46.5
	stdev	83	436	30.1
13. Asia (Pacific) (Non-FI) (n=5)				
CARD Bank, EMT, Hatta Kaksekar, RSPI, TSPI	avg	180	302	60.5
	stdev	125	211	9.8
14. Asia (South) Medium (n=7)				
AKRSP, Basix, BURO Tangail, FWWB India, Nirdhan, SEEDS, SHARE	avg	195	471	46.1
	stdev	107	267	26.1
15. Asia (South) Small (n=5)				
Grama Vidiyal, IASC, KASHF, SIFFS, Swayam Krushi	avg	129	565	43.0
	stdev	74	708	27.9
16. Asia (Central) (n=5)				
Constanta, FINCA Azerbaijan, FINCA Kyrgyzstan, KCLF, XAC	avg	82	188	47.0
	stdev	40	126	13.7
17. Eastern Europe Medium (n=12)				
BESA, BOSPO, FM, LOK, MCM, Mikrofin, Moznosti, NOA, Partner, Prizma,	avg	90	171*	54.8*
SUNRISE, WVB	stdev	30	69	10.5
18. Eastern Europe Small (n=7)				
Bossel, Faur, IM, Kamurj, Kep, Sanatatea, Textila	avg	393*	1,021*	37.9
	stdev	444	1,272	13.7
19. Worldwide Small Business (n=6)				
ACEP, Agrocapital, BDB, BPR-E, FEFAD, NLC	avg	41*	134	31.2*
	stdev	30	94	13.3

Notes:
- Abbreviations: stdev=standard deviation; LI= Lower and Medium Income; UI= Upper Income;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and each peer group, averages are calculated by dropping the top and bottom observations;
- Averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- For definition of terms, refer to pages 31 and 32 of this *Bulletin* .

Additional Tables

Tables A through E provide data on selected performance indicators for groups of institutions from the entire database for this Issue (n=148) and for the financially self-sufficient institutions (n=57). The following eight characteristics are considered for the classification of data:

1) **Age**: The *Bulletin* classifies MFIs into three categories (new, young, and mature) based on the difference between the year they started their microfinance operations and the year for which the institutions have submitted data.

2) **Scale of Operations**: MFIs are classified as small, medium and large according to the size of their loan portfolio and their region to facilitate comparisons of institutions with similar outreach.

3) **Lending Methodology**: Performance may vary by the way the institution delivers loan products. The *Bulletin* classifies MFIs based on the *primary* methodology used, determined by the number and volume of loans outstanding.

4) **Target Market**: The *Bulletin* classifies MFIs into three categories—low-end, broad, and high-end—according to the range of clients they serve based on average loan outstanding in relation to GNP per capita (i.e., depth).

5) **Region**: Geographic regions—Africa, Asia, Eastern Europe, Latin America and Middle East and North Africa—are used to capture regional effects.

6) **Level of Country Income**: This classification is based on the level of country GNP per capita.

7) **Level of Retail Financial Intermediation**: This classification is based on the ratio of total voluntary passbook and time deposits to total assets. It indicates the MFI's ability to mobilize savings and fund its portfolio through deposits.

8) **Charter Type**: The charter under which the MFIs are registered is used to classify the MFIs as banks, credit unions/ cooperatives, NGOs, non-banks, and rural banks.

9) **Non-Profit/For-Profit Status**: MFIs are classified as non-profit and for-profit institutions.

The quantitative criteria used to categorize these characteristics are summarized in the table below. A list of institutions that fall into these categories for the entire sample is located immediately following Table E. Confidentiality limits the publication of names of financially self-sufficient MFIs included in the database. These Additional Analysis Tables provide another means of creating performance benchmarks besides the peer groups. Three of these characteristics—region, scale of operations and target market—are also factors determining peer group composition. The purpose of the Additional Analysis Tables is to look at these characteristics singularly, rather than within the context of peer groups. The data are calculated by dropping the top and bottom observations to avoid the effect of outliers.

Age of the MFI	New:	1 to 3 years	
	Young:	4 to 7 years	
	Mature:	over 7 years	
Scale of Operations (Total gross loan portfolio, in US$)	Large:	Africa, Asia (Central), Middle East & North Africa:	> 5 million
		Asia (Pacific, South), Asia Large:	> 8 million
		Eastern Europe and Latin America:	> 12.5 million
	Medium:	Africa, Asia (Central), Middle East & North Africa:	800,000 to 5 million
		Asia (Pacific, South):	1 to 8 million
		Eastern Europe and Latin America:	1.5 to 12.5 million
	Small:	Africa, Asia (Central), Middle East & North Africa:	< 800,000
		Asia (Pacific, South):	< 1 million
		Eastern Europe and Latin America:	< 1.5 million
Lending Methodology	Individual:	1 borrower	
	Solidarity Group:	group of 3 to 9 borrowers	
	Village Banking:	groups of 10 borrowers	
Target Market	Low-end:	depth < 20% OR average loan size < US$150	
	Broad:	depth between 20% and 149%	
	High-end	depth between 150% and 249%	
	Small Business:	depth 250%	
Level of Country Income	Lower and Middle Income	GNP per capita < 3,000 US$	
	Upper Income	GNP per capita 3,000 US$	
Level of Retail Financial Intermediation	Financial Intermediary:	passbook and time deposits 20 % of total assets	
	Other:	passbook and time deposits < 20 % of total assets	

TABLE Aa: INSTITUTIONAL CHARACTERISTICS (Age, Scale of Operations)

Criteria			Age of Institution	Number of Offices	Number of Personnel	Total Assets	Capital / Asset Ratio	Commercial Funding Liabilities Ratio
			Years functioning as an MFI	Total number of offices (including head office, regional offices, branches and agencies)	Total number of employees	All assets net of all contra asset accounts	Adjusted total equity / Adjusted total assets	All liabilities with 'market' price / Average gross loan portfolio
			(years)	(number)	(number)	(US $)	(%)	(%)
	All MFI's (n=147)	n	110	100	104	117	116	102
		avg	8	15	101	5,735,499	42.0	72.2
		stdev	4	14	84	5,791,715	22.2	39.6
AGE (All MFIs)	New (1 to 3 years)	avg	2	18	34	1,874,742	49.3	92.5
		stdev	1	45	20	1,640,280	31.2	51.4
	Young (4 to 7 years)	avg	5	17	76	6,570,773	56.0	69.9
		stdev	1	28	71	12,086,789	35.4	51.7
	Mature (over 7 years)	avg	13	136	440	20,276,808	35.9	85.8
		stdev	7	412	1,475	35,466,583	23.5	69.0
SCALE OF OPERATIONS# (All MFIs)	Large	avg	12	98	892	49,447,253	34.4	96.9
		stdev	6	247	2,242	45,962,647	26.7	87.2
	Medium	avg	9	89	106	5,018,950	44.9	60.9
		stdev	8	359	101	2,728,352	26.7	54.7
	Small	avg	5	23	40	796,462	46.9	73.7
		stdev	4	48	29	505,820	35.2	69.5
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	57	46	50	60	62	62
		avg	12*	132*	493	19,859,370*	42.2	78.7
		stdev	8	423	1,656	34,235,497	25.4	72.3
AGE (FSS MFIs)	New (1 to 3 years)	avg	2	6	40	3,140,006	52.8	14.8
		stdev	1	3	15	1,455,073	30.9	27.5
	Young (4 to 7 years)	avg	5	29	127	9,831,944	58.5	58.5
		stdev	1	27	83	9,129,092	33.8	51.0
	Mature (over 7 years)	avg	15	103	627	24,757,234	37.9	88.8
		stdev	8	269	1,937	39,202,589	22.9	77.0
SCALE OF OPERATIONS# (FSS MFIs)	Large	avg	13	131	1,264	49,872,938	35.0	102.4
		stdev	7	292	2,725	46,826,727	24.1	93.4
	Medium	avg	12	47	100	5,527,640	47.6	59.1
		stdev	10	179	92	3,136,680	26.1	55.6
	Small	avg	9	9	37	824,044	40.3	92.0
		stdev	3	14	25	364,240	23.4	44.4

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- # The criteria for classification of scale of operations vary by region. Refer to page 55 for details.

TABLE Ab: OUTREACH INDICATORS (Age, Scale of Operations)

Criteria			Gross Loan Portfolio	Number of Active Borrowers	Average Outstanding Loan Size	Depth	Percent of Women borrowers
			Outstanding principal balance of all outstanding loans	Number of borrowers with loans outstanding	Gross loan portfolio / Number of active borrowers	Average outstanding loan size / GNP per capita	Number of active women borrowers / Number of active borrowers
			(US$)	(number)	(US$)	(%)	(%)
	All MFI's (n=147)	n	117	117	116	115	87
		avg	3,859,273	11,698	453	45.3	60.6
		stdev	3,564,407	10,284	349	31.4	20.1
AGE (All MFIs)	New (1 to 3 years)	avg	1,381,244	3,730	447	43.0	67.8
		stdev	1,368,018	2,669	412	40.8	26.7
	Young (4 to 7 years)	avg	4,326,009	10,276	654	57.2	63.3
		stdev	7,103,698	12,038	830	84.6	30.6
	Mature (over 7 years)	avg	14,575,926	78,761	632	67.8	65.1
		stdev	27,681,197	346,948	777	74.8	26.0
SCALE OF OPERATIONS# (All MFIs)	Large	avg	35,489,377	165,175	1,106	111.7	50.6
		stdev	36,773,034	541,601	1,101	128.2	24.9
	Medium	avg	3,485,372	14,650	619	59.3	62.6
		stdev	1,796,522	16,204	676	58.3	25.8
	Small	avg	487,726	4,519	225	27.5	76.6
		stdev	254,327	4,080	259	26.7	25.9
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	60	60	60	59	54
		avg	13,808,317*	81,510	752*	83.0*	58.9
		stdev	24,288,600	374,825	916	105.3	25.9
AGE (FSS MFIs)	New (1 to 3 years)	avg	2,691,288	4,907	862	113.3	62.0
		stdev	1,627,620	3,216	815	77.6	36.1
	Young (4 to 7 years)	avg	6,280,900	20,059	598	93.6	60.5
		stdev	3,915,556	18,709	664	156.4	29.8
	Mature (over 7 years)	avg	17,159,954	112,396	736	71.8	60.4
		stdev	27,826,278	451,592	774	63.8	25.1
SCALE OF OPERATIONS# (FSS MFIs)	Large	avg	34,635,532	222,765	1,048	114.6	55.3
		stdev	33,703,328	636,041	1,195	139.1	26.2
	Medium	avg	3,861,619	12,603	567	60.4	64.0
		stdev	2,050,907	10,513	530	47.0	25.6
	Small	avg	572,801	1,945	413	39.6	44.0
		stdev	208,635	1,121	341	28.0	22.4

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- # The criteria for classification of scale of operations vary by region. Refer to page 55 for details.

TABLE Ac: PROFITABILITY & SUSTAINABILITY (Age, Scale of Operations)

Criteria			Adjusted Return on Assets (AROA)	Adjusted Return on Equity (AROE)	Operational Self-Sufficiency (OSS)	Financial Self-Sufficiency (FSS)
			Adjusted net operating income after taxes / Average total assets	Adjusted net operating income after taxes / Average total equity	Operating revenue / (Financial expense + loan loss provision expense + operating expense)	Adjusted operating revenue / Adjusted (financial expense + loan loss provision expense + operating expense)
			(%)	(%)	(%)	(%)
		n	114	116	117	117
	All MFI's (n=147)	avg	-2.7	-6.1	108.9	92.5
		stdev	5.5	15.1	17.8	18.2
AGE (All MFIs)	New (1 to 3 years)	avg	-9.4	-22.6	99.0	76.8
		stdev	7.9	19.2	29.6	20.9
	Young (4 to 7 years)	avg	-7.7	-12.7	102.4	82.4
		stdev	10.7	23.0	32.3	29.4
	Mature (over 7 years)	avg	0.4	2.4	119.3	106.5
		stdev	7.0	27.1	41.5	32.1
SCALE OF OPERATIONS# (All MFIs)	Large	avg	1.9	11.4	124.2	112.6
		stdev	4.5	23.5	31.1	29.6
	Medium	avg	-2.6	-8.1	112.8	94.5
		stdev	7.4	18.4	40.0	30.7
	Small	avg	-9.8	-27.3	102.4	83.2
		stdev	12.7	66.3	37.5	34.6
		n	52	60	62	62
	Financially Self-Sufficient MFIs (FSS) (n=62)	avg	5.5*	14.1*	138.2*	123.4*
		stdev	5.7	15.1	39.5	27.2
AGE (FSS MFIs)	New (1 to 3 years)	avg	2.0	4.0	138.5	108.3
		stdev	1.8	2.7	14.4	8.7
	Young (4 to 7 years)	avg	2.7	6.4	134.5	116.4
		stdev	2.1	5.9	28.4	23.5
	Mature (over 7 years)	avg	5.3	15.4	136.2	124.0
		stdev	4.7	16.3	44.3	28.6
SCALE OF OPERATIONS# (FSS MFIs)	Large	avg	4.3	16.9	131.9	123.2
		stdev	3.4	17.5	31.2	26.6
	Medium	avg	4.5	9.2	137.4	119.3
		stdev	4.7	8.9	46.8	27.5
	Small	avg	7.6	29.9	158.9	139.9
		stdev	4.8	29.1	18.2	23.6

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- # The criteria for classification of scale of operations vary by region. Refer to page 55 for details.

TABLE Ad: OPERATING INCOME (Age, Scale of Operations)

Criteria			Adjusted Operating Revenue Ratio	Adjusted Profit Margin	Yield on Gross Portfolio	Yield on Gross Portfolio (real)
			Adjusted operating revenue / Average total assets	Adjusted net operating income / Adjusted operating revenue	Cash financial revenue from gross loan portfolio / Average gross loan portfolio	(Yield on gross portfolio (nominal) - Inflation rate) / (1+ Inflation rate)
			(%)	(%)	(%)	(%)
	All MFI's (n=147)	n	111	117	115	115
		avg	26.9	-12.5	36.6	27.8
		stdev	7.5	23.4	12.1	10.2
AGE (All MFIs)	New (1 to 3 years)	avg	30.2	-36.3	46.6	30.6
		stdev	13.7	32.7	24.6	27.2
	Young (4 to 7 years)	avg	25.9	-35.5	36.7	24.2
		stdev	11.9	49.6	18.3	22.2
	Mature (over 7 years)	avg	29.5	-1.3	39.4	30.9
		stdev	16.6	27.4	24.2	19.9
SCALE OF OPERATIONS# (All MFIs)	Large	avg	26.5	6.2	34.3	27.6
		stdev	16.5	19.5	19.2	17.8
	Medium	avg	28.3	-15.4	37.9	26.8
		stdev	15.0	35.4	23.0	23.3
	Small	avg	30.4	-37.9	47.6	33.6
		stdev	12.3	51.6	22.4	21.2
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	62	62
		avg	30.8	15.9	40.6	32.3
		stdev	17.1	14.5	24.8	19.0
AGE (FSS MFIs)	New (1 to 3 years)	avg	31.8	7.3	41.0	37.8
		stdev	15.1	7.3	26.4	25.4
	Young (4 to 7 years)	avg	32.3	10.1	43.8	36.4
		stdev	17.4	6.1	22.2	16.9
	Mature (over 7 years)	avg	31.1	16.2	40.7	31.7
		stdev	18.3	14.8	26.7	19.9
SCALE OF OPERATIONS# (FSS MFIs)	Large	avg	28.2	16.0	37.0	31.2
		stdev	18.7	14.3	21.7	18.9
	Medium	avg	32.7	12.4	42.5	33.6
		stdev	17.9	11.8	28.7	21.3
	Small	avg	30.6	26.4	42.8	30.3
		stdev	7.2	14.7	15.2	8.1

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- # The criteria for classification of scale of operations vary by region. Refer to page 55 for details.

TABLE Ae: OPERATING EXPENSE (Age, Scale of Operations)

Criteria			Adjusted Total Expense Ratio	Adjusted Financial Expense Ratio	Adjustment Expense Ratio	Loan Loss Provision Expense Ratio	Adjusted Personnel Expense Ratio	Adjusted Administrative Expense Ratio	Adjusted Operating Expense Ratio
			Adjusted (financial expense + loan loss provision expense + operating expense) / Average total assets	Adjusted financial expense / Average total assets	Inflation and subsidy adjustment expense / Average total assets	Adjusted loan loss provision expense / Average total assets	(Personnel expense + In-kind donations for personnel) / Average total assets	(Administrative expense + In-kind donations for administrative expenses other than personnel) / Average total assets	(Operating expense + In-kind donations) / Average total assets
			(%)	(%)	(%)	(%)	(%)	(%)	(%)
		n	114	105	101	99	106	107	113
	All MFI's (n=147)	avg	30.4	4.5	3.0	2.2	10.5	8.9	18.8
		stdev	9.9	2.7	2.1	1.4	5.7	3.8	8.7
AGE (All MFIs)	New (1 to 3 years)	avg	40.1	6.4	6.0	1.8	15.2	11.0	26.4
		stdev	14.6	10.0	4.5	1.9	8.7	6.4	13.9
	Young (4 to 7 years)	avg	33.8	3.1	3.6	3.8	10.9	11.4	22.2
		stdev	17.0	4.5	3.5	5.0	7.7	11.2	15.3
	Mature (over 7 years)	avg	28.6	5.6	2.6	2.2	9.6	8.9	18.5
		stdev	15.5	4.2	1.7	2.4	8.5	7.5	14.9
SCALE OF OPERATIONS# (All MFIs)	Large	avg	23.6	6.5	2.0	1.9	6.8	6.8	13.6
		stdev	10.2	4.7	1.1	1.7	5.3	6.2	9.7
	Medium	avg	30.5	3.9	3.7	2.5	10.9	9.3	20.3
		stdev	13.9	3.5	3.6	2.5	8.5	6.8	13.8
	Small	avg	41.0	5.8	3.8	4.8	13.5	12.9	26.4
		stdev	19.2	8.9	3.8	6.7	9.4	11.0	17.4
		n	62	62	46	60	62	62	62
	Financially Self-Sufficient MFIs (FSS) (n=62)	avg	25.6*	5.2	2.7	1.4*	9.3	7.2	16.5
		stdev	13.4	4.1	1.9	1.2	8.1	5.9	13.1
AGE (FSS MFIs)	New (1 to 3 years)	avg	30.5	1.3	4.3	2.5	14.5	7.8	22.3
		stdev	13.4	1.3	2.6	3.7	13.8	1.0	14.7
	Young (4 to 7 years)	avg	26.8	6.0	2.4	1.2	11.4	8.1	19.5
		stdev	10.8	4.4	1.5	1.0	6.8	4.4	10.0
	Mature (over 7 years)	avg	25.8	5.9	2.5	1.4	9.0	7.4	16.4
		stdev	14.5	4.0	1.6	1.3	8.0	6.6	14.1
SCALE OF OPERATIONS# (FSS MFIs)	Large	avg	22.8	6.0	1.7	1.6	7.4	6.5	13.9
		stdev	10.5	4.1	0.8	1.5	5.8	5.5	10.6
	Medium	avg	28.0	4.3	2.7	1.3	11.6	8.0	19.6
		stdev	15.7	4.2	2.2	1.1	9.6	6.5	15.2
	Small	avg	23.3	6.6	2.3	1.4	5.4	6.4	11.8
		stdev	8.8	3.3	0.5	1.2	3.0	4.6	7.0

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- # The criteria for classification of scale of operations vary by region. Refer to page 55 for details.

TABLE Af: PORTFOLIO QUALITY AND EFFICIENCY (Age, Scale of Operations)

Criteria			Portfolio At Risk > 90 Days	Portfolio At Risk > 30 Days	Adjusted Operating Expense / Loan Portfolio	Adjusted Personnel Expense / Loan Portfolio	Depth	Average Salary / GNP per capita	Cost per Borrower
			Outstanding balance of loans overdue > 90 days / Gross loan portfolio	Outstanding balance of loans overdue > 30 days / Gross loan portfolio	(Operating expense + In-kind donations) / Average gross loan portfolio	(Personnel expense + In-kind donations for personnel) / Average gross loan portfolio	Average outstanding loan size / GNP per capita	(Average personnel expense +In-kind donations for personnel) / GNP per capita	(Operating expense + In-kind donations) / Average number of active borrowers
			(%)	(%)	(%)	(%)	(%)	(times GNP per capita)	(US$)
	All MFI's (n=147)	n	68	115	116	112	115	104	104
		avg	2.7	12.1	27.4	14.8	45.3	5.5	90
		stdev	1.8	6.8	14.7	8.5	31.4	3.8	61
AGE (All MFIs)	New (1 to 3 years)	avg	2.9	2.6	49.4	28.4	43.0	6.5	122
		stdev	3.6	2.3	40.5	23.7	40.8	5.7	119
	Young (4 to 7 years)	avg	3.9	6.2	36.6	17.6	57.2	6.1	124
		stdev	2.8	5.4	31.9	14.5	84.6	5.2	109
	Mature (over 7 years)	avg	3.4	5.8	26.9	13.8	67.8	6.4	105
		stdev	2.7	7.5	22.1	12.0	74.8	6.0	112
SCALE OF OPERATIONS# (All MFIs)	Large	avg	2.9	5.2	19.4	9.8	111.7	7.0	186
		stdev	2.6	4.3	12.9	6.9	128.2	5.8	209
	Medium	avg	3.4	5.0	29.7	15.9	59.3	6.9	110
		stdev	2.6	4.5	21.9	12.8	58.3	5.7	103
	Small	avg	6.3	6.2	49.7	25.4	27.5	4.4	69
		stdev	8.1	8.8	42.7	22.9	26.7	4.2	77
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	29	34	62	62	59	52	57
		avg	2.3	3.7*	23.5	13.1	83.0*	7.0	101
		stdev	1.7	3.1	19.7	11.3	105.3	5.1	95
AGE (FSS MFIs)	New (1 to 3 years)	avg	0.5	1.5	30.0	20.3	113.3	11.4	136
		stdev	1.0	1.3	24.9	22.1	77.6	3.6	111
	Young (4 to 7 years)	avg	1.3	2.3	27.5	15.7	93.6	7.1	87
		stdev	0.6	2.5	12.6	7.8	156.4	3.8	57
	Mature (over 7 years)	avg	2.2	4.0	23.5	12.8	71.8	6.5	108
		stdev	1.6	3.3	21.4	11.0	63.8	5.4	103
SCALE OF OPERATIONS# (FSS MFIs)	Large	avg	1.9	3.6	20.1	10.7	114.6	6.9	135
		stdev	1.4	3.5	14.6	7.4	139.1	5.2	112
	Medium	avg	2.4	3.6	27.3	16.1	60.4	7.6	95
		stdev	1.6	3.0	23.5	13.6	47.0	5.1	89
	Small	avg	NA	NA	17.1	8.0	39.6	2.1	52
		stdev	NA	NA	12.7	5.2	28.0	1.8	40

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- # The criteria for classification of scale of operations vary by region. Refer to page 55 for details.

TABLE Ag: PRODUCTIVITY (Age, Scale of Operations)

Criteria			Personnel Productivity	Loan Officer Productivity	Personnel Allocation Ratio
			Number of active borrowers / Number of personnel	Number of active borrowers / Number of loan officers	Number of loan officers / Number of personnel
			(number)	(number)	(%)
	All MFI's (n=147)	n	104	96	95
		avg	128	308	44.7
		stdev	55	175	12.4
AGE (All MFIs)	New (1 to 3 years)	avg	161	473	42.5
		stdev	215	652	17.9
	Young (4 to 7 years)	avg	130	286	48.0
		stdev	70	199	14.6
	Mature (over 7 years)	avg	160	487	44.2
		stdev	126	596	20.0
SCALE OF OPERATIONS# (All MFIs)	Large	avg	126	317	42.1
		stdev	74	261	19.8
	Medium	avg	142	407	45.4
		stdev	87	466	16.8
	Small	avg	190	541	44.8
		stdev	227	751	19.8
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	43	45
		avg	145	408	42.5
		stdev	85	431	18.0
AGE (FSS MFIs)	New (1 to 3 years)	avg	128	276	50.5
		stdev	92	224	12.2
	Young (4 to 7 years)	avg	142	265	53.6
		stdev	87	203	16.7
	Mature (over 7 years)	avg	148	462	38.9
		stdev	86	484	17.8
SCALE OF OPERATIONS# (FSS MFIs)	Large	avg	134	274	43.3
		stdev	85	122	20.4
	Medium	avg	151	469	42.8
		stdev	84	523	17.4
	Small	avg	166	509	36.7
		stdev	125	433	16.6

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- # The criteria for classification of scale of operations vary by region. Refer to page 55 for details.

TABLE Ba: INSTITUTIONAL CHARACTERISTICS (Lending Methodology, Target Market)

Criteria			Age of Institution	Number of Offices	Number of Personnel	Total Assets	Capital / Asset Ratio	Commercial Funding Liabilities Ratio
			Years functioning as an MFI	Total number of offices (including head office, regional offices, branches and agencies)	Total number of employees	All assets net of all contra asset accounts	Adjusted total equity / Adjusted total assets	All liabilities with 'market' price / Average gross loan portfolio
			(years)	(number)	(number)	(US $)	(%)	(%)
	All MFI's (n=147)	n	110	100	104	117	116	102
		avg	8	15	101	5,735,499	42.0	72.2
		stdev	4	14	84	5,791,715	22.2	39.6
LENDING	Individual	avg	9	18	110	14,261,344	33.8	98.4
METHODOLOGY	(1 borrower)	stdev	8	28	163	27,682,411	23.2	68.2
(All MFIs)	Solidarity Groups	avg	8	41	278	12,267,063	48.8	54.9
	(groups of 3 to 9 borrowers)	stdev	6	123	796	23,128,214	30.8	43.7
	Village Banks	avg	8	218	106	3,170,917	61.8	66.7
	(groups of 10 borrowers)	stdev	5	563	93	3,094,149	32.3	50.1
TARGET MARKET	Low-end	avg	8	110	222	5,369,487	52.8	67.3
(All MFIs)	(depth< 20% or average loan balance< US$150)	stdev	6	268	723	13,329,826	29.8	50.7
	Broad	avg	9	59	122	12,795,428	37.7	77.1
	(depth between 20% and 149%)	stdev	8	327	159	24,376,308	28.4	58.4
	High-end	avg	8	21	177	24,429,546	35.5	97.0
	(depth between 150% and 249%)	stdev	5	10	138	21,498,815	28.9	102.2
	Small Business	avg	12	14	83	18,159,964	32.0	124.3
	(depth 250%)	stdev	10	14	25	9,049,633	23.4	112.2
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	57	46	50	60	62	62
		avg	12*	132*	493	19,859,370*	42.2	78.7
		stdev	8	423	1,656	34,235,497	25.4	72.3
LENDING	Individual	avg	14	15	152	17,416,888	31.5	109.6
METHODOLOGY	(1 borrower)	stdev	9	11	212	28,272,611	18.7	75.0
(FSS MFIs)	Solidarity Groups	avg	11	80	550	23,317,740	48.7	45.7
	(groups of 3 to 9 borrowers)	stdev	8	200	1,290	31,275,425	25.0	43.2
	Village Banks	avg	9	161	184	5,622,144	75.5	22.3
	(groups of 10 borrowers)	stdev	4	366	112	4,299,034	19.4	19.5
TARGET MARKET	Low-end	avg	13	125	496	12,767,390	60.1	32.9
(FSS MFIs)	(depth< 20% or average loan balance< US$150)	stdev	6	291	1,298	23,484,975	24.6	23.0
	Broad	avg	12	137	177	14,402,440	35.9	92.1
	(depth between 20% and 149%)	stdev	9	542	219	21,528,956	22.7	59.7
	High-end	avg	9	22	214	29,328,929	30.8	112.0
	(depth between 150% and 249%)	stdev	6	8	153	24,861,173	15.5	130.4
	Small Business	avg	14	19	225	49,947,191	29.5	147.5
	(depth 250%)	stdev	12	15	271	63,099,404	24.9	135.3

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*).

TABLE Bb: OUTREACH INDICATORS (Lending Methodology, Target Market)

Criteria			Gross Loan Portfolio	Number of Active Borrowers	Average Outstanding Loan Size	Depth	Percent of Women borrowers
			Outstanding principal balance of all outstanding loans	Number of borrowers with loans outstanding	Gross loan portfolio / Number of active borrowers	Average outstanding loan size / GNP per capita	Number of active women borrowers / Number of active borrowers
			(US$)	(number)	(US$)	(%)	(%)
	All MFI's (n=147)	n	117	117	116	115	87
		avg	3,859,273	11,698	453	45.3	60.6
		stdev	3,564,407	10,284	349	31.4	20.1
LENDING	Individual	avg	9,792,410	9,610	973	88.4	46.4
METHODOLOGY	(1 borrower)	stdev	20,848,871	12,635	997	107.1	17.9
(All MFIs)	Solidarity Groups	avg	9,131,991	47,884	371	46.0	73.3
	(groups of 3 to 9 borrowers)	stdev	17,472,821	168,251	408	43.5	24.9
	Village Banks	avg	1,876,457	16,163	136	19.7	89.1
	(groups of 10 borrowers)	stdev	1,675,538	13,959	111	16.7	22.0
TARGET MARKET	Low-end	avg	3,725,355	42,520	135	16.0	85.6
(All MFIs)	(depth< 20% or average loan balance< US$150)	stdev	9,935,598	150,723	121	11.6	19.2
	Broad	avg	9,893,781	12,051	755	64.1	54.6
	(depth between 20% and 149%)	stdev	21,153,775	15,814	675	34.2	22.2
	High-end	avg	8,781,402	12,136	1,420	188.5	33.4
	(depth between 150% and 249%)	stdev	2,388,098	7,298	992	31.0	11.3
	Small Business	avg	11,552,705	4,687	3,417	466.8	24.3
	(depth 250%)	stdev	2,844,415	3,710	1,620	158.5	12.8
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	60	60	60	59	54
		avg	13,808,317*	81,510	752*	83.0*	58.9
		stdev	24,288,600	374,825	916	105.3	25.9
LENDING	Individual	avg	10,755,253	11,679	1,043	104.9	45.0
METHODOLOGY	(1 borrower)	stdev	14,850,265	14,729	1,078	126.8	18.0
(FSS MFIs)	Solidarity Groups	avg	18,197,683	98,223	416	64.3	73.1
	(groups of 3 to 9 borrowers)	stdev	25,032,011	275,676	332	61.1	22.6
	Village Banks	avg	3,569,475	25,462	135	21.6	83.7
	(groups of 10 borrowers)	stdev	3,105,347	16,492	40	20.3	27.4
TARGET MARKET	Low-end	avg	9,308,112	96,695	165	14.7	82.5
(FSS MFIs)	(depth< 20% or average loan balance< US$150)	stdev	17,540,445	275,698	115	6.7	23.1
	Broad	avg	11,039,123	16,134	755	69.9	55.4
	(depth between 20% and 149%)	stdev	17,433,829	20,313	660	34.5	20.0
	High-end	avg	18,396,044	12,899	1,525	180.3	34.8
	(depth between 150% and 249%)	stdev	20,528,998	6,848	1,159	22.6	12.5
	Small Business	avg	22,051,350	5,976	3,632	527.0	19.3
	(depth 250%)	stdev	21,141,085	3,849	2,028	164.9	10.1

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*).

TABLE Bc: PROFITABILITY & SUSTAINABILITY (Lending Methodology, Target Market)

Criteria			Adjusted Return on Assets (AROA)	Adjusted Return on Equity (AROE)	Operational Self-Sufficiency (OSS)	Financial Self-Sufficiency (FSS)
			Adjusted net operating income after taxes / Average total assets	Adjusted net operating income after taxes / Average total equity	Operating revenue / (Financial expense + loan loss provision expense + operating expense)	Adjusted operating revenue / Adjusted (financial expense + loan loss provision expense + operating expense)
			(%)	(%)	(%)	(%)
	All MFI's (n=147)	n	114	116	117	117
		avg	-2.7	-6.1	108.9	92.5
		stdev	5.5	15.1	17.8	18.2
LENDING METHODOLOGY (All MFIs)	Individual	avg	-1.2	0.6	121.2	102.0
	(1 borrower)	stdev	7.5	26.4	31.8	34.8
	Solidarity Groups	avg	-4.1	-12.5	102.1	89.2
	(groups of 3 to 9 borrowers)	stdev	7.3	20.9	28.5	24.0
	Village Banks	avg	-7.2	-10.7	106.7	89.2
	(groups of 10 borrowers)	stdev	14.8	29.9	60.1	39.0
TARGET MARKET (All MFIs)	Low-end	avg	-5.5	-11.0	105.5	91.8
	(depth< 20% or average loan balance< US$150)	stdev	11.7	27.6	46.8	35.2
	Broad	avg	-3.1	-8.2	114.8	94.8
	(depth between 20% and 149%)	stdev	8.5	39.3	30.2	30.7
	High-end	avg	1.8	8.8	130.2	107.3
	(depth between 150% and 249%)	stdev	3.1	15.1	21.1	24.8
	Small Business	avg	0.3	2.3	124.2	114.7
	(depth 250%)	stdev	0.5	4.8	45.3	44.2
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	60	62	62
		avg	5.5*	14.1*	138.2*	123.4*
		stdev	5.7	15.1	39.5	27.2
LENDING METHODOLOGY (FSS MFIs)	Individual	avg	5.1	17.6	138.6	126.2
	(1 borrower)	stdev	3.8	16.3	32.2	28.9
	Solidarity Groups	avg	2.7	5.0	124.8	112.3
	(groups of 3 to 9 borrowers)	stdev	2.4	4.4	20.3	13.3
	Village Banks	avg	10.5	15.0	166.9	135.8
	(groups of 10 borrowers)	stdev	10.9	12.3	77.6	35.8
TARGET MARKET (FSS MFIs)	Low-end	avg	7.3	15.2	150.5	130.8
	(depth< 20% or average loan balance< US$150)	stdev	5.6	14.9	56.6	33.5
	Broad	avg	3.9	13.4	132.8	119.5
	(depth between 20% and 149%)	stdev	3.4	14.9	28.1	21.6
	High-end	avg	4.0	22.3	132.8	120.0
	(depth between 150% and 249%)	stdev	3.7	24.6	21.2	15.9
	Small Business	avg	2.5	7.0	138.0	128.3
	(depth 250%)	stdev	4.4	5.8	51.3	49.3

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*).

TABLE Bd: OPERATING INCOME (Lending Methodology, Target Market)

Criteria			Adjusted Operating Revenue Ratio	Adjusted Profit Margin	Yield on Gross Portfolio	Yield on Gross Portfolio (real)
			Adjusted operating revenue / Average total assets	Adjusted net operating income / Adjusted operating revenue	Cash financial revenue from gross loan portfolio / Average gross loan portfolio	(Yield on gross portfolio (nominal) - Inflation rate) / (1+ Inflation rate)
			(%)	(%)	(%)	(%)
	All MFI's (n=147)	n	111	117	115	115
		avg	26.9	-12.5	36.6	27.8
		stdev	7.5	23.4	12.1	10.2
LENDING METHODOLOGY (All MFIs)	Individual	avg	26.3	-8.2	34.3	20.7
	(1 borrower)	stdev	11.5	36.4	14.6	16.3
	Solidarity Groups	avg	26.3	-18.8	36.7	29.8
	(groups of 3 to 9 borrowers)	stdev	10.3	31.6	16.6	16.9
	Village Banks	avg	38.6	-28.7	60.8	48.7
	(groups of 10 borrowers)	stdev	22.8	43.7	35.1	29.4
TARGET MARKET (All MFIs)	Low-end	avg	34.0	-22.4	51.2	38.9
	(depth< 20% or average loan balance< US$150)	stdev	18.1	39.6	27.5	23.9
	Broad	avg	25.6	-18.7	33.3	22.1
	(depth between 20% and 149%)	stdev	10.9	53.8	15.0	18.5
	High-end	avg	22.0	7.8	31.3	28.8
	(depth between 150% and 249%)	stdev	6.4	12.0	14.9	13.6
	Small Business	avg	19.7	2.3	25.7	20.2
	(depth 250%)	stdev	5.7	3.4	5.2	3.7
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	62	62
		avg	30.8	15.9	40.6	32.3
		stdev	17.1	14.5	24.8	19.0
LENDING METHODOLOGY (FSS MFIs)	Individual	avg	26.3	17.6	34.3	26.3
	(1 borrower)	stdev	9.1	15.1	13.2	10.4
	Solidarity Groups	avg	27.6	9.9	35.5	30.6
	(groups of 3 to 9 borrowers)	stdev	10.0	9.0	14.7	13.2
	Village Banks	avg	58.6	22.1	80.3	63.5
	(groups of 10 borrowers)	stdev	29.7	18.8	43.6	29.8
TARGET MARKET (FSS MFIs)	Low-end	avg	42.5	19.8	56.4	43.3
	(depth< 20% or average loan balance< US$150)	stdev	22.8	16.5	35.2	24.9
	Broad	avg	27.3	14.2	35.1	28.3
	(depth between 20% and 149%)	stdev	12.1	12.9	15.7	14.5
	High-end	avg	23.8	15.5	35.5	32.5
	(depth between 150% and 249%)	stdev	4.3	11.8	16.9	15.7
	Small Business	avg	17.0	15.0	23.8	19.5
	(depth 250%)	stdev	1.4	23.5	3.2	4.0

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*).

TABLE Be: OPERATING EXPENSE (Lending Methodology, Target Market)

Criteria			Adjusted Total Expense Ratio	Adjusted Financial Expense Ratio	Adjustment Expense Ratio	Loan Loss Provision Expense Ratio	Adjusted Personnel Expense Ratio	Adjusted Administrative Expense Ratio	Adjusted Operating Expense Ratio
			Adjusted (financial expense + loan loss provision expense + operating expense) / Average total assets	Adjusted financial expense / Average total assets	Inflation and subsidy adjustment expense / Average total assets	Adjusted loan loss provision expense / Average total assets	(Personnel expense + In-kind donations for personnel) / Average total assets	(Administrative expense + In-kind donations for administrative expenses other than personnel) / Average total assets	(Operating expense + In-kind donations) / Average total assets
			(%)	(%)	(%)	(%)	(%)	(%)	(%)
		n	114	105	101	99	106	107	113
	All MFI's (n=147)	avg	30.4	4.5	3.0	2.2	10.5	8.9	18.8
		stdev	9.9	2.7	2.1	1.4	5.7	3.8	8.7
LENDING	Individual	avg	27.6	6.9	4.7	2.4	6.6	7.0	13.7
METHODOLOGY	(1 borrower)	stdev	12.9	6.4	4.1	2.6	4.9	4.9	8.1
(All MFIs)	Solidarity Groups	avg	30.6	3.0	2.3	2.3	13.0	9.4	22.4
	(groups of 3 to 9 borrowers)	stdev	12.4	2.7	2.3	2.3	8.4	5.4	12.7
	Village Banks	avg	45.4	2.8	3.2	3.1	17.6	17.6	35.3
	(groups of 10 borrowers)	stdev	22.1	3.1	2.1	2.8	10.3	13.7	20.1
TARGET MARKET	Low-end	avg	39.4	4.9	3.2	2.8	14.5	13.6	28.2
(All MFIs)	(depth< 20% or average loan balance< US$150)	stdev	19.9	7.6	3.3	3.4	9.6	10.9	17.9
	Broad	avg	28.6	4.9	4.2	3.0	8.9	7.7	16.6
	(depth between 20% and 149%)	stdev	11.0	4.5	3.4	3.6	7.0	5.0	10.2
	High-end	avg	19.5	2.7	1.5	2.3	6.3	6.5	13.2
	(depth between 150% and 249%)	stdev	3.8	2.3	1.8	1.5	1.6	2.1	3.3
	Small Business	avg	18.8	8.7	0.8	1.7	3.7	4.2	7.3
	(depth 250%)	stdev	7.7	7.2	0.8	1.5	2.5	3.2	5.3
		n	62	62	46	60	62	62	62
	Financially Self-Sufficient MFIs (FSS) (n=62)	avg	25.6*	5.2	2.7	1.4*	9.3	7.2	16.5
		stdev	13.4	4.1	1.9	1.2	8.1	5.9	13.1
LENDING	Individual	avg	21.5	7.1	2.3	1.4	5.5	5.3	10.8
METHODOLOGY	(1 borrower)	stdev	7.8	3.8	1.6	1.2	3.5	3.6	6.5
(FSS MFIs)	Solidarity Groups	avg	25.1	2.4	2.0	1.6	11.6	7.2	18.7
	(groups of 3 to 9 borrowers)	stdev	9.4	2.1	1.0	1.5	7.6	3.0	9.3
	Village Banks	avg	45.0	1.8	4.4	1.3	21.5	16.0	37.5
	(groups of 10 borrowers)	stdev	22.8	1.0	2.1	0.9	10.5	10.4	20.0
TARGET MARKET	Low-end	avg	33.8	3.6	3.6	1.3	13.8	11.3	25.1
(FSS MFIs)	(depth< 20% or average loan balance< US$150)	stdev	18.4	3.2	3.1	1.0	9.6	8.6	17.3
	Broad	avg	23.3	6.0	2.2	1.5	8.1	5.8	14.0
	(depth between 20% and 149%)	stdev	9.3	4.1	1.4	1.5	7.2	3.1	9.5
	High-end	avg	19.8	2.5	1.8	2.0	6.5	6.5	13.5
	(depth between 150% and 249%)	stdev	4.2	2.4	2.1	3.4	1.3	2.6	3.7
	Small Business	avg	14.5	7.8	0.5	1.5	2.8	2.3	4.3
	(depth 250%)	stdev	4.0	6.8	0.6	1.0	1.7	1.3	2.8

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*).

TABLE Bf: PORTFOLIO QUALITY AND EFFICIENCY (Lending Methodology, Target Market)

Criteria			Portfolio At Risk > 90 Days	Portfolio At Risk > 30 Days	Adjusted Operating Expense / Loan Portfolio	Adjusted Personnel Expense / Loan Portfolio	Depth	Average Salary / GNP per capita	Cost per Borrower
			Outstanding balance of loans overdue > 90 days / Gross loan portfolio	Outstanding balance of loans overdue > 30 days / Gross loan portfolio	(Operating expense + In-kind donations) / Average gross loan portfolio	(Personnel expense + In-kind donations for personnel) / Average gross loan portfolio	Average outstanding loan size / GNP per capita	(Average personnel expense +In-kind donations for personnel) / GNP per capita	(Operating expense + In-kind donations) / Average number of active borrowers
			(%)	(%)	(%)	(%)	(%)	(times GNP per capita)	(US$)
	All MFI's (n=147)	n	68	115	116	112	115	104	104
		avg	2.7	12.1	27.4	14.8	45.3	5.5	90
		stdev	1.8	6.8	14.7	8.5	31.4	3.8	61
LENDING METHODOLOGY (All MFIs)	Individual	avg	3.7	6.0	19.8	9.6	88.4	5.5	155
	(1 borrower)	stdev	3.3	6.9	12.1	6.8	107.1	5.2	173
	Solidarity Groups	avg	3.6	5.2	37.1	21.7	46.0	7.0	93
	(groups of 3 to 9 borrowers)	stdev	3.6	5.3	27.3	18.0	43.5	5.7	84
	Village Banks	avg	3.5	3.4	61.4	30.0	19.7	6.7	62
	(groups of 10 borrowers)	stdev	2.3	3.4	45.3	21.4	16.7	6.3	44
TARGET MARKET (All MFIs)	Low-end	avg	4.1	4.9	49.9	25.8	16.0	5.1	56
	(depth< 20% or average loan balance< US$150)	stdev	4.2	4.8	39.0	20.8	11.6	4.9	58
	Broad	avg	4.0	5.8	23.2	12.4	64.1	6.5	128
	(depth between 20% and 149%)	stdev	3.9	6.6	15.1	9.8	34.2	5.0	102
	High-end	avg	1.8	5.8	24.8	12.2	188.5	12.8	268
	(depth between 150% and 249%)	stdev	0.5	5.6	17.4	7.7	31.0	5.2	133
	Small Business	avg	1.3	4.4	11.0	5.0	466.8	8.3	415
	(depth 250%)	stdev	0.5	4.2	6.6	3.6	158.5	7.6	372
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	29	34	62	62	59	52	57
		avg	2.3	3.7*	23.5	13.1	83.0*	7.0	101
		stdev	1.7	3.1	19.7	11.3	105.3	5.1	95
LENDING METHODOLOGY (FSS MFIs)	Individual	avg	1.8	3.9	16.0	8.1	104.9	6.5	119
	(1 borrower)	stdev	1.4	3.5	11.2	5.5	126.8	5.0	115
	Solidarity Groups	avg	2.2	3.4	25.3	15.8	64.3	7.6	87
	(groups of 3 to 9 borrowers)	stdev	1.5	2.9	13.4	11.0	61.1	4.8	62
	Village Banks	avg	1.0	1.5	53.1	29.8	21.6	7.0	59
	(groups of 10 borrowers)	stdev	1.9	1.2	32.1	14.0	20.3	6.6	26
TARGET MARKET (FSS MFIs)	Low-end	avg	1.8	2.7	35.3	19.1	14.7	3.9	46
	(depth< 20% or average loan balance< US$150)	stdev	0.8	1.9	27.1	13.3	6.7	3.8	28
	Broad	avg	2.7	3.7	18.8	11.1	69.9	8.3	110
	(depth between 20% and 149%)	stdev	2.2	3.0	12.5	9.7	34.5	4.8	89
	High-end	avg	1.8	5.3	27.3	13.5	180.3	12.3	297
	(depth between 150% and 249%)	stdev	0.5	5.3	21.6	9.6	22.6	6.6	166
	Small Business	avg	1.3	3.0	8.0	4.0	527.0	6.9	402
	(depth 250%)	stdev	0.5	2.6	5.5	2.6	164.9	4.7	504

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*).

TABLE Bg: PRODUCTIVITY (Lending Methodology, Target Market)

Criteria			Personnel Productivity	Loan Officer Productivity	Personnel Allocation Ratio
			Number of active borrowers / Number of personnel	Number of active borrowers / Number of loan officers	Number of loan officers / Number of personnel
			(number)	(number)	(%)
	All MFI's (n=147)	n	104	96	95
		avg	128	308	44.7
		stdev	55	175	12.4
LENDING METHODOLOGY (All MFIs)	Individual	avg	147	508	38.0
	(1 borrower)	stdev	166	677	17.3
	Solidarity Groups	avg	155	356	49.1
	(groups of 3 to 9 borrowers)	stdev	131	304	17.9
	Village Banks	avg	160	309	52.3
	(groups of 10 borrowers)	stdev	74	174	15.3
TARGET MARKET (All MFIs)	Low-end	avg	227	682	48.6
	(depth< 20% or average loan balance< US$150)	stdev	217	1,449	18.3
	Broad	avg	116	386	42.4
	(depth between 20% and 149%)	stdev	67	445	17.7
	High-end	avg	76	159	46.2
	(depth between 150% and 249%)	stdev	24	50	16.8
	Small Business	avg	41	134	31.2
	(depth 250%)	stdev	30	94	13.3
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	43	45
		avg	145	408	42.5
		stdev	85	431	18.0
LENDING METHODOLOGY (FSS MFIs)	Individual	avg	144	516	33.6
	(1 borrower)	stdev	105	584	15.2
	Solidarity Groups	avg	144	297	51.7
	(groups of 3 to 9 borrowers)	stdev	67	145	14.8
	Village Banks	avg	149	322	52.1
	(groups of 10 borrowers)	stdev	52	177	19.6
TARGET MARKET (FSS MFIs)	Low-end	avg	192	397	52.8
	(depth< 20% or average loan balance< US$150)	stdev	69	208	18.8
	Broad	avg	140	518	37.3
	(depth between 20% and 149%)	stdev	84	579	15.2
	High-end	avg	69	169	43.0
	(depth between 150% and 249%)	stdev	22	52	17.5
	Small Business	avg	43	138	32.3
	(depth 250%)	stdev	32	98	17.0

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*).

TABLE Ca: INSTITUTIONAL CHARACTERISTICS (Region, Level of Country Income, Level of Retail Financial Intermediation)

Criteria			Age of Institution	Number of Offices	Number of Personnel	Total Assets	Capital / Asset Ratio	Commercial Funding Liabilities Ratio
			Years functioning as an MFI	Total number of offices (including head office, regional offices, branches and agencies)	Total number of employees	All assets net of all contra asset accounts	Adjusted total equity / Adjusted total assets	All liabilities with 'market' price / Average gross loan portfolio
			(years)	(number)	(number)	(US $)	(%)	(%)
	All MFI's (n=147)	n	110	100	104	117	116	102
		avg	8	15	101	5,735,499	42.0	72.2
		stdev	4	14	84	5,791,715	22.2	39.6
REGION (All MFIs)	Africa	avg	7	82	120	5,147,848	45.2	86.7
		stdev	4	199	107	5,965,516	29.3	77.8
	Asia	avg	10	287	723	14,961,906	36.6	85.1
		stdev	7	695	2,154	39,391,090	29.0	71.4
	Eastern Europe	avg	3	9	36	3,435,619	55.3	57.4
		stdev	2	9	30	2,960,714	35.1	46.5
	Latin America	avg	11	13	128	14,509,091	39.8	76.4
		stdev	8	13	124	21,178,705	24.6	51.4
	Middle East & North Africa	avg	5	11	143	5,171,181	73.5	45.0
		stdev	3	2	130	4,151,609	36.3	76.4
LEVEL OF COUNTRY INCOME (All MFIs)	Lower/ Middle Income Country	avg	9	107	270	12,224,469	41.9	74.8
		stdev	7	387	1,102	25,608,001	28.7	68.6
	Upper Income Country	avg	6	9	53	4,296,767	56.6	60.9
		stdev	4	9	38	4,270,521	34.9	46.6
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (All MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	11	25	176	16,491,973	26.1	127.2
		stdev	9	29	210	26,900,477	14.2	62.5
	Other (passbook and time deposits <20% of total assets)	avg	8	95	167	8,254,095	53.9	54.3
		stdev	5	334	575	20,400,693	31.5	40.1
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	57	46	50	60	62	62
		avg	12*	132*	493	19,859,370*	42.2	78.7
		stdev	8	423	1,656	34,235,497	25.4	72.3
REGION## (FSS MFIs)	Africa	avg	7	24	135	8,342,166	47.8	61.5
		stdev	4	10	117	5,334,205	26.1	46.2
	Asia	avg	15	452	1,676	31,500,263	37.8	95.3
		stdev	8	815	3,367	56,579,190	24.3	90.6
	Eastern Europe	avg	3	13	57	4,313,683	50.2	38.8
		stdev	1	9	33	1,817,084	32.5	72.6
	Latin America	avg	15	14	163	16,366,175	40.0	77.8
		stdev	8	12	146	18,994,441	23.6	48.6
LEVEL OF COUNTRY INCOME (FSS MFIs)	Lower/ Middle Income Country	avg	12	140	515	20,622,072	41.4	80.8
		stdev	9	437	1,706	34,948,487	25.4	73.3
	Upper Income Country	avg	12	11	140	5,368,031	57.7	37.0
		stdev	2	11	183	6,734,822	22.5	34.0
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (FSS MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	15	23	247	25,304,993	24.2	133.0
		stdev	10	15	251	33,629,818	11.7	66.1
	Other (passbook and time deposits <20% of total assets)	avg	10	116	316	10,059,867	59.1	27.8
		stdev	6	286	957	17,562,373	23.0	26.0

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ## No data were reported for the Middle East & North Africa region due to the small sample size.

TABLE Cb: OUTREACH INDICATORS (Region, Level of Country Income, Level of Retail Financial Intermediation)

Criteria			Gross Loan Portfolio	Number of Active Borrowers	Average Outstanding Loan Size	Depth	Percent of Women borrowers
			Outstanding principal balance of all outstanding loans	Number of borrowers with loans outstanding	Gross loan portfolio / Number of active borrowers	Average outstanding loan size / GNP per capita	Number of active women borrowers / Number of active borrowers
			(US$)	(number)	(US$)	(%)	(%)
	All MFI's (n=147)	n	117	117	116	115	87
		avg	3,859,273	11,698	453	45.3	60.6
		stdev	3,564,407	10,284	349	31.4	20.1
REGION (All MFIs)	Africa	avg	3,168,759	18,640	181	55.3	77.4
		stdev	3,365,497	16,145	191	57.0	21.5
	Asia	avg	9,652,590	123,156	353	59.6	72.0
		stdev	26,680,497	475,611	542	93.1	30.0
	Eastern Europe	avg	3,022,893	3,461	1,108	86.3	49.7
		stdev	2,899,757	2,617	963	64.6	26.1
	Latin America	avg	10,882,701	15,026	779	49.8	58.2
		stdev	16,646,686	15,436	744	38.6	22.0
	Middle East & North Africa	avg	3,399,029	9,821	291	16.5	77.8
		stdev	4,049,436	9,268	204	13.5	35.3
LEVEL OF COUNTRY INCOME (All MFIs)	Lower/ Middle Income Country	avg	8,386,600	45,624	561	66.3	64.7
		stdev	18,078,636	255,382	728	86.9	27.1
	Upper Income Country	avg	3,265,787	5,054	1,020	24.3	60.9
		stdev	3,978,330	4,880	971	23.4	26.8
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (All MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	10,924,301	15,639	762	77.6	47.9
		stdev	17,496,455	19,445	854	95.5	17.6
	Other (passbook and time deposits <20% of total assets)	avg	6,162,679	28,556	502	49.7	73.2
		stdev	17,174,250	120,399	679	60.9	27.1
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	60	60	60	59	54
		avg	13,808,317*	81,510	752*	83.0*	58.9
		stdev	24,288,600	374,825	916	105.3	25.9
REGION## (FSS MFIs)	Africa	avg	6,056,442	16,096	350	116.5	68.6
		stdev	4,647,480	5,399	225	106.5	24.7
	Asia	avg	20,209,604	253,887	446	71.6	57.0
		stdev	38,666,358	712,984	498	111.8	32.3
	Eastern Europe	avg	5,022,374	3,919	1,101	116.3	55.2
		stdev	4,727,112	1,962	591	74.0	37.2
	Latin America	avg	12,405,343	21,200	851	58.9	58.4
		stdev	14,793,392	20,761	841	44.7	20.0
LEVEL OF COUNTRY INCOME (FSS MFIs)	Lower/ Middle Income Country	avg	14,298,084	84,531	719	83.9	57.9
		stdev	24,810,644	384,436	840	106.6	25.5
	Upper Income Country	avg	4,502,737	24,031	1,376	38.0	75.3
		stdev	5,521,106	34,917	2,099	58.9	33.2
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (FSS MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	16,303,394	16,211	985	94.3	43.0
		stdev	21,004,625	20,139	1,001	108.9	15.2
	Other (passbook and time deposits <20% of total assets)	avg	7,641,551	57,347	457	61.2	73.6
		stdev	13,093,277	203,100	544	71.8	25.3

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ## No data were reported for the Middle East & North Africa region due to the small sample size.

TABLE Cc: PROFITABILITY & SUSTAINABILITY (Region, Level of Country Income, Level of Retail Financial Intermediation)

Criteria			Adjusted Return on Assets (AROA)	Adjusted Return on Equity (AROE)	Operational Self-Sufficiency (OSS)	Financial Self-Sufficiency (FSS)
			Adjusted net operating income after taxes / Average total assets	Adjusted net operating income after taxes / Average total equity	Operating revenue / (Financial expense + loan loss provision expense + operating expense)	Adjusted operating revenue / Adjusted (financial expense + loan loss provision expense + operating expense)
			(%)	(%)	(%)	(%)
	All MFI's (n=147)	n	114	116	117	117
		avg	-2.7	-6.1	108.9	92.5
		stdev	5.5	15.1	17.8	18.2
REGION (All MFIs)	Africa	avg	-7.9	-11.8	104.6	89.1
		stdev	11.3	24.6	45.3	37.7
	Asia	avg	-0.7	-4.0	121.1	103.3
		stdev	7.7	35.5	48.6	36.3
	Eastern Europe	avg	-4.0	-8.1	113.6	89.3
		stdev	5.4	12.1	27.5	21.1
	Latin America	avg	-2.6	-5.1	111.1	95.1
		stdev	9.1	24.3	29.7	32.4
	Middle East & North Africa	avg	-3.8	-4.0	91.3	82.7
		stdev	4.3	4.8	21.4	23.2
LEVEL OF COUNTRY INCOME (All MFIs)	Lower/ Middle Income Country	avg	-3.7	-10.4	113.0	95.3
		stdev	10.2	42.6	38.4	33.4
	Upper Income Country	avg	-4.6	-4.1	104.4	91.6
		stdev	7.3	23.3	35.9	30.5
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (All MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	-1.9	0.3	115.8	98.4
		stdev	7.5	28.9	27.5	29.7
	Other (passbook and time deposits <20% of total assets)	avg	-4.5	-15.9	109.9	92.9
		stdev	11.4	46.2	43.4	34.9
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	60	62	62
		avg	5.5*	14.1*	138.2*	123.4*
		stdev	5.7	15.1	39.5	27.2
REGION## (FSS MFIs)	Africa	avg	3.9	9.8	151.4	131.1
		stdev	3.4	7.0	39.5	34.7
	Asia	avg	6.1	19.9	153.1	133.0
		stdev	4.1	17.7	54.7	27.4
	Eastern Europe	avg	2.0	5.2	136.3	109.3
		stdev	1.4	4.1	14.0	9.3
	Latin America	avg	4.8	12.0	126.7	118.6
		stdev	5.1	11.8	28.3	26.2
LEVEL OF COUNTRY INCOME (FSS MFIs)	Lower/ Middle Income Country	avg	5.0	13.4	137.7	122.8
		stdev	4.4	14.5	39.5	26.7
	Upper Income Country	avg	19.3	26.7	149.0	134.7
		stdev	23.3	24.9	47.4	40.1
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (FSS MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	4.0	17.3	129.3	119.7
		stdev	3.4	17.3	23.5	19.3
	Other (passbook and time deposits <20% of total assets)	avg	6.7	10.2	146.6	126.8
		stdev	7.0	9.9	49.0	32.8

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ## No data were reported for the Middle East & North Africa region due to the small sample size.

TABLE Cd: OPERATING INCOME (Region, Level of Country Income, Level of Retail Financial Intermediation)

Criteria			Adjusted Operating Revenue Ratio	Adjusted Profit Margin	Yield on Gross Portfolio	Yield on Gross Portfolio (real)
			Adjusted operating revenue / Average total assets	Adjusted net operating income / Adjusted operating revenue	Cash financial revenue from gross loan portfolio / Average gross loan portfolio	(Yield on gross portfolio (nominal) - Inflation rate) / (1+ Inflation rate)
			(%)	(%)	(%)	(%)
	All MFI's (n=147)	n	111	117	115	115
		avg	26.9	-12.5	36.6	27.8
		stdev	7.5	23.4	12.1	10.2
REGION (All MFIs)	Africa	avg	30.1	-27.7	50.0	39.5
		stdev	15.4	40.8	31.9	25.2
	Asia	avg	25.4	-6.1	36.6	29.8
		stdev	12.7	33.0	21.5	20.6
	Eastern Europe	avg	31.9	-11.9	37.3	24.9
		stdev	14.9	15.6	17.9	14.2
	Latin America	avg	29.7	-16.6	39.3	24.7
		stdev	15.5	38.6	19.9	22.9
	Middle East & North Africa	avg	20.0	-20.0	34.8	32.5
		stdev	7.7	20.8	9.2	9.4
LEVEL OF COUNTRY INCOME (All MFIs)	Lower/ Middle Income Country	avg	27.5	-19.3	38.9	27.8
		stdev	12.8	51.0	21.7	21.2
	Upper Income Country	avg	38.1	-17.5	50.1	39.6
		stdev	24.9	21.2	28.1	24.9
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (All MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	24.8	-11.4	33.8	19.6
		stdev	11.4	36.9	14.1	17.1
	Other (passbook and time deposits <20% of total assets)	avg	30.9	-22.9	43.8	34.6
		stdev	15.9	53.5	25.7	22.4
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	62	62
		avg	30.8	15.9	40.6	32.3
		stdev	17.1	14.5	24.8	19.0
REGION## (FSS MFIs)	Africa	avg	29.3	19.8	51.0	37.4
		stdev	20.1	17.3	47.3	28.5
	Asia	avg	27.1	21.8	36.7	28.9
		stdev	13.3	15.9	16.7	14.5
	Eastern Europe	avg	30.5	8.0	40.3	37.5
		stdev	12.5	7.1	19.8	18.4
	Latin America	avg	33.7	12.1	40.3	31.8
		stdev	19.6	10.6	22.3	19.4
LEVEL OF COUNTRY INCOME (FSS MFIs)	Lower/ Middle Income Country	avg	28.7	15.6	38.4	30.6
		stdev	12.9	14.4	22.0	16.1
	Upper Income Country	avg	72.7	22.0	83.0	66.7
		stdev	36.6	19.9	43.7	40.7
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (FSS MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	23.5	14.6	32.3	25.8
		stdev	7.7	12.3	11.3	10.5
	Other (passbook and time deposits <20% of total assets)	avg	37.7	17.2	48.4	38.4
		stdev	20.5	16.5	31.0	23.0

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ## No data were reported for the Middle East & North Africa region due to the small sample size.

TABLE Ce: OPERATING EXPENSE (Region, Level of Country Income, Level of Retail Financial Intermediation)

Criteria			Adjusted Total Expense Ratio	Adjusted Financial Expense Ratio	Adjustment Expense Ratio	Loan Loss Provision Expense Ratio	Adjusted Personnel Expense Ratio	Adjusted Administrative Expense Ratio	Adjusted Operating Expense Ratio
			Adjusted (financial expense + loan loss provision expense + operating expense) / Average total assets	Adjusted financial expense / Average total assets	Inflation and subsidy adjustment expense / Average total assets	Adjusted loan loss provision expense / Average total assets	(Personnel expense + In-kind donations for personnel) / Average total assets	(Administrative expense + In-kind donations for administrative expenses other than personnel) / Average total assets	(Operating expense + In-kind donations) / Average total assets
			(%)	(%)	(%)	(%)	(%)	(%)	(%)
		n	114	105	101	99	106	107	113
	All MFI's (n=147)	avg	30.4	4.5	3.0	2.2	10.5	8.9	18.8
		stdev	9.9	2.7	2.1	1.4	5.7	3.8	8.7
REGION (All MFIs)	Africa	avg	39.6	2.6	1.9	2.5	15.2	15.6	31.0
		stdev	23.6	1.8	2.3	2.9	10.0	11.4	20.3
	Asia	avg	26.0	5.8	2.0	3.0	8.4	6.7	15.2
		stdev	12.9	4.3	1.3	3.9	7.2	5.5	12.2
	Eastern Europe	avg	36.8	8.0	6.1	2.9	12.9	7.8	21.0
		stdev	16.3	12.7	4.6	2.7	8.4	3.1	10.6
	Latin America	avg	32.2	5.4	4.0	2.4	9.5	10.5	19.9
		stdev	12.9	4.7	3.9	2.5	8.0	8.7	13.4
	Middle East & North Africa	avg	24.2	1.8	1.7	0.5	13.5	6.7	19.8
		stdev	9.5	3.0	0.6	0.5	7.4	2.7	9.7
LEVEL OF COUNTRY INCOME (All MFIs)	Lower/ Middle Income Country	avg	31.2	5.2	3.1	2.8	10.3	9.2	19.6
		stdev	15.9	6.0	3.5	4.0	7.8	8.2	14.2
	Upper Income Country	avg	40.7	4.3	4.0	1.8	15.4	15.4	31.0
		stdev	16.6	4.1	2.9	1.3	12.5	8.3	17.1
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (All MFIs)	Financial Intermediary (passbook and	avg	26.9	7.9	2.9	2.4	6.4	6.4	12.8
	time deposits >20% of total assets)	stdev	13.7	7.4	3.8	2.6	4.0	3.4	7.0
	Other (passbook and	avg	35.3	3.2	3.4	2.7	13.5	12.0	25.5
	time deposits <20% of total assets)	stdev	16.8	3.5	3.3	3.7	9.3	9.7	16.3
		n	62	62	46	60	62	62	62
	Financially Self-Sufficient MFIs (FSS) (n=62)	avg	25.6*	5.2	2.7	1.4*	9.3	7.2	16.5
		stdev	13.4	4.1	1.9	1.2	8.1	5.9	13.1
REGION## (FSS MFIs)	Africa	avg	25.4	1.2	4.0	0.5	9.8	9.8	19.6
		stdev	22.3	0.4	3.5	0.5	6.8	9.5	16.2
	Asia	avg	20.1	6.6	1.6	1.4	6.2	4.4	10.5
		stdev	7.2	4.1	1.2	0.8	5.7	3.2	8.2
	Eastern Europe	avg	28.2	1.8	3.7	2.7	12.8	7.2	20.2
		stdev	11.4	1.7	2.3	1.5	11.5	1.9	12.8
	Latin America	avg	28.4	6.2	2.1	1.6	10.1	8.3	18.3
		stdev	13.5	3.9	1.9	1.5	8.7	6.1	14.3
LEVEL OF COUNTRY INCOME (FSS MFIs)	Lower/ Middle Income Country	avg	24.1	5.2	2.5	1.5	8.7	6.6	15.2
		stdev	11.3	4.0	1.8	1.5	7.0	4.8	10.9
	Upper Income Country	avg	54.3	5.7	5.0	0.7	22.0	20.7	43.0
		stdev	21.1	8.1	1.0	1.2	17.7	10.2	27.2
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (FSS MFIs)	Financial Intermediary (passbook and	avg	19.8	7.3	1.0	1.4	5.2	4.8	10.0
	time deposits >20% of total assets)	stdev	6.1	3.2	1.0	1.4	2.9	2.7	5.5
	Other (passbook and	avg	30.9	3.1	3.3	1.4	13.2	9.5	22.7
	time deposits <20% of total assets)	stdev	16.0	3.2	2.8	1.2	9.4	7.1	15.2

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ## No data were reported for the Middle East & North Africa region due to the small sample size.

TABLE Cf: PORTFOLIO QUALITY AND EFFICIENCY (Region, Level of Country Income, Level of Retail Financial Intermediation)

Criteria			Portfolio At Risk > 90 Days	Portfolio At Risk > 30 Days	Adjusted Operating Expense / Loan Portfolio	Adjusted Personnel Expense / Loan Portfolio	Depth	Average Salary / GNP per capita	Cost per Borrower
			Outstanding balance of loans overdue > 90 days / Gross loan portfolio	Outstanding balance of loans overdue > 30 days / Gross loan portfolio	(Operating expense + In-kind donations) / Average gross loan portfolio	(Personnel expense + In-kind donations for personnel) / Average gross loan portfolio	Average outstanding loan size / GNP per capita	(Average personnel expense +In-kind donations for personnel) / GNP per capita	(Operating expense + In-kind donations) / Average number of active borrowers
			(%)	(%)	(%)	(%)	(%)	(times GNP per capita)	(US$)
	All MFI's (n=147)	n	68	115	116	112	115	104	104
		avg	2.7	12.1	27.4	14.8	45.3	5.5	90
		stdev	1.8	6.8	14.7	8.5	31.4	3.8	61
REGION (All MFIs)	Africa	avg	3.2	4.6	55.9	27.2	55.3	11.6	59
		stdev	2.7	3.7	40.9	18.9	57.0	6.8	36
	Asia	avg	5.0	8.8	23.7	13.0	59.6	3.9	50
		stdev	5.8	12.1	19.7	12.2	93.1	3.6	53
	Eastern Europe	avg	2.6	3.0	27.0	16.7	86.3	8.5	236
		stdev	1.7	2.9	18.2	12.8	64.6	5.0	228
	Latin America	avg	3.7	4.5	30.3	14.6	49.8	4.9	143
		stdev	3.0	3.9	26.2	11.8	38.6	4.4	124
	Middle East & North Africa	avg	0.8	5.4	37.8	25.3	16.5	2.3	89
		stdev	1.1	9.5	20.8	16.0	13.5	1.9	73
LEVEL OF COUNTRY INCOME (All MFIs)	Lower/ Middle Income Country	avg	4.2	6.1	31.7	16.5	66.3	6.9	92
		stdev	5.1	7.8	29.7	15.2	86.9	5.7	91
	Upper Income Country	avg	3.6	4.6	48.4	25.9	24.3	1.9	294
		stdev	3.5	3.4	32.1	24.5	23.4	1.0	134
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (All MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	3.1	4.9	20.7	10.4	77.6	5.6	101
		stdev	2.7	4.0	14.3	7.6	95.5	4.3	92
	Other (passbook and time deposits <20% of total assets)	avg	4.7	5.6	41.1	21.7	49.7	6.7	116
		stdev	5.7	6.4	34.6	18.8	60.9	6.1	120
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	29	34	62	62	59	52	57
		avg	2.3	3.7*	23.5	13.1	83.0*	7.0	101
		stdev	1.7	3.1	19.7	11.3	105.3	5.1	95
REGION## (FSS MFIs)	Africa	avg	1.3	3.8	37.9	18.3	116.5	13.2	64
		stdev	0.5	3.8	37.0	16.0	106.5	5.1	36
	Asia	avg	1.2	3.8	15.2	8.9	71.6	3.2	44
		stdev	1.1	2.1	9.8	7.1	111.8	2.0	31
	Eastern Europe	avg	0.5	0.8	28.0	18.0	116.3	9.1	193
		stdev	0.8	0.8	20.0	17.7	74.0	3.1	57
	Latin America	avg	2.8	3.8	23.4	13.0	58.9	6.1	125
		stdev	2.2	3.6	16.3	10.0	44.7	4.3	104
LEVEL OF COUNTRY INCOME (FSS MFIs)	Lower/ Middle Income Country	avg	2.2	3.8	22.2	12.5	83.9	7.3	95
		stdev	1.7	3.2	18.4	10.5	106.6	5.1	82
	Upper Income Country	avg	1.3	2.7	49.3	25.3	38.0	1.5	223
		stdev	2.3	2.9	32.2	20.1	58.9	0.2	225
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (FSS MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	1.6	3.3	15.9	8.3	94.3	7.0	116
		stdev	1.3	3.6	10.4	5.2	108.9	4.9	99
	Other (passbook and time deposits <20% of total assets)	avg	2.6	3.1	30.6	17.6	61.2	7.0	79
		stdev	1.5	3.0	23.6	13.5	71.8	5.4	55

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ## No data were reported for the Middle East & North Africa region due to the small sample size.

TABLE Cg: PRODUCTIVITY (Region, Level of Country Income, Level of Retail Financial Intermediation)

Criteria			Personnel Productivity	Loan Officer Productivity	Personnel Allocation Ratio
			Number of active borrowers / Number of personnel	Number of active borrowers / Number of loan officers	Number of loan officers / Number of personnel
			(number)	(number)	(%)
	All MFI's (n=147)	n	104	96	95
		avg	128	308	44.7
		stdev	55	175	12.4
REGION (All MFIs)	Africa	avg	198	413	42.4
		stdev	160	159	16.2
	Asia	avg	130	338	47.3
		stdev	93	337	22.1
	Eastern Europe	avg	172	403	47.4
		stdev	259	734	14.7
	Latin America	avg	138	449	39.7
		stdev	73	466	16.1
	Middle East & North Africa	avg	99	153	63.7
		stdev	53	65	10.8
LEVEL OF COUNTRY INCOME (All MFIs)	Lower/ Middle Income Country	avg	165	545	43.7
		stdev	166	1,066	18.3
	Upper Income Country	avg	88	165	52.6
		stdev	43	70	14.2
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (All MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	184	771	30.7
		stdev	213	839	17.6
	Other (passbook and time deposits <20% of total assets)	avg	135	284	50.6
		stdev	76	213	14.7
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	43	45
		avg	145	408	42.5
		stdev	85	431	18.0
REGION## (FSS MFIs)	Africa	avg	172	399	41.8
		stdev	92	185	11.0
	Asia	avg	114	322	43.2
		stdev	79	264	22.8
	Eastern Europe	avg	80	164	49.0
		stdev	32	68	15.7
	Latin America	avg	167	591	38.2
		stdev	87	641	16.2
LEVEL OF COUNTRY INCOME (FSS MFIs)	Lower/ Middle Income Country	avg	147	422	42.2
		stdev	86	443	18.1
	Upper Income Country	avg	116	229	46.7
		stdev	75	93	18.8
LEVEL OF RETAIL FINANCIAL INTERMEDIATION (FSS MFIs)	Financial Intermediary (passbook and time deposits >20% of total assets)	avg	134	631	28.2
		stdev	95	684	12.1
	Other (passbook and time deposits <20% of total assets)	avg	152	301	50.4
		stdev	79	156	15.7

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ## No data were reported for the Middle East & North Africa region due to the small sample size.

TABLE Da: INSTITUTIONAL CHARACTERISTICS (Charter, Non-Profit/ For-Profit Status)

Criteria			Age of Institution	Number of Offices	Number of Personnel	Total Assets	Capital / Asset Ratio	Commercial Funding Liabilities Ratio
			Years functioning as an MFI	Total number of offices (including head office, regional offices, branches and agencies)	Total number of employees	All assets net of all contra asset accounts	Adjusted total equity / Adjusted total assets	All liabilities with 'market' price / Average gross loan portfolio
			(years)	(number)	(number)	(US $)	(%)	(%)
	All MFI's (n=147)	n	110	100	104	117	116	102
		avg	8	15	101	5,735,499	42.0	72.2
		stdev	4	14	84	5,791,715	22.2	39.6
CHARTER (All MFIs)	Banks	avg	11	27	325	61,138,482	22.9	135.9
		stdev	7	14	174	47,713,384	21.0	100.3
	Credit Unions/ Cooperatives	avg	10	13	56	5,558,616	30.5	106.5
		stdev	9	18	66	4,979,433	11.8	40.5
	NGOs	avg	8	120	195	6,842,986	56.4	53.7
		stdev	6	381	655	13,275,640	27.9	40.1
	Non-Banks###	avg	7	15	123	11,405,575	47.4	65.4
		stdev	5	9	106	16,681,486	38.5	32.8
	Rural Banks	avg	9	3	34	895,044	19.4	154.4
		stdev	4	2	15	674,669	8.8	73.5
NON-PROFIT/ FOR-PROFIT STATUS (All MFIs)	Non-Profit	avg	9	99	159	6,125,046	48.7	59.2
		stdev	7	339	558	10,951,581	28.5	54.2
	For-Profit	avg	9	21	201	29,037,672	29.6	113.0
		stdev	5	19	210	39,995,182	28.0	88.9
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	57	46	50	60	62	62
		avg	12*	132*	493	19,859,370*	42.2	78.7
		stdev	8	423	1,656	34,235,497	25.4	72.3
CHARTER (FSS MFIs)	Banks	avg	13	29	392	60,959,046	24.3	158.9
		stdev	7	13	169	40,402,301	20.6	106.2
	Credit Unions/ Cooperatives	avg	19	12	49	7,005,394	31.4	107.5
		stdev	12	16	36	6,039,389	12.5	40.1
	NGOs	avg	10	134	324	10,193,835	58.6	36.1
		stdev	7	313	1,050	19,424,052	24.7	24.4
	Non-Banks###	avg	11	28	376	18,613,299	41.2	59.6
		stdev	6	18	310	11,664,979	25.7	46.5
	Rural Banks	avg	10	2	32	860,387	17.3	143.0
		stdev	1	1	17	779,499	9.5	39.7
NON-PROFIT/ FOR-PROFIT STATUS (FSS MFIs)	Non-Profit	avg	13	108	286	9,720,479	47.3	59.2
		stdev	9	277	929	15,752,193	24.5	51.2
	For-Profit	avg	10	22	295	39,548,289	29.7	130.6
		stdev	6	15	261	40,315,509	24.3	94.6

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ### Includes private limited companies, 'financieras', and non-bank financial intermediaries (NBFIs).

TABLE Db: OUTREACH INDICATORS (Charter, Non-Profit/ For-Profit Status)

Criteria			Gross Loan Portfolio	Number of Active Borrowers	Average Outstanding Loan Size	Depth	Percent of Women borrowers
			Outstanding principal balance of all outstanding loans	Number of borrowers with loans outstanding	Gross loan portfolio / Number of active borrowers	Average outstanding loan size / GNP per capita	Number of active women borrowers / Number of active borrowers
			(US$)	(number)	(US$)	(%)	(%)
	All MFI's (n=147)	n	117	117	116	115	87
		avg	3,859,273	11,698	453	45.3	60.6
		stdev	3,564,407	10,284	349	31.4	20.1
CHARTER (All MFIs)	Banks	avg	41,459,618	30,344	1,332	134.5	46.6
		stdev	39,744,669	21,071	1,394	158.6	25.0
	Credit Unions/ Cooperatives	avg	3,754,307	7,349	634	59.8	47.1
		stdev	3,364,900	7,325	478	55.9	16.3
	NGOs	avg	4,925,602	34,752	427	43.9	75.5
		stdev	9,756,165	138,226	581	49.6	26.4
	Non-Banks###	avg	9,706,008	13,766	728	45.8	56.5
		stdev	15,532,054	12,649	668	31.1	26.9
	Rural Banks	avg	663,588	1,688	442	62.0	66.0
		stdev	557,889	1,340	390	51.8	5.7
NON-PROFIT/ FOR-PROFIT STATUS (All MFIs)	Non-Profit	avg	4,295,703	24,360	510	48.0	67.2
		stdev	8,017,047	110,526	629	50.5	27.3
	For-Profit	avg	20,365,307	22,289	919	107.6	51.0
		stdev	30,798,585	22,881	1,047	134.1	22.8
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	60	60	60	59	54
		avg	13,808,317*	81,510	752*	83.0*	58.9
		stdev	24,288,600	374,825	916	105.3	25.9
CHARTER (FSS MFIs)	Banks	avg	37,467,430	34,384	1,596	181.5	42.6
		stdev	24,052,519	23,001	1,662	178.2	22.5
	Credit Unions/ Cooperatives	avg	4,762,287	6,850	795	75.1	44.0
		stdev	4,181,090	5,805	527	70.5	11.6
	NGOs	avg	7,748,546	61,280	408	52.7	72.0
		stdev	14,550,148	222,722	425	52.7	24.8
	Non-Banks###	avg	19,598,088	39,832	588	45.7	66.8
		stdev	19,565,786	31,408	393	42.7	31.8
	Rural Banks	avg	599,863	2,252	403	55.3	0.0
		stdev	495,992	1,533	315	42.9	0.0
NON-PROFIT/ FOR-PROFIT STATUS (FSS MFIs)	Non-Profit	avg	7,179,378	41,026	565	55.8	61.4
		stdev	11,826,517	172,488	498	44.0	25.0
	For-Profit	avg	25,146,026	26,753	1,160	151.0	48.2
		stdev	24,843,161	26,003	1,344	168.5	25.6

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ### Includes private limited companies, 'financieras', and non-bank financial intermediaries (NBFIs).

TABLE Dc: PROFITABILITY & SUSTAINABILITY (Charter, Non-Profit/ For-Profit Status)

Criteria			Adjusted Return on Assets (AROA)	Adjusted Return on Equity (AROE)	Operational Self-Sufficiency (OSS)	Financial Self-Sufficiency (FSS)
			Adjusted net operating income after taxes / Average total assets	Adjusted net operating income after taxes / Average total equity	Operating revenue / (Financial expense + loan loss provision expense + operating expense)	Adjusted operating revenue / Adjusted (financial expense + loan loss provision expense + operating expense)
			(%)	(%)	(%)	(%)
	All MFI's (n=147)	n	114	116	117	117
		avg	-2.7	-6.1	108.9	92.5
		stdev	5.5	15.1	17.8	18.2
CHARTER (All MFIs)	Banks	avg	1.0	15.0	112.3	105.9
		stdev	3.6	29.4	23.0	20.1
	Credit Unions/ Cooperatives	avg	-2.8	-6.6	120.0	98.4
		stdev	6.7	20.0	31.4	36.0
	NGOs	avg	-3.3	-9.3	113.0	96.5
		stdev	10.9	27.4	45.2	34.0
	Non-Banks###	avg	-5.3	-6.1	97.3	83.1
		stdev	4.8	10.2	21.3	18.2
	Rural Banks	avg	1.8	7.2	124.1	112.3
		stdev	4.8	17.9	26.3	26.2
NON-PROFIT/ FOR-PROFIT STATUS (All MFIs)	Non-Profit	avg	-3.9	-11.7	112.1	94.2
		stdev	10.8	37.2	40.8	34.9
	For-Profit	avg	-1.2	13.8	112.9	99.6
		stdev	6.2	65.7	31.5	26.6
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	60	62	62
		avg	5.5*	14.1*	138.2*	123.4*
		stdev	5.7	15.1	39.5	27.2
CHARTER (FSS MFIs)	Banks	avg	3.2	20.5	123.0	116.3
		stdev	2.7	20.4	17.4	11.7
	Credit Unions/ Cooperatives	avg	3.3	12.2	138.8	126.0
		stdev	3.0	11.1	31.7	29.6
	NGOs	avg	5.9	10.6	145.8	124.3
		stdev	5.1	10.3	49.4	29.9
	Non-Banks###	avg	10.2	14.0	127.8	119.6
		stdev	20.1	23.1	42.4	34.5
	Rural Banks	avg	8.3	48.3	143.3	135.3
		stdev	5.7	40.5	28.9	25.1
NON-PROFIT/ FOR-PROFIT STATUS (FSS MFIs)	Non-Profit	avg	5.9	11.3	141.4	125.0
		stdev	6.4	10.4	43.1	29.9
	For-Profit	avg	3.9	20.5	131.5	119.9
		stdev	3.9	21.1	28.8	19.6

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ### Includes private limited companies, 'financieras', and non-bank financial intermediaries (NBFIs).

TABLE Dd: OPERATING INCOME (Charter, Non-Profit/ For-Profit Status)

Criteria			Adjusted Operating Revenue Ratio	Adjusted Profit Margin	Yield on Gross Portfolio	Yield on Gross Portfolio (real)
			Adjusted operating revenue / Average total assets	Adjusted net operating income / Adjusted operating revenue	Cash financial revenue from gross loan portfolio / Average gross loan portfolio	(Yield on gross portfolio (nominal) - Inflation rate) / (1+ Inflation rate)
			(%)	(%)	(%)	(%)
	All MFI's (n=147)	n	111	117	115	115
		avg	26.9	-12.5	36.6	27.8
		stdev	7.5	23.4	12.1	10.2
CHARTER (All MFIs)	Banks	avg	23.7	4.1	34.0	25.7
		stdev	7.5	15.3	11.8	13.9
	Credit Unions/ Cooperatives	avg	22.5	-13.4	29.2	12.5
		stdev	12.7	36.6	14.4	16.1
	NGOs	avg	33.0	-14.4	47.1	37.6
		stdev	16.6	35.2	27.2	23.1
	Non-Banks###	avg	28.3	-23.0	37.9	28.7
		stdev	8.0	21.5	13.3	12.9
	Rural Banks	avg	32.3	5.2	44.7	27.6
		stdev	8.1	15.0	10.1	11.5
NON-PROFIT/ FOR-PROFIT STATUS (All MFIs)	Non-Profit	avg	29.0	-21.4	41.0	29.6
		stdev	16.2	52.7	24.9	24.3
	For-Profit	avg	26.9	-6.7	36.9	26.4
		stdev	9.1	27.6	14.1	12.6
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	62	62
		avg	30.8	15.9	40.6	32.3
		stdev	17.1	14.5	24.8	19.0
CHARTER (FSS MFIs)	Banks	avg	23.2	13.2	35.0	30.0
		stdev	7.3	8.6	12.8	11.9
	Credit Unions/ Cooperatives	avg	20.3	17.2	26.5	20.8
		stdev	5.2	16.0	7.7	6.6
	NGOs	avg	37.5	16.2	48.5	38.0
		stdev	17.0	15.3	29.7	21.3
	Non-Banks###	avg	43.0	5.3	52.2	43.8
		stdev	35.6	3.5	39.5	33.9
	Rural Banks	avg	31.7	24.3	43.7	31.3
		stdev	5.5	15.3	6.0	5.5
NON-PROFIT/ FOR-PROFIT STATUS (FSS MFIs)	Non-Profit	avg	32.4	16.6	41.4	33.0
		stdev	19.3	15.5	28.0	21.5
	For-Profit	avg	26.6	14.8	38.5	30.4
		stdev	9.6	12.5	15.3	11.4

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ### Includes private limited companies, 'financieras', and non-bank financial intermediaries (NBFIs).

TABLE De: OPERATING EXPENSE (Charter, Non-Profit/ For-Profit Status)

Criteria			Adjusted Total Expense Ratio	Adjusted Financial Expense Ratio	Adjustment Expense Ratio	Loan Loss Provision Expense Ratio	Adjusted Personnel Expense Ratio	Adjusted Administrative Expense Ratio	Adjusted Operating Expense Ratio
			Adjusted (financial expense + loan loss provision expense + operating expense) / Average total assets	Adjusted financial expense / Average total assets	Inflation and subsidy adjustment expense / Average total assets	Adjusted loan loss provision expense / Average total assets	(Personnel expense + In-kind donations for personnel) / Average total assets	(Administrative expense + In-kind donations for administrative expenses other than personnel) / Average total assets	(Operating expense + In-kind donations) / Average total assets
			(%)	(%)	(%)	(%)	(%)	(%)	(%)
	All MFI's (n=147)	n	114	105	101	99	106	107	113
		avg	30.4	4.5	3.0	2.2	10.5	8.9	18.8
		stdev	9.9	2.7	2.1	1.4	5.7	3.8	8.7
CHARTER (All MFIs)	Banks	avg	23.4	7.5	1.6	1.3	6.3	5.7	13.2
		stdev	10.2	5.7	0.9	0.9	4.9	4.4	9.6
	Credit Unions/ Cooperatives	avg	24.9	7.5	5.5	2.7	4.8	5.0	9.8
		stdev	14.6	7.9	4.4	2.0	1.8	2.4	3.8
	NGOs	avg	36.2	2.9	3.7	2.2	14.2	13.0	27.2
		stdev	17.8	3.0	3.4	2.4	9.3	10.2	16.7
	Non-Banks[###]	avg	35.2	8.0	2.0	4.0	11.3	8.9	19.9
		stdev	13.3	3.7	1.3	3.1	6.0	3.9	9.6
	Rural Banks	avg	29.6	8.1	2.1	1.8	8.4	8.7	17.0
		stdev	9.0	5.8	2.2	1.0	5.3	2.8	7.5
NON-PROFIT/ FOR-PROFIT STATUS (All MFIs)	Non-Profit	avg	32.9	4.3	4.3	2.4	11.6	10.3	22.0
		stdev	17.2	5.5	3.5	3.0	9.2	9.1	16.2
	For-Profit	avg	28.6	7.3	1.8	2.6	8.1	8.0	16.1
		stdev	12.5	6.8	2.4	2.7	5.2	5.7	9.2
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	62	62	46	60	62	62	62
		avg	25.6*	5.2	2.7	1.4*	9.3	7.2	16.5
		stdev	13.4	4.1	1.9	1.2	8.1	5.9	13.1
CHARTER (FSS MFIs)	Banks	avg	20.0	6.7	1.0	1.7	5.7	5.0	10.9
		stdev	6.6	4.7	0.0	1.5	3.4	3.2	6.5
	Credit Unions/ Cooperatives	avg	16.3	6.5	1.1	1.4	3.8	3.4	7.1
		stdev	3.7	2.6	1.0	1.0	1.2	1.1	1.8
	NGOs	avg	32.0	3.0	3.6	1.6	13.7	9.6	23.3
		stdev	15.5	3.1	2.8	1.3	9.5	6.7	14.7
	Non-Banks[###]	avg	33.0	6.8	1.3	0.7	12.4	11.4	23.6
		stdev	15.8	4.6	0.6	0.6	8.4	8.4	17.0
	Rural Banks	avg	23.7	9.0	1.3	1.0	6.0	6.3	12.0
		stdev	0.6	2.6	0.6	1.0	2.6	1.5	1.7
NON-PROFIT/ FOR-PROFIT STATUS (FSS MFIs)	Non-Profit	avg	26.8	4.5	2.5	1.4	10.5	7.6	18.1
		stdev	14.8	3.8	2.1	1.2	9.1	6.4	14.6
	For-Profit	avg	22.5	6.9	1.4	1.5	6.4	6.1	12.4
		stdev	8.9	4.7	0.7	1.3	3.6	4.2	7.5

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- [###] Includes private limited companies, 'financieras', and non-bank financial intermediaries (NBFIs).

TABLE Df: PORTFOLIO QUALITY AND EFFICIENCY (Charter, Non-Profit/ For-Profit Status)

Criteria			Portfolio At Risk > 90 Days	Portfolio At Risk > 30 Days	Adjusted Operating Expense / Loan Portfolio	Adjusted Personnel Expense / Loan Portfolio	Depth	Average Salary / GNP per capita	Cost per Borrower
			Outstanding balance of loans overdue > 90 days / Gross loan portfolio	Outstanding balance of loans overdue > 30 days / Gross loan portfolio	(Operating expense + In-kind donations) / Average gross loan portfolio	(Personnel expense + In-kind donations for personnel) / Average gross loan portfolio	Average outstanding loan size / GNP per capita	(Average personnel expense +In-kind donations for personnel) / GNP per capita	(Operating expense + In-kind donations) / Average number of active borrowers
			(%)	(%)	(%)	(%)	(%)	(times GNP per capita)	(US$)
		n	68	115	116	112	115	104	104
	All MFI's (n=147)	avg	2.7	12.1	27.4	14.8	45.3	5.5	90
		stdev	1.8	6.8	14.7	8.5	31.4	3.8	61
CHARTER (All MFIs)	Banks	avg	2.3	4.3	21.5	11.1	134.5	7.0	253
		stdev	1.7	3.5	15.3	7.9	158.6	5.6	288
	Credit Unions/ Cooperatives	avg	3.1	5.3	14.8	7.3	59.8	4.7	80
		stdev	3.5	3.4	6.2	2.9	55.9	3.1	75
	NGOs	avg	3.3	3.7	43.5	22.2	43.9	7.2	103
		stdev	2.7	2.9	35.3	18.0	49.6	6.5	99
	Non-Banks###	avg	4.5	8.9	30.5	17.5	45.8	5.6	141
		stdev	3.1	5.8	20.3	13.6	31.1	3.9	115
	Rural Banks	avg	2.7	6.0	30.6	15.3	62.0	2.4	101
		stdev	2.1	3.2	23.6	13.3	51.8	2.0	104
NON-PROFIT/ FOR-PROFIT STATUS (All MFIs)	Non-Profit	avg	3.9	4.7	35.8	18.8	48.0	6.5	99
		stdev	4.4	6.1	33.3	18.1	50.5	5.9	96
	For-Profit	avg	3.4	6.8	25.3	12.9	107.6	6.2	162
		stdev	3.0	4.3	17.4	9.2	134.1	5.1	196
		n	29	34	62	62	59	52	57
	Financially Self-Sufficient MFIs (FSS) (n=62)	avg	2.3	3.7*	23.5	13.1	83.0*	7.0	101
		stdev	1.7	3.1	19.7	11.3	105.3	5.1	95
CHARTER (FSS MFIs)	Banks	avg	2.1	4.3	20.0	10.6	181.5	8.6	207
		stdev	1.6	4.1	15.4	7.1	178.2	5.8	137
	Credit Unions/ Cooperatives	avg	1.0	1.5	10.6	5.8	75.1	7.7	74
		stdev	0.6	0.6	3.3	2.0	70.5	2.7	51
	NGOs	avg	2.6	3.3	31.8	18.5	52.7	7.4	83
		stdev	1.7	2.7	24.2	13.9	52.7	5.5	58
	Non-Banks###	avg	3.0	5.0	29.6	15.6	45.7	4.6	107
		stdev	3.5	2.9	18.6	9.2	42.7	2.9	55
	Rural Banks	avg	0.3	33.3	18.0	9.0	55.3	1.4	60
		stdev	0.6	57.7	3.6	5.0	42.9	0.7	45
NON-PROFIT/ FOR-PROFIT STATUS (FSS MFIs)	Non-Profit	avg	2.2	3.0	24.6	14.2	55.8	7.1	91
		stdev	1.5	2.5	21.7	12.7	44.0	5.0	83
	For-Profit	avg	2.0	4.9	20.5	10.4	151.0	7.1	140
		stdev	1.5	3.8	14.4	6.5	168.5	5.6	125

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ### Includes private limited companies, 'financieras', and non-bank financial intermediaries (NBFIs).

TABLE Dg: PRODUCTIVITY (Charter, Non-Profit/ For-Profit Status)

Criteria			Personnel Productivity	Loan Officer Productivity	Personnel Allocation Ratio
			Number of active borrowers / Number of personnel	Number of active borrowers / Number of loan officers	Number of loan officers / Number of personnel
			(number)	(number)	(%)
	All MFI's (n=147)	n	104	96	95
		avg	128	308	44.7
		stdev	55	175	12.4
CHARTER (All MFIs)	Banks	avg	95	251	37.7
		stdev	47	139	13.8
	Credit Unions/ Cooperatives	avg	243	1,023	27.4
		stdev	246	900	12.2
	NGOs	avg	145	283	53.0
		stdev	80	167	14.8
	Non-Banks###	avg	108	194	47.7
		stdev	66	116	16.5
	Rural Banks	avg	69	340	36.1
		stdev	73	392	25.8
NON-PROFIT/ FOR-PROFIT STATUS (All MFIs)	Non-Profit	avg	167	547	46.3
		stdev	165	1,154	17.8
	For-Profit	avg	119	331	41.0
		stdev	90	294	18.4
	Financially Self-Sufficient MFIs (FSS) (n=62)	n	52	43	45
		avg	145	408	42.5
		stdev	85	431	18.0
CHARTER (FSS MFIs)	Banks	avg	89	256	32.8
		stdev	50	151	11.2
	Credit Unions/ Cooperatives	avg	237	1,450	21.3
		stdev	89	920	10.6
	NGOs	avg	160	313	51.0
		stdev	81	167	16.8
	Non-Banks###	avg	101	207	53.7
		stdev	51	122	4.0
	Rural Banks	avg	90	377	32.0
		stdev	95	491	9.8
NON-PROFIT/ FOR-PROFIT STATUS (FSS MFIs)	Non-Profit	avg	165	472	45.1
		stdev	85	506	19.8
	For-Profit	avg	106	302	36.4
		stdev	76	244	12.4

Notes: Standard deviations are listed below the group averages;
- For "All MFIs", averages are calculated on the basis of the values between the 2nd and 9th deciles;
- For "FSS" and other groups, averages are calculated by dropping the top and bottom observations;
- FSS averages different from average for all MFIs at 1% significance level are marked with an asterisk (*);
- ### Includes private limited companies, 'financieras', and non-bank financial intermediaries (NBFIs).

Composition of Additional Tables

AGE

New	5 de Mayo	CONSTANT	FINCA AZ	Kamurj	Microbank	Sanatatea	Tulcán
(1 to 3 years)	23 de Julio	FAEP	FINCA GU	KEP	MIKROFIN	SSCC	Vivacred
	BANG	Faur	FINCA HA	LOK	OEF	SUNRISE	XAC
	BESA	FICA	FINCA TZ	MCM	RADE	Swayam	
	BOSPO	FICCO	IASC	MFAN	Sagrario	Textila	
Young	15 de Abril	Cacpeco	FINCA EC	KCLF	Oscus	ProMujer	SIMC
(4 to 7 years)	AlAmana	CitiS&L	FINCA KY	MC	PAMECAS	Riobamba	SOLUCION
	AlMajmoua	ENLACE	FM	MFW	Portosol	Sanfran	WAGES
	BASIX	FATEN	FOCCAS	Moznosti	Piyeli	SAT	WVB
	BCS	FAULU	IM	NLC	PMPC	SEDA	
	Bossel	FEFAD	KASHF	NOA	PRIZMA	SIFFS	
Mature	ABA	BanADEMI	BT	EBS	FINCA NI	LOSANDES	SEEDS
(over 7 years)	ACEP	BancoSol	CAM	ECOSABA	FINCA UG	MiBanco	SEF
	ACLEDA	BanDes	CARD	EMT	Finsol	MOYUTAN	SHARE
	ACODEP	BDB	CERUDEB	FAMA	FMMPop	NIRDHAN	SJPU
	ACREDICOM	BPR-A	CHUIMEQ	FED	FWWBCali	NRB	TONANTEL
	ACTUAR	BPR-B	CM Arequipa	Fgainza	FWWBIndia	Nyesigiso	TSPI
	ADOPEM	BPR-C	CMMMed	FIE	GV	PADME	WRHonduras
	ADRI	BPR-D	COMPART	Finamérica	Hattha	PRIDE	
	AGROCAP	BPR-E	COOSAJO	FINCA HO	Inca	PRODEM	
	AKRSP	BRAC	CRECER	FINCA MA	KafoJiginew	Quilla	
	ASA	BRI	CRG	FINCA MX	KREP	RSPI	

SCALE OF OPERATIONS[##]

Large	ABA	AlAmana	BDB	COMPART	FICCO	KREP	
	ACEP	ASA	BRAC	COOSAJO	FIE	LOSANDES	
	ACLEDA	BanADEMI	BRI	EBS	Finamérica	MiBanco	
	ADOPEM	BancoSol	CERUDEB	ENLACE	FM	PRODEM	
	AGROCAP	BanDes	CM Arequipa	FEFAD	FWWBCali	SOLUCION	
Medium	15 de Abril	BOSPO	ECOSABA	FINCA NI	LOK	PADME	SHARE
	23 de Julio	BPR-B	EMT	FINCA UG	MC	PAMECAS	SJPU
	ACODEP	BPR-E	FAMA	Finsol	MCM	Portosol	SUNRISE
	ACREDICOM	BT	FATEN	FMMPop	Microbank	PRIDE	TONANTEL
	ACTUAR	Cacpeco	FAULU	FWWBIndia	MIKROFIN	PRIZMA	TSPI
	ADRI	CAM	FED	Hattha	Moznosti	ProMujer	Tulcán
	AKRSP	CARD	Fgainza	IM	NIRDHAN	Quilla	Vivacred
	AlMajmoua	CHUIMEQ	FINCA HO	Inca	NLC	Riobamba	WRHonduras
	BANG	CMMMed	FINCA KY	KafoJiginew	NOA	Sagrario	WVB
	BASIX	CRECER	FINCA MA	Kamurj	Nyesigiso	Sanfran	
	BESA	CRG	FINCA MX	KEP	Oscus	SEEDS	
Small	5 de Mayo	CitiS&L	FINCA EC	IASC	NRB	Sanatatea	SSCC
	BCS	CONSTANT	FINCA GU	KASHF	OEF	SAT	Swayam
	Bossel	FAEP	FINCA HA	KCLF	Piyeli	SEDA	Textila
	BPR-A	Faur	FINCA TZ	MFAN	PMPC	SEF	USPD
	BPR-C	FICA	FOCCAS	MFW	RADE	SIFFS	WAGES
	BPR-D	FINCA AZ	GV	MOYUTAN	RSPI	SIMC	XAC

LENDING METHODOLOGY

Individual	15 de Abril	BCS	CM Arequipa	FICCO	MC	Quilla	SUNRISE
(1 borrower)	23 de Julio	BDB	CMMMed	FIE	MCM	Riobamba	Textila
	ABA	BPR-A	COOSAJO	Finsol	MOYUTAN	Sagrario	TONANTEL
	ACEP	BPR-B	EBS	FMMPop	Moznosti	Sanatatea	Tulcán
	ACODEP	BPR-C	ECOSABA	FWWBCali	NLC	Sanfran	USPD
	ACREDICOM	BPR-D	FAEP	Hattha	NOA	SAT	Vivacred
	ADRI	BPR-E	Faur	IM	OEF	SIFFS	XAC
	AGROCAP	BRI	FED	Inca	Oscus	SIMC	
	BanADEMI	Cacpeco	FEFAD	KafoJiginew	PADME	SJPU	
	BanDes	CERUDEB	Fgainza	LOK	PMPC	SOLUCION	
	BANG	CHUIMEQ	FICA	LOSANDES	Portosol	SSCC	
Solidarity Groups	5 de Mayo	BASIX	CRG	FM	KREP	Nyesigiso	SEF
(groups of 3 to 9	ACLEDA	BESA	EMT	GV	MFAN	PAMECAS	SHARE
borrowers)	ACTUAR	BOSPO	ENLACE	IASC	MiBanco	Piyeli	Swayam
	ADOPEM	BRAC	FAMA	Kamurj	Microbank	PRIDE	TSPI
	AlAmana	BT	FATEN	KASHF	MIKROFIN	PRIZMA	WVB
	ASA	CARD	FAULU	KCLF	NIRDHAN	PRODEM	
	BancoSol	CONSTANT	Finamérica	KEP	NRB	RSPI	
Village Banking	AKRSP	CitiS&L	FINCA EC	FINCA KY	FINCA TZ	MFW	SEEDS
(groups of >10	AlMajmoua	COMPART	FINCA GU	FINCA MA	FINCA UG	ProMujer	WAGES
borrowers)	Bossel	CRECER	FINCA HA	FINCA MX	FOCCAS	RADE	WRHonduras
	CAM	FINCA AZ	FINCA HO	FINCA NI	FWWBIndia	SEDA	

[##] The criteria for classification of scale of operations vary by region. Refer to page 57 for details.

Composition of Additional Tables (continued)

TARGET MARKET

Low-end	5 de Mayo	CAM	FATEN	FINCA NI	MFAN	RSPI	Textila
(depth* < 20% or average loan	ADOPEM	CARD	Faur	FINCA TZ	MFW	Sanatatea	TSPI
balance< US$150)	AKRSP	CitiS&L	FICA	FINCA UG	NIRDHAN	SAT	Vivacred
	AlAmana	CMMMed	FINCA AZ	FMMPop	NRB	SEDA	WAGES
	AlMajmoua	COMPART	FINCA EC	FOCCAS	Piyeli	SEEDS	
	ASA	CONSTANT	FINCA GU	FWWBCali	Portosol	SEF	
	BPR-A	CRECER	FINCA HA	FWWBIndia	PRIDE	SHARE	
	BRAC	CRG	FINCA MA	KafoJiginew	ProMujer	SIMC	
	BT	EMT	FINCA MX	KASHF	RADE	Swayam	
Broad	15 de Abril	BASIX	COOSAJO	FINCA HO	KEP	Nyesigiso	Sanfran
(depth* between 20% and 149%)	23 de Julio	BCS	ECOSABA	FINCA KY	LOK	OEF	SIFFS
	ABA	BOSPO	ENLACE	Finsol	LOSANDES	Oscus	SJPU
	ACLEDA	Bossel	FAEP	FM	MC	PADME	SOLUCION
	ACODEP	BPR-B	FAMA	GV	MCM	PAMECAS	SSCC
	ACREDICOM	BPR-C	FAULU	Hattha	MiBanco	PMPC	SUNRISE
	ACTUAR	BPR-D	FED	IASC	Microbank	PRIZMA	TONANTEL
	ADRI	BRI	Fgainza	IM	MIKROFIN	PRODEM	Tulcán
	BancoSol	Cacpeco	FICCO	Inca	MOYUTAN	Quilla	USPD
	BanDes	CHUIMEQ	FIE	Kamurj	Moznosti	Riobamba	WRHonduras
	BANG	CM Arequipa	Finamérica	KCLF	NOA	Sagrario	XAC
High-End	BanADEMI	EBS					
(depth* between 150% and 249%)	BESA	KREP					
	CERUDEB	WVB					
Small Business	ACEP	BPR-E					
(depth* >250%)	AGROCAP	FEFAD					
	BDB	NLC					

REGION

Africa	ACEP	EBS	FINCA TZ	KREP	Nyesigiso	PRIDE	WAGES
	CERUDEB	FAULU	FINCA UG	MFAN	PADME	SAT	
	CitiS&L	FICA	FOCCAS	Microbank	PAMECAS	SEDA	
	CRG	FINCA MA	KafoJiginew	NRB	Piyeli	SEF	
Asia	ACLEDA	BPR-A	BRI	FINCA AZ	KASHF	SEEDS	TSPI
	AKRSP	BPR-B	BT	FINCA KY	KCLF	SHARE	USPD
	ASA	BPR-C	CARD	FWWBIndia	NIRDHAN	SIFFS	XAC
	BASIX	BPR-D	CONSTANT	GV	NLC	SIMC	
	BCS	BPR-E	EMT	Hattha	PMPC	SSCC	
	BDB	BRAC	FICCO	IASC	RSPI	Swayam	
Eastern Europe	BESA	Faur	IM	LOK	MIKROFIN	PRIZMA	Textila
	BOSPO	FEFAD	Kamurj	MC	Moznosti	Sanatatea	WVB
	Bossel	FM	KEP	MCM	NOA	SUNRISE	
Latin America	15 de Abril	BanADEMI	COMPART	FIE	FMMPop	PRODEM	Tulcán
	23 de Julio	BancoSol	COOSAJO	Finamérica	FWWBCali	ProMujer	Vivacred
	5 de Mayo	BanDes	CRECER	FINCA EC	Inca	Quilla	WRHonduras
	ACODEP	BANG	ECOSABA	FINCA GU	LOSANDES	Riobamba	
	ACREDICOM	Cacpeco	ENLACE	FINCA HA	MiBanco	Sagrario	
	ACTUAR	CAM	FAEP	FINCA HO	MOYUTAN	Sanfran	
	ADOPEM	CHUIMEQ	FAMA	FINCA MX	OEF	SJPU	
	ADRI	CM Arequipa	FED	FINCA NI	Oscus	SOLUCION	
	AGROCAP	CMMMed	Fgainza	Finsol	Portosol	TONANTEL	
Middle East & North Africa	ABA	AlMajmoua	MFW				
	AlAmana	FATEN	RADE				

LEVEL OF COUNTRY INCOME

Lower and Middle Income (LI)	15 de Abril	BOSPO	COOSAJO	FINCA EC	Kamurj	Nyesigiso	SEDA
	23 de Julio	Bossel	CRECER	FINCA GU	KASHF	OEF	SEEDS
	ABA	BPR-A	CRG	FINCA HA	KCLF	Oscus	SHARE
	ACEP	BPR-B	EBS	FINCA HO	KEP	PADME	SIFFS
	ACLEDA	BPR-C	ECOSABA	FINCA KY	KREP	PAMECAS	SIMC
	ACODEP	BPR-D	EMT	FINCA MA	LOK	Piyeli	SJPU
	ACREDICOM	BPR-E	ENLACE	FINCA NI	LOSANDES	PMPC	SOLUCION
	ACTUAR	BRAC	FAMA	FINCA TZ	MC	PRIDE	SSCC
	ADOPEM	BRI	FATEN	FINCA UG	MCM	PRIZMA	SUNRISE
	AGROCAP	BT	FAULU	Finsol	MFAN	PRODEM	Swayam
	AKRSP	Cacpeco	Faur	FMMPop	MFW	ProMujer	Textila
	AlAmana	CAM	FED	FOCCAS	MiBanco	Quilla	TONANTEL
	ASA	CARD	FEFAD	FWWBCali	Microbank	RADE	TSPI
	BanADEMI	CERUDEB	Fgainza	FWWBIndia	MIKROFIN	Riobamba	Tulcán
	BancoSol	CHUIMEQ	FICA	GV	MOYUTAN	RSPI	USPD
	BASIX	CitiS&L	FICCO	Hattha	Moznosti	Sagrario	WAGES
	BCS	CM Arequipa	FIE	IASC	NIRDHAN	Sanatatea	WRHonduras
	BDB	CMMMed	Finamérica	Inca	NLC	Sanfran	WVB
	BESA	CONSTANT	FINCA AZ	KafoJiginew	NRB	SAT	XAC
Upper Income (UI)	5 de Mayo	AlMajmoua	BANG	FAEP	FM	NOA	SEF
	ADRI	BanDes	COMPART	FINCA MX	IM	Portosol	Vivacred

Some institutions did not report the information.
* Depth = Average loan balance/ GNP per capita.

Composition of Additional Tables (continued)

LEVEL OF FINANCIAL RETAIL INTERMEDIATION

Financial Intermediary	15 de Abril	BPR-B	CHUIMEQ	FEFAD	KREP	PAMECAS	SIMC
(passbook and time deposits	23 de Julio	BPR-C	CitiS&L	Fgainza	LOSANDES	PMPC	SJPU
>20% of total assets)	ACREDICOM	BPR-D	CM Arequipa	FICA	MFAN	PRODEM	SOLUCION
	BanADEMI	BPR-E	COOSAJO	FICCO	MiBanco	Quilla	SSCC
	BancoSol	BRI	CRG	FIE	MOYUTAN	Riobamba	Textila
	BCS	BT	EBS	Finamérica	NRB	Sagrario	TONANTEL
	BDB	Cacpeco	ECOSABA	Inca	Nyesigiso	Sanatatea	Tulcán
	BPR-A	CERUDEB	Faur	KafoJiginew	Oscus	Sanfran	USPD
Other	5 de Mayo	BanDes	EMT	FINCA MA	IASC	NIRDHAN	SEDA
(passbook and time deposits	ABA	BANG	ENLACE	FINCA MX	IM	NLC	SEEDS
<20% of total assets)	ACEP	BASIX	FAEP	FINCA NI	Kamurj	NOA	SEF
	ACLEDA	BESA	FAMA	FINCA TZ	KASHF	OEF	SHARE
	ACODEP	BOSPO	FATEN	FINCA UG	KCLF	PADME	SIFFS
	ACTUAR	Bossel	FAULU	Finsol	KEP	Piyeli	SUNRISE
	ADOPEM	BRAC	FED	FM	LOK	Portosol	Swayam
	ADRI	CAM	FINCA AZ	FMMPop	MC	PRIDE	TSPI
	AGROCAP	CARD	FINCA EC	FOCCAS	MCM	PRIZMA	Vivacred
	AKRSP	CMMMed	FINCA GU	FWWBCali	MFW	ProMujer	WAGES
	AlAmana	COMPART	FINCA HA	FWWBIndia	Microbank	RADE	WRHonduras
	AlMajmoua	CONSTANT	FINCA HO	GV	MIKROFIN	RSPI	WVB
	ASA	CRECER	FINCA KY	Hattha	Moznosti	SAT	XAC

CHARTER[#]

Banks	ACLEDA	BancoSol	BANG	BRI	CM Arequipa	FEFAD	MiBanco
	BanADEMI	BanDes	BDB	CERUDEB	ENLACE	KREP	NIRDHAN
Credit Unions/	15 de Abril	Cacpeco	Fgainza	MOYUTAN	PMPC	Sanfran	Textila
Cooperatives	23 de Julio	CHUIMEQ	FICA	NOA	Quilla	SIMC	TONANTEL
	ACEP	COOSAJO	FICCO	Nyesigiso	Riobamba	SJPU	Tulcán
	ACREDICOM	ECOSABA	Inca	Oscus	Sagrario	SSCC	USPD
	BCS	Faur	KafoJiginew	PAMECAS	Sanatatea	Swayam	
NGOs	5 de Mayo	BESA	FAMA	FINCA NI	KASHF	PADME	SEF
	ABA	BOSPO	FED	FINCA TZ	KCLF	Piyeli	SIFFS
	ACODEP	Bossel	FIE	FINCA UG	KEP	Portosol	SUNRISE
	ACTUAR	BRAC	FINCA AZ	FMMPop	LOK	PRIDE	Vivacred
	ADOPEM	BT	FINCA EC	FOCCAS	MC	PRIZMA	WAGES
	ADRI	CAM	FINCA GU	FWWBCali	MCM	ProMujer	WRHonduras
	AGROCAP	CMMMed	FINCA HA	FWWBIndia	MFW	RADE	WVB
	AKRSP	CONSTANT	FINCA HO	GV	Microbank	RSPI	
	AlAmana	CRECER	FINCA KY	Hattha	MIKROFIN	SAT	
	AlMajmoua	EMT	FINCA MA	IASC	Moznosti	SEDA	
	ASA	FAEP	FINCA MX	Kamurj	OEF	SEEDS	
Non-Banks[###]	BASIX	CRG	FAULU	FM	NLC	SOLUCION	
	CitiS&L	EBS	Finamérica	IM	PRODEM	TSPI	
	COMPART	FATEN	Finsol	LOSANDES	SHARE	XAC	
Rural Banks	BPR-A	BPR-C	BPR-E	NRB			
	BPR-B	BPR-D	MFAN				

NON-PROFIT/ FOR-PROFIT STATUS[#]

Non-Profit	15 de Abril	BESA	FAMA	FINCA NI	MC	PRIZMA	SJPU
	23 de Julio	BOSPO	FATEN	FINCA TZ	MCM	PRODEM	SSCC
	5 de Mayo	Bossel	Faur	FINCA UG	MFW	ProMujer	SUNRISE
	ABA	BRAC	FED	FMMPop	Microbank	Quilla	Swayam
	ACEP	BT	Fgainza	FOCCAS	MIKROFIN	RADE	Textila
	ACODEP	Cacpeco	FICA	FWWBCali	MOYUTAN	Riobamba	TONANTEL
	ACREDICOM	CAM	FICCO	FWWBIndia	Moznosti	RSPI	TSPI
	ACTUAR	CHUIMEQ	FIE	GV	NOA	Sagrario	Tulcán
	ADOPEM	CMMMed	FINCA AZ	IASC	Nyesigiso	Sanatatea	USPD
	ADRI	COMPART	FINCA EC	Inca	OEF	Sanfran	Vivacred
	AGROCAP	CONSTANT	FINCA GU	KafoJiginew	Oscus	SEDA	WAGES
	AKRSP	COOSAJO	FINCA HA	Kamurj	PAMECAS	SEEDS	WRHonduras
	AlAmana	CRECER	FINCA HO	KASHF	Piyeli	SEF	WVB
	AlMajmoua	ECOSABA	FINCA KY	KCLF	PMPC	SHARE	XAC
	ASA	EMT	FINCA MA	KEP	Portosol	SIFFS	
	BCS	FAEP	FINCA MX	LOK	PRIDE	SIMC	
For-Profit	ACLEDA	BDB	BRI	ENLACE	Hattha	NIRDHAN	
	BanADEMI	BPR-A	CERUDEB	FAULU	IM	NLC	
	BancoSol	BPR-B	CitiS&L	FEFAD	KREP	NRB	
	BanDes	BPR-C	CM Arequipa	Finamérica	LOSANDES	PADME	
	BANG	BPR-D	CRG	Finsol	MFAN	SAT	
	BASIX	BPR-E	EBS	FM	MiBanco	SOLUCION	

[#] Data for CARD is consolidated for CARD NGO and CARD Bank;
[###] Includes private limited companies, 'financieras', and non-bank financial intermediaries (NBFIs).

APPENDICES

Appendix I: Notes to Adjustments and Statistical Issues

The MicroBanking Standards Project, of which *The MicroBanking Bulletin* is a major output, is open to all MFIs that are willing to disclose financial data that meet a simple quality test. Participating MFIs typically have three characteristics: 1) they are willing to be transparent by submitting their performance data to an independent agency; 2) they display a strong social orientation by providing financial services to low-income persons; and 3) they are able to answer all the questions needed for our analysis.

The one hundred and forty eight institutions that provided data for this issue represent a large proportion of the world's leading microfinance institutions. They have provided data generally by completing a detailed questionnaire, supplemented in most cases by additional information. All participating MFIs receive a customized report comparing their results with those of the peer groups.

Data Quality Issues

The *Bulletin* has modified its data quality grade to avoid confusion with ratings, as the data quality grade does not reflect the level of risk or performance, but the degree to which we have independent verification of its reliability. Three-stars information ("***") has been independently generated through a detailed financial analysis by an independent third party, such as a CAMEL evaluation, a CGAP appraisal, or assessments by reputable rating agencies. Two-stars information ("**") is backed by accompanying documentation, such as audited financial statements, annual reports, and independent program evaluations that provide a reasonable degree of confidence for our adjustments. One-star information ("*") is from MFIs that have limited themselves to completing our questionnaire. These grades signify confidence levels on the reliability of the information; they are NOT intended as a rating of the financial performance of the MFIs.

The criteria used in constructing the statistical tables are important for understanding and interpreting the information presented. Given the voluntary nature and origin of the data, the *Bulletin* staff and Editorial Board, and CGAP cannot accept responsibility for the validity of the results presented, or for consequences resulting from their use. We employ a system to make tentative distinctions about the quality of data presented to us and include only information for which we have a reasonable level of comfort. However, we cannot exclude the possibility of misrepresented self-reported results.

The most delicate areas of potential distortions are: (1) unreported subsidies and (2) misrepresented loan portfolio quality. There can also be inaccuracies in reporting the costs of financial services in multipurpose institutions that also provide non-financial services, in part because of difficulties in assigning overhead costs. These risks are highest for younger institutions, and for institutions with a record of optimistic statement of results. If we have grounds for caution about the reliability of an MFI's disclosure, we will not include its information in a peer group unless it has been externally validated by a third party.

Adjustments to Financial Data

The *Bulletin* adjusts the financial data it receives to ensure comparable results. The financial statements of each organization are converted to the standard chart of accounts used by the *Bulletin*. This chart of accounts is simpler than that used by most MFIs, so the conversion consists mainly of consolidation into fewer, more general accounts. Then three adjustments are applied to produce a common treatment for the effect of: a) inflation, b) subsidies, and c) loan loss provisioning and write-off. In the statistical tables the reader can compare adjusted and unadjusted results.

Inflation

The *Bulletin* reports the net effect of inflation by calculating increases in expenses and incomes due to inflation. Inflation causes a decrease in the real value of equity. This "cost of funds" is obtained by multiplying the prior year-end equity balance by the current-year inflation rate.[15] Fixed asset accounts, on the other hand, are revalued upward by the current year's inflation rate, which results in inflation

[15] Inflation data are obtained from line 64x of the International Financial Statistics, International Monetary Fund, various years.

adjustment income, offsetting to some degree the expense generated by adjusting equity.[16] On the balance sheet, this inflation adjustment results in a reordering of equity accounts: profits are redistributed between real profit and the nominal profits required to maintain the real value of equity.

MFIs that borrow from banks or mobilize savings have an actual interest expense, which is an operating cost. In comparison, similar MFIs that lend only their equity have no interest expense and therefore have lower operating costs. If an MFI focuses on sustainability and the maintenance of its capital/asset ratio, it must increase the size of its equity in nominal terms to continue to make the same value of loans in real (inflation-adjusted) terms. Inflation increases the cost of tangible items over time, so that a borrower needs more money to purchase them. MFIs that want to maintain their support to clients must therefore offer larger loans. Employees' salaries go up with inflation, so the average loan balance and portfolio must increase to compensate, assuming no increase in interest margin. Therefore, a program that funds its loans with its equity must maintain the real value of that equity, and pass along the cost of doing so to the client. This expectation implies MFIs should "pay" interest rates that include the inflation-adjustment expense as a cost of funds, even if this cost is not actually paid to anyone outside the institution.

Some countries with high or volatile levels of inflation require businesses to use inflation-based accounting on their audited financial statements. We use this same technique in the *Bulletin*. Of course, we understand that in countries where high or volatile inflation is a new experience, MFIs may find it difficult to pass on the full cost of inflation to clients. We are not recommending policy; rather, we are trying to provide a common analytical framework that compares real financial performance meaningfully.

Subsidies

We adjust participating organizations' financial statements for the effect of subsidies by representing the MFI as it would look on an unsubsidized basis. We do not intend to suggest whether MFIs should or should not be subsidized. Rather, this adjustment permits the *Bulletin* to see how each MFI would look without subsidies for comparative purposes. Most of the participating MFIs indicate a desire to grow beyond the limitations imposed by subsidized funding. The subsidy adjustment permits an MFI to judge whether it is on track toward such an outcome. A focus on sustainable expansion suggests that subsidies should be used to enhance financial returns. The subsidy adjustment simply indicates the extent to which the subsidy is being passed on to clients through lower interest rates or whether it is building the MFI's capital base for further expansion.

The *Bulletin* adjusts for three types of subsidies: (1) a cost-of-funds subsidy from loans at below-market rates, (2) current-year cash donations to fund portfolio and cover expenses, and (3) in-kind subsidies, such as rent-free office space or the services of personnel who are not paid by the MFI and thus not reflected on its income statement. Additionally, for multipurpose institutions, the *MicroBanking Bulletin* attempts to isolate the performance of the financial services program, removing the effect of any cross subsidization.

The cost-of-funds adjustment reflects the impact of soft loans on the financial performance of the institution. The *Bulletin* calculates the difference between what the MFI actually paid in interest on its subsidized liabilities and the deposit rate for each country.[17] This difference represents the value of the subsidy, which we treat as an additional financial expense. We apply this subsidy to those loans to the MFI that are priced at less than 75 percent of prevailing market (deposit) rates. The decreased profit is offset by generating an "accumulated subsidy adjustment" account on the balance sheet.

If the MFI passes on the interest rate subsidy to its clients through a lower final rate of interest, this adjustment may result in an operating loss. If the MFI does not pass on this subsidy, but instead uses it to increase its equity base, the adjustment indicates the amount of the institution's profits that were attributable to the subsidy rather than operations.

Loan Loss Provisioning

Finally, we apply standardized policies for loan loss provisioning and write-off. MFIs vary tremendously in accounting for loan delinquency. Some count the entire loan balance as overdue the day a payment is missed. Others do not consider a loan delinquent

[16] In fact, an institution that holds fixed assets equal to its equity avoids the cost of inflation that affects MFIs which hold much of their equity in financial form.

[17] Data for shadow interest rates are obtained from line 60l of the International Financial Statistics, IMF, various years. The deposit rate is used because it is a published benchmark in most countries. Sound arguments can be made for use of different shadow interest rates. NGOs that wish to borrow from banks would face interest significantly higher than the deposit rate. A licensed MFI, on the other hand, might mobilize savings at a lower financial cost than the deposit rate, but reserve requirements and administrative costs would drive up the actual cost of such liabilities.

until its full term has expired. Some MFIs write off bad debt within one year of the initial delinquency, while others never write off bad loans, thus carrying forward a hard-core default that they have little chance of ever recovering.

We classify as "at risk" any loan with a payment over 90 days late. We provision 50 percent of the outstanding balance for loans between 90 and 180 days late, and 100 percent for loans over 180 days late. Wherever we have adequate information, we adjust to assure that all loans are fully written off within one year of their becoming delinquent. (Note: We apply these provisioning and write-off policies for ease of use and uniformity. We do not recommend that all MFIs use exactly the same policies.) In most cases, these adjustments are not very precise. Nevertheless, most participating MFIs have high-quality loan portfolios, so loan loss provision expense is not an important contributor to their overall cost structure. If we felt that a program did not fairly represent its general level of delinquency, and we were unable to adjust it accordingly, we would simply exclude it from the peer group.

Financial Statement Adjustments and their Effects

Adjustment	Effect on Financial Statements	Type of Institution Most Affected by Adjustment
Inflation adjustment of equity (minus net fixed assets)	Increases financial expense accounts on income statement, to some degree offset by inflation income account for revaluation of fixed assets. Generates a reserve in the balance sheet's equity account, reflecting that portion of the MFI's retained earnings that has been consumed by the effects of inflation. Decreases profitability and "real" retained earnings. .	MFIs funded more by equity than by liabilities will be hardest hit, especially in high-inflation countries.
Reclassification of certain long term liabilities into equity, and subsequent inflation adjustment	Decreases concessionary loan account and increases equity account; increases inflation adjustment on profit and loss statement and balance sheet.	NGOs that have long-term low-interest "loans" from international agencies that function more as donations than loans.
Subsidized cost of funds adjustment	Increases financial expense on income statement to the extent that the MFI's liabilities carry a below-market rate of interest.[22] Decreases net income and increases subsidy adjustment account on balance sheet.	MFIs with heavily subsidized loans (i.e., large lines of credit from governments or international agencies at highly subsidized rates).
Subsidy adjustment: current-year cash donations to cover operating expenses	Reduces operating income on profit and loss statement (if the MFI records donations as operating income). Increases subsidy adjustment account on balance sheet.	NGOs during their start-up phase. This adjustment is relatively less important for mature institutions.
In-kind subsidy adjustment (e.g., donation of goods or services: line staff paid for by technical assistance providers)	Increases administrative expense on income statement to the extent that the MFI is receiving subsidized or donated goods or services. Decreases net income, increases subsidy adjustment account on balance sheet.	MFIs using goods or services for which they are not paying a market-based cost (i.e., MFIs during their start-up phase)..
Loan loss reserve and provision expense adjustment	Usually increases loan loss provision expense on income statement and loan loss reserve on balance sheet.	MFIs that have unrealistic loan loss provisioning policies.
Write-off adjustment	On balance sheet, reduces gross loan portfolio and loan loss reserve by an equal amount, so that neither net loan portfolio nor the income statement is affected. Improves (lowers) portfolio-at-risk ratio.	MFIs that do not write off non-performing loans aggressively enough.
Reversal of interest income accrued on non-performing loans	Reduces interest income and net profit on the income statement, and equity on the balance sheet.	MFIs that continue accruing income on delinquent loans past the point where collection becomes unlikely, or that fail to reverse previously accrued income on such loans.

[22] For the *Bulletin*, subsidized liabilities are liabilities that involve at least a 25 percent discount in relation to a market-based proxy rate. For consistency, the *Bulletin* uses the deposit rate (line 60l of the International Monetary Fund Statistics).

Statistical Issues

The *Bulletin* reports the means and standard deviations of the performance indicators for each peer group. At this stage, peer groups are still small and the observations in each peer group show a high variation. Outliers distort the results of some of the peer group averages. Consequently, the reader should be cautious about the interpretive power of these data. Over time, as more MFIs provide data, we will be in a better position to generate deeper and more sophisticated types of analyses of the data at our disposal, and will have a higher degree of comfort with the statistical significance of the differences between the means of the distinct peer groups.

To ensure that the averages reported represent the group as accurately as possible, we have excluded outliers for each of the indicators. Statistics for the category *All MFIs* were calculated by deleting observations in the first and last deciles for each indicator. In other words, the values between the 11th and 89th percentiles were used for the analysis. For the *FSS sample* and *peer group,* for each indicator we rank the MFIs in the group and eliminate the top and bottom values and use the remaining observations to calculate the averages. In most cases, this exclusion eliminates two observations for each peer group: the institution with the highest and the lowest value on each indicator. In cases where indicators contain observations with tied values for highest and lowest values, more than two observations are deleted. This method helps to prevent outliers from dominating group results, and smoothes the data by minimizing data dispersion. Where the sample size is reduced to less than 3 institutions, we have not reported the result so as to maintain confidentiality.

We have carried out statistical tests to determine the impact of outliers where they exist, and to quantify the results in terms of how well they represent the peer groups. Where large differences exist between the means of different peer groups or groups sorted by selection criteria, we have verified their statistical significance using t-tests. These tests compare the mean of the group to the mean of all MFIs in the sample, taking into account factors like the number of observations and the dispersion of the sample. The test statistic is then compared to a standard critical level (using one percent as the significance level) to decide whether the difference between the group and the sample as a whole is statistically significant. In other words, they allow us to decide whether the difference we see is robust, by considering it in the context of how cohesive and how large the group is.

Appendix II: Description of Participating MFIs

ACRONYM	NAME, LOCATION	DATE	DATA QUALITY GRADE	DESCRIPTION OF MICROFINANCE PROGRAM
15 de Abril	Cooperativa 15 de Abril, *Ecuador*	Dec-00	**	15 de ABRIL is a credit union in Ecuador that has participated in WOCCU's technical assistance program since in 1995. It offers both credit and voluntary savings services to members.
23 de Julio	Cooperativa 23 de Julio, *Ecuador*	Dec-00	**	23 de JULIO participates in WOCCU's technical assistance program in Ecuador. It is a credit union offering credit and savings services to members.
5 de Mayo	Fondo 5 de Mayo, *México*	Dec-01	**	Fondo Cinco de Mayo offers credit to solidarity groups in urban and peri-urban areas of Puebla, Mexico. It is a member of COPAME.
ABA	Alexandria Business Association, *Egypt*	Dec-00	**	ABA provides credit to small and microenterprises using an individual lending methodology. It is an NGO founded in 1988 and based primarily in urban areas. The credit program began in 1990.
ACEP	Agence de Crédit pour l'Enterprise Privée, *Senegal*	Dec-00	*	ACEP began as an NGO in a provincial town in 1987 and has expanded to operate in other urban areas in Senegal. It has converted to a credit union.
ACLEDA	Association of Cambodian Local Economic Development Agencies, *Cambodia*	Dec-00	**	ACLEDA was started in 1993 as an NGO. It recently transformed, in October 2000, into a licensed bank, ACLEDA Bank Limited. It provides small and micro loans to enterprises and trains entrepreneurs in small business management. Both group and individual loans are made.
ACODEP	Asociación de Consultores para el Desarrollo de la Pequeña, Mediana y Microempresa, *Nicaragua*	Dec-00	*	Founded in 1989, ACODEP serves small and micronterprises primarily in Managua and other urban areas of Nicaragua. It is currently negotiating a voluntary supervision agreement with the Superintendent of Banks in Nicaragua.
Acredicom	Acredicom, *Guatemala*	Dec-01	*	ACREDICOM is a member of the FENACOAC credit union system in Guatemala, and participated in WOCCU's technical assistance program. It primarily lends for agriculture and to a lesser extent microenterprise activities, and mobilizes savings from members.
Actuar	Corporación Acción por el Tolima - Actuar Famiempresas, *Colombia*	Dec-01	**	ACTUAR Tolima was founded in 1986. It is an NGO offering loans to microenterprises in Tolima and surrounding areas, and is affiliated with ACCION International and Cooperativa Emprender in Colombia.
ADOPEM	Asociación Dominicana para el Desarrollo de la Mujer, *Dominican Republic*	Dec-00	***	ADOPEM, an affiliate of Women's World Banking, is an NGO dedicated to credit for women microentrepreneurs. It has been in operation since 1982.
ADRI	Asociación para el Desarrollo Rural Integrado, *Costa Rica*	Dec-00	**	ADRI is an NGO offering loans to small and microenterprises in Costa Rica. Founded in 1986, it also offers training and business development services to its clients.
Agrocapital	Fundación Agrocapital, *Bolivia*	Dec-00	***	Fundación AGROCAPITAL focuses its services on agriculture and agro-industry, working mainly in rural and small urban areas of Bolivia. It is an NGO founded in 1992, and offers a mixture of microloans and longer-term mortgage loans.
AKRSP	Aga Khan Rural Support Programme, *Pakistan*	Dec-00	***	AKRSP is a multi-service NGO that works in the "Roof of the World" region of northern Pakistan. Its credit program began in 1983, offering loans through its network of village organizations.
Al Amana	Association Al Amana, *Morocco*	Dec-01	**	AL AMANA offers solidarity group loans through a wide network of branches in urban areas of Morocco. Founded in 1997, it is an affiliate of Pride Vita.
Al Majmoua	Lebanese Association for Development -- Al Majmoua, *Lebanon*	Dec-00	**	AL MAJMOUA is a Lebanese NGO, offering village banking-type services in both urban and rural areas. The program began operations in 1994 as a project of Save the Children. Ownership was transferred to the Lebanese institution in 1998.
ASA	Association for Social Advancement, *Bangladesh*	Dec-00	**	ASA is an NGO that offers credit services to the rural poor in Bangladesh. The majority of its clients are landless women. It was founded in 1978 and shifted from an earlier, integrated development strategy to its current focus on financial services in the early 1990s. It uses a village level group lending methodology.
Banco Ademi	Banco de Desarrollo Ademi, S.A., *Dominican Republic*	Dec-00	**	BANCO ADEMI is a formal financial institution, which began operations in 1998. The bank is the successor to the NGO, ADEMI, which was involved in microcredit since 1982.

ACRONYM	NAME, LOCATION	DATE	DATA QUALITY GRADE	DESCRIPTION OF MICROFINANCE PROGRAM
Banco del Desarrollo	Banco del Desarrollo, *Chile*	Dec-00	*	BANCO DEL DESARROLLO began its microfinance program in 1986. It offers credit and savings to in addition to other financial services in locations throughout Chile.
Banco do Povo	Banco do Povo de Juiz de Fora, *Brazil*	Dec-00	**	BANCO DO POVO DE JUIZ DE FORA is an NGO operating in Juiz de Fora in Brazil. It offers individual loans to microentrepreneurs and was founded in1997. It was formerly known as FAEP.
Banco Solidario, Ecuador	Banco Solidario, *Ecuador*	Dec-00	**	BANCO SOLIDARIO, Ecuador was founded in 1995, and receives technical assistance from ACCION International. Banco Solidario, Ecuador offers both credit and savings services to microentrepreneurs. It also administers a pawn-lending product.
BancoSol	Banco Solidario, S.A., *Bolivia*	Dec-00	**	BANCOSOL is a licensed commercial bank devoted to microfinance, offering microenterprise credit and passbook savings. Its credit program focuses on group loans, and it operates primarily in urban areas of Bolivia. It grew out of the NGO PRODEM and was spun off as a bank in 1992. It is an affiliate of ACCION International.
BanGente	Banco de la Gente Emprendedora, *Venezuela*	Dec-00	**	BANGENTE, opened in February 1999, is the first commercial bank serving small and microenterprises in Venezuela. It was established through a strategic alliance among the Banco del Caribe, three Venezuelan NGOs (the Fundación Eugenio Mendoza, Grupo Social CESAP, and the Fundación Vivienda Popular) and ACCION International.
Basix	Bharatiya Samruddhi Finance Ltd., *India*	Mar-01	***	BASIX was set up as a non-bank in 1996 to provide financial services to the rural poor, to promote self-employment, and to provide technical assistance to clients and rural financial institutions.
BCS	Bansalan Cooperative Society, *The Philippines*	Dec-01	*	BCS is a credit union founded in 1967. Its microfinance activities began in 1998, and it currently participates in WOCCU's technical assistance program. It offers both credit and voluntary savings services to members..
BDB	Bank Dagang Bali, *Indonesia*	Dec-00	*	BDB is a private commercial bank that offers savings and credit facilities to primarily low-income clients in Bali. It was founded in 1970.
BESA	BESA Foundation, *Albania*	Dec-00	*	BESA was started in 1988 as a non-profit organization. It now makes group loans to micro and small entrepreneurs in large and secondary cities of Albania.
Bospo	Bospo, *Bosnia and Herzegovina*	Dec-00	*	BOSPO is a NGO founded in 1995 to provide microcredit to solidarity groups made of low-income women entrepreneurs in secondary cities of Tuzla. It is financed by the Local Initiatives Department in Bosnia that aims to improve access to credit to the poor to promote economic reconstruction.
Bossel	Bossel, *Bosnia and Herzegovina*	Dec-00	*	Bossel was founded in 1996. It offers loans to rural microentrepreneurs in Bosnia and Herzegovina using the Village Banking methodology.
BPR-A	Pt bank Perkreditan Rakyat – A, *Indonesia*	Dec-00	*	The rural bank BPR-A was created in 1990 as a for-profit organization to provide individual loans and deposit services to the rural clientele such as small and microentrepreneurs, farmers, fisherman and households.
BPR-B	Pt bank Perkreditan Rakyat – B, *Indonesia*	Dec-00	*	Started in 1991 as a for-profit organization, BPR-B services small and medium entrepreneurs and rural households in both urban and rural areas with individual loans for working capital and deposit services.
BPR-C	Pt bank Perkreditan Rakyat – C, *Indonesia*	Dec-00	*	BPR-C opened in 1993 as a for-profit bank with majority of clients located in large cities. It makes individual loans to small-scale entrepreneurs and traders and provides deposit services.
BPR-D	Pt bank Perkreditan Rakyat – D, *Indonesia*	Dec-00	*	Founded in 1990 as a for-profit bank and currently with branches in both large cities and rural areas, BPR-D provides individual loans and deposit services to small and medium entrepreneurs.
BPR-E	Pt bank Perkreditan Rakyat – E, *Indonesia*	Dec-00	*	BPR-E was started in 1992 as a rural bank to provide individual loans and deposit services to farmers, fishermen, small and medium entrepreneurs and merchants.
BRAC	Bangladesh Rural Advancement Committee, *Bangladesh*	Dec-00	**	BRAC is an NGO that started in 1972. It provides both financial and non-financial services primarily in rural areas. The financial services include the provision of microloans and mobilization of savings.

ACRONYM	NAME, LOCATION	DATE	DATA QUALITY GRADE	DESCRIPTION OF MICROFINANCE PROGRAM
BRI	Bank Rakyat Indonesia, Unit Desa System, *Indonesia*	Dec-00	**	BRI is a government-owned bank oriented towards rural areas, which has operated since 1897. The Unit Desa system is an extensive network of small banking units, which function as profit centers and provide individual loans and savings services. The system has existed in its current form since 1983.
BURO Tangail	BURO, Tangail, *Bangladesh*	Dec-00	***	Flexible voluntary open-savings, microloans and insurance services are provided by BURO TANGAIL since 1990. It is an NGO.
Cacpeco	Cooperativa Cacpeco, *Ecuador*	Dec-00	**	CACPECO is a credit union in Ecuador that has participated in WOCCU's technical assistance program since in 1995. It offers both credit and voluntary savings services to members.
Caja Los Andes	Caja de Ahorros y Créditos Los Andes, *Bolivia*	Dec-01	**	CAJA LOS ANDES grew out of ProCrédito, an NGO that began lending operations in 1992. It was converted to a special finance company in 1995. Los Andes operates in urban and some rural areas in Bolivia, providing individual loans and savings services.
CAM	Centro de Apoyo a la Microempresa, *El Salvador*	Dec-00	*	FINCA's affiliate in El Salvador, CAM was founded in 1990 and is one of FINCA's largest affiliates serving over 16,000 clients in all 15 geographic *departamentos* in El Salvador.
CARD	Center for Agriculture and Rural Development, *The Philippines*	Dec-01	*	CARD started as an NGO in 1986 and is now partially transformed into a rural bank. It is an affiliate of CASHPOR and Women's World Banking. It makes loans and collects deposits.
CERUDEB	Centenary Rural Development Bank, *Uganda*	Dec-00	**	CERUDEB was founded as a trust company in 1983, and obtained its banking license in 1993. It received technical assistance from IPC from 1993-98. CERUDEB provides credit and savings services in Kampala and Uganda's district towns.
Chuimequená	Cooperativa San Miguel Chuimequená, *Guatemala*	Dec-01	*	SAN MIGUEL CHUIMEQUENA is a Guatemalan credit union. It is a member of the FENACOAC system and it participates in WOCCU's technical assistance program. It offers loans and savings services to its members.
Citi S&L	Citi Savings & Loans, *Ghana*	Dec-00	*	CITI S&L is a private non-bank financial institution that operates in Greater Accra, Ghana. It lends to rotating savings and credit associations (susu clubs) and informal savings collectors, and mobilizes savings from the public.
CM Arequipa	Cajas Municipales de Arequipa, *Peru*	Dec-00	**	The municipal savings and credit banks of Peru are owned by city governments. CM AREQUIPA is one of the largest and most successful banks of the national network, and offers pawn and microenterprise loans as well as savings products.
CMM/Medellín	Corporación Mundial de la Mujer Medellín, Medellín, *Colombia*	Dec-00	**	CMM MEDELLIN is affiliated to the Women's World Banking network, and operates in Medellín and surrounding areas. It was founded in 1985 and lends to both men and women.
Compartamos	Asociación Programa Compartamos, I.A.P., *Mexico*	Dec-00	***	COMPARTAMOS is the lending arm of Gente Nueva, a Mexican NGO that was founded in 1985. The program uses a village banking methodology focusing on women, in rural and semi-urban areas of Mexico. It began lending in 1990.
Constanta	Constanta, *Georgia*	Dec-00	*	CONSTANTA was established in 1997 with a grant from UNHCR/Save the Children as a local NGO to provide group loans to poor self-employed women.
COOSAJO	Cooperativa San José Obrero, *Guatemala*	Dec-01	*	SAN JOSE OBRERO is a member of the FENACOAC credit union federation, and participated in WOCCU's technical assistance program in Guatemala. It offers loans and savings services to its members.
Crecer	Crecer, *Bolivia*	Dec-01	***	CRECER is an NGO working primarily in rural areas of Bolivia. It participates in Freedom from Hunger's "Credit with Education" program, using a village banking methodology.
CRG	Crédit Rural de Guinée, *Guinea*	Dec-00	***	CRG was founded in 1998 with the assistance of IRAM, at the request of the Guinean Ministry of Rural Development. It serves over 90,000 clients at 83 local branches throughout rural Guinea.
EBS	Equity Building Society, *Kenya*	Dec-01	***	EBS was established as a building society in 1984 and began its microfinance operations in 1994. It offers savings and credit services to clients at 10 branches in the Central and Nairobi provinces of Kenya, as well as through 15 mobile banks operating in rural areas.

ACRONYM	NAME, LOCATION	DATE	DATA QUALITY GRADE	DESCRIPTION OF MICROFINANCE PROGRAM
Ecosaba	Ecosaba, *Guatemala*	Dec-01	*	ECOSABA is a member of the FENACOAC credit union federation, and participated in WOCCU's technical assistance program in Guatemala. It offers loans and savings services to its members.
EMT	Ennathian Moulethan Tchonnebat, *Cambodia*	Dec-01	***	EMT was founded in 1991 as a rural credit project run by the French agency, GRET. It is in the process of transformation to an independent Institution, and operates in rural areas in the south of Cambodia. It offers individual and solidarity group loans.
FAMA	Fundación de Apoyo a la Microempresa, *Nicaragua*	Dec-00	**	FAMA operates mainly in urban areas of Nicaragua, providing microenterprise credit. It was founded in 1991 and is affiliated with ACCION International.
FATEN	Palestine for Credit and Development, *West Bank and Gaza*	Dec-00	**	FATEN was initiated as a Save the Children affiliate in 1995 and spun-off as an independent NGO in 1999. It provides microcredit to poor women entrepreneurs using group methodology.
Faulu	Food for the Hungry International, *Uganda*	Dec-01	**	Founded in 1995 as an affiliate of Food for the Hungry International, FAULU provides group based credit and voluntary deposit services to small and microentrepreneurs in urban and semi-urban areas.
FAUR	FAUR, *Romania*	Dec-00	**	FAUR is a credit union that was founded in 1949. Its microfinance activities began in 1998, and it currently participates in WOCCU's technical assistance program. It offers both credit and voluntary savings services to members.
FED	Fundación Ecuatoriana de Desarrollo, *Ecuador*	Dec-00	**	Founded over 30 years ago, FED has an extensive branch network throughout Ecuador providing individual microloans. It is an affiliate of ACCION International.
FEFAD	Foundation for Enterprise Finance and Development,*Albania*	Dec-00	**	Operating mainly in urban areas of Albania, FEFAD offers small business loans. It was founded in 1995 as an initiative of the Albanian and German governments, and receives technical assistance from IPC.
Fgainza	Cooperativa Mons. Félix Gainza, *Bolivia*	Dec-01	**	Gainza is a credit union founded in 1968. It participates in WOCCU's technical assistance program and offers both credit and voluntary savings services to members.
FICA	Financière Coopérative Agricole, *Benin*	Dec-00	**	In 1998, FAC-MONO transformed into FICA, a credit and savings cooperative. It offers solidarity and individual loans to rural populations, mainly women micro entrepreneurs and farmers.
FICCO	First Community Cooperative, *The Philippines*	Dec-01	*	FICCO is a credit union founded in 1954. Its microfinance activities began in 1999, and it currently participates in WOCCU's technical assistance program. It offers both credit and voluntary savings services to members.
FIE	FFP - Fomento a Iniciativas Económicas, S.A., *Bolivia*	Dec-00	**	FFP - FIE is a for-profit financial institution offering individual loans to microenterprises in urban areas of Bolivia. It began lending in 1988 as an NGO, and began operating as a "Private Financial Fund" in 1998 under regulation by the Bolivian Superintendency of Banks.
FINAMÉRICA	Financiera América, S.A., *Colombia*	Dec-00	***	FINAMÉRICA is a regulated finance company operating in Bogotá and surrounding areas. Its predecessors were the NGO Actuar Bogotá, founded in 1988, the NGO Corposol, and the finance company Finansol. It is an affiliate of ACCION International.
FINCA AZ	FINCA, *Azerbaijan*	Aug-01	*	Started in 1998, the NGO FINCA Azerbaijan makes small loans to microentrepreneurs using village banking technology.
FINCA EC	FINCA, *Ecuador*	Dec-00	*	FINCA Ecuador was founded in 1994 and provides village banking services to low-income families in three regions of the country: Pichincha, Guayas, and Imbabura.
FINCA GU	FINCA, *Guatemala*	Jun-00	*	Founded in 1998 as a FINCA affiliate, FINCA Guatemala provides loans using village banking methodology to microentrepreneurs.
FINCA HA	FINCA*, Haiti*	Dec-01	*	Founded in 1998 as a FINCA affiliate, FINCA Haiti provides loans using village banking methodology to microentrepreneurs.
FINCA HO	FINCA, *Honduras*	Dec-00	*	FINCA Honduras is one of the largest FINCA affiliates in terms of portfolio size. It was founded in 1989 and operates in 13 of the 18 *departamentos* of Honduras.
FINCA KY	FINCA, *Kyrgyzstan*	Aug-01	*	Founded in 1995, FINCA Kyrgyzstan is operating in five of the six oblasts of Kyrgyzstan and offers both village banking and individual loan products to its clients.

ACRONYM	NAME, LOCATION	DATE	DATA QUALITY GRADE	DESCRIPTION OF MICROFINANCE PROGRAM
FINCA MA	FINCA, *Malawi*	Aug-01	*	FINCA Malawi works with women in the country's southern region, and has been in operation since 1994.
FINCA MX	FINCA, *México*	Dec-00	**	FINCA Mexico currently operates village banking groups in the state of Morelos. It was founded in 1989.
FINCA NI	FINCA, *Nicaragua*	Dec-00	**	FINCA's Nicaraguan affiliate began lending in 1992, and has since expanded to have branch offices in several urban areas in Nicaragua.
FINCA TZ	FINCA, *Tanzania*	Aug-00	*	FINCA Tanzania was formed in 1998 as an affiliate of FINCA International. It provides loans through village banks.
FINCA UG	FINCA, *Uganda*	Aug-01	*	One of FINCA's largest programs, FINCA Uganda has been in operation since 1992. The program offers village banking services to women in Kampala, Jinja and Lira.
FINSOL	Financiera Solidaria S.A., *Honduras*	Dec-00	**	FINSOL (formerly known as FUNADEH) works with small and microenterprises in urban areas of Honduras. It is an affiliate of ACCION International and was founded in 1985.
FM	Fundusz Mikro, *Poland*	Sep-01	*	FUNDUSZ MIKRO began operations in 1995, and now lends to microentrepreneurs across Poland through an extensive branch network. It is a member of the MicroFinance Network.
FMM Popayán	Fundación Mundo Mujer Popayán, *Colombia*	Dec-00	**	FMM POPAYAN is a Women's World Banking affiliate working in the state of Cauca in Colombia. It began lending to microenterprises in 1985.
FOCCAS	Foundation for Credit and Community Assistance, *Uganda*	Sep-00	**	FOCCAS, an affiliate of Freedom from Hunger, operates a village banking-style program in Uganda's district towns and villages. It is based on a credit with education model.
FWWB Cali	Fundación Women's World Banking Cali, *Colombia*	Dec-00	**	FWWB CALI, an affiliate of Women's World Banking, began lending in 1982. It makes individual loans to urban microenterprises in Cali.
FWWB India	Friends of WWB, *India*	Mar-01	***	FWWB INDIA lends to rural women through savings and credit groups. It was founded in 1982.
GV	Grama Vidiyal, *India*	Mar-01	***	GRAMA VIDIYAL was started as a NGO in 1993 as a branch of the parent NGO called Activists for Social Alternatives in India to provide microfinance in rural areas. It is affiliated with CASHPOR and Grameen Bank in Bangladesh.
Hattha	Hattha Kakesekar, *Cambodia*	Dec-01	***	HATTHA KAKSEKAR was founded in 1996. The non-profit Association offers commercial loans and agricultural credit to entrepreneurs in urban and rural areas in the North-Western and central parts of Cambodia.
IASC	International Association for Savings and Credit, *India*	Mar-01	**	IASC is a non-profit organization founded in 1998. It offers loans for housing and microenterprise development, as well as savings and insurance, to clients in rural India.
IM	Inicjatywa Mikro, *Poland*	Dec-00	**	INICJATYWA MIKRO lends to microenterprises mainly in urban areas of Poland. It is affiliated with Opportunity International.
INCA	Cooperativa Inca Huasi Ltda., *Bolivia*	Dec-01	**	Inca is a credit union founded in 1978. It participates in WOCCU's technical assistance program and offers both credit and voluntary savings services to members.
Kafo	Kafo Jiginew, *Mali*	Dec-00	**	KAFO JIGINEW is a federation of credit unions operating in rural areas in the south-central region of Mali. It was founded in 1987.
Kamurj	MDF Kamurj, *Armenia*	Dec-01	*	MDF Kamurj was founded in 2000 as the merger of two separate microfinance programs run by Save the Children and Catholic Relief Services. It offers group loans to women in predominantly rural areas of Armenia.
KASHF	Kash Foundation, *Pakistan*	Jun-01	**	KASHF is an NGO founded in 1996 to provide microcredit to low income women entrepreneurs in rural and urban areas. It is an affiliate of ASA, Bangladesh.
KCLF	Kazakstan Community Loan Fund, *Kazakstan*	Dec-01	**	The NGO KCLF was founded in 1997 with the support of ACDI/VOCA and as an affiliate of Mercy Corps. It uses group methodology to make loans to microentrepreneurs in large and secondary cities.
KEP	ICMC Kosovo Enterprise Program, *Kosovo*	Dec-00	*	KEP was founded in 1999 and offers group and individual loan products, as well as business development services, to economically active but vulnerable populations in Kosovo.

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K-REP	K-REP, *Kenya*	Dec-01	*	K-REP was founded as an intermediary organization in 1984 providing funds to NGOs for on-lending to microenterprises and expanded to work on USAID's Private Enterprise Development Project in 1987. In 1997, K-REP Bank Limited was formed as a subsidiary of K-REP Group and became the first commercial bank in Kenya to directly target low-income clients.
LOK	LOK Sarajevo, *Bosnia and Herzegovina*	Dec-00	*	LOK is a NGO founded in 1997 to provide individual credit to small entrepreneurs in urban and rural areas. It is financed by the Local Initiatives Department that aims to improve access to credit to the poor to promote economic reconstruction.
MCM	MicroCredit Montenegro*, Yugoslavia*	Dec-00	**	MCM is an NGO started in 1999 to provide microcredit in Montenegro to traders and farmers using individual methodology.
MFAN	Mfanteseman Rural Bank, *Ghana*	Dec-00	**	MFANTESEMAN was established in1997 to provide financial services to fishermen and traders using solidarity groups in rural areas. It has been funded by UNDP/MicroStart program to broaden its outreach.
MFW	Microfund for Women, *Jordan*	Dec-01	**	MFW was established in October 1999 to take over the lending program that was managed by the Jordanian Women's Development Society, a Jordanian NGO that spun off from Save the Children in 1996. It is now a private, non-profit company devoted to providing poor women microentrepreneurs with sustainable financial services though group, individual and seasonal loan products.
Mibanco	Banco de la Microempresa, *Peru*	Dec-00	**	MIBANCO is a commercial microfinance bank offering microenterprise credit in Lima, and is affiliated with ACCION International. Formerly an NGO, Acción Comunitaria del Perú, the institution was transformed into a bank in 1998.
Mikrofin	Mikrofin, *Bosnia and Herzegovina*	Dec-00	**	MIKROFIN is an affiliate of CARE international and started operations in 1997. It provides individual and group loans to microentrepreneurs in semi-urban areas. It is financed by the Local Initiatives Department.
Moyután	Cooperativa Moyután, *Guatemala*	Dec-01	*	MOYUTAN is a member of the FENACOAC credit union federation, and participated in WOCCU's technical assistance program in Guatemala. It offers loans and savings services to its members.
Moznosti	Moznosti, *Macedonia*	Dec-00	**	MOZNOSTI, an affiliate of Opportunity International, began lending in 1996. It operates both in urban and rural areas of Macedonia, and lends to microenterprises and small businesses.
Nirdhan	Nirdhan Utthan, *Nepal*	Jul-01	**	NIRDHAN is an NGO founded in 1991. It is a Grameen replicator providing credit and deposit services to the poor. Both compulsory and voluntary deposits services are offered. The NGO was transformed into Nirdhan Utthan Bank Limited in July 1999. It is a member of the CASHPOR network.
NLC	Network Leasing Corporation Ltd., *Pakistan*	Jun-01	**	NLC is a private for-profit financial company that offers financial services to microentrepreneurs. It uses a leasing methodology considered compatible with Islamic law, which forbids interest on borrowing.
NOA	NOA, *Croatia*	Dec-00	*	NOA, an affiliate of Opportunity International, was started in 1997 to provide individual and group loans to self employed persons in agriculture and small businesses.
Nsoatreman	Nsoatreman Rural Bank, *Ghana*	Dec-00	**	NSOATREMAN was formed in 1984 to provide credit and deposit services in Brong Ahafo region in Ghana to farmers, micro-entrepreneurs and civil servants.
Nyésigiso	Réseau Nyésigiso, *Mali*	Jun-00	**	Established in 1990 as a credit union, NYESIGISO offers credit and savings services to both men and women in urban and rural areas of Mali.
OEF	O.E.F. El Salvador, *El Salvador*	Dec-00	*	The NGO O.E.F. offers loan products to micro and small entrepreneurs, mostly in urban and peri-urban areas in El Salvador. It also offers non-financial services such as health and management training.
Oscus	Cooperativa Oscus Ltda., *Ecuador*	Dec-00	**	OSCUS is a credit union in Ecuador, and it participates in WOCCU's technical assistance program. OSCUS offers both credit and voluntary savings services to members.

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PADME	Association pour la Promotion et l'Appui au Développement des MicroEntreprises, *Benin*	Dec-00	**	PADME is an NGO working in urban and peri-urban areas of Benin. It offers loans to small and microenterprises, and was created by the Government of Benin with funding from the World Bank in 1993. It began a transformation into a private microfinance institution in 1996.
PAMÉCAS	Programme d'Appui aux Mutuelles d'Epargne et de Crédit au Sénégal, *Senegal*	Dec-00	**	PAMÉCAS was established as a credit union in 1996. It offers a wide range of savings and credit services, primarily to women, using individual, solidarity and village banking products in urban and peri-urban Senegal. It is a member of the Developpement International Desjardins network.
Partner	Mercy Corps, *Bosnia and Herzegovina*	Dec-01	**	PARTNER is an NGO that started its operation in 1997 and provides individual credit to microenterprises in war affected areas. Among others, it is financed by the Local Initiatives Department in Bosnia that aims to improve access to credit to the poor to promote economic reconstruction.
Piyeli	Association Piyeli, *Mali*	Dec-00	*	PIYELI is an Association that was created in 1995. It offers solidarity group loans to microentrepreneurs in urban and rural areas around Bamako, as well as voluntary savings.
PMPC	Panabo Multi-Purpose Cooperative, *The Philippines*	Dec-01	*	PMPC is a credit union founded in 1965. Its microfinance activities began in 1998, and it currently participates in WOCCU's technical assistance program. It offers both credit and voluntary savings services to members.
Portosol	Portosol, *Brazil*	Dec-00	*	PORTOSOL is an NGO operating in Porto Alegre in Brazil. It offers individual loans to microentrepreneurs and was founded in1996.
PRIDE TZ	Promotion of Rural Initiatives and Development Enterprises, *Tanzania*	Dec-00	**	PRIDE TANZANIA offers microcredit in urban and semi-urban areas of Tanzania. It was founded in 1993.
Prizma	Prizma*, Bosnia and Herzegovina*	Dec-01	**	PRIZMA was founded in 1997 by the international NGO ICMC to support poor and low-income women formed into solidarity groups in small towns and rural areas. Prizma now uses individual and group methodologies to help women address basic needs, shelter, and livelihoods.
PRODEM FFP	Fundo Financiero Privado (FFP) PRODEM (Promoción y Desarrollo de la Microempresa) S.A., *Bolivia*	Dec-00	*	PRODEM began in 1986 as an NGO offering group loans to urban microenterprises, and was the precursor to BancoSol. When its urban portfolio was passed to BancoSol in 1992, it began to develop a new clientele in rural areas in Bolivia. PRODEM FFP, a regulated financial institution licensed as a private financial fund, was launched in January 2000.
ProMujer	ProMujer, *Bolivia*	Dec-00	**	PRO MUJER BOLIVIA was founded in 1991 to provide training and credit to predominantly women clients.
Quilla	Cooperativa Quillacollo, *Bolivia*	Dec-01	**	Quillacollo is a credit union founded in 1962. It participates in WOCCU's technical assistance program and offers both credit and voluntary savings services to members.
RADE	RADE, *Egypt*	Dec-00	*	The microfinance activities of the NGO RADE started in 1998. RADE is an affiliate of Catholic Relief Services in Egypt. It offers village banking loans to women in rural areas.
Riobamba	Cooperativa Riobamba, *Ecuador*	Dec-00	**	RIOBAMBA is a credit union in Ecuador that has participated in WOCCU's technical assistance program since in 1995. It offers both credit and voluntary savings services to members.
RSPI	Rangtay Sa Pagrangay Inc., *The Philippines*	Dec-00	**	RSPI, an Opportunity International partner, lends primarily to self-help groups in the Cordillera and Iloco regions of the Philippines.
Sagrario	Cooperativa El Sagrario, Ltda., *Ecuador*	Dec-00	**	EL SAGRARIO is a credit union in Ecuador that participates in WOCCU's technical assistance program, begun in 1995. It offers both credit and voluntary savings services to members.
San Francisco	Cooperativa San Francisco, *Ecuador*	Dec-00	**	SAN FRANCISCO is a credit union in Ecuador that has participated in WOCCU's technical assistance program since in 1995. It offers both credit and voluntary savings services to members.
Sanatatea	Sanatatea Tg. Mures, *Romania*	Dec-00	**	Sanatatea is a credit union that was founded in 1960. It currently participates in WOCCU's technical assistance program. It offers both credit and voluntary savings services to members.

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SAT	Sinapi Aba Trust, *Ghana*	Dec-00	*	SAT is a member of Opportunity International, and offers individual and group loans both in rural and urban areas of Ghana. It was founded in 1995.
SEDA	Small Enterprise Development Agency, *Tanzania*	Sep-00	**	SEDA was started in 1996 as an affiliate of World Vision to provide financial services to women through village banking methodology in Tanzania.
SEEDS	Sarvodaya Economic Enterprises Development Society, *Sri Lanka*	Mar-01	**	SEEDS was established in 1987 to provide loans to create employment and to increase standard of living, to mobilize deposits through compulsory and voluntary savings programs and to provide life and natural disaster insurances.
SEF	Small Enterprise Foundation, *South Africa*	Jun-01	**	SEF is an NGO working in the Northern Province of South Africa. It uses a Grameen methodology to provide loans to rural women, and was founded in 1991.
SHARE	Society for Helping Awakening Rural poor through Education, *India*	Mar-01	***	SHARE lends to women in rural areas of Andhra Pradesh in India. It is a member of the CASHPOR network and was founded in 1989.
SIFFS	South Asian Federation of Fishermen Societies, *India*	Mar-01	**	SIFFS founded its non-profit microfinance program in 1996 to serve artisinal fishermen and fish vendors in both urban and rural areas. The program offers loan, savings, and insurance products.
SIMC	Samal Island Multi-Purpose Cooperative, *The Philippines*	Dec-00	*	SIMC is a credit union founded in 1969. Its microfinance activities began in 1998, and it currently participates in WOCCU's technical assistance program. It offers both credit and voluntary savings services to members.
SJPU	Cooperative San Jose de Punata, *Bolivia*	Dec-01	**	SJDP is a credit union founded in 1964. It participates in WOCCU's technical assistance program and offers both credit and voluntary savings services to members.
Solución	Solución - Financiera de Crédito del Perú, *Peru*	Dec-00	**	Solución is a finance company founded in 1996. It offers consumer loans and individual loans to small entrepreneurs, through a wide network of branches in Peru's urban areas, and access to branches of the Banco de Crédito del Perú.
SSCC	Silagan Savings and Credit Cooperative, *The Philippines*	Dec-00	*	SSCC (also called SMPC or Siligan Multi-Purpose Cooperative), is a credit union founded in 1990. Its microfinance activities began in 2000, and it currently participates in WOCCU's technical assistance program. It offers both credit and voluntary savings services to members.
Sunrise	Sunrise Sarajevo, *Bosnia and Herzegovina*	Dec-00	**	SUNRISE is an NGO founded in 1997 to provide individual credit to start-up and established micro enterprises. It is financed by the Local Initiatives Department that aims to improve access to credit to the poor to promote economic reconstruction.
Swayam	Swayamkrushi Cooperative Society, *India*	Jun-00	**	SWAYAMKRUSHI was founded in 1997 as a cooperative society and serves self-help groups through group loans and compulsory deposits. It is partially funded by BASIX, a non-bank finance institution.
Textila	Textila "Oltul", *Romania*	Dec-00	**	Textila is a credit union that was founded in 1947. Its microfinance activities began in 1998, and it currently participates in WOCCU's technical assistance program. It offers both credit and voluntary savings services to members.
Tonantel	Cooperativa Tonantel, *Guatemala*	Dec-01	*	TONANTEL is a member of the FENACOAC credit union federation, and participated in WOCCU's technical assistance program in Guatemala. It offers loans and savings services to its members.
TSPI	TSPI Development Corporation, *The Philippines*	Jun-01	**	TSPI operates in urban and semi-urban areas of the Philippines, offering group loans to microenterprises. It was founded in 1981 and is affiliated to the Opportunity Network, the MicroFinance Network and CASHPOR, among others.
Tulcán	Cooperativa Tulcán, Ltda., *Ecuador*	Dec-00	**	TULCAN is a credit union in Ecuador, and participates in WOCCU's technical assistance program, begun in 1995. It offers both credit and voluntary savings services to members.

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USPD	United Sugarcane Planters of Davao MPC, *The Philippines*	Dec-01	*	USPD is a credit union founded in 1996. Its microfinance activities began in 1999, and it currently participates in WOCCU's technical assistance program. It offers both credit and voluntary savings services to members.
Vital-Finance	Vital-Finance, *Benin*	Dec-01	*	From 1998-2000, VITAL-FINANCE was an NGO, offering individual and solidarity group loans to small and microentrepreneurs in Benin's rural areas. It is now functioning as an Association.
Vivacred	Vivacred, *Brazil*	Dec-00	*	VIVACRED is an NGO operating in Rio de Janeiro in Brazil. It offers individual loans to microentrepreneurs, and was founded in 1997.
WAGES	Women and Associations for Gain both Economic and Social, *Togo*	Dec-00	*	WAGES serves women in Lomé and surrounding areas, working with borrowers' associations in a village-banking type methodology. It was founded in 1994.
WR Honduras	World Relief Honduras, *Honduras*	Dec-00	*	WR HONDURAS was founded in 1981 as an NGO. It is part of the COVELO network and network of FODIPREH NGOs. It offers a mix of individual, solidarity and village banking loan products to women in urban and semi-urban areas in Honduras.
WVB	World Vision, *Bosnia and Herzegovina*	Sep-00	***	Founded in 1996 as an affiliate of World Vision, the NGO WVB provides individual and group loans to self-employed small and microentrepreneurs.
XAC	XAC - Golden Fund for Development, *Mongolia*	Jun-00	**	XAC's microfinance program was started as a non-bank financial institution in 1998 with funding from UNDP-Microstart program. It provides individual loans and deposit services to microentrepreneurs.