

ADFIAP ANCE

ADFIAP The Magazine for Sustainable Development Finance

A large, stylized green circular graphic with a white center. The center contains the title 'DFIs' Role in National Development'. The circle is surrounded by various icons representing different aspects of development and nature, including a car, a house, a tree, a bicycle, a wind turbine, a sun, a butterfly, and a building. The background is a light yellow gradient.

DFIs' Role in National Development

INSIDE:

ADFIAP AWARDS 2019 WINNERS >> 42nd ADFIAP ANNUAL MEETINGS >> Q&A WITH THE 'CEO OF THE YEAR' >> IS YOUR BANK READY FOR THE DIGITAL AGE? >> WHAT MAKES OMAN 'OH-INSPIRING'

THIS WAY TO PROGRESS

DBP North & Central Luzon
Lending Group - Malolos

DBP South Luzon
Lending Group - Lucena

DBP Visayas
Lending Group - Cebu

DBP Northern Mindanao
Lending Group - Cagayan de Oro

DBP Southern & Western Mindanao
Lending Group - Davao

MNL Corporate Banking Group
SME and Mid Market

Building on **our gains** @72

We are building the road to greater progress.

Working better to serve your development banking needs, DBP bolsters its lending programs through its seven lending groups and 22 lending centers. With these strategically located lending offices, DBP is primed more than ever to take the lead in building the infrastructure for national growth.

DBP is always ready to partner with you for infrastructure projects in the transportation and logistics, environment, social services and community development, and entrepreneurial sectors.

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Why we still matter



EDITORIAL

In this special issue of ADVANCE Magazine, we focus on the theme, "DFIs' Role in National Development." Once again, we tackle the role development finance institutions that (DFIs) play in helping address the world's problems, such as poverty, inequity and inequality.

Some of our member-DFIs' CEOs also share their insights on how their institutions stay relevant in this digital age. We also feature an interview with our ADFIAP Awards' "CEO of the Year," Mr. Mominul Islam, Managing Director and CEO of IPDC Finance Limited, on the changing dynamics in the Bangladesh financial industry.

Lastly, we wish to thank by way of a feature article our host institution, Oman Development Bank (ODB). As a leader in financing projects in the Sultanate of Oman, ODB has greatly contributed to national development and generates job opportunities for Omanis. Thus, the theme of our 42nd ADFIAP Annual Meetings, "DFI's Role in National Development," is very fitting.

Thanks for all your contributions to the success of ADFIAP and happy reading!



Octavio 'Bobby' Peralta
Secretary General

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ADFIAP

 www.adfiap.org

42nd ADFIAP Annual Meetings

February 20-22, 2019
Sheraton Oman Hotel
Muscat, Sultanate of Oman

International Seminar-Workshop on Climate Finance Product Development

March 4-8, 2019
Manila, Philippines

International Seminar-Workshop on Human Capital and Organization Development

March 18-22, 2019
Manila Philippines

15th International CEO Forum

October 17-19, 2019
Parisian Macao Hotel
Macao, China


EOSD

 <http://www.eosd.org>

9th Global Sustainable Finance Conference

July 11-12, 2019
Karlsruhe, Germany

IMF-WORLD BANK

 <https://www.imf.org/external/am/>

Spring Meetings of the World Bank and the International Monetary Fund

April 12-14, 2019
Washington, D.C., USA

2019 Annual Meetings of the World Bank and the International Monetary Fund

October 18-20, 2019
Washington, D.C., USA

ADB

 www.adb.org

52nd Asian Development Bank Annual Meeting

May 1-5, 2019
Nadi, Fiji

African Development Bank

 <https://www.afdb.org/en/>

54th Annual Meetings of the African Development Bank

May 2019
Malabo, Equatorial Guinea

New CEO sees SME Bank's enhanced role

Pushing small medium enterprises (SMEs) to strive further and enhancing SME Bank Malaysia Bhd's role in providing financial assistance to targeted businesses are the main goals of its newly appointed chief executive officer (CEO).

"We are looking at improving the asset quality as well as improving our talent. We want to push SMEs to strive further as they serve as the country's backbone," SME Bank CEO Aria Putera Ismail said.

SME Bank had approved more than RM29 billion (\$7 billion) to nurture and finance more than 16,000 SMEs since 2005. In the future, Mr. Aria said, the bank would undertake high-impact initiatives to provide customized solutions for SMEs through the development of comprehensive financing programs such as the Ecosystem Financing Programme and Umbrella Financing Programme. (Source: Bernama)



Nurturing the advancement of SMEs nationwide and its ecosystem are the thrusts of our existence.

At SME Bank, we not only meet your financing needs, instead, we support your business growth through the provision of timely and professional advisory services.

For more information, call
+603-2603 7700
or visit www.smebank.com.my



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DBP funds pioneering project

The Development Bank of the Philippines (DBP) continues to champion sustainable development through the provision of finance and technical assistance to 'green' projects.

Among these projects is the Tacloban City Energy-Efficient Street Lighting Project which involves the installation of 3,603 LED street lighting system covering 115.84 kilometers of major, secondary, minor, and residential roads. The project was implemented through a partnership between Tacloban City in Eastern Visayas, Philippines and Luminance Inc., a privately owned integrated energy and lighting solutions company.

Under the JICA Environmental Development Project Credit Facility, DBP extended a Php55-million loan to partially finance the pioneering project among local government units in the Philippines.

ASKI aids rural folks go green

Alalay Sa Kaunlaran, Inc. (ASKI) has been addressing the environmental concerns of rural communities in Philippine provinces through its "Green Energy Program (GEP) for Rural Communities" project.

Under the GEP, the Philippine-based microfinance institution promotes solar-powered lamps, solar water pumps for farmers, and bio-gas for hog raisers.

GEP currently serves 829 clients and has released total loans of Php3.8 million (\$72,675). It continuously provides and supports the electricity needs of ASKI clients, especially in areas with limited source of electricity.

ADFIAP AWARDS

The ADFIAP Awards is recognized for its prestige in honoring the significant contributions of individuals and institutions to the development of their respective countries. Their trailblazing projects also address some of the United Nations' Sustainable Development Goals. Now on its 21st year, the Awards continues its tradition of excellence with this year's batch of awardees.



OUTSTANDING DEVELOPMENT PROJECTS



Category 1:
Human Capital Development

Winner:

ASKI Group of Companies

- Men-at-work Program: Empowering Urban Men through Technical Skills Training and Development
- Strengthening the Capabilities of Overseas Workers and their Families through Financial Literacy and Basic Entrepreneurship Trainings

Merit Award:

National Bank for Agriculture & Rural Development (NABARD)

Rural Immersion Program for New Officers



Category 2:
Environmental Development

Winners:

Zarai Taraqati Bank Limited (ZTBL)

Green Banking Initiative

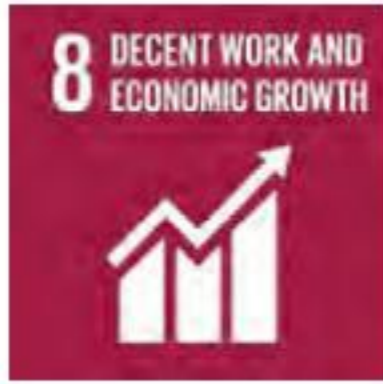
Development Bank of the Philippines

Advancing the Use of Renewable Sources through Freeport Zone: Enfinity Philippines Renewable Resources (EPRRI)

Merit Award:

DFCC Bank

Funding the Installation of Rooftop Solar Systems of Large Rooftop Owners



Category 3: SME Development

Winner:

National Bank for Agriculture & Rural Development (NABARD)

- Creating Wealth from Waste Plastic
- Skill Loans for Youth in LWE and other Districts-Institutional Scale-Up
- Use of Hydroponic Technology for Paddy Ayurved Research Foundation, Haryana

Merit Awards:

Export-Import Bank of India

Exim Bazaar

Credit Guarantee Corporation Malaysia Berhad

imSME, Malaysia's 1st SME Financing/Loan Referral Platform



Category 4: Infrastructure Development

Winner:

PT Sarana Multi Infrastruktur (SMI) Persero

Innovative Product in Financing Bukauheni Terbanggi Besar Toll Road Project

Merit Award:

JSC Development Bank of the Republic of Belarus (BRRB)

Infrastructure Development



Category 5: Technology Development

Winner:

National Bank for Agriculture & Rural Development (NABARD)

Activities under Financial Inclusion Fund

Merit Awards:

Oman Development Bank

ODB Mobile Application

Tekun Nasional, Malaysia

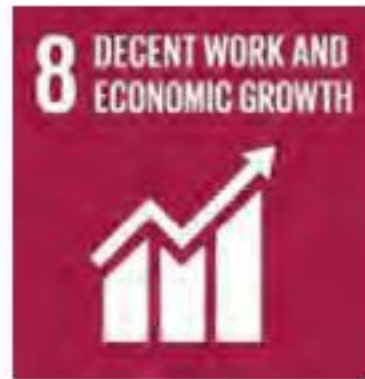
TEKUNPay



Category 6: Trade Development

No entries received

ADFIAP AWARDS



Category 7:
Local Economic Development

Winner:

Development Bank of Japan, Inc.

DBJ Climate and Disaster Response Initiatives

Merit Awards:

Alliance Finance Company, PLC

Ath Pavura Social Business Platform

Oman Development Bank

Support Sector Finance in Masirah Island



Category 8:
Financial Inclusion

Winner:

National Bank for Agriculture and Rural Development (NABARD)

- Eshakti - Digitising SHGs
- The Self Help Group Linkage Programme

Merit Award:

Development Bank of the Philippines (DBP)

Driving to Break Boundaries:

DBP PASADA Financing Program



Category 9:
Corporate Governance

Winner:

International Investment Bank

Transformation to a New Corporate Governance System

Merit Award:

PT Sarana Multi Infrastruktur (SMI) Persero

Unit Risk and Compliance Manager (URCM)



Category 10:
Corporate Social Responsibility

Winner:

Landbank of the Philippines

Landbank's VOLUNTEERific Program

Merit Awards:

SME Development Bank Malaysia Bhd

Young Entrepreneur Innovation Programme - SME Bank Y-Biz Challenge

Ba Ria - Vung Tau Development Investment Fund

Happy Garden Kindergarten Project

INDIVIDUAL AWARD

Outstanding CEO Award

Mominul Islam
Chief Executive Officer
IPDC Finance Limited



SPECIAL AWARDS

Best Sustainability Report

SME Development Bank Malaysia Berhad



PT Sarana Multi Infrastruktur (SMI) Persero



Best Website: SME Bank Malaysia Berhad

First Payor





Oman

The 'Oh'-inspiring Arab nation

By Geri Alessandra S. Osorio

From deserts to seas to a rich history — Oman's got them all. Situated on the southeastern coast of the Arabian Peninsula, this underrated gem boasts of secluded beaches, golden deserts, stunning castles, and dramatic rock formations. The port capital, Muscat, is home to the massive, contemporary Sultan Qaboos Grand Mosque, and the old waterfront Muttrah quarter, with a labyrinthine souk and busy fish market. Pack your bags and get ready to feast your eyes on wonders that will surely make you say, "Oh man!"



Sultan Qaboos Grand Mosque in Muscat, Oman (photo courtesy of World Travel Guide)

Visit the fjords

With its looming mountains and azure waters, Oman's fjords parallel those of Norway or New Zealand, earning the title "Norway of the Middle East." Spend the day swimming and snorkeling with friendly fishes or go on a cruise in a traditional Omani boat. If you're lucky, you might even chance upon a pod of dolphins galloping along — truly an experience you can't "afjord" to miss!



Walk with turtles

Head over to Ras Al Jinz to enjoy the crystal waters and lounge on the golden sands of the beach. It is also a natural reserve for endangered green turtles. Admire the turtles nesting in their natural habitat and watch the baby turtles hatch from their eggs and make their way back to sea. Go in the summer to catch this beautiful feat of nature.



Shop at the souq

Muttrah Souq is one of Oman's busiest and most famous shopping areas, with stalls packed to the brim with a hodgepodge of Omani products, artifacts, souvenirs, jewelry, and traditional clothing. The store is a picturesque and colorful kind of mess that retains the chaotic vibe of a traditional Arab market. The souq can be a bit tricky to navigate but getting lost is part of the adventure. Bring cash, bargain hard, and get ready to shop 'til you drop!



Dive into a sinkhole

The Bimmah Sinkhole is believed to be a site of a meteorite crash, hence the name "Hawayat Najm," (The Falling Star in Arabic). Like a literal oasis in the desert, the sinkhole is right in the middle of a wide expanse of dry land, hidden meters below the surface. A rock wall surrounds part of the sinkhole, forming a natural secluded cavern. A staircase leads down to clear blue-green waters that measures 20 meters in depth. Head over to Muscat for this majestic experience!

Binge on *mishkak*

Take a juicy bite of Oman's most popular street food is the *mishkak*: grilled meat on a skewer, dunked in spicy tamarind sauce. This is best eaten hot, fresh off the barbecue. Another must-try is the chicken tikka, a spicy, masala-doused, grilled chicken.



The role of DFIs in national development



When national governments around the world gave birth to development financing institutions (DFIs), their primary goal was to promote economic growth and support social development.

DFIs fulfill this goal by providing credit and a wide range of capacity-building programs to households; micro, small, and medium enterprises (MSMEs); and even larger private corporations whose financial needs are not sufficiently served by private banks or local capital markets. In doing so, they seek to promote strategic sectors of the economy, such as agriculture, international trade, housing, tourism, infrastructure, and green industries, among other sectors.

According to the World Bank, many governments around the world still see DFIs as a relevant instrument to pursue economic goals.

“It is estimated that around 20% of all DFIs currently in operation were created in the past 17 years. A further 33% were set up during the 1980s and 1990s — the decades in which mass privatizations took place in various parts of the world,” writes José de Luna Martínez of the Finance and Markets Global Practice of the World Bank Group in Southeast Asia.*

DFIs also demonstrated their critical role in the global economy during the 2008 Global Financial Crisis (GFC) when many banking institutions were either banished to oblivion or forced to merge or scale down.

“DFIs played an important countercyclical role in many jurisdictions, by scaling up their lending operations when private financial institutions experienced temporary difficulties in granting credit. Moreover, in the aftermath of the GFC, the loan portfolio of more than two thirds of DFIs has continued to expand at double digit growth rates, thus contributing to global economic recovery efforts,” Mr. Martínez said.

This continuing role of DFIs in national development will be tackled at ADFIAP’s 42nd Annual Meetings in Muscat, Sultanate of Oman, which is playing host to the event for the second time.

With the theme, “DFI’s Role in National Development,” the event will highlight the various programs and undertakings of DFIs in the development of entrepreneurship, infrastructure, technology, and initiatives for climate action.

“As in the past, the annual gathering aims to provide a platform for the exchange of ideas and sharing of knowledge which are more opportune and relevant at this time when the United Nations Sustainable Development Goals (SDGs) are in place,” said Phub Dorji, chairman of ADFIAP and Chief Executive Officer of Bhutan Development Bank Ltd. “While DFIs that will be represented in Muscat come from different countries and operate under different economic settings, DFIs share commonalities in the concepts, principles and practice of development finance.”

*“The role of development financial institutions in the new millennium,” September 29, 2017, World Bank. <http://blogs.worldbank.org/eastasiapacific/the-role-of-development-financial-institutions-in-the-new-millennium>



This year's host institution: Oman Development Bank

Oman Development Bank (ODB) is the leading player in financing projects that add value to national development and to the projects that generate fresh job opportunities to Omanis. ODB provides various facilities for micro, SMEs, and major ventures.

Oman Development Bank is the extension of Oman Bank for Development which was established in 1977 and Oman Agricultural Bank. The Bank provides loans for the different development sectors in the Sultanate such as agriculture, fisheries, animals, industry, tourism, education, health and IT. To keep pace with the development plans in the Sultanate, ODB has added new sectors for finance such as logistics, supplies and installation, mining, quarries and light installations.

The Bank seeks to promote the service provided to entrepreneurs and various sectors of society.

Mominul Islam:

Changing the dynamics of Bangladesh

Up close and personal with the 2018 ADFIAP Awards' "CEO of the Year," Mr. Mominul Islam, Managing Director and CEO of IPDC Finance Limited

Q: You've been named CEO for the third time in your state. Certainly, this Outstanding CEO recognition comes naturally to you. Please tell us how you have managed to achieve this milestone so those aspiring for the 'CEO of the Year' recognition.

Mr. Mominul Islam (MI): Well, the vision should be intriguing enough and that's how the spirit comes naturally to you. It was right after the completion of my bachelors in Business Administration from IBA that I joined American Express Bank in Chittagong in 1999. Within a year, I was asked to head the projects and re-engineer them. Truly fulfilling was when I was sent to London after successfully delivering the project. I completed one of the most advanced project management trainings — the Six Sigma Black Belt Training — by 2001. Since then, I have been on different global transformation project management teams in various countries such as Singapore, Hong Kong China, United Kingdom, India, and the United States.

Six Sigma Training aided me in my endeavors towards process improvement and business transformation while I was working for advanced deposit structure products abroad. Following which, I was nominated for the Performer Award.

In 2005, when American Express was on the verge of shutting down its operation, Standard Chartered Bank purchased its operations in Bangladesh. I was offered to continue with American Express to work with the global transformation team, but

I chose to move to Standard Chartered Bank. In 2006, IPDC came into the picture. Honestly, it was a tough decision to move from one of the biggest multinational banks to a Non-Bank Financial Institution (NBFI) with a much smaller scale of business. Nevertheless, to feed my hunger for challenges, I was tempted to work as a change agent in a new environment irrespective of the stature.

Q: It's been a long journey since then. Can you give us a glimpse of the changing picture of IPDC with your journey as one of the youngest MDs & CEOs of the industry?

MI: IPDC was going through a rough patch with high non-performing loans (NPLs) of around 37%. Today, that figure has gone below 1%. It was the need of the hour to formulate and implement new business strategies for IPDC, foreseeing how the company's undertaking can be made more relevant to the socio-economic challenges and opportunities of Bangladesh in the next ten years.

These are the key strategic pillars of IPDC:

- A Home for Every Family: enabled 50,000 families to get a dream home;
- Automated Supply Chain Finance: fueled the businesses of 25,000 micro, small and medium enterprises;
- Empowered 10,000 women to build financial and non-financial assets;
- Created 2,000 new entrepreneurs;
- Going beyond megacities by enabling families of tier 2 and 3 cities to avail of retail finance;
- Bringing convenience home by enabling 1,000,000 families to enjoy home convenience goods.

The company went through a successful rebranding exercise, including a change in the company name, reflecting the change in its vision.

“When you go by the dream instead of the rules, you find yourself close to the vision instead.” - Mominul Islam

n's financial industry





The appropriate organizational capability was built in HR, distribution, IT, and brand to make this revolution a success.

Innovative ideas have been put into place by forging partnerships with leading steel and cement makers, as well as top NGOs in the country to introduce home loans to lower- to middle-income families in small cities and suburban areas.

The team designed and initiated products featuring woman empowerment, as we believe that the true essence of financial freedom for any woman comes from ownership of property. Hence, apart from lucrative augmented features like free driving sessions and so on, much-privileged loan and deposit interest rates are also accommodated, especially for females.

In a business, whether it is big or small, it is necessary to ensure proper liquidity and bridging the gap between the processing of the order and receiving the payment. Sometimes, businesses face

lack of funds to execute any order on time. To ensure better liquidity and empower businesses to execute their orders without any crisis of funding, IPDC offers work order financing for all types of businesses.

Q: Quite evidently, you are an avid follower of technology and believe that it is a game changer. How do you drive it in the unbanked population of Bangladesh?

MI: Small and medium enterprises (SMEs) drive the economic growth of Bangladesh with their ability to innovate and employ in large numbers. However, quite a considerable number of MSMEs, who are relentlessly contributing a big chunk to the economy, remains unnoticed and unbanked. Lack of access to loans for small businesses in Bangladesh has emerged as an obstacle in the development of the economy.

Besides, limited interconnectivity between corporations and SMEs, as well as lack of financial opportunities, have contributed to both the rise in business interruption claims and new risks to the economy. With better foresight, planning, and strategy, IPDC is developing a digital supply chain finance platform built on blockchain technology named "Orjon" that is sure to bring significant transformation in the Bangladesh economy. By mitigating perceived risk and thereby addressing key bottlenecks to supply chain financing, this platform will be first of its kind in South East Asia. Orjon will help the unbanked sector of the economy with low-cost, collateral-free financing against their needs in an easy, efficient manner. Being supported by blockchain technology also adds state-of-the-art security features on which MSMEs can completely rely for hassle-free management of their working capital.

Recently, IPDC has been awarded as the SUPERBRAND NBFBI of Bangladesh from an International Publication. Reflecting such serious business must have been a task?

MI: We come across several brands everyday revolving around a momentary emotional attachment with the product or service. At IPDC, the most prized possession of any individual is celebrated every day. I envisioned of a brand that has the potential to create stories in each stage of

a life cycle. From a newborn to an anxious youth to a caring parent to a resting old age, IPDC aspires to craft tales together in the excitement of a new car, the contentment of own home, the pride of higher studies, the spirit of unlocking a new start-up, or simply relaxing in a beach in the retirement days.

We had begun the journey as a leasing firm but with time and opportunities, we diversified to become a household name. And to embark on the journey, we pulled a rebranding exercise. Amongst the many popular blue, green and yellow giant depositories buzzing around with their vaults for people, IPDC spurred in a very unconventional magenta hue in the country with a very eccentric pay off line “Jaago Ucchashe” which says Live Unbound. For making such deliberate efforts in surpassing the extra-ordinary customer service, I believe got us the SUPERBRAND title.

How important is the concept of sustainability in IPDC’s CSR activities?

MI: One is a core business activity, addressing the underprivileged segment. Whatever that is being done, due to resource constraint or the cost of doing business, we cannot reach the really poor people in the society, the segment that needs further intervention. Nevertheless, banks and financial institutions play a key role in the economy for addressing income inequality. Tweaking in exclusive offerings and privileged rates on those segments let the fund flow in that direction. Besides, sustainability should reflect all independent actions towards CSR.

One of the key areas of our focus for CSR is women, youth and the underprivileged children of society. We invest heavily in education. The return on investment in education is highest in any economy.

Second, women: when 1 taka is spent on women, you get a higher return. This is where we are trying to make sure that whatever we do has a sustainable impact on society and that you do not need to continue supporting them in the long run, so that they can sustain themselves. If an underprivileged kid gets a good education, it means that once he or she completes his studies, you will no longer need to support him in society—rather he or she can support the society.

At the same time, we also look into the climate as climate change is a big concern all over the world now. If we want to have a sustainable society, we have to make sure that the damage we have inflicted on the environment is mitigated by certain factors. We are also ensuring we have some resources allocated for the challenged we face on the climate side. It’s not only philanthropy. It is making sure we empower a certain segment of society which becomes self-dependent through our initiatives. We are also giving lots of funds for income generating activities to a few NGOs—providing rickshaws and sewing machines—to under-privileged women and men so that they become self-dependent.

Where do you see IPDC in the next five years?

MI: After achieving huge growth in mature industries, we now focus on untouched, underdeveloped areas of potential. With a more developed perspective on future market trends, we are expanding geographically and diversifying the possibilities. We intend to achieve this through a network of rural and semi-urban branches supported by organizational reinforcement in the form of affordable retail and supply chain financing.

To enhance efficiency and transparency for the businesses, we are building a robust technological platform. This platform is not only for IPDC’s own advancement but also for educating and preparing clients to adapt themselves to digitalization. Due to changing financial preferences, increasing competition and advances in technology, market dynamics of the financial industry have been evolving. In this evolution, we must innovate to stay ahead. We strive to understand what the market wants, to make smart product improvements, and to develop new products that meet and exceed client’s expectations. IPDC’s Supply Chain Finance with a fully automated technology platform will bring suppliers, vendors, and distributors under one umbrella. Traditionally structured finance, however, will open the door for robust projects to be initialized.

Besides a holistic financial advisor, we believe in continual improvement in client service quality. In delegating the industry, people with expertise in client relationship management are invested in IPDC to provide regular training and development programs.



STAYING ALIVE and relevant in the digital age

Gone are the days when banks were the territory of the privileged. While financial inclusion remains a challenge for many parts of the world, a generation of digital natives is changing the face — and future — of banking.

According to the *2018 Digital Banking Consumer Survey* of global auditing firm PwC, which polled 4,000 consumers worldwide, mobile users grew from 10% in 2017 to 15% in just a year. This means mobile banking is rising in popularity among consumers, especially those in developed markets. Although many development financial institutions (DFIs) do not cater to the consumer market, the

issue of staying relevant in the Age of Digital is still a hot-button topic in many forums, among which was the Global Symposium on Development Financial Institutions, an event jointly organized by Bank Negara Malaysia and the World Bank last September 19 and 20, 2018.

In addition to changing consumer behavior, there's also the disruptive effect of financial technology (fintech) start-ups that directly challenge the domain of traditional financial institutions. Fintech startups offer new and innovative financial tools that challenge traditional banks to keep up or risk losing market share. As the world becomes increasingly digital with each passing day, and mobile penetration continues to gain momentum, are DFIs ready to shift

to digital strategies and secure their market share? Can they remain relevant to today's and tomorrow's tech-savvy consumers?

AD>ANCE Magazine gathered the insights of four active member-DFIs of ADFIAP on this topic, and here's what they have to say:

DFCC Bank: Becoming an Agile Organization Mr. Lakshman Silva, Director and CEO

It's no secret that technologies are transforming the way customers behave and their expected experiences have grown over time. The internet, digital services, and the evolution of smartphones have provided solutions such as social media channels, chat apps, e-commerce sites, ride-sharing apps. These are providing convenience and frictionless experience in a seamless manner and customers expect the same from banks to meet their present and future banking needs.

At DFCC, we understand the change in consumer needs and intend to remain relevant by focusing on the following:

- Building a deep understanding of customer needs, design products and services based on insights, and fulfill these identified needs by keeping the customers at the center of each process, and evolve based on customer feedback and usage;
- Having a collaborative approach and engaging with multiple partners to build products, services, platforms; and providing integrated solutions to customers that will build trust among users in a secure manner;
- Focusing on data to make informed decisions. We understand the importance data analytics and customers moving to digital platforms, channels, and services results in the need for effective data management practice and creating a culture to harness such data to help the bank predict customer behavior, glean insights from the same in order to provide personalized and relevant solutions in a timely manner; and
- Gearing up for disruption and disrupt the way we think at present. Change is inevitable and we understand the importance of the need to make changes in the way we do business, provide customer service and solutions. The bank staff are geared towards adopting to required changes

in the skills needed, and have a proactive approach.

The bank is in the process of upgrading the present technology to a better agile platform. This will enable open banking and integration to external solutions and working with partners who will provide an omnichannel experience to customers with automated services and seamless convenient solutions to enable banking on the go.

We firmly believe that DFCC Bank will be an agile and resilient bank that will always continue to remain relevant to our customers and staff in the digital age.

Development Bank of the Philippines: Building the Nation's Digital Infrastructure Ms. Cecilia C. Borromeo, President and CEO

The Development Bank of the Philippines (DBP) has stayed relevant in the digital age by playing a critical role in helping to build the digital payments infrastructure in the country. DBP is not only focused on its role as the country's infrastructure bank, it is also helping to develop the digital infrastructure in the Philippine Government so that government entities will become more efficient in accepting and collecting payments.

Some of the initiatives that DBP has undertaken to help build the country's financial payments infrastructure include its Internet Payment Gateway and Point-of-Sale terminals in the public sector. These have enabled the acceptance of payments for partner clients such as the Department of Trade and Industry (business registration fees); Tourism Infrastructure and Enterprise Zone Authority (travel taxes); Local Government Units (real property taxes and business license and permits) in progressive cities and towns across the archipelago; the University of the Philippines (tuition and miscellaneous fees); Electric Cooperatives and Water Districts (bills payments).

DBP has always endeavored to implement, along with like-minded progressive government agencies and government-owned-and-controlled corporations, innovative payment mechanisms that will migrate traditional cash and check payments and disbursements to electronic means or channels. This included the use of prepaid cash cards for the Home Development Mutual Fund (Pag-IBIG) member loans,

checkless electronic disbursements to Pag-IBIG Fund home developers, personalized identification card with payroll for Clark Development Corporation and other local government units, and electronic account consolidation for the Social Security System, the country's pension fund for private sector workers.

Inspired by the imperative to bring the efficiencies of online banking to the public sector, DBP also developed and launched an internet banking platform geared to meet the requirements of public sector clients. To be "best in class," while differentiated and customized to each client's specifications, the Bank created the Digital Banking Portal or DBP2. DBP2 has the most comprehensive array of online transaction banking services comprising Account Services, Financial Transactions, Cash Management Services, and Financial Supply Chain Management — all done online with the latest security features.

DBP and the Bureau of Internal Revenue (BIR), the Philippines' tax collection agency, also launched the BIR-DBP PayTax Online portal which was designed to enable individuals to pay their taxes online using a secure and convenient channel. Taxpayers with ATM cards or credit cards can now pay their taxes via the web-based portal www.DBPpaytax.com which is powered by DBP's Online Payment Gateway. Taxpayers can also access the portal by going to the websites of the DBP or the BIR, while payments can be made using BancNet ATM cards, VISA and Mastercard credit and debit cards.

For these initiatives, DBP received the Visa Inclusive Growth Award 2017 for its role in promoting financial inclusion in the country. The award is in recognition of its Pag-IBIG DBP prepaid card, the innovative card-based disbursement solution for short-term loans granted by the Home Development Mutual Fund or Pag-IBIG Fund to its members nationwide.

In 2019, DBP is poised to roll out other digital banking services to further build the country's financial payments infrastructure and to enhance customer experience by providing clients with the convenience of more digital banking innovations.

National Bank for Agriculture and Rural Development: Changing the Game Mr. Harsh Kumar Bhanwala, Chairman

Change is constant. NABARD, as the apex development financial institution of India, has acknowledged and acted upon this fact in letter and spirit.

Over the past 36 years, NABARD's functions have diversified from pure refinance to areas such as microfinance, financial inclusion, rural farm and non-farm sector, infrastructure financing, tribal and watershed development, and climate change.

With the advent of the digital age, there was a need to realign these programs in sync with the technological demands. NABARD has not only made the transition successfully, but also kept an eye on the foreseen changes in the digital landscape to adapt to the newer requirements from time to time.

Supporting Technology in Rural Banking: NABARD facilitated Core Banking Solutions (CBS) adoption in rural banks, which enabled them to provide "Anytime Anywhere" Banking to its customers and optimize their manpower requirement.

As part of widening the digital payment acceptance infrastructure, NABARD has supported the deployment of Point of Sale (PoS) devices and microATMs. It also promoted the digitization of financial transactions by farmers through the issuance of RuPay Kisan Cards against their Kisan Credit Card accounts. NABARD is also aiding banks to meet cybersecurity and regulatory requirements for their enhanced protection and that of customers.

Digital Initiatives in Microfinance Sector: Self Help Group-Bank Linkage Programme (SHG-BLP), piloted by NABARD, was the world's first savings-led microfinance model. After its prolific expansion, it was felt that digitized SHG data would ease loan appraisal for bankers and expand choices for their clients. This led to the EShakti initiative for digitizing financial and non-financial records of SHGs, (www.eshakti.nabard.org). SHG members have been

co-opted as Business Correspondent Agents by way of NABARD's Bank Sakhi model, which integrates its financial acumen with the needs of banks and their prospective client base.

A number of web portals have been developed for the benefit of ultimate beneficiaries.

- **E-Shakti:** This portal has been developed for digitization of SHGs and their accounts. The project covers four lakh SHGs and 42 lakh member beneficiaries in 100 districts. Bankers will be able to assess the financial strength of the SHGs to enable them to take a decision for lending purposes.
- **Watershed Development:** This portal captures the physical progress of watersheds funded by NABARD using GIS technology.
- **Tribal Development:** This portal contains data of tribal development projects funded by NABARD across 220 districts of India benefitting 3.65 lakh families.
- **Krishak Sarathi:** This portal was developed to digitize farmers' clubs and their members' data. It contains the data of 23,000 Clubs covering 2 lakh members.
- **NabSkill:** This is an interface to capture details of various stakeholders (Trainees, Trainers, Placement Agencies and NABARD) in skilling initiative by NABARD.

To strengthen its internal organization, NABARD has also taken a strategic shift towards centralized web-based computing platforms for its functions to provide "anywhere and anytime" access to the users in a secured environment.

The enterprise-wide systems, which have been rolled out, include a Human Resources Management System, a Centralized Loan Management and Accounting System, a Treasury and Asset Liability Management System, a Data Collection and Management System, an Enterprise Content Management System, a Corporate Intranet, a Corporate Mailing Solution, and a host of web portals.

ASKI Group of Companies, Inc.: Staying on trend Mr. Rolando B. Victoria, President and CEO

The ASKI Group of Companies, Inc. (AGC) believes that every organization must be able to adapt to the call of the fast-changing world to stay relevant in this modern age. Among its initiatives are the following:

Comprehensive Governance Manual: The role of the Board and Management is very crucial in making sound decisions to ensure the resiliency and success of the organization. The AGC has a governance manual crafted and finalized over the years indicating the roles and rigorous selection process for the members of the Board, including the involvement of young and dynamic members with technology and digital experience as one of the qualifications. The AGC ensures that the Board and Management has a diverse background and capabilities suitable to cope with the digital trends.

Developed and Continuously Enhancing IT Systems: Technology is transforming everything. This is the reason the AGC created one of its business units to take charge of

ASKI Group of Companies, Inc.

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the technological breakthroughs and digitalization initiatives: the iSynergies, Inc. The unit developed systems from computer-based to web-based and mobile application suitable for microfinance operations, recruitment of staff and monitoring of staff performance through i-Perform. Having the systems on-board benefitted the stakeholders which include the customers, staff as well as partners for monitoring and reporting.

Investing in Manpower Development. By providing the staff continuous career development/ intensive trainings, the organization's strong manpower support includes sending of staff to local and international trainings. In this digital age, this effort is seen to benefit the organization and at the same time enhance the personal and profession growth of the staff by keeping them attuned in the latest developments in the industry and in their respective fields.

Balancing the 3Ps (People, Planet, Profit): The ASG is the first Smart Campaign-Certified institution in the Philippines, a manifestation of its commitment to the people and the microfinance stakeholders towards a more sustainable industry. Its microfinance operation includes environmental initiatives, as well as the exclusion of businesses that cannot be financed, to help combat the effects of climate change. It is also committed to providing inclusive financial services that use different platforms, one of the enablers of the UN Sustainable Development Goals (SDGs). Through the modest contributions, it can help in ensuring that no one will be left behind.

Partnerships and Networking. The ASG promotes Public, Private and People Partnerships to achieve a common goal. The current problems cannot be solved by the government or the private sectors alone. It must be a collaborative effort among the sectors involved.

FOR THE FIRST TIME IN SRI LANKA,
OVER 150,000 TREES WERE PLANTED
ON WORLD ENVIRONMENT DAY!



A PLEDGE ACROSS
GENERATIONS

176,518
TREES



25
DISTRICTS

8,561,423lbs
CO₂ ABSORBED PER ANNUM



371,000
CHILDREN

991
SCHOOLS

In keeping with the pledge taken by Alliance Finance Co. PLC to offset the carbon footprint of its motor vehicle leasing customers, the Company will plant 600,000 trees; 50 trees per motor vehicle leasing in Sri Lanka by 2021, through its unique environment conservation initiative "Thuru Mithuru".



PEOPLE • PLANET • PROFIT
Sri Lanka's pioneering triple bottom line financial institution





Sacred Heart Savings Cooperative
From Divine Providence to Defined Progress

Arjay Russel Vasquez
From Agriculturist to Agri-Entrepreneur

Eralyn & Vincent Agbayani
From Agripreneurs to Sustainability Champions

Perseveranda and Arturo Abcede
From Small Business Owners to Enterprise Leaders

Mayor Fernando Mesa of Alabat, Quezon
From Vision to Transformation

Cynthia and Carl Dean Litigio
From Overseas Workers to Farm Business Employers

Michael Factora
From Engineering to Farming

Loly Gomez
From Passion to Corporation

Fiesta Communities, Inc.
From Home Providers to Community Developers

John Titaan
From Local Artistry to Filipino Pride

Pacifico Corabado, Jr.
From Impossibilities to Inspiration

Consuelo Valenzuela
From Nature's Abundance to Sustainable Livelihood

T'boli Farm Growers Multi-Purpose Cooperative
From Mountain Workers to Empowered Farmers

Joseph and Lydia Lomibao
From Local Start-up to Global Exporter



of Harvesting Heroes

LANDBANK sows the seeds of the Filipino dream. Given life by the hard work and dedication of the men and women in the farthest reaches of the country, and further nurtured by the much needed financial access and resources.

Rooted on its social mandate, LANDBANK continues to flourish. It is focused on its mission of delivering formal financial services to its priority sectors, especially the farmers and fishers, whose success fuels the growth of the countryside.

For more than five decades, LANDBANK has cultivated the steadfastness of the Filipino spirit. From the fertile grounds of hope to its bountiful harvest, LANDBANK's success is the success of these heroes whose aspirations have turned into the saplings of progress in the countryside, inspiring sustainable progress nationwide.

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LANDBANK
WE HELP YOU GROW.

ACMFN builds a clean technology (cleantech) financing ecosystem to spark improved access to finance for Asian cleantech MSMEs

The Asian Cleantech MSME Financing Network (ACMFN) is a four-year project funded by the European Union under the Switch Asia Programme with ADFIAP as the lead partner aims to build and leverage a cleantech financing eco-system to spark improved access to finance for Asian cleantech enterprises and enhance sustainable consumption and production patterns in Asia.



This it does by:

- Supporting financial literacy of MSMEs;
- Promoting the uptake of innovative clean technologies to MSMEs;
- Strengthening the ability of MSMEs to access financing; and
- Enhancing the availability of cleantech financing products by providing financial institutions with:
 - Technical assistance
 - Peer-learning opportunities
 - Network creation
 - Matchmaking with promising cleantech MSMEs

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