

Advancing Microfinance through
Association Leadership

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Performing a State of the Sector Analysis: A Guide for Microfinance Associations

2009

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Performing a State of the Sector Analysis: A Guide for Microfinance Associations

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The mission of the Citi Network Strengthening Program, the largest global grant program to be implemented in support of the Citi Foundation's microfinance strategy, is to increase the capacity and scale of the microfinance sector by strengthening the operational, technical, and financial capacity of twelve national and regional microfinance associations.

ABBREVIATIONS

CGAP	Consultative Group to Assist the Poor
FAO	Food and Agriculture Organization
GDP	gross domestic product
IFC	International Finance Corporation
ILO	International Labour Organization
IMF	International Monetary Fund
KfW	Kreditanstalt für Wiederaufbau
KILM	Key indicators of the labor market
MFI	Microfinance Institution
MIS	Management Information System
MIV	Microfinance Investment Vehicles
MIX	Microfinance Information Exchange
PPP	Purchasing Power Parity
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme

Introduction

How to Use this Guide

The *Performing a State of the Sector Analysis: A Guide for Microfinance Associations*, was written as a resource guide for national and regional microfinance associations engaged in producing sector analysis reports for a specific region or country. Its goal is to ensure high-quality industry research that can promote the sustainable development of the microfinance sector.

The guide sets out to identify the most important areas of investigation in a sector analysis, together with key questions to guide analysis. Where appropriate, it offers suggestions on indicators for descriptive purposes. It is important to note that the guide is designed to assist organizations in the information gathering process and should not be seen as a checklist or an outline *per se*.

The depth of analysis in any one recommended section will depend on a number of factors, including the existence of secondary sources of data, available technical and financial resources, and most importantly, the strategic interests of an association and its members. Consequently, organizations may need to adapt the size, structure, and content of a sector analysis in response to their own needs and the resources at hand. Examples of sector analysis reports developed by associations from around the world can be found in the Resources section of the Network Development Exchange website of The SEEP Network.

Sector Analysis as a Core Association Product

A microfinance sector analysis is a comprehensive report on the state of microfinance in a country or region. It should be both descriptive and analytical in nature and provide an outlook on the sector that is useful to a broad audience (including practitioners, donors, government, and support organizations). These assessments are distinct from benchmarking reports or summaries of association member activities. Their scope should extend beyond the performance of individual institutions and take into account the range of industry stakeholders and the dynamics that are shaping the development of the sector. Sector analyses are often developed by microfinance associations or other representative organizations with strong links to the sector.

While these studies are becoming more available, there are still large national and regional gaps in the global microfinance market. Associations, with their exceptional access to information via their members and links with key stakeholders, are strategically positioned to fill this market gap and should consider including these reports as a core product—becoming part of their information exchange and dissemination function.

Potential Target Market

As noted, the data and analysis contained in a sector analysis report is of interest to a range of industry stakeholders.

A critical component of any successful microfinance intervention is an evaluation of the external environment. Government agencies, donor organizations, and industry associations need to ensure that they have sufficient information to identify gaps in a specific market and develop effective strategies to support the sector's growth and development. Sector analyses can be an essential tool in this process. A comprehensive account of a national or regional sector—including important trends, challenges,

Box 1. Industry Stakeholders

- Government
- Donors
- Technical assistance providers
- Regional and international associations
- Media

and opportunities—can better define national priorities, as well as national and regional association goals. Likewise, high-quality sector data is essential for building credibility with government representatives. Frequent consultation will then allow associations to determine government priorities and ensure that sector research is responsive and influential.

While each country or region has unique characteristics, by and large, microfinance sectors develop through distinct phases, namely: start-up, expansion, consolidation, and integration.¹ Table 1 provides a brief description of the phases of sector development and the implications of these stages of development for sector priorities.

Microfinance Providers

Association members rarely have the resources or expertise to invest in large-scale research. Day-to-day operations often keep them singularly focused on their own institutions. As a consequence, they look to associations to gain perspective on the broader context in which they work. Sector analyses can be an excellent way to serve member needs for information. They provide analysis on the number and types of MFI providers in the market, current growth trends, sustainability, new products and services, and environmental factors that have a direct bearing on current and future MFI operations.

Box 2. Defining Member Information Needs

Associations should regularly survey the opinions of members in order to ensure that sector analyses meet their needs. Recommended questions include:

- How can the association support the research activities of your organization?
- What are the topics of most interest to you? Why?
- In what format would you like to receive this information?
- How frequently should this information be updated?
- How have you utilized the sector research produced by the association?

Public and Private Investors

In spite of greater coordination among the various stakeholders operating in the microfinance sector, donors, government agencies, and individual and institutional investors continue to work independently of one another, often duplicating efforts to identify investment opportunities and areas of future support. Sector analyses can reduce inefficiencies in the market by streamlining the process of information collection to produce a singular credible data source that all stakeholders can use. By providing relevant, up-to-date information on performance, capacity-building needs, and financing gaps, sector analyses have the potential to positively influence public and private financing flows to a particular country or region—a service that will be greatly valued by actors at all levels.

Product Development

The information that forms the basis of sector analyses is drawn from multiple sources, including existing studies, self-reported data from microfinance organizations, interviews with key informants (e.g., policy makers, government officials, formal financial sector representatives, association leaders, investors and/or other MFI leaders). Annex 1 to this guide suggests information sources that may be useful for a sector analysis report.

A comprehensive national or regional sector analysis can be a costly and time-consuming exercise, depending on the availability of reliable data in the market. It is not uncommon for a comprehensive state of the sector analysis to cost between US\$20,000 and US\$50,000, depending on the scope and scale of the study. An assessment can also take several months to complete. Given the technical and analytic nature of such an exercise, most associations contract out all or part of this exercise, such as focused analyses of one or several topics in the report, to a microfinance sector specialist who can complete the scope of work in a focused and timely fashion. However, some of the more mature associations may have a dedicated research division that is well equipped to undertake these studies directly, without disrupting the core business of the association.

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1. Judith Brandsma and Deena Burjorjee, 2004, "Microfinance in the Arab States: Building Inclusive Financial Sectors," UNCDF, New York, New York.

Table 1. Stages of Microfinance Sector Development and Corresponding Priorities

Stage of sector development	Implications for sector priorities
I. START UP <p>Products and services. Dominated by experimental pilot projects, products are developed and tested for market; focus is often on credit products; price structures similar for all products.</p> <p>Institutions. Small-scale operations (usually serving only a few thousand customers), high costs, unregulated.</p> <p>Funding. Highly subsidized mix of donations, below-market interest rates, little diversity in funding sources.</p> <p>Market. Lack of competition, limited market penetration, concentration of supply in few geographic areas.</p>	<ul style="list-style-type: none"> • Lateral learning among members (seminars, exchanges, working groups). • Collection and dissemination of sector information. • Field staff and management training. • Awareness-building activities for policy makers.
II. EXPANSION <p>Products and services. Some interest rate differentiation, standard products. Few leading organizations experiment with product diversification.</p> <p>Institutions. Focus on expanding scale of operations. Economies of scale lead to efficiencies for a few leading institutions, but pressure for rapid growth may sacrifice management oversight and service quality.</p> <p>Funding. Increased diversity of funding sources, use of loans to fund expansion, interest rates set to ensure profitability and growth.</p> <p>Market. Some competition in urban areas with respect to existing products.</p>	<ul style="list-style-type: none"> • Lateral learning among members (seminars, exchanges, working groups). • Collection and dissemination of sector information. • Institutional strengthening activities, particularly in areas of portfolio planning, financial management systems and procedures, and internal controls. • Performance monitoring and reporting. • Codes of conduct for associations' MFI members. • Sector research. • Sector representation to government. • Facilitation of linkages and partnerships among industry stakeholders and service providers.
III. CONSOLIDATION <p>Products and services. New products, such as insurance, consumer lending, savings, and/or house-improvement financing, are introduced. Increased flexibility in products and sensitivity to customer demand. Increased competition puts downward pressure on interest rates; technological innovations.</p> <p>Institutions. Focus on sustainability, improved levels of productivity, many institutions operate at a profit with high client volumes. Where opportunities exist, a few select MFIs transform into regulated institutions. Non-regulated institutions adopt transparent reporting standards. Client protection practices become more widespread.</p> <p>Funding. Subsidies diminish, increased presence of national and international lenders and equity investors, savings mobilization.</p> <p>Market. High penetration rate of existing target markets, expansion into previously neglected markets (e.g., rural areas and lower-income segments).</p>	<ul style="list-style-type: none"> • Lateral learning among members. • Collection and dissemination of sector information. • Institutional strengthening activities, particularly in areas of cash flow, asset management, risk management, institutional transformation and governance. • Sector research. • Market intelligence. • Sector representation to government. • Facilitation of linkages and partnerships among industry stakeholders and service providers, including newly emerging commercial investors. • Promotion of product development and technological innovations. • Self-regulation and standard setting. • Policy research and advocacy. • Investment readiness. • Social performance monitoring.
IV. INTEGRATION <p>Products and services. Wide range of demand-oriented products and services available to distinct market segments.</p> <p>Institutions. Most institutions regulated by relevant government entity. Downscaling of commercial banks; some MFIs diversify customer base through up-scaling. Client protection systems in place and functioning well.</p> <p>Funding. Diverse mix of private capital, growth in equity investments and saving deposits as funding sources.</p> <p>Market. High degree of competition, stable growth, focus on financial inclusion.</p>	<ul style="list-style-type: none"> • Lateral learning among members. • Collection and dissemination of sector information. • Specialized training or consultancies. • Sector representation to government. • Facilitation of linkages and partnerships among industry stakeholders and service providers. • Promotion of product development and technological innovations. • Sector research. • Market intelligence. • Policy monitoring and evaluation.

For most associations, the development of sector analysis reports becomes an annual or biannual activity. As the association gains experience, it may decide to form alliances with local partners, such as a local university or specialized consulting firm, who can provide ongoing expertise and resources to help streamline investigative processes.

Product Positioning and Marketing

As an association considers making sector analyses a core product, careful consideration should be given to the associated costs of their production and defining their appropriate target market.

In less-developed microfinance markets, where information and investment opportunities are scarce and association members have not yet developed a demand for these types of services, associations can play a public goods role by leveraging their information dissemination and exchange capabilities to produce such reports. In this case, donors are generally more than willing to pay for sector analyses, because they become a way to enhance the flow of information in the sector and promote a more conducive operating environment for service providers.

In more mature markets, where there is greater investor interest and a willingness among service providers to pay for value-added services, associations have an opportunity to segment the market according to different user groups, packaging and pricing different pieces of a sector analysis based on the needs of the different markets. In either case, it is important for associations to define market opportunities in order to develop the appropriate product, price structure, and distribution channels for different user groups.

Structure

Table 2 below provides an overview of the suggested structure of a comprehensive sector analysis. It is divided into eight key topic areas, with a brief description of each.

Table 2. Structure of a State of the Sector Analysis

Topic	Description
Executive summary Provides relevant background information, summarizes objective of report and major findings in an overview. (Suggested length: 1 page)	<ul style="list-style-type: none">• Background• Purpose of report• Major findings
Country/ regional description Provides a brief but relevant description of the national or regional economy. This section is meant to provide context and serve as a reference for comparison with other countries or regions. (Suggested length: 3 pages)	<ul style="list-style-type: none">• Population/ demographics• Macroeconomic situation
Financial sector overview This section should focus on the issues most relevant to the development of an inclusive financial sector in the country or region. It should provide an overview of the principal categories of suppliers (e.g., commercial banks, state-owned banks, cooperatives, and specialized microfinance institutions), their combined outreach and depth of services, and a description of the most important barriers to access for low-income segments of the population. (Suggested length: 4 pages)	<ul style="list-style-type: none">• Access to financial services• Supply of financial services• Barriers to access
Regulations and government initiatives This section should provide a summary of current issues. Readers will be interested in recent and proposed regulations, their potential impact on institutions and the availability of services, as well as recommendations for reforms. Since the subject of government regulation and supervision is quite complex, this section should only provide an overview of major issues. If necessary, an association may consider developing a separate, more in-depth study of this important subject. (Suggested length: 6 pages)	<ul style="list-style-type: none">• Government support• Policy framework• Financial regulation and supervision• Reforms
Microfinance sector development This section should provide an in-depth description and analysis of the part of the financial sector that focuses on providing services to low-income segments of the population, together with micro and small businesses. It should provide the historical context for the development of microfinance activities and describe current and projected supply of and demand for these services. To the degree possible, analysis of the microfinance sector should extend beyond credit to include savings, insurance, and money transfer services provided to low-income groups. Organizations may find it useful to develop additional market studies for more in-depth analysis of important market segments. (Suggested length: 8 pages)	<ul style="list-style-type: none">• History• Supply of microfinance services• Demand for microfinance services• Non-credit services
Funding This section should describe the most relevant donors, lenders, and investors supporting the microfinance sector. Funding sources should include government institutions and second-tier wholesale facilities, if present. (Suggested length: 5 pages)	<ul style="list-style-type: none">• Donors• Lenders and equity investors• Financing strategies of MFIs
Looking forward This section should provide an outlook on the future of microfinance in the country or region. It should identify potential areas of growth and development, areas of promising innovation, and other opportunities that, if taken advantage of, could result in important benefits for the sector. Similarly, analysis should include a description of the most important challenges facing the sector, the factors affecting the sector's growth, threats to future development, and/or inherent weaknesses in the current system. This section may serve to expand on issues mentioned in earlier sections or identify new areas of analysis. (Suggested length: 5 pages)	<ul style="list-style-type: none">• Projected growth and development• Opportunities and challenges
Additional resources This section should provide a brief listing of resources utilized in the development of the report that can be accessed by the reader, in addition to other sources of available information.	<ul style="list-style-type: none">• Sources of information

CONTENT

The following outline provides a description of the contents of an assessment, the questions that should guide investigation, and a list of suggested indicators that should be considered.

Executive Summary

1. Background
2. Objective of report
3. Major findings

Country/Regional Description

1. Population/demographics

What is the standard of living for the population in the country or region?

- Total population
- Economically active population
- National poverty line
- Percentage of population living below the national poverty line
- Other statistics particularly relevant to the country and/or region, such as literacy rates, HIV/AIDS infection rates, percentage of population living in rural areas, life expectancy, population growth, internal conflict (e.g., war or occupation), and natural disasters
- Important trends in any of the above indicators
- Map with relevant administrative divisions and towns

2. Macroeconomic situation

What are the most important economic indicators for the country or region?

- Economic trends (as appropriate, at least 3 specific periods)
- Gross domestic product (GDP) in terms of purchasing power parity (PPP)
- Inflation rate(s)
- Interest rates (savings and lending, commercial and public)
- Exchange rate(s)
- Employment (formal and informal, self-employment, small and medium enterprise, public, private, as appropriate)

Financial Sector Overview

1. Access to financial services

What portion of the economically active population has sustainable access to financial services?

- Number of bank accounts in relation to economically active population
- Other available statistics that might indicate general levels of coverage (e.g., private sector credit as a percentage of GDP)
- Percentage of economically active population with access to financial services

What percentages of poor and low-income segments of the population have sustainable access to financial services?

- percentage of low-income households with bank accounts
- percentage of low-income households with access to financial services

2. Supply of financial services

Who are the key suppliers of financial services in the country?

- Description of major suppliers by general category
- Number of institutions in each general category

What is their relative size in terms of share of the financial market?

- Volume of loans outstanding per category of financial service provider
- Volume of savings mobilized per category of financial service provider
- Number of branches
- Number of clients

What market segments do they serve?

- Average loan size
- Average savings deposit
- Rural/ urban client volume
- Socioeconomic indicators, if available

Where do they operate?

- Coverage in rural and urban areas
- Coverage in poorer geographic areas

What services do they offer?

- General descriptions of loan products, savings products, insurance, and money transfers

3. Barriers to access

What are the most important barriers to access for the lowest-income segments of the population (e.g., lack of collateral, minimum account balances, identification cards, lack of permanent residence)?

Regulations & Government Initiatives

1. Government support

What has been the role of government in supporting the development of an inclusive financial sector?

- National microfinance strategy of the government
- Summary of national poverty reduction strategies, including any government-subsidized lending schemes
- Important financial sector reforms

2. Policy framework

How are microfinance activities governed by existing law(s)?

- Policy framework for microfinance institutions (proposed and enacted)
- Existence of legal forms for private, nonbank financial institutions

3. Financial regulation and supervision

What are the most important regulations impacting the availability of financial services for poor and low-income segments of the market?

- Description of recent and proposed regulations

What are the current and proposed structures for supervising microfinance activities?

- Supervisory structure(s) for microfinance activities (current and proposed)

4. Reforms

What are the current or foreseen impacts of existing and proposed regulations on the overall availability of services?

What types of reforms are needed for further development of the sector?

Microfinance Sector Development

1. History

How long have most microfinance providers been in existence?

- Average age of providers
- Percentage of providers established in last 2–5 years
- Measures of sector growth

What have been the most important events for the sector that have either catalyzed or hindered its development?

2. Supply of microfinance services

What are the legal structures of microfinance providers?

- Number and type of regulated institutions (deposit and non-deposit taking)
- Number and type of unregulated institutions

What market segments do they serve?

- Average loan balance
- Average savings balance
- Socioeconomic indicators, if available
- Rural/ urban clients
- Client gender

What is the relative scale of existing microfinance providers?

- List of major suppliers (top five or ten in number of clients, savings mobilized, loans outstanding, money transfers, and insurance, if relevant and available)

What services are available to microfinance clients?

- General description of available loan products in the sector (i.e., relative prevalence of consumer loans, microenterprise loans, housing loans, other kinds of loans)
- Percentage of microfinance providers that offer loan products
- Estimated value of total gross loan portfolio of sector
- Number of loans outstanding to microfinance clients
- General description of available savings products
- Percentage of microfinance providers that offer savings products
- Estimated volume of savings accounts in the sector
- Number of savings accounts
- Description of available insurance products
- Percentage of microfinance providers that offer insurance products
- Number of clients with insurance
- Description of available money transfer services
- Percentage of microfinance providers that offer money transfer services

What are the most relevant trends in the performance of microfinance providers?

- Return on assets
- Average effective interest rates
- Debt-to-equity ratios
- Portfolio-at-risk ratios
- Percentage of rural clients
- Percentage of women clients

3. Demand for microfinance services

Where is the greatest unmet demand in the microfinance market?

- Unmet demand quantified by estimated number of persons, number of enterprises, and/or value of services demanded
- Gaps in product offerings (e.g., savings, agricultural loans)
- Gaps in particular market segments (e.g., youth, geographic regions)

Funding Sources

1. Donors

Which organizations are the most important sources of donor resources?

- Description of organizations
- Estimated size of programs
- Focus of programs and/or priority areas for funding

2. Lenders and equity investors

Who are the most important lenders and investors in the sector?

- Top five lenders and investors operating in the country or region
- Estimated volume of investments
- Estimated value of loans outstanding to MFIs

3. Financing strategies of MFIs

What are the current financing strategies of MFIs?

- Total MFI borrowings
- Total borrowings as a percentage of total outstanding portfolio of the sector
- Relative share of commercial borrowing in the market
- Average MFI debt-to-equity ratio
- Average cost of capital

What are the important most important funding trends in microfinance (i.e., relative share of commercial borrowing as a percentage of total sector financing, share of domestic versus foreign capital, leverage achieved by MFIs through the banking sector)?

Looking Forward

1. Projected growth and development

How is the sector projected to develop over the next few years?

- Projected growth in institutions and clients
- Financing needed to meet projected growth
- Projected sources of funding

What areas are best positioned for growth?

- Types of institutions
- Types of services
- Market segments

What trends are most important in the market?

- MFI sustainability and/or profitability
- Growth in client outreach
- Gender diversification
- Rural/urban diversification
- Poverty targeting
- Commercialization (i.e., increased private funding, transformations, etc.)
- Mix of product and service offerings
- New technologies

2. Opportunities and challenges

What are the biggest institutional constraints facing MFIs in the sector (e.g., governance, management, MIS, technology, access to funding)?

What current trends or innovations are likely to have the greatest impact on the sector?

Annex 1: Resources

Note: URLs effective as of September 2009.

Country/Regional Overviews

- World Bank—Key Development Data and Statistics: http://web.worldbank.org/WBSITE/EXTERNAL/DATASTATISTICS/0,,contentMDK:20535285~menuPK:1192694~pagePK:64133150~piPK:64133175~theSitePK:239419_00.html
- UNDP (United Nations Development Programme)—Country and Regional Human Development Reports: <http://hdr.undp.org/en/reports/nhdr/>
- Millennium Development Goals Indicators—PPP data and population living below \$1/day: <http://mdgs.un.org/unsd/mdg/Data.aspx>
- ILO (International Labour Organization)—Employment Data (KILM database): <http://www.ilo.org/public/english/employment/strat/kilm/index.htm>
- Freedom House—Legal Freedoms: <http://www.freedomhouse.org/template.cfm?page=363&year=2007>

Financial Sector Resources

- CGAP (Consultative Groups to Assist the Poor)—Market Intelligence Country Maps: <http://www.cgap.org/site/c/template.rc/1.26.2301>
- IMF (International Monetary Fund)
Global Financial Stability Reports: <http://www.imf.org/external/pubs/ft/GFSR/index.htm>
International Financial Statistics: <http://www.imfstatistics.org/imf/>
- National central bank websites
- FAO (Food and Agriculture Organization)—Rural Finance Web page: http://www.ruralfinance.org/servlet/CDS_Servlet?status=ND01NDE4JjY9ZW4mMzM9KiYzNz1rb3M~
- Microfinance Information Exchange: <http://www.mixmarket.org/>
- Insurance: ILO Step Program: <http://www.ilo.org/public/english/protection/secsoc/step/index.htm>
- Insurance: ILO Social Finance Unit: http://www.ilo.org/employment/Areasofwork/lang--en/WCMS_DOC_EMP_ARE_SFN_EN
- International Association of Insurance Supervisors—Insurance Laws Database: <http://www.iaisweb.org/index.cfm?pageID=53>
- Microfinance Gateway Library: <http://www.microfinancegateway.org/section/library/>

Regulations and Government Initiatives Resources

- Microfinance Gateway Regulation Resource Center: http://www.microfinanceregulationcenter.org/resource_centers/reg_sup
- UNCDF (United Nations Capital Development Fund)—Inclusive Finance: <http://www.uncdf.org/english/microfinance/>
- World Bank/IFC (International Finance Corporation)—*Doing Business*: <http://www.doingbusiness.org/LawLibrary>

Market Resources

- Microfinance Information Exchange: <http://www.mixmarket.org/>
- Tradeport: California's Gateway to Global Trade—"Global Trade Tutorial: Researching Your Markets": <http://www.tradeport.org/tutorial/researching/index.html>

Resources on Funding and Supporting Organizations

- CGAP—*MIV Benchmarking Report*: <http://www.cgap.org/gm/document-1.9.3142/MIV%20Benchmarking%20Report%202007.pdf>
- KfW—Microfinance Investment Funds: *Leveraging Private Capital for Economic Growth and Poverty Reduction*, 2006
- MIX Market: <http://www.themix.org/>
- First Initiative: <http://www.firstinitiative.org/>

Additional Information Resources

- Banking with the Poor Association: <http://www.bwtp.org/>
- CIA *World Factbook* (economic statistics): <https://www.cia.gov/library/publications/the-world-factbook/>
- CGAP website "Donors and Investors": <http://www.cgap.org/p/site/c/donors/>
- The Economist and the Economist Intelligence Unit Country Reports (fee basis): <http://store.eiu.com/index.asp?promo=cbanklt>
- The Microfinance Centre (microfinance association):
- UNDP (United Nations Human Development Program) Human Development Index: <http://hdr.undp.org/en/statistics/>
- World Bank website

Countries and Regions:

<http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/0,,pagePK:180619~theSitePK:136917,00.html>

Prospects for the Global Economy:

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTDECPROSPECTS/EXTGBLPROSPECTS/0,,menuPK:615470~pagePK:64218926~piPK:64218953~theSitePK:612501,00.html>

International Development Association:

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTABOUTUS/IDA/0,,menuPK:51235940~pagePK:118644~piPK:51236156~theSitePK:73154,00.html>

Data and Research:

<http://econ.worldbank.org/WBSITE/EXTERNAL/EXTDEC/0,,menuPK:476823~pagePK:64165236~piPK:64165141~theSitePK:469372,00.html>

Bank Regulation and Supervision:

<http://econ.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/0,,contentMDK:20345037~pagePK:64214825~piPK:64214943~theSitePK:469382,00.html>

About SEEP

The SEEP Network is a global network of microenterprise development practitioners. Its 80+ institutional members are active in 180 countries and reach over 35 million microentrepreneurs and their families.

SEEP's mission is to connect these practitioners in a global learning environment so that they may reduce poverty through the power of enterprise. For 25 years, SEEP has engaged with practitioners from all over the globe to discuss challenges and innovative approaches to microenterprise development. As a member-driven organization, our members drive our agenda while SEEP provides the neutral platform to share their experiences and engage in new learning on innovative practices. The SEEP Network helps strengthen our members collective global efforts to improve the lives of the world's most vulnerable people.



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