

WSBI / ESG Financial Sector Development Project Selected Experience



Period	Country	Funded by	Title and Description of the Project	Partners
2015-2016	Uganda	Incofin (Belgium)	Design, development and implementation of <i>Innovative Delivery Channels for Savings Mobilisation</i> at WSBI member Finance Trust Bank.	-
2015	Tunisia	SECO (Switzerland)	<i>Risk Management Training</i> at « Banque de Financement des Petites et Moyennes Entreprises ». Development and delivery of four training sessions on various aspects of risk.	-
2015	Kenya	Alliance for a Green Revolution in Africa	<i>Review and Revision of the Profit Risk Sharing Facility Implementation Manual</i> for local banks participating in IFAD's six-year Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT).	-
2015	South & South-east Asia	Asian Development Bank	<i>Developing Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Approaches, Methodologies and Controls for Non-banking Financial Institutions (NBFIs)</i> and delivery of two training courses for selected NBFIs staff in Manila	-
2014-2015	Senegal	REGMIFA	<i>Diagnosis of risk management, risk mapping, improved management of cash flows and financial risk management</i> at microfinance institution ACEP, in order to facilitate their expansion plans.	-
2013	Uzbekistan	Organisation for Security & Co-operation in Europe	<i>Providing Training on Anti-Money Laundering and Countering Financing of Terrorism for Banking Institutions</i> , training on anti-money laundering / countering the financing of terrorism to compliance officers of banking institutions in Uzbekistan.	-
2012-2015	Africa	European Commission	<i>African Postal Financial Services Initiative</i> , a regional programme benefiting post offices in up to 10 African countries that aims to (1) reduce the costs of remittances to/within Africa, (2) reduce transaction times, (3) broaden the network of rural locations and (4) deepen the range of financial services	IFAD ⁱ (lead), World Bank, UPU ⁱⁱ , UNCDF ⁱⁱⁱ
2013-2014	Seychelles	European Investment Bank	<i>Technical Assistance for Development Bank of the Seychelles</i> , leading to an efficient, modern, transparent and accountable financial institution. Components; credit risk management, asset and liability management and governance structures.	BBA ^{iv} (Lead)
2012-2015	Haiti	European Investment Bank	<i>Technical assistance to Sofihdes and ACME</i> , improve internal policies, systems and procedures allowing both (micro-)financial institutions to (i) function more efficiently in terms of client prospection, market research, risk management, strategic planning and (ii) broadening their client-base thanks to more innovative and adapted products.	PC&A ^v (lead)
2012	China, PR	Asian Development Bank	<i>Capacity Development of Partner Banks in Microfinance Wholesale Lending – Finance Specialist</i> . TA to partner banks benefiting from a lending facility to develop the wholesale lending market for microcredit companies.	None
2012-2013	Kazakhstan, (Kyrgyzstan, Tajikistan and Uzbekistan)	International Fund for Agricultural Development	<i>Study of Remittance and Postal Financial Services in Kazakhstan</i> , and dissemination of lessons and best practices in postal financial services to postal operators in the region and the wider world.	None
2011-2012	Kosovo	European Bank for Reconstruction and Development	<i>MSME Finance Framework for Western Balkans & Croatia – Bank for Business (BfB)</i> . Assist BfB addressing weaknesses in risk management, internal audit and control, credit analysis, treasury capability and strategic planning and product development, in order to disburse the proceeds of a credit line and expand operations.	Grontmij (lead), Experian

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2010-2014	Worldwide	Bill & Melinda Gates Foundation	<i>To develop projects with major savings banks to significantly increase outreach to poor people with savings accounts, assisting selected WSBI members in preparing innovative project proposals to increase the number of poor people with savings accounts that may be funded by the Foundation as from 2012.</i>	None
2009-2010	Serbia	EBRD	<i>MSME Finance Framework for Western Balkans & Croatia – Opportunity Bank Serbia (OBS). Assist OBS addressing weaknesses in risk management, internal audit and product development and management, in order to expand operations.</i>	Grontmij (lead), Experian
2009	Mongolia	Lux-Development	<i>Formulation mission for Financial Sector Capacity Building and Training Project, taking into account budget limits and coordination with similar projects underway in Mongolia.</i>	None
2009-2010	Zambia	IFAD	<i>Advisory Services to the National Savings and Credit Bank. Support in reviewing and implementing the Institutional Development Plan at NSCB, with the overall aim of increasing the use of sustainable financial services for low-income segments in rural areas.</i>	None
2009-2010	Slovenia	EU-EBRD	<i>Municipal Finance Facility – Technical Assistance to Abanka Vipva, supporting Abanka in building up its municipal finance unit and improving its credit analysis, risk management and marketing activities.</i>	Swedbank
2008-2009	Burundi	FIRST Initiative (World Bank)	<i>Central Bank Information Management Strengthening with several components; a) Upgrading basic IT infrastructure; b) Developing new information processing applications; c) Ensuring continuity, reliability and integrity of information management; d) Strengthening staffing and equipment of IT Department; e) Strengthening security of information system.</i>	None
2008	Azerbaijan	Client	<i>Team Building & Leadership Seminar: development and delivery of a 3-day seminar to middle managers at the National Bank of Azerbaijan</i>	None
2008-2015	Global	Bill & Melinda Gates Foundation	<i>Working with Savings Banks in order to double the number of savings accounts for the poor. A program specifically benefiting WSBI member banks to materially increase the number of usable savings accounts for poor people and to spread lessons to support the wider goal of doubling the number of savings accounts for the poor worldwide.</i>	None
2008-2011	Vietnam	SECO (Switzerland)	<i>Training and Capacity Building Programme to the Banking Universities. Development and delivery of specialised short term bank training programmes (including a license for banking simulation software) to Lecturers of the Banking Academy in Hanoi and the Banking University in Ho Chi Minh City.</i>	SBFIC ^{vi} , BTC ^{vii}
2007-2011	Western Balkans and Croatia	EU & EBRD	<i>Framework Agreement for MSME Credit Advisory Services, assisting participating banks in the Western Balkans and Croatia to develop high-quality lending and leasing skills for on-lend the proceeds of an EBRD credit line to micro-, small & medium-sized enterprises.</i>	Carl Bro / Grontmij (lead), Experian Scorex
2007-2008	Azerbaijan	World Bank	<i>Advisory Services for detailed assessment of national Payment System Architecture and preparation of Strategic Plan for next 3 years for continuation of reform in payment system.</i>	None
2007-2008	El Salvador	Client	<i>Delivery of Training to the Financial Institutions associated to FEDECRÉDITO in 'Recovery and Coverage', Marketing of Savings Products, 'Microcredits and Credits for SMEs' and in the 'Qualification of Credit Applicants'</i>	None
2007-2008	Angola	FIRST Initiative (World Bank)	<i>Development of NBFi Regulatory and Supervisory Frameworks in line with international standards in order to promote the development of the Non-Bank Financial Institutions sector in a diverse, modern, safe and sound manner.</i>	None
2007-2008	Syria	EuropeAid	<i>Management Skill Development Training Programme for the Banking Sector, improving the institutional capacity by developing skills of staff and management of Central Bank of Syria and the 6 state-owned banks through building of managerial knowledge</i>	None

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2007	Regional EU	European Commission DG Market	<i>EU Study on Financial Literacy Schemes.</i> Identification of schemes for financial education at ESBG members, analyzing best practice.	EversJung (lead)
2007	Pakistan	Client	<i>Delivery of Presentations and Training on practical implementation of Basel II</i> to Association of Chartered Certified Accountants and State Bank of Pakistan.	None
2007	Mongolia	Client	<i>Diagnostic Review of IT Network Architecture, Hardware, Software Security, Safety and Integration of Databases of Savings Bank of Mongolia,</i> followed by a report presenting findings, challenges, solutions and recommendations and budget estimates for upgrading and maintenance costs.	None
2007	South Africa	Client	<i>Conducting a regulatory benchmark with Postal Savings Banks at the Postbank of South Africa.</i> Assist Postbank with developing a regulatory benchmark, based on international best practice from postal savings banks that have already been corporatised. Presentation of trends & developments in postal banking.	OPM ^{viii}
2007	Vanuatu	EuropeAid	<i>Needs Assessment Study at Vanuatu Financial Services Commission.</i> Identification of weaknesses in the Commission, including proposals for modernisation / improvement with a SWOT analysis and an impact assessment of proposed measures on national and regional level.	PC&A (lead)
2006-2007	Sudan	FIRST Initiative (World Bank)	<i>Improving Access to Finance for Farmers in the Gezira Region.</i> Development of a plan to improve access to finance, in conjunction with World Bank's efforts to improve agricultural productivity.	None
2007	Uganda	Belgian Technical Cooperation	<i>Training of cadres of Uganda Post Bank,</i> mainly in areas relevant to Microfinance; evaluation, audit, financial analysis and credit risk management, management information systems, regulation, efficiency, etc. The training took place in Brussels, Belgium	CNCE ^{ix} , Swedbank
2006-2008	Russian Federation	EuropeAid	<i>Transition to IFRS in the Banking Sector.</i> Provision of TA to develop the legislative framework for IFRS and disseminating that to financial sector actors, and train Russian bankers in applying, making use of best practices from Europe.	PWC ^x (lead), FBK
2006-2007	Mongolia	Asian Development Bank	<i>Capacity Building for Financial Sector Reform.</i> Provision of advice to the banking and securities regulators and supervisors at the Ministry of Finance & Bank of Mongolia.	WBAG ^{xi} (lead) / CAPMEX
2006-2007	Regional (India, Mexico, Tanzania & Thailand)	CGAP (World Bank)	<i>Poverty Assessment of Client Segments Served by Savings and Postal Banks.</i> Study of relative poverty level of clients of representative savings and postal banks, in order to better understand whether poor people are being served and whether their financial service needs are being met.	OPM
2006-2007	Vietnam	EuropeAid	<i>Support to the State Bank of Vietnam.</i> Technical Assistance to the SBV ensuring the implementation and co-ordination of two project activities: (a) identification of potential problems with the integrity of data banks and (b) provision of training for SBV inspectors in the field of bank supervision.	LTSB ^{xii} , CNCE, E&Y ^{xiii}
2006	Central America (El Salvador, Nicaragua, Honduras)	EuropeAid	<i>Exit strategies for credit funds in European Commission (EC) funded projects in Nicaragua, Honduras and El Salvador,</i> a project that aims to list all local initiatives funded by the EC development programmes, including recommendations on improving its effectiveness and the best strategies to divest.	None
2005-2006	Azerbaijan	World Bank	<i>Technical Assistance for a System for Collection of Public Utilities Fees.</i> Design of a centralised collection system for utility fees, to be integrated in the existing national payment system.	None
2005-2006	Kyrgyz Republic	World Bank	<i>Support to evaluating and selection a Real Time Gross Settlement System for the National Bank of the Kyrgyz Republic</i>	None
2005	Malawi	World Bank	<i>Restructuring and Privatisation of the Malawi Savings Bank-Phase II.</i> Implementation of the restructuring plan to strengthen sustainability of operations of the Malawi Savings Bank, and assessment of privatization options.	KPMG Malawi, CNCE, Swedbank

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2005	Mali-Koulikoro Region	Belgian Technical Cooperation	<i>Implementation of a feasibility study for establishment of a fund for regional development</i> , in the framework of technical cooperation between Belgium and Mali.	CNCE
2005-2007	Worldwide	Multi-donor funded FIRST Initiative	<i>Indefinite Delivery Agreement with the FIRST Initiative</i> for implementing small assignments in the field of Access to Financial Services to SMEs and the Poor	None
2004-2006	Regional EU	Innobank	<i>Validate and evaluate the implementation of an intelligent new bank branch</i> by using new but mature technologies, enabling enhanced, more secure and user-friendly oriented bank services. The technologies and procedures to be used for these new services are (1) Biometrics, (2) Paper-free office system, (3) Wireless technologies, and (4) Cash management.	La Caixa ^{xiv} (lead), Fortis Bank, Fujitsu Espana, FhG ^{xv} , TBS ^{xvi} , Siemens ^{xvii} , Wincor-Nixdorf
2004-2005	Regional (31 European countries)	European Commission – DG Enterprise & Industry	<i>Impact on SMEs of the Basel II accord on capital adequacy rules</i> . Providing information to SMEs in 30 European countries to help them understand changes that will occur from the Basel II accord. This included (1) analysing information that banks request for internal rating and loan processing, (2) developing material that will assist SMEs to proceed in revising their procedures, (3) organising 60 one-day information and dissemination conferences in 30 countries, and (4) development and maintenance of a website, with access to background information to SMEs.	LTSB, UEAPME ^{xviii}
2003-2006	People's Republic of China	Europeaid	<i>Technical Assistance for EU – China Financial Services Cooperation Project</i> . Technical Assistance for the reform of the financial sector in China, focusing on the banking, insurance and securities sectors. Activities concentrate on Policy advice (regulators and supervisors) and management skills through training the trainers, distance learning and internships, seminars, workshops and study tours. Extension of the contract until 2006.	CNCE, Swedbank, GDV ^{xx} , LTSB, SBFIC, WBAG
2004-2010	Regional-EU Accession Countries	EU & EBRD	<i>Framework Agreement for the EU-EBRD Municipal Finance Facility</i> , assisting banks in 10 European Countries to develop their skills & methodologies to successfully on-lend proceeds of an EBRD credit line to small & medium-sized municipalities	CNCE, Swedbank, E&Y
2001-2007	Regional-EU Accession Countries	EU & EBRD	<i>Framework Agreement for the EU-EBRD SME Finance Facility</i> , assisting participating banks in 10 European Countries to develop their skills & methodologies to successfully on-lend proceeds of an EBRD credit line to small & medium-sized enterprises	CNCE, LTSB, SBFIC, Swedbank, Enterplan ^{xx} , GFA ^{xxi}
2004	Mongolia	World Bank	<i>Resolution of Savings Bank's Future</i> , including a financial and institutional diagnostic with evaluation criteria and scoring system, leading to an Action Plan to make the Bank more saleable.	None
2003	Kyrgyz Republic	PHRD grant (World Bank)	<i>Advisory Services to the Savings & Settlement Company (SSC) of the Kyrgyz Republic</i> . Assessment and SWOT analysis of SSC, followed by development of a limited number of strategic options (including merger with the Post Office). Preparation of a business plan for preferred strategic option, including implementation plan.	MNT Consulting
2003	Mali	World Bank	<i>Evaluation of implementation of the action plan for the development of microfinance in Mali</i> . Tasks: (1) evaluate effectiveness of the plan for 1999 – 2002, identify impediments and measure their impact, and (2) provide recommendations for the period 2004 – 2007.	CNCE
2002	Senegal	Belgian Technical Cooperation	<i>Feasibility Study on the establishment of a financial subsidiary of 'La Poste'</i> . Analysis of various options in setting up a financial subsidiary of 'La Poste', specialised in mobilising of deposits and providing micro & small credits to community based lenders.	

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2001-2002	Azerbaijan	EU Tacis	<i>Technical Assistance on Support to a Bank Training Centre for the Commercial Banking Sector – Extension.</i> Continuation of the development and delivery of courses aimed at banking practitioners and further development of local trainers. Support to new activities, in order to broaden the income base of the Centre, and enhancement of management and training capacity.	LTSB, SBFIC
1999-2001	Azerbaijan	EU Tacis	<i>Technical Assistance on Support to a Bank Training Centre for the Commercial Banking Sector.</i> Support to institution building, business planning, accounting and training of the Centre's management. Development and delivery of short-term training courses and seminars. Assistance to develop longer term programmes, and training of local trainers.	LTSB, BA ^{xxii} , SBFIC
2000-2001	Greece	Greek Government	<i>Study and Implementation of the Restructuring (Operational & Organisational) of the Hellenic Post Savings Bank.</i> Technical Assistance in customer related processes; customer service, deposits management, banking services, money supplies (cash transport), branch accounting and network management, support Processes; services design and promotion and advertising, and corporate processes; corporate planning and internal audit.	KMC ^{xxiii} , CNCE, LTSB, SBFIC, Swedbank
1999-2000	Chad	World Bank	<i>Pre-feasibility Study of Postal Financial Services.</i> Assessing feasibility of postal financial services in order to recommend an institutional solution. Examine attractiveness and initial feasibility of setting up a self-sustaining financial services business through Chad Post.	CNCE
1998-2000	Former Yugoslav Republic of Macedonia	EU Phare	<i>Technical Assistance for the Reform of the commercial banking sector,</i> covering support in 3 main components: retail banking, MIS/IT and treasury. In addition, implementation of a credit and risk management training programme, consisting of seminars to selected commercial banks.	LTSB, SBFIC
1999	Republic of Armenia	World Bank	<i>Audit, Portfolio Review, Valuation and Diagnostic Review of the Savings Bank.</i> Diagnostic Review of the bank, including review of a number of strategic options available and selection of the most appropriate strategy.	SBFIC, KPMG Armenia
1999	Kazakstan	EBRD	<i>Diagnostic Study of Halyk Savings Bank,</i> leading to alternative strategies and goals for the evolution of the bank in terms of ownership and control, and the structural and operational development.	LTSB
1998-1999	Slovenia	EU Phare	<i>Bank and Insurance Training Programme.</i> Assistance to the Bank and Insurance Associations with putting in place a sustainable standardised modular training system, including certification and accreditation. Training of trainers, including setting up a systematic training system and assistance with the development of training modules.	SBFIC, GDV
1998	Kenya, Tanzania and Uganda	UNDP	<i>Comparative Analysis of the Postal Savings Banks in three countries,</i> giving an overview of their overall (financial) situation, including current reforms and indications of future roles and technical assistance needs, with reference to the evolution of other postal savings banks in Africa and elsewhere.	Selected African members
1998	Regional-Africa	Netherlands, South Africa	<i>Preparation and organisation of Strategic Conference on Postal Banking in Southern Africa</i> Advise the Dutch government, World Bank and ING/Postbank on the role and required reforms of postal savings banks in Africa.	None
1998	Regional	WSBI	<i>Feasibility and assessment study regarding the national and regional training needs, and analysis of the local infrastructure of the training facilities</i> (East Africa Regional Training Centre) at the PSB's of Kenya, Tanzania and Uganda.	None
1996-1998	Ukraine	EU Tacis	<i>Extension of the European Banking Advisory Service.</i> Institution building programme at 2 private banks (Aval Bank & VaBank) for implementation of the EBRD SME Credit line. Technical Assistance in 6 strategic areas: credit & risk management, financial management (ALM & budgeting), treasury, internal audit, human resources and IT/MIS.	CNCE, DS ^{xxiv} , FSBA ^{xxv} , LTSB, Swedbank, WBC ^{xxvi}

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1996	Regional	EU DG XVII	<i>Study on the guarantee against political risk of western European investments in the field of energy in the Republics of the former Soviet Union (FSU).</i>	LTSB
1996-1997	Latvia	EU Phare	<i>Provision of Long-Term Adviser and hands-on consultancy to the CEO and Senior Management of Latvijas Krajbanka (Latvian Savings Bank). Strategic advice in treasury, finance and cost control (incl. debt recovery), branch process engineering, balance sheet management and marketing (incl. new product development).</i>	HSB ^{xxvii} /LTSB, Krajbanka, Swedbank, WBC
1995-1996	Latvia	EU Phare	<i>Emergency Assistance to Latvijas Krajbanka in the 1995 banking crisis. Advice on retaining confidence in the bank, establishing routines for liquidity management after extensive withdrawals of deposits. Advice to Ministry of Finance on procedural arrangements for a Depositor Compensation Scheme, where Krajbanka was the paying agent.</i>	CNCE, HSB, SBFIC
1994-1996	Latvia	EU Phare	<i>Financial audit and Operational Review of Latvijas Krajbanka. Further Technical Assistance in 6 operational areas: branch network and management structure, credit procedures, product and services, liquidity management and IT.</i>	PW UK ^{xxviii} , BK ^{xxix} , CNCE, HSB, SBFIC, WBC
1993-1997	Ukraine	EU Tacis	<i>Bank and Insurance Training, establishing Ukrainian Finance & Banking School (UFBS). Training needs analyses, design of training programmes, curricula development, train the trainer programmes, development and delivery of courses in universal banking, and a pilot distance learning project.</i>	ASLK/CGER ^{xxx} , CNCE, HSB/LTSB, MS ^{xxxi} , SBFIC
1995	Estonia	EU Phare & EU Tacis	<i>Strategic Support to the Estonian Savings Bank (Eesti Hoiupank). Assistance to development into a demand led universal bank, with following components; design of products (incl. marketing studies) and services (incl. feasibility studies), delivery strategies, personnel strategies and IT.</i>	WBC, HSB
1993-1996	Russian Federation	EU Tacis	<i>In-house training programme at Sberbank, designing course materials and delivering an 80-week training programme for approximately 1.000 managers and top specialists. Assistance in establishing a Central Training Academy in Moscow, and organising traineeships in the EU.</i>	SBFIC, ACR ^{xxxii}
1992-1996	Russian Federation	EU Tacis	<i>Assistance for the Development of a regional video training programme / Distance Learning for Sberbank. Development of a pilot distance learning project with a regional video training component in order to spread the effects of the training programme taking place at the Central Academy of the Savings Banks.</i>	SBFIC
1993-1994	Russian Federation	EU Tacis	<i>Review and Implementation of Sberbank's Strategic Business plan, with 3 modules: strengthening accounting and internal audit, introduction of the concept of risk management and review / implementation of a strategic business plan.</i>	CNCE, DIC, HSB, PW
1993	Latvia	EU Phare	<i>Financial Restructuring of Latvijas Krajbanka, with 2 main objectives: examine issues relating to missing Bank assets and to recommend the Ministry of Finance on replacing a government guarantee which would consolidate the Bank's financial situation. Advice on future strategy and role and TA to prepare its participation in the first issue of Treasury bills.</i>	HSB, SBFIC
1992	Russian Federation	EU Tacis	<i>A Strategic Business Plan for the Sberbank Development of a strategic business plan, in order to transform into a universal savings bank dealing with private clients, SMEs and local authorities.</i>	CNCE, SBFIC, DIC ^{xxxiii}

ⁱ International Fund for Agricultural Development

ⁱⁱ Universal Postal Union

ⁱⁱⁱ United Nations Capital Development Fund

^{iv} Belgian Bankers Academy / Participation Fund (B)

^v Pohl Consulting & Associates (D)

^{vi} Sparkassenstiftung für Internationale Kooperation (D)

^{vii} Banking Skills Training Company Limited (Vietnam)

^{viii} Oxford Policy Management (UK)

^{ix} Centre Nationale des Caisses d'Epargne (previously CENCEP) - The French Savings Banks Central Organisation (F)

^x PriceWaterhouseCoopers Russia (RU)

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- xi Wiener Börse AG / CAPMEX (A)
 - xii Lloyds TSB Bank plc - International Advisory Services (UK)
 - xiii Ernst & Young International Transaction Services (B)
 - xiv Caja de Ahorros y Pensiones de Barcelona (E)
 - xv Fraunhofer Gesellschaft zur Förderung der angewandten Forschung (D)
 - xvi TB Solutions Technologies Software S.L. (E)
 - xvii Siemens Business Services SA/NV (B)
 - xviii European Association of Craft, Small and Medium-sized Enterprises (B)
 - xix Gesamtverband der Deutschen Versicherungswirtschaft (D)
 - xx Enterplan International Ltd (UK)
 - xxi GFA Management (D)
 - xxii Bank Austria – Konzern Service und Beratung (A)
 - xxiii Kantor Management Consultants (GR)
 - xxiv Danish Savings Banks Development Association (DK)
 - xxv Finnish Savings Banks Association - Suomen Säästöpankkiliitto (SF)
 - xxvi Westdeutsche Bank Consult GmbH (D)
 - xxvii Hill Samuel Bank Ltd, a part of TSB which at the end 1995 merged with Lloyds Bank (UK)
 - xxviii Price Waterhouse London (UK)
 - xxix Sparekassen Bikuben (DK)
 - xxx Algemene Spaar- en Lijfrente Kas / Caisse Générale d'Épargne et de Rétraite (B), now part of Fortis NV/SA
 - xxxi Moore Stephens Chartered Accountants (UK)
 - xxxii Associazione fra le Casse di Risparmio Italiane - The Italian Savings Banks Association (I)
 - xxxiii Deutsche Industrie Consult GmbH, a subsidiary of the Westdeutsche Landesbank (D)