

# Making Our Numbers Count

2018 Sustainability Report



**ADFIAP**  
financing sustainable development

# i About the Report

As the focal point of all development banks and other financial institutions engaged in the financing of development in the Asia-Pacific region, the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) has a longstanding commitment to sustainable development.

To track its progress in its sustainability journey, ADFIAP, publishes a Sustainability Report annually. This covers the environmental, social, and governance (ESG) impact of its annual operations, in addition to reporting its economic and financial performance.

With this 2018 Sustainability Report, ADFIAP marks an important milestone: a decade of sustainability reporting based on the Global Reporting Initiative (GRI) and its third in accordance with the United Nations Sustainable Development Goals (UN SDGs).

## Scope of the Report

Due to the size of its membership network and the wide-ranging approach of member-institutions' approach to sustainability reporting, ADFIAP tracks and reports only the sustainability performance of its full-time Secretariat based in Makati City, Philippines. However, all financial information in this report, which is stated in U.S. dollars, covers the entire organization.

The report uses unaudited figures from January 1 to December 31, 2018, unless otherwise stated, due to the earlier schedule of the 42<sup>nd</sup> ADFIAP Annual Meetings where copies of the report are distributed to members. There has been no material change in the reporting structure since the report started using the UN SDGs as benchmark in 2016.

## Materiality and Focus Areas

To determine the areas that are material to the organization and its members, ADFIAP conducted a materiality analysis that prioritized topics based on their influence on its operations' success and their importance to its member-institutions and external stakeholders. These material topics revolve around four key pillars, which are discussed in the opposite page. To help understand how it is managing its priorities, ADFIAP will continue to update its materiality analysis over time.

## Precautionary Principle

In accordance with the precautionary principle, sustainability is taken into account in ADFIAP's policy-making process for any major project, product, or new initiative, and is built into its annual and long-range planning processes. Progress against ADFIAP's sustainability commitments and targets is reported each year.

## Report Validation and Assurance

ADFIAP has a full-time Sustainability Officer who keeps track of its sustainability performance. His role is to make independent external assurances on the sustainability report of ADFIAP.

For inquiries and feedback, contact:

Mr. Enrique Florencio  
Sustainability Officer  
Association of Development Financing Institutions  
in Asia and the Pacific (ADFIAP)  
2nd Floor, Skyland Plaza  
Senator Gil Puyat Avenue  
Makati City 1200 Philippines  
Email: [eflorencio@adfiap.org](mailto:eflorencio@adfiap.org)  
Website: [www.adfiap.org](http://www.adfiap.org)

## Access to the Report

To download an electronic copy of this report, visit ADFIAP's website ([www.adfiap.org](http://www.adfiap.org)), or simply scan the QR code below to access the website from any smartphone device.



## On the Cover

The ADFIAP Secretariat and ADFIAP Consulting, donning colors that represent the UN SDGs.



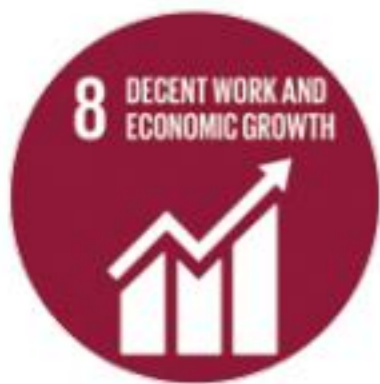
ADFIAP is a non-profit, non-government organization that serves as the focal point of development banks and other financial institutions engaged in financing of sustainable development in the Asia-Pacific region. Founded in 1976, it is a founding member of the World Federation of Development Financing Institutions composed of regional associations in Africa, Asia-Pacific, Latin America, and the Middle East. ADFIAP is an NGO in consultative status with the United Nations' Economic and Social Council.

*Vision: ADFIAP envisions a future of sustainable economic, environmental and social development and growth in the region, with its people as the ultimate beneficiary.*

*Mission: To advance sustainable development by strengthening the development finance function and institutions, enhancing capacity of members and its human resources, and advocating development finance innovations.*

## Sustainability Pillars

ADFIAP's sustainable development work and advocacy is founded on four key pillars that are aligned with these UN Sustainable Development Goals:



### ECONOMIC

ADFIAP supports micro, small, and medium enterprises (SMEs) programs and local economic development projects.



### SOCIAL

ADFIAP promotes inclusive finance, social banking and microfinance programs.



### ENVIRONMENTAL

ADFIAP backs "greenbanking" programs and sustainability reporting initiatives.



### GOVERNANCE

ADFIAP champions institution-building programs and best-practice benchmarking on good corporate governance.

## Partnerships

ADFIAP is a partner of the following global organizations:

- World Federation of Development Finance Institutions (WFDI)
- Association of Development Financing Institutions in the Pacific (ADFIP)
- Association of Development Finance Institutions of Malaysia (ADFIM)
- African Association of DFIs (AADFI)
- Latin American Association of Development Financing Institutions (ALIDE)
- Center for International Private Enterprise (CIPE)
- Council of Development Finance Agencies
- Global Reporting Initiative
- Global Compact Network

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Message from the Chairman



Numbers that Matter



Making Our Numbers Count



Board of Directors  
Members



GRI Index

## 2 Message from the Chairman



Asia and the Pacific is home to more than half of the global population, including more than half of the world's extreme poor. Despite great strides in reducing the number of people in abject poverty, the light at the end of the tunnel seems getting farther when it comes to sustaining the region's growth.

A United Nations report released in 2018 shows that the Asia Pacific region is failing to meet targets for almost two-thirds of the 17 United Nations Sustainable Development Goals (SDGs) to be achieved by 2030. It said the region lags behind on 37 targets, of which seven targets are considered to be in "a deteriorating situation." The most troubling is that inequalities are widening in terms of income and wealth, opportunity and access to services. Large disparities, in particular, exist in access to education, bank accounts, clean fuels, and basic sanitation. Compounded by landlessness, vulnerability to natural disasters and climate change, this could potentially heighten conflicts and poverty that could wipe out whatever development gains Asia Pacific has achieved in the past years.

This is where institutions like ADFIAP matters.

Our biggest, unique strength is our numbers. As the focal point of development financing institutions (DFIs) in Asia and the Pacific, we have 84 members from 35 countries and territories, with a vast range of perspectives and proven solutions that would enable the region to meet the challenges to sustainability. In spite of the very difficult circumstances in which many developing countries currently find themselves in, sustainable development is achievable; however, it would require a lot of concentrated and coordinated effort.

Sustainability is a long and ongoing journey. Thus, we must not waver and lose sight of what we can do to deliver long-term change and inclusive growth. We must continuously learn from each other and from our partners about how we can collectively push assumptions and barriers to deliver solutions to the region's problems beyond what we think is possible or probable. After all, this is what we do best as an organization: creating ecosystems that lay the groundwork for long-term inclusive growth.

Together, let us must make our numbers count!

Phub Dorji  
ADFIAP Chairman  
CEO, Bhutan Development Bank Limited (BDBL)

# Numbers that Matter 3



Octavio B. Peralta  
Secretary General

## Direct Economic Value Generated

ADFIAP is able to sustain its operations by generating revenues from membership dues, grants, training fees, and other sources.

% Share of Revenue Sources

Amount in US\$ (▲ ▼ : 2018\* vs. 2017\*\*)



\*Unaudited figures \*\*Audited figures

Taxes Paid to Government  
**US\$ 10,000** (110% ▼)

Staff Salaries & Benefits  
**152,460** (5% ▲)

ADFIAP's economic impact also extends to its supply chain which includes travel and hospitality services, IT hardware and software, printing of multimedia, professional services, and leasing, and real estate.

## Knowledge Resources

ADFIAP provides knowledge and information for the development banking and finance industry and profession through its various service units.

**Asia-Pacific Institute of Development Finance (IDF)** conducts regular training and capacity-building activities organized and implemented together with ADFIAP's partners and donor-institutions.

**ADFIAP Consulting (AC)** provides advisory and business development services to ADFIAP members and other institutions.

**ADFIAP Finance & Investment Center (AFIC)** links members and partners to develop and undertake business cooperation projects.



(L-R) Lorina E. Cervantes, Assistant Group Head, Finance & Administration; Sandra C. Honrado, IDF Group Head; Ma. Eloiza Rosario R. Olvina, Unit Head, Training, IDF; and Jasper Glenn S. Sancho, Senior Specialist, Finance & Administration

# 4 Numbers that Matter

## Professional Affiliation, Status & Recognition

- Representation in the General Assembly of 84 financial institutions engaged in the financing of sustainable development in 35 countries and territories in Asia & the Pacific;
- Membership in the Board of Directors of the Association;
- Affiliation with the World Federation of Development Financing Institutions representing Africa, Asia-Pacific, Latin America and the Middle East; and
- Entitlement to the Country Host Programme to facilitate business, travel and investment opportunities;
- Professional recognition of outstanding achievements in development through the ADFIAP Awards Programme; and
- Lifetime membership as an Honorary Member.

**(L-R)** Noel N. Verdote, Group Head; Marinela Cecilia T. Pascua, Environmental and Social Specialist; and Maria Teresita G. Lacerna, Legal Adviser, Sustainable Finance and Green Development, ADFIAP Finance & Investment Center (AFIC)



## Continuing Education, Credentialing & Technical Assistance

- Professional training and accreditation to the Asia-Pacific Institute of Development Finance, the only learning and career development center of its kind in the region;
- Participation in the Annual Meeting and CEO Forum, specialized training programs and technical assistance projects of international bilateral and multilateral development institutions;
- Access to consulting and advisory services from experts worldwide through the ADFIAP Consulting group;
- Access to investment opportunities within and beyond the network through the ADFIAP Finance and Investment Center;
- Opportunities for institutional visits, on-the-job training, and knowledge exchanges with member-banks and affiliates through the DFI-to-DFI Programme;
- Access to e-learning programs and facilities on the internet; and
- Opportunities to travel, meet with peers and VIPs in the finance industry, and experience cultural exchange events

## Business Information, Online Facilities & Other Services

- Personal, print and on-line access to business opportunities, information exchange and networking;
- Access to Internet resources and service facility portals such as the ANEX and e-Library;
- Complimentary subscription to publications, newsletters, surveys and technical reports on development bank management and operational issues;
- Participation in business missions, conferences, meetings and projects; and
- Use of a modern and fully-equipped office and business center in Makati City, Metro Manila

**(L-R)** Reginald M. Villaflor and Christine Bibera, both Support Staff, Finance & Administration; Jordan R. Isidro, Senior Staff Support, Finance & Administration; and Bryan Ilano, IT Support Staff



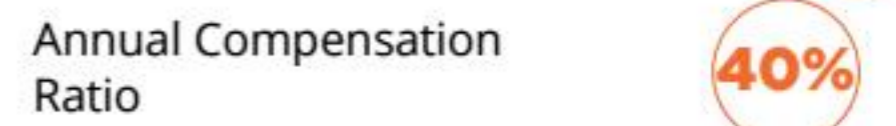
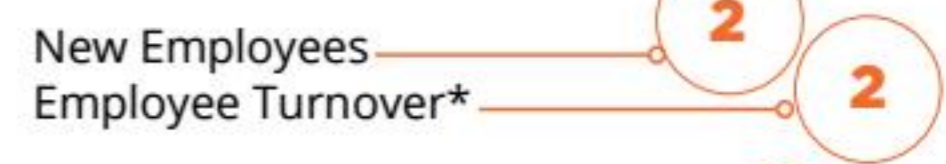
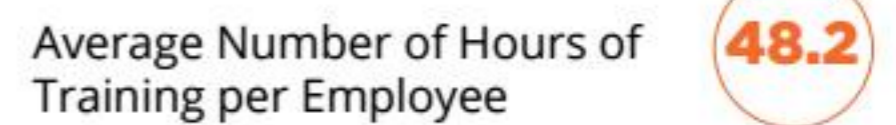
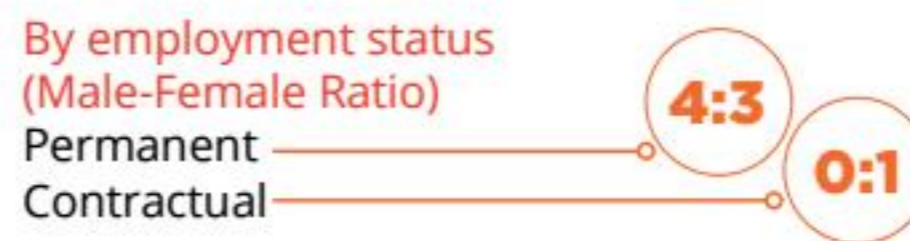
## Governance and Work Policies

The General Assembly is the highest body that meets every two years to elect the Board of Directors of the Association. The Board of Directors is the organization’s governing body and delegates authority to the Secretariat. Nominated members get elected to the Board during ADFIAP Annual Meetings. Board members drive and support the organization’s sustainability goals and initiatives. The Secretariat is headed by a full-time Secretary General and is comprised of senior officers and administrative staff who perform ADFIAP’s day-to-day functions. ADFIAP provides people equal opportunities to do purpose-driven work that benefits its members and other stakeholders.

### Board of Directors



### Secretariat



**(L-R)** Cecilia M. Ibarra, Head, Training & Advocacy; Carmelita M. Chavez, Head, Product Development and Research; Arlene S. Orenca, Head, Projects & Programmes; and Corazon D. Conde, Group Head, ADFIAP Consulting

# 6 Numbers that Matter

**Remuneration** ADFIAP's remuneration policy complies with relevant laws and regulations of the host country.

In determining compensation of Secretariat staff, it considers a variety of factors such as scope of responsibilities, complexity of work, skills competence, among others. Unit heads determine the employee remuneration based on a job performance evaluation.

**Reporting Mechanism** Employees and other stakeholders of ADFIAP are encouraged to report any conduct that they believe to be a violation of laws or business ethics. In case of conflict of interest, ADFIAP requires the Board, members, or staff involved to abstain from voting or rendering decisions that would favor or protect their own interest.

### Staff Benefits

- ADFIAP adheres to regulations on Occupation Health and Safety in addition to offering medical benefits and allowances to full-time staff.
- Employees are entitled to parental leaves of seven work days with full pay every year, in addition to leave privileges under existing laws.
- Retirement benefits are offered and calculated based on the length of service and the salary a staff earned at the time of retirement. In 2018, one officer availed of the plan.

*\* Employees leaving the organization must serve a minimum notice period of 15-30 days in accordance with Philippine laws.*

### Stakeholder Engagement

ADFIAP engages member-DFIs, partner organizations, international networks, and other like-minded institutions through these activities:

- **ADFIAP Awards:** held annually since 1997 to recognize members of the Association that have contributed significantly to sustainable development in their respective countries.
- **ADFIAP Annual Meetings:** gather development finance institutions and like-minded organizations together for members to exchange experiences and expertise.
- **Sustainability Report:** published since 2008 based on the Global Reporting Initiative guidelines and United Nations Development Goals (UN SDGs).

Other ADFIAP publications help raise awareness and promote various advocacies, including promoting sustainable development.



**(L-R)** Robert A. Juan, Unit Head, Knowledge Resources; Ma. Cristina O. Arenas, Senior IT Officer, Knowledge Resources; Enrique I. Florencio, Group Head, Operations & Sustainability; and Marvin C. Garcia, I.T. Support Staff, Knowledge Resources



**(L-R)**

Carmen F. Cintura, Finance Officer;  
 Victor C. Abainza, Senior Consultant;  
 Alberto B. Reyno, Managing Principal;  
 and Ma. Cristina T. Aquino, Head,  
 Business Development, ADFIAP  
 Consulting

## Environment

By managing the environmental impact of its operations and supply chain, ADFIAP is working to reduce its environmental footprint and show leadership as an organization whose mission is to promote sustainable development.

Among the Association's 'green' initiatives are the following:

- Increasing use of paperless channels such as its website and electronic newsletter;
- Reducing travel-related carbon emissions by using internet-based meeting tools such as Skype;
- Using materials that do not harm the environment and making recycling a way of life; and
- Adopting energy-efficient lighting systems.

### Change from 2017

Water Consumption  
2.46% ▲

**114.35**  
m<sup>3</sup>

Electricity Consumption  
2.12% ▲

**1,400**  
kwh

Travel-Related Carbon  
Emissions  
10.57% ▼

**100,373.20**  
miles

Paper Consumption  
8.88% ▼

**82**  
reams

## 8 Making Our Numbers Count

### Development Bank of the Philippines (DBP) **BUILDING BRIDGES FOR A BETTER TOMORROW**

Poor infrastructure continues to hamper the Philippines' economic growth. To help the government pursue its massive "Build, Build, Build" infrastructure program, the Development Bank of the Philippines (DBP) intensified its lending activities and set out a plan to allocate 80% of its loan portfolio for infrastructure projects.

In January 2017, DBP announced the appointment of its new president and chief executive officer, Cecilia C. Borromeo. One of her agenda was to actualize the current administration's development vision for the country.

"Taking my cue from the government's pronouncement of ushering in the 'Golden Age of infrastructure' for the country, my vision for DBP is to transform it primarily into an infrastructure-financing bank. The challenges encompass those of helping build the infrastructure that our country sorely needs as a launching pad for greater economic growth. Ultimately, economic growth will translate to the creation of more jobs and opportunities for our people," she said.

The first of DBP's intensive building ventures is the Infrastructure Contractor Support program (ICONS). Kicked off in July 2017, ICONS aims to improve the capacity of local contractors to complete their contracts and finance their own needs, including the acquisition of heavy equipment necessary in construction jobs. Contracts eligible for financing under ICONS include social infrastructure for both residential and non-residential buildings; transport infrastructure covering roads and bridges; and water supply, wastewater, sanitation, and other utilities.

For this program alone, the state-owned bank has allotted more than Php15 billion (nearly \$300 million). The ICONS program earned DBP recognition in the ADFIAP Development Awards 2018 in New Delhi, India.



DBP also increased its loans to far-flung regions in the country such as a Php1.5-billion loan for Camarines Sur province to finance infrastructure projects and public facilities, as well as improve social services to residents. The loan funds over 170 projects, including the construction of farm-to-market roads and bridges, and the repair of existing road networks.

DBP was among the first to receive the Nation Builder Award presented by Quantity Solutions, Inc. and the American Chamber of Commerce. DBP also plans to step up its lending activities for healthcare, education, housing, community development, and other initiatives that will improve the delivery of social services across the archipelago, especially in the far-flung areas.

## Land Bank of the Philippines (LandBank) STRENGTHENING THE NATION'S BACKBONE

When Typhoon Ompong hit the Philippines in September 2018, tragedy struck the local farming communities. The typhoon's damage on the agriculture sector amounts to a staggering Php26.7 billion (\$510 million), with the bulk sustained by rice crops.

Committed to providing aid and financial support to the peasantry, Land Bank of the Philippines launched several initiatives to serve those in the agriculture sector, specifically small-time farmers and fisherfolk.

The state-owned bank simplified its loan application processes to give farmers easier and quicker access to financial assistance. Instead of accomplishing and submitting several documents, applicants only need one form. The bank also takes a more proactive strategy by approaching farmers directly, rather than expecting them to travel and visit LandBank branches.

LandBank also developed a new lending scheme to increase the income of small farmers, especially the agrarian reform beneficiaries (ARBs). In cooperation with the Department of Agrarian Reform (DAR) and the Department of Agriculture (DA), it launched the Accessible and Sustainable Lending Program for Small Farmers or the ASL Farmers Program.

The program will make loans accessible to Filipino farmers at a low interest rate of 6% per annum. This complements LandBank's existing lending programs and its mission to help small farmers raise their productivity and income.

The program has three lending modules. The first lends to small farmers and ARBs. They can avail of crop production loans up to 90% of the project cost. Another is the Freedom from Debt Loan, a one-time loan that can cover previous debts from various credit conduits.

Module 2 focuses on agriculture-based cooperatives. Eligible borrowers can apply for loan for the acquisition of farm equipment, postharvest machineries, and other facilities. Loanable amount is up 90% of the project cost as well.

Lending is also available for farmer cooperatives that engage in farm management and marketing agreement with big agriculture corporations. Under this module, LandBank will handle land consolidation for small farmers and provide corporate loans for production, postharvest, and processing. The main objective is to raise the income of each farmer and their families above the Php10,000 poverty threshold per month.



6%

per annum interest  
for small farmers

# 10 Making Our Numbers Count

## Fiji Development Bank ON TO GREENER PASTURES

To raise the country's resilience to climate change and boost economic sustainability, Fiji Development Bank (FDB) pursued an accreditation with the Green Climate Fund (GCF) to become one of its Direct Access Entities (DAEs). After an extensive two-year journey, FDB was named a new Direct Access Entity along with four other organizations.

Through Direct Access Entities, GCF sends its resources to national-level climate adaptation and mitigation projects. With FDB's new accreditation, Fiji gains access to critical financing necessary in transforming the economy's ability to withstand climate catastrophes. As a DAE, the bank is also better capable of supporting climate change-centric projects implemented by small and medium businesses and corporations.

The accreditation also strengthens Fiji's autonomy in addressing climate change-related capacity building, adaptation, and mitigation projects, and reduce its dependence on external assistance. Being a DAE also allows smoother coordination and a more effective strategy in aligning national objectives with local initiatives.

Undergoing the accreditation journey itself has elevated FDB as an institution. The extensive application evaluated whether the bank has strong financial management, and the ability to manage resources in line with GCF's standard. GCF also assessed whether FDB can manage environmental and social risks that may arise at project level.

Aiming for a DAE title pushed the bank to conduct a thorough assessment of its existing practices, systems, processes, and protocols.



**GCF**  
accreditation for  
climate change  
resilience

For two years, the bank prioritized the strengthening of its institutional capacity and understanding the accreditation processes and requirements.

Following its accreditation as a DAE, FDB included in its agenda developing an electronic bus transport, climate resistant housing, renewable energy, water security, and reforestation.

The electronic bus initiative can immensely cut down carbon emission. This is in line with the national government's strategy to climate-proof Fiji's infrastructure development, as 65% of the country's carbon emission are from the transport sector.

In the struggle for a cleaner and better country, FDB encourages Fijian businesses to employ a smarter and more strategic approach when it comes to climate change programs. Businesses and customers must collectively act to enhance the resilience of communities against the adverse effects of climate change on sustainable livelihood.

## Zarai Taraqiati Bank Limited - Pakistan DIGITIZE TO OPTIMIZE

Agriculture accounts for 43.5% of the employed labor force of the economy of Pakistan. It is also the country's largest source of foreign revenues, being one of the world's largest milk and cotton exporters. Despite this, many Pakistani farmers still fall below the poverty threshold.

With its mission to alleviate the needs of the farming community, Zarai Taraqiati Bank Limited (ZTBL) introduced an e-credit scheme to provide markup-free loans to farmers who pay on time.

The new system, in collaboration with the Punjab Agriculture Department, seeks to effectively accelerate local economic development through farming. Since the loans are interest-free, the new scheme is also expected to alleviate rural poverty among the small and underserved farming population in Pakistan.

The scheme benefits farmers who own land ranging from 2.5 acres to 12.5 acres. They receive their loan hassle-free via any e-wallet linked with the Assan account. The government of Punjab provided eligible borrowers with smartphones, through which they can get updates on the status of their loans and applications.

ZTBL has been successfully operating in Punjab, the second largest and most agricultural province in Pakistan. For the winter season in 2016-2017, 4 million rupees (around US\$55,600) has been disbursed with a satisfactory recovery rate of 96%. The scheme will be available for winter and summer crops for five years from 2016 to 2021.

The e-credit scheme has enabled farmers to modernize their agri-production techniques to improve yields and storage facilities, and have better access to markets nationwide. This also helps accelerate agricultural development through enhanced production, risk mitigation, and reduced production cost.



**e-credit**  
scheme for  
farmers

Farmers in Punjab are able to uplift their socio-economic status through financial inclusion and poverty reduction. ZTBL expects more farmers to avail of loans under the scheme, which will strengthen local farming fraternity and improve local and national economic development.

## 12 Making Our Numbers Count

### Perbadanan Nasional Berhad - Malaysia BANKING ON BRIGHT YOUNG MINDS

The population structure of Malaysia is an expansive pyramid, with the youth outnumbering the elderly, which indicates a fast-growing populace.

Among the age groups, the youth sector also registers the highest unemployment rate. Since 2012, the rate has been recorded at 10%, posing a huge concern for Malaysia as the age group comprises 17.8% of the country's total labor force.

Recognizing this untapped potential, Perbadanan Nasional Berhad (PNS) launched Varsity, Entrepreneurship, Skill and Talent (VEST), a program aimed at developing an entrepreneurial mindset among the youth. The project is made in partnership with the Malaysian Ministry of Domestic Trade, Co-operatives and Consumerism (MTDCC).

VEST targets university students, between ages 18 and 25. The competitive program serves as a platform to nurture entrepreneurial talents and skills. In the six-month, content-based program, the participants will be exposed to relevant techniques in sales, marketing,

branding, and effective communication strategies. They will learn various business skills such as management, risk assessment, critical thinking, and business development. They will also be taught to do financial planning and crafting franchise business models to prepare them to become entrepreneurs.

VEST also provides business and employment opportunities to various sectors. Program graduates can benefit from agencies such as Companies Commission of Malaysia, Bank Rakyat, the Cooperative Commission of Malaysia, and the Malaysian Intellectual Property Corporation.

To date, 870 college students from 20 different tertiary institutions have participated. VEST has contributed in developing holistic and proficient graduates in line with the Malaysia National Education Philosophy.

The program also has the potential to address the growing unemployment rate among the youth in Malaysia by producing well-rounded individuals who are well-equipped and ready to join the labor force.



**870**  
college graduates  
from 20 tertiary  
institutions

## Export-Import Bank of India **ONE-STOP SHOP FOR ALL THINGS TRADE**

India's export industry is booming. In 2017, 18.9% of the country's GDP came from foreign trade revenues. Among its top export commodities are pharmaceuticals, electrical equipment, clothing and jewelry, refined petroleum, and mining products such as gems, precious metals, and minerals. India maintains trade relationships with the United Kingdom, United Arab Emirates, China, and the United States.

To further improve the competitiveness of MSMEs and promote cross-border trade and investments, the Export Import Bank of India (Exim Bank India) has launched an export facilitation portal called Exim Mitra (for "friend of exporter and importer"). This online platform fulfills two tasks: provide information on the financial products available to facilitate exports and imports, and deliver trade process-related information.

Exim Mitra provides initial help to existing and possible exporters and importers who may not have access to crucial trade-related intelligence under a single platform. It can also serve as an avenue to determine potential global markets and products, observe product standards across the world, estimate shipment cost and duration, introduce exporters and importers to various credit and insurance facilities available, identify agencies providing handholding, apart from other value-added services.

For potential exporters, the portal also offers services such as detailed calculation of duty and tax, list of applicable taxes for a country, and others. The online platform also promotes financial inclusion by offering financial assistance that will address the lack of adequate



### **Exim Mitra online platform for cross-border trade**

funding for 200 million formal and informal MSMEs in emerging economies.

As an interactive portal, Exim Mitra can help MSMEs with their requirements for trade finance applications by acting as an intermediary between banks and firms.

In the first quarter of 2018, Exim Mitra had more than 225,000 visitors and received over 200 queries. A large portion of the queries are from MSME exporters in labor-intensive sectors such as agriculture and food products, and textile and garments.

Exim Bank India's intervention through intelligence advisory has enabled these MSMEs to successfully tap export opportunities.

# 14 Making Our Numbers Count

## Development Bank of Japan (DBJ) PUTTING PEOPLE FIRST

Japan has an aging population. Since the elderly outnumber the youth, more workers are retiring from the labor force than joining it. The country's working population is expected to shrink more over the years so organizations face the challenge of achieving a high level of labor productivity.

Health management is an important issue in the corporate world as it affects the motivation and productivity of workers. To address these concerns, the Development Bank of Japan (DBJ) introduced the first-ever rating system that evaluates companies with initiatives focused on employee health management.

Called the Employees' Health Management Rated Loan Program, the rating system consists of three main pillars:

- 1) inclusive health check-ups for individual employees and safety of work places;
- 2) institutional system for corporate health management; and
- 3) existing initiatives for corporate health management.

The ratings fall under A, B, and C, or excellent, good, and fair, respectively. Companies that receive the A and B ratings are granted loans with discounted interest rates.

The first company to receive a loan disbursement from DBJ's program is Kao Corporation, a major Japanese household products manufacturer. Kao has been keeping an eye on the health condition of its employees. It also cooperates with health insurance associations, industrial physicians, and outside experts.



**\$1.4B**  
to safeguard  
employees'  
health

DBJ evaluated these initiatives and deemed the organization eligible for a loan.

As of March 2018, DBJ has extended ¥155 billion (around \$1.4 billion) in loans to over 100 applicants, and every day, the figures keep growing.

In 2013, the Employees' Health Management Rated Loan Program was recognized and awarded by Japan's Ministry of Health, Labour and Welfare as leading corporate initiative. The program continues to play an important role in further promoting sustainable enterprise, employee healthcare, as well as diversity in the Japanese business community, which is aligned to the United Nations' Sustainable Development Goals.



## Johor Corporation - Malaysia DEFENDERS OF THE WILDLIFE

Malaysia is heavily covered with rainforest, and is home to a rich biodiversity of plant and animal species.

However, many of these species are threatened. The International Union for Conservation of Nature reported that around 14% of the country's mammals are endangered, including a number of endemic species such as the Sumatran rhinoceros, Malayan tapir, and Malayan pangolin.

To prevent the extinction of Malaysia's most cherished creatures, Johor Corporation established Kulim Wildlife Defenders (KWD), in partnership with the Wildlife Conservation Society (WCS) and Johor National Parks Corporation (JNPC). Now a registered NGO, KWD's mission is to promote environmental and wildlife conservation in the state of Johor.

One of its key objectives is to eliminate poaching in the region. To combat illegal poachers, KWD placed guards on the areas bordering Kulim's estates.

The organization also provides educational activities related to wildlife conservation to promote awareness on this growing concern. The program has led to the formation of Kulim Wildlife Defenders Junior (KWDJ), which focuses on raising school children's awareness on biodiversity conservation through a series of game and activities conducted by trained volunteers.

KWD also became the patron of the Raja Zarith Sofiah Wildlife Defenders Challenge in 2013.

The program rallies students of all levels across Johor to develop a campaign to increase wildlife conservation awareness in their respective schools.

These educational programs received encouraging responses from stakeholders and received a grant in 2010 from the Global Environment Facility (GEF) Small Grants Programme (SGP), implemented by the United Nations Development Programme (UNDP). Activity awareness campaigns were also rolled out in schools in Johor.

Another involvement of KWD is Tiger Forever, a project that aims to ensure that tigers continue living in the wild, free from danger.



**KWD**  
protectors of  
Malaysia's wildlife

# 16 Making Our Numbers Count

## Development and Investment Bank of Turkey (DIBT) INVESTING IN HUMAN CAPITAL

With a growing population, the labor force of Turkey has been growing over the last 10 years as more people enter the working age.

Workers today have also achieved higher levels of education than previous generations. Despite this, Turkey faces the challenge of increasing labor productivity. Employees need to have high-level functional or professional skills to be productive.

To help enhance human capital in the priority regions in Turkey, the Development and Investment Bank of Turkey (DIBT) has been sharing its training and development expertise with regional development agencies.

DIBT conducts various capacity-building programs on feasibility preparation, project cycle management, entrepreneurship and enterprise finance, and applied financial statement analysis, among others. These help local development agencies and other entrepreneurial groups enhance the skills and knowledge of their members, which will result in the growth and development of their respective regions.

The bank was also appointed by the Turkish government as the implementing agency of the Attraction Centers Program, which aims to eliminate interregional differences in development levels and boost prosperity and employment.

The program provides financial support to various regions, such as investments or working capital for new and half-finished projects, new facilities that lack funding, and old facilities that can no longer operate.



### Attraction Centers Program for productivity

Incentives are also given to industrial, call center, and data storage center investments. These include investment and production support, as well as the production facility relocation support for the industry.

The Attraction Centers Program aims to bolster the competitive strengths of selected regions, support employment and investments, create an environment that supports asset building especially in industrial and service sectors, and help each region specialize in a specific area. It covers 23 cities in the Eastern and Southeastern Anatolian regions.

DIBT's "Enhancing Human Capital in Priority Regions" project won the 2017 ADFIAP Outstanding Development Awards under the Human Capital Development.

## PT Sarana Multi Infrastruktur - Indonesia GOING GREEN WITH BONDS

As the world's fifth largest emitter of greenhouse gases, Indonesia has a bad track record in terms of environmental protection. Due to its mass conversion of forests, Indonesia had low awareness of environmental issues.

Recognizing the domestic and international importance of environmental preservation, the Indonesian government has made a commitment to cut greenhouse gas emissions by 26% by 2020.

Aligned with this goal, PT Sarana Multi Infrastruktur (PT SMI) issued the first green bond in Indonesia. Green bonds, also known as climate bonds, are bonds linked to climate change solutions.

The issuance of the first green bond is an important step taken by PT SMI to support the achievement of the United Nations Sustainable Development Goals. PT SMI will allocate the proceeds of the

green bond to finance environment-focused projects such as renewable energy, clean transportation, as well as sustainable water and waste management.

PT SMI issued IDR 500 billion (USD \$35 million) worth of green bonds as part of the first tranche. It plans to issue a total of IDR 3 trillion (\$208 million) worth of green bonds.

The move is pursuant to PT SMI's commitment to sustainable development through financing environmentally sound infrastructure in the country.



**\$208M**  
green bond  
issues



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This 2018 GRI Content Index report has been prepared in accordance with the GRI Standards: Core Option. It is aligned with the four GRI reporting principles of, stakeholders inclusiveness, sustainability, context, materiality and completeness. These are taken from the guidance in GRI 101: Foundation 2016. GRI is a leading organization in the sustainability field that promotes the use of sustainability reporting as a way of organizations to become more sustainable and contribute to sustainable development. To know more about applying GRI standards, contact the ADFIAP Secretariat or go to [www.globalreporting.org](http://www.globalreporting.org)

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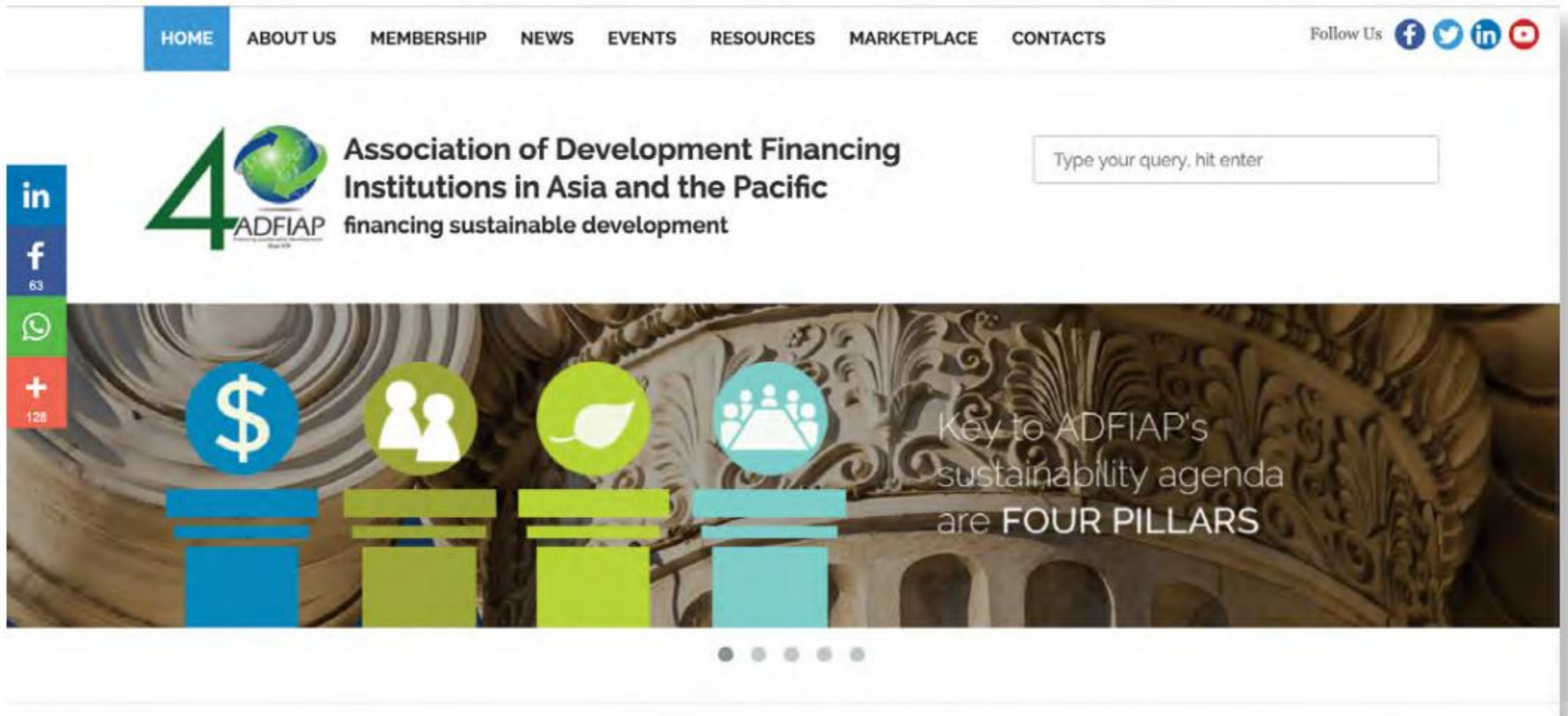
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# For more information



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Association of Development Financing Institutions in Asia and the Pacific (ADFIAP)  
2nd Floor Skyland Plaza, Senator Gil Puyat Avenue, Makati City 1200 Philippines  
Tel. Nos. (63 2) 816 1672 • 843 0932 • 843 5892 Fax: (63 2) 817 6498  
Email: [inquiries@adfiap.org](mailto:inquiries@adfiap.org)  
Website: [www.adfiap.org](http://www.adfiap.org)