

International Cooperation, Projects and Partners

Annual Report 2018



Finanzgruppe

Sparkassenstiftung für
internationale Kooperation



More than

21
million euros

project volume 2018



More than

300

staff worldwide



100

number of experts seconded
abroad



46

project countries



More than

40

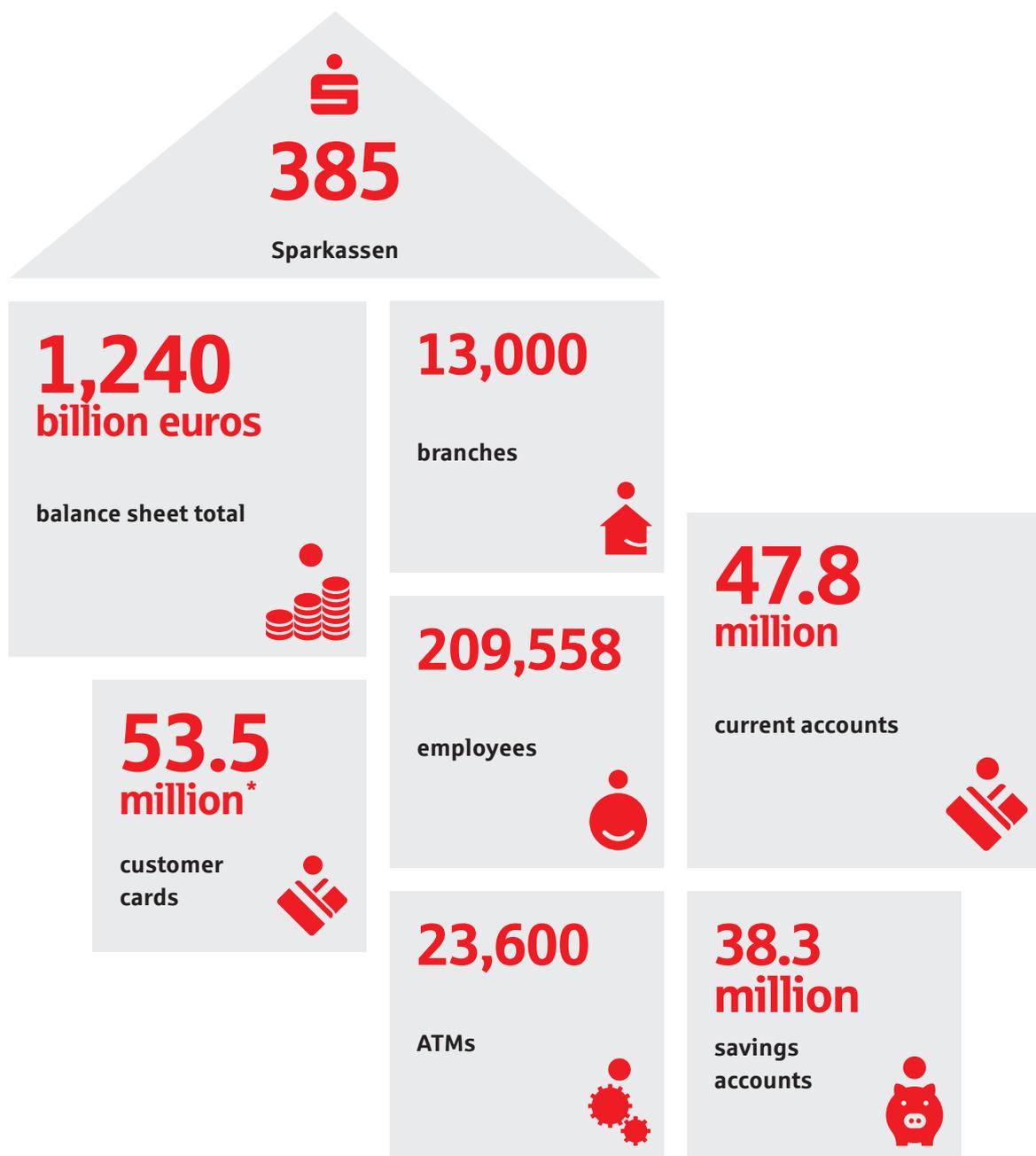
staff at
Head Office
Bonn



1 objective:

poverty reduction through
financial inclusion





12 Regional Savings Banks Associations

5 Landesbank-Groups (plus DekaBank) + Landesbank Berlin/Berliner Sparkasse

8 Regional Building Societies (LBS)

11 Public Insurers

748 Foundations*

Foreword



*Helmut Schleweis
Chairman of the Board of Trustees and
President of the Deutscher Sparkassen- und Giroverband*

The Sparkassenstiftung für internationale Kooperation e.V. is expanding its activities, especially on the African continent. In comparison to Europe, Africa has a very young population. By 2050, its population will have doubled to two billion people. However, today already, many African states are not able to offer their citizens much in the way of financial support and thus financial security. Opportunities are not evenly distributed and not generally sufficient for people to live a self-determined life.

Germany's Sparkassen are of the opinion that everyone should have the chance to live well at a place they feel at home. We all want this for ourselves. And it is only fair that other people should be able to do this, too. Indeed, this is one of the reasons why, in 2018, the Sparkassenstiftung increased its engagement in Africa. We are confident that it is possible to give the general public an opportunity to participate economically and socially in places where institutions and governments are not as robust as they usually are in Germany.

Our confidence is rooted in Germany's Sparkassen, in their history and their expertise. These institutions were founded to enable all people to take part in economic life and become financially independent – especially in times of change. And this is precisely what the Sparkassenstiftung is helping people to do

through its work in Africa, Latin America, Central and Southeast Asia.

We help partner banks on site become more professional, so that they can deliver reliable and sustainable services to their customers. We dedicate a lot of time and effort to building people's basic financial skills in countries where, in rural areas especially, people have little access to education. We encourage young start-ups to pursue their ideas and to shape and create their own livelihoods. We show children and parents how to save successfully – and demonstrate how this translates into economic freedom and self-reliance.

Proud of its Sparkassenstiftung für internationale Kooperation, Germany's Sparkassen-Finanzgruppe (finance group) deploys long- and short-term experts for global assignments every year. These staff members from German Sparkassen, Landesbanken (regional banks) and affiliated companies share their knowledge on site in our 50 partner countries – often for many years in a row.

This shows how very alive the Sparkassen idea remains to this very day – and how relevant it is worldwide.

Germany's Sparkassen were set up to create social stability through economic participation. And that's what we still aim to do to this very day – mostly in Germany but also worldwide.

A handwritten signature in blue ink, appearing to read 'Helmut Schleweis', written in a cursive style.

Overview 2018



Heinrich Haasis
Chairman of the Board

2018 was yet another very work-intensive but successful year for us here at Sparkassenstiftung. We would like to say thank you to our members and partners in the Sparkassen-Finanzgruppe, to our funders (ministries and development cooperation organisations), and to our staff across the globe whose hard work has helped make 2018 so successful for us, for our projects and – most especially – for our partners. Likewise, we wish to thank our many experts for again demonstrating great commitment and support for us in 2018.

Sparkassenstiftung – growing strong

In 2018, our project portfolio took yet another major leap forward. Today, it stands at more than EUR 21 million, having undergone a 15% increase compared to last year. Our project work first draws on the resources we get from the Sparkassen and other member institutions of our group network, i.e. the Sparkassen-Finanzgruppe. Once again, our biggest source of external funding in 2018 was the German Federal Ministry for Economic Cooperation and Development (BMZ). Further funding for our project work came, inter alia, from GIZ, KfW, EBRD and the EU. Looking ahead, we expect 2019 to bring continued and indeed accelerated growth.

The topics we are dealing with are more relevant and urgent than ever. Economies cannot develop if they lack access to financial services. The fight against poverty in developing countries and emerging economies can only succeed, if the people there have a chance of creating a stable livelihood and so providing for themselves and their families. This is why, in our projects, we repeatedly focus on creating structures on site that can help local people set up their own small enterprise. We also aim to provide better financial education for children and young people and to assist local banks to deliver services in rural areas, too. Since these are all topics that have been motivating Germany's Sparkassen for the past 200 years and more, we can leverage their wealth of experience, customise it to local conditions and needs, and share it with our partners on site.

One look at the size of our workforce and project portfolio underscores the scale of demand for our experience: We have more than 40 people working for us at our Head Office in Bonn. And, in the meantime, we now have more than 250 staff members in our projects, a good 50 of them German savings banks professionals. Worldwide, Sparkassenstiftung thus has around 300 staff members in some 50 countries!

Niclaus Bergmann
Managing Director



Africa – a continent of growth

In terms of regional focus, we concentrate on Latin America, Central and Southeast Asia, the Caucasus and most especially Africa. Africa is a continent of growth. However, at the same time, our continental neighbour to the south continues to struggle with many different political, social and also climate-related challenges. We only have to look at the refugee movements in recent years to see how this affects us directly. If, as forecast, Africa's population doubles in the next 30 years, these challenges will only get bigger.

In Africa, we already have a long-standing history of engagement in Burundi, The Gambia, Ghana, Mozambique, Namibia, Rwanda, Tanzania and Zambia. Last year, we expanded our operations considerably and started new activities in Liberia, Sierra Leone, Togo and Uganda. And more projects are scheduled for next year.

Economic integration of refugees and migrants

Overall, we can safely say that, with our set of instruments and tools, we have a very successful approach to one of the central fields of development cooperation, namely, sustainable economic development. This also applies most especially to our projects targeting the economic integration of refugees and migrants in Armenia, The Gambia, Ghana and Turkey. And it is for this reason that we have systematically reviewed our experience to date and produced a strategy that we have since presented to various ministries, political actors and also international institutions – whose response

has been very positive across the board. In concrete terms, we are now engaged in talks with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the German Federal Office for Migration and Refugees (BAMF), with a view to rolling out this strategy in various countries.

Successful cooperation with Sparkassen in Germany

Our projects harness the longstanding experience and cutting-edge strategies of Germany's Sparkassen. Our approach involves working with our partners to adapt this knowledge and skills to specific national demands and to assist with rollout. Our support on site is therefore always very practice oriented. This is why we like to deploy experienced practitioners from German Sparkassen to our projects. Sometimes they remain on site for several years as project managers. At other times, they are on site for just a few weeks at a time to help local teams resolve a particular issue.

This makes the support we get from the Sparkassen-Finanzgruppe so very important in many different ways: This group represents the financial basis of our work and provides many of our instruments and concepts, and not least the experienced staff

members we second to our projects. Legally and financially we may be independent, but we are also very firmly rooted in our 'Sparkassen family'. Without the professional support and human and financial resources from the Sparkassen-Finanzgruppe, our work would not be possible.



Heinrich Haasis
Chairman of the Board

“As public institutions it is our social obligation to remain actively involved in the rest of the world, even though we are local institutions.”

Project Countries 2018



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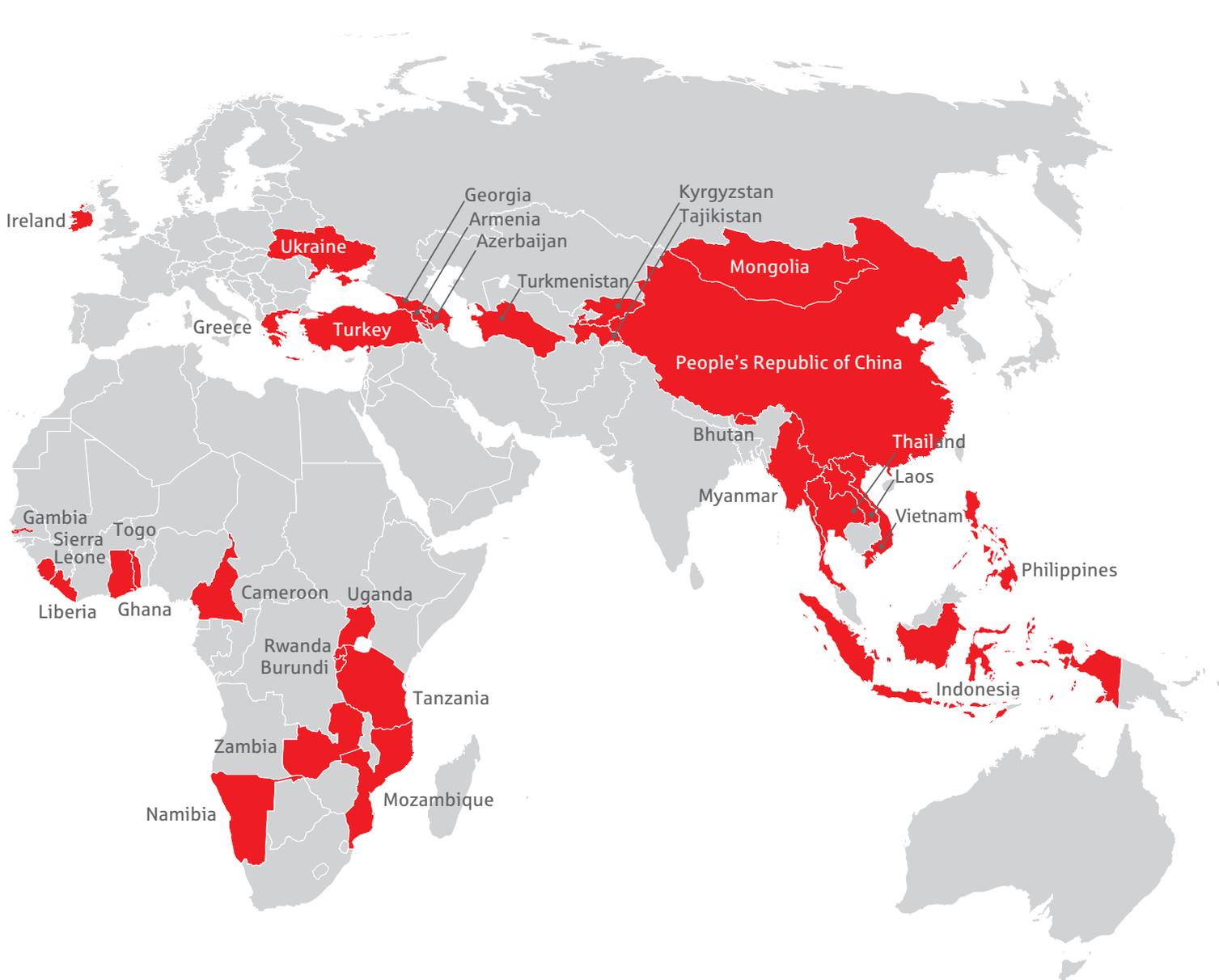
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Banking in Mongolia – A job with a future

“Mongolians aren’t particularly fond of saving. We descended from nomadic tribes, so we live in the here and now. We look out of the window and decide what we can do today”, says Gerelchuluun Iderchuluun, Sparkassenstiftung’s local long-term expert in Mongolia. Twenty-seven-year-old Gerelchuluun speaks fluent German and is passionate about her job. She also has high aspirations: Together with other local staff members, she is committed to mainstreaming a dual vocational training system in Mongolia.



Practice-oriented vocational training

A dual vocational training system is intended to promote practice-oriented learning. However, the graduates of Mongolia’s state and private vocational training establishments often fail to find employment because their qualifications fall short of actual job-market demands. Banks therefore recruit a lot of their staff from the country’s universities. But no practical sector-specific training takes place there. New staff members are merely given a one-week induction course to get to grips with the specific field in which they will be working. The upshot: poorly trained bank staff, poor quality advisory services and, as a consequence, a general lack of confidence in financial institutions amongst the population at large.

Sparkassenstiftung’s project with the Bank of Mongolia got off the ground in December 2016. At its core is the development and rollout of a professionally sound

and practice-oriented training course for banking sector employees that gives them the skills they need to advise a wide range of customers on various financial products. For this reason, the practical part of training is dedicated to hands-on advisory scenarios. Eleven out of fourteen banks in Mongolia have sent trainees. At present, training is geared to existing staff members who are to undergo a seven-month training course culminating in qualification as a banking specialist. Germany’s Federal Ministry for Economic Cooperation and Development (BMZ) is funding project activities.

Support by Sparkasse Ostprignitz-Ruppin

Support for the project comes from the Sparkasse Ostprignitz-Ruppin whose experts have been partnering activities since the end of 2018. “Mongolia’s financial world is completely different”, says Dr. Monika Randig who heads up the HR Department at Sparkasse Ostprignitz-Ruppin. “Big banks mainly focus on wealthy clients and just sell ‘any old product’ to other customers. Having identified this situation, the Bank of Mongolia is cooperating with our Sparkasse via Sparkassenstiftung. We are pleased we’ve been able to give some of our staff an opportunity to disseminate their knowledge in Mongolia.”



The graduate

Borgil Erdenebaatar and his branch office manager gave us a warm welcome to their office. Borgil is actually a trained mathematician who started at Mongolia's Golomt Bank immediately after graduating. His job: 'counting cash'. Quick to learn, Borgil was promoted to a cashier after just a couple of months. At the same time, the managers at the branch office asked him if he would like to go on the dual training course for banking specialists.

Borgil explains that before taking part in the course he was quite shy and reserved – as mathematicians often tend to be – and that he knew very little about the banking sector. The changes he has gone through are clear to see and even he notices them himself, says the twenty-eight-year-old with a smile. On a personal level, he is now much more open and sociable. This is mostly thanks to course module 6 on 'Communicating with Customers'. Here he learned how to kindle customer interest and also how important it is to offer customers services that satisfy their needs.

After successfully completing the exam at the end of the course, Borgil was promoted to the position of credit specialist at his bank. Borgil says: "It's always a pleasure to see a satisfied customer. You have to put in a lot of effort though. Take last week, for example: A man came in for a loan for a car that he wanted to give his wife as a present on the very same day." A loan in a day is normally out of the question in Mongolia! But Borgil did the impossible – with some help from his colleagues at the bank's central back office that he had got to know on the course. His training has thus been a real boon for his everyday work.

And in three years from now, he wants to advance to senior specialist. Borgil is very positive about his future career in the banking sector. For him, being a banking professional is something special. "A banking professional has to be realistic, a role model for others and be able to offer customers exactly the kind of products they need." His professional philosophy is



borne out in the three awards he got from his bank in 2018.

His verdict at the end of the talk about dual vocational training for banking-sector advisors is very positive: He really liked the course. Prior to his vocational training, he studied at Mongolia's Government Academy for Public Sector Management. In comparison, the German training course was much more practice-oriented, easier to follow and customised to the participants' needs, said Borgil.

The camel savings mascot



Teaching materials have been developed to promote basic financial literacy amongst school students and young people in Mongolia. Additional measures, such as the rollout of World Savings Day, are also helping to strengthen customer trust in the Mongolian banking system. All of this called for the introduction of a national savings mascot. However, Germany's standard piggy bank mascot was out of place here. Instead, the go-to choice was a camel! Native to Mongolia, the camel stands for the thrifty and efficient use of water – an outstanding virtue in one of the most sparsely populated countries in the world.



1st from left: Gerelchuluun Iderchuluun, centre: Ulrich Kienitz, Regional Coordinator for Central Asia, 4th from right: Theo Hensels, Sparkassenstiftung's long-term expert, 3rd from right: His Excellency Stefan Duppel, German Ambassador, 2nd from right: Byadran Lkhagvasuren, Vice-Governor of the Bank of Mongolia

Number of people taking part in dual vocational training course: **82**

Of which women:

62%

Exam pass rate:

97%

Banks taking part:

11 out of a total of **14**
plus FRC (MFI financial oversight authority)

World Savings Day 2018:

1,900 participants at 24 school events with 10 banks taking part in 2 regions

“The international cooperation activities between the Bank of Mongolia and Sparkassenstiftung für internationale Kooperation e.V. date back to December 2016. That was when we started to work closely on implementing a training development programme to improve bank staff training and public financial literacy, inter alia by introducing World Savings Day in Mongolia. In November 2018, the Bank of Mongolia, the Mongolian Bankers Association and the Sparkassenstiftung as well as the German Sparkasse Ostprignitz-Ruppin signed a Memorandum of Understanding on the project’s first main phase, which is backed financially by the German Federal Ministry for Economic Cooperation and Development (BMZ).

We have achieved a lot over the past two years. Take the theoretical part of the dual vocational training programme: Here we have trained 14 master trainers and ten trainers who are now organising and teaching seven training modules coached by international short-term experts. Moreover, eleven mentors from Mongolian partner banks are taking part in the project. Their task is to organise and support practical training. So far, a total of 82 trainees from twelve commercial banks have successfully participated in the training programme. Sparkassenstiftung has its own office in Mongolia that is being run by an international education expert together with a local team. In addition, in 2018 alone, Sparkassenstiftung seconded ten short-term experts to provide expertise on site in Mongolia. It also conducted four specialised seminars. On top of this, six train-the-trainer seminars were held for master trainers and two courses for mentors in Mongolia and Germany.



Byadran Lkhagvasuren
Vice-Governor of the Bank of Mongolia

To raise the population’s awareness about financial issues, we also cooperated on organising and celebrating World Savings Day. In 2018, ten banks and financial institutions participated in World Savings Day events in Ulaanbaatar, Mongolia’s capital city, as well as in Darkhan-Uul Province. Our outreach encompassed 900 pupils from 20 schools and we distributed a ‘pocket money planner’ in comic-book form, as well as many other brochures designed to build financial literacy.

Personally, I believe the project is helping to ensure economic and social sustainability in Mongolia. As such, it is in line with the country’s monetary policy guidelines as well as the Bank of Mongolia’s national financial literacy programme.

We are in no doubt that this cooperation will last.”

Capacity Development

Sparkassenstiftung's mission and driving passion is to give people in today's globalised world sustainably improved prospects for the future. Decisive factors for successful development include being willing to engage in life-long learning and having an opportunity to leverage education services. For this reason, Sparkassenstiftung attaches great importance to training and HR development, considering each country's specific situation and opportunities for the respective project design.

Sparkassenstiftung's Business Games

In our partner countries, we aim to assist financial institutions – and the societies in which they are embedded – to move forward. Sparkassenstiftung's business simulations play a vital role in this context. Our seven Business Games for different target groups were played by almost 23,000 participants in 1,300 training sessions in 2018. Thanks to the training of local trainers and multipliers, there is a predominantly rural outreach. Sparkassenstiftung's business simulations include:

Computer-based Business Games

- Bank Management Game
- MFI Management Game
- Strategic Risk Management Game
- Market Development Game

Board-based Business Games

- Farmers Business Game
- Micro Business Game
- Savings Game

Financial institutions can use the **IT-based Business Games** to train staff at all levels of company hierarchy. In contrast, our **board games** aim to financially educate micro and small entrepreneurs, farmers and also private individuals. It makes no difference whether the game is played on a board or on a computer: These extremely practice-oriented training simulations enable participants to learn how to analyse and understand

correlations. Furthermore, they also teach them to respond to unforeseen events and to instigate the right course of action.

Dual vocational training based on the German model

Dual vocational training is a significant component of all Sparkassenstiftung projects. Such activities always link up with existing education structures in order to secure project sustainability. We aim to work with our local partners to establish and grow needs-oriented structures capable of sustainably mainstreaming basic and further measures and securing their delivery on a stable economic basis. The combination of theoretical learning and company-based hands-on training makes for skilled and motivated personnel. In turn, this enables financial sector organisations to improve customer service delivery and become more efficient.

Training services and the Sparkassen-Finanzgruppe

Germany's Sparkassen and their networked partners within the Sparkassen-Finanzgruppe constitute an enormous repository of knowledge and ideas that Sparkassenstiftung can tap into for its project work. With more than 17,000 trainees, the Sparkassen not only operate one of the largest apprenticeship schemes in Germany, they also offer a wide range of upskilling and further training seminars for their 200,000+ staff and management employees. These courses are offered at a total of ten regional academies, the central Management Academy and the Sparkassen-Finanzgruppe's University of Applied Sciences.



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An overview of all our projects
can be found on our website:



→ www.sparkassenstiftung.de/en/projects/worldwide

Overview of selected projects



WEST AFRICA

Promoting the organisational development of credit unions in
The Gambia, Ghana, Liberia and Sierra Leone

Overall term: 10/2018 – 09/2020

Funding by: BMZ*

German project partner: Rheinischer Sparkassen- und Giroverband (RSGV)



REGIONAL PROJECT FOR CENTRAL ASIA

Introducing dual vocational training for the finance sector and
financial literacy for young people

Overall term: 10/2014 – 09/2020

Funding by: BMZ*

Countries: Kyrgyzstan, Tajikistan, Turkmenistan

German project partners: OSV**, Saalesparkasse (Halle)



MONGOLIA

Introducing dual vocational training for banking specialists

Overall term: 12/2016 – 11/2021

Funding by: BMZ*

German project partner: Sparkasse Ostprignitz-Ruppin



REGIONAL PROJECT FOR CENTRAL AMERICA

Strengthening education and association structures

Overall term: 10/2014 – 09/2022

Funding by: BMZ*

Countries: El Salvador, Honduras, Cuba, Mexico, Panama

German project partner: OSV**



TRANSNATIONAL

Use of Business Games in project work

Overall term: ongoing since 1998

Countries: worldwide

Funding by: BMZ* and Sparkassenstiftung's own funds

German project partners: BTS and Topsim GmbH

*German Federal Ministry for Economic Cooperation and Development (BMZ)

**Ostdeutscher Sparkassenverband



Training and HR development are integral components of all Sparkassenstiftung's projects. Our aim is to transfer successful concepts to existing local training structures. This includes, for example, introducing the dual vocational training system, setting up training academies and training of trainers for our business games.

REGIONAL PROJECT: WEST AFRICA

Ghana, The Gambia, Liberia, Sierra Leone

Promoting the organisational development of credit unions

Economic development in our four partner countries in West Africa is hindered by people's inadequate access to financial services. In Ghana, around 40% of people over the age of 15 have a bank account, but in Sierra Leone a mere 16% of people do (source: World Bank). Credit unions especially can be instrumental in ensuring that people in rural areas have access to financial services. Cooperative-based, these local microfinance institutions are members of national associations that not only helped establish and consolidate them, but now offer ongoing support with compliance, controlling and training procedures. Although there are some differences, generally speaking these associations are not sufficiently well developed in organisational or institutional terms.

The South-South exchange already initiated between partners in Ghana and The Gambia in a previous project was extended in 2018 to include associations in Liberia and Sierra Leone. The project thus aims to build the capacity of credit unions in all four countries, with a view to enabling them to provide their members with target group-oriented and customised services. In this way, as yet unbanked and disadvantaged population groups can gain access to financial services and be able to participate in economic life. In this project too, financial inclusion is making a significant contribution to poverty reduction.

Germany's Federal Ministry for Economic Cooperation and Development (BMZ) is funding project activities. The German project partner is the Rheinischer Sparkassen- und Giroverband (RSGV).



Hitting the right note: Members of Ghana's Co-operative Credit Union Association (CUA) sing their credit union song.

This is only one of our many projects – an overview of our projects worldwide can be found on our website:



→ www.sparkassenstiftung.de/en/projects/worldwide

“Making financial services accessible to everyone – that’s the original idea that led to the formation of Germany’s Sparkassen. That’s why, for me, it’s only logical that the Sparkassenstiftung für internationale Kooperation e. V. should leverage this wealth of experience from over 200 years of Sparkassen history for its partner institutions around the world. And it’s doing so very successfully. I’m convinced that Sparkassenstiftung’s work worldwide is helping local banks enable people on site to build a better future for themselves, which will ultimately help bring greater stability to these countries. RSGV is supporting Sparkassenstiftung’s work in Africa, and in Ghana especially. This is particularly fitting given the cooperation agreement between the Republic of Ghana and the German Federal State of North Rhine-Westphalia. We are happy to second staff members from our association on expertise-sharing assignments on site – this is something that benefits both sides!”



Michael Breuer
President of the Rheinischer
Sparkassen- und Giroverband (RSGV)

Project partners on site:

- Co-operative Credit Union Association (CUA), Ghana
- National Association of Co-operative Credit Unions of The Gambia (NACCUG)
- Liberia Credit Union National Association (LCUNA)
- National Co-operative Credit Unions Association (NACCUA), Sierra Leone

West Africa



Financial Literacy

Knowledge is power! Financial literacy makes people more independent and gives them more freedom in their financial decisions. Today, good financial literacy is not just about being financially savvy in a narrower sense but about being adequately aware of potential problems. Above all, this means having the capacity to make sound financial decisions, being able to resolve financial difficulties or actually avoiding them in the first place.

Financial education services target many different groups:

- Our projects, for example, focus especially on **children and young people** and offer many different services.
- **Adults** in particular are important role models for their children, which is why Germany's Sparkassen often maintain close contacts with parents' associations as part of their school services. In fact, they put together entire service packages and even bring in speakers to talk about various money-related topics.
- In schools, **teachers** constitute an important source of parental support in these matters. This is why Germany's Sparkassen attach great importance to supporting them, e.g. by supplying them with materials they can apply directly in the classroom.
- The recent large influx of **young migrants** has opened up new opportunities for financial education. With an economic outlook on life that has been shaped by a different cultural and social background, these people are often unaccustomed to the extensive range of financial products available here.

Financial education is the basis for sustainable financial decisions

Within the Sparkassen-Finanzgruppe, financial education has a longstanding tradition. Indeed, it is one of the core areas of our public-benefit activities. Building on this tradition, Sparkassenstiftung is

implementing several projects worldwide to raise people's financial literacy, be it through individual measures or as part of a regional project. These projects employ target-group-oriented training and teaching materials customised to the country concerned. A particular focus is on basic and further training for local financial literacy multipliers. The aim is to enable the respective countries to provide and even intensify these educational services over the long term.

Financial education is a topic with far-reaching impacts for a country's economic development. This is because a more financially literate population can pave the way towards a more competitive and stronger economy.

Quintessentially important

Any increase in financial know-how will have a profound effect on consumers and their future prospects. In today's changing environment with its focus on digitalisation and more individual responsibility for retirement funds as well as the emergence of non-bank financial services and teaser offers that tempt people to take out loans at negative interest rates, it is more important than ever that consumers at least have a sound grasp of the financial basics.



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Overview of selected projects



PROJECT EXAMPLE!

GERMANY, GHANA, THE GAMBIA

Supporting refugees willing to return to their home countries

Overall term: 01/2018 – 06/2019

Funding by: GIZ**



THAILAND

Strengthening of financial capability

Overall term: 08/2017 – 07/2025

Funding by: BMZ*

German project partner: Sparkasse Allgäu



ZAMBIA

Strengthening basic financial literacy

Overall term: 05/2012 – 10/2020

Funding by: BMZ*



MOZAMBIQUE

Promoting financial literacy

Overall term: 09/2016 – 08/2024

Funding by: BMZ*



TURKEY

Raising the financial and entrepreneurial competence of refugees and IDPs

Overall term: 09/2017 – 09/2018

Funding by: GIZ**

*German Federal Ministry for Economic Cooperation and Development (BMZ)

**Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH



The decisions we make in life are often financial ones. But for these decisions to be good, we need to know how finance works. With this in mind, Germany's Sparkassen offer a wide range of consultancy services designed to build financial literacy nationwide. Sparkassenstiftung adapts and applies these concepts and materials in line with the specific needs of developing countries and emerging economies around the world.

PROJECT REPORT: GERMANY, GHANA, THE GAMBIA

Supporting refugees willing to return to their home countries

Since the start of 2018, Sparkassenstiftung has been involved in a programme by the German Federal Government that aims to support refugees willing to return home. Initially, activities were concentrating on the pilot country of Ghana and here specifically on two target groups: People willing to return to Ghana from Germany and people in Ghana who are keen to go to Germany. Before they depart, the first group is informed about the economic challenges that lie ahead in Ghana. Furthermore, once these returnees are back home, they are given support on site to assist with their reintegration. In contrast, the potential migrants that form the second group are informed about the economic perspectives open to them in their home country.

Sparkassenstiftung knows that a successful return to Ghana requires good preparation in Germany. For this reason, it cooperates with diaspora organisations and returnee counselling centres and also leverages Sparkassenstiftung's own Business Games. In a fun-based and readily understandable way, these simulations enable players to build their basic commercial skills and also learn how the financial sector works.

Besides providing information about the job market and start-ups, the project mostly focuses on two board games. Devised by Sparkassenstiftung itself, the Micro Business Game is customised to the needs of microenterprises and new businesses

while the Savings Game teaches players how to make efficient financial decisions, select suitable financial institutions and manage a family budget – also with a view to depositing savings.

A similar approach is used in Ghana to enable returnees and potential migrants to engage in economic activities. The objective is to empower them to establish an economic livelihood with which to support themselves and their families. Sparkassenstiftung has worked with local partners to train Ghanaians to conduct these training measures on site. In the meantime, these multipliers are now operating nationwide. Furthermore, various measures are scheduled in Ghana to make it easier for the target group to access financial services.

In Germany, Sparkassenstiftung is working with various diaspora organisations to provide training. The project partner in Ghana is the Co-operative Credit Union Association (CUA) and, inter alia, GIZ's Accra-based Ghanaian-German Centre for Jobs, Migration and Reintegration.

Measures are being piloted in Ghana but potential returnees from The Gambia have also been directly targeted. In the medium term, there are plans to extend activities to other African countries as well.

Funding for this project is from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

This is only one of our many projects – an overview of our projects worldwide can be found on our website:



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Kwame Alexander left Ghana to try and find a better life elsewhere. Nine years later, he returned to Ghana from Germany without any success. By undergoing business training with the Sparkassenstiftung, he would like to try and make a new start for himself in his home country.

Training in Germany

- Diverse training sessions were held in Germany using Sparkassenstiftung's Micro Business Game and its Savings Game. More training courses are under preparation.
- Acknowledging the slim prospects that Ghanaian migrants have of remaining in Germany, the Ghanaian diaspora in Germany and the returnee counselling centres welcome these project activities. Following upskilling, representatives of the Ghanaian diaspora are now coaching their fellow countrymen and women.

Training in Ghana

- In the summer of 2018, a train-the-trainer course was held in Ghana for local trainers who have since gone on to coach around 300 participants in courses run in close cooperation with GIZ's Accra-based Ghanaian-German Centre for Jobs, Migration and Reintegration.
- The first group of participants underwent coaching on business planning – and the first loans for start-ups have already been disbursed.

MSME Finance

The main drivers of economic growth, innovation and job creation in a national economy are micro, small and medium-sized enterprises (MSME). According to the World Bank, formal MSMEs in developing countries and emerging economies employ up to 60% of the total workforce and account for up to 40% of national income (GDP). And these figures are substantially higher if informal MSMEs are included, too. According to World Bank estimates, these countries will need around 600 million jobs over the coming 15 years to absorb their growing workforces, especially in Asia and Sub-Saharan Africa. However, access to finance remains a major constraint to MSME growth.

Know-how transfer and Sparkassenstiftung

Aware of how important MSMEs are for development, Sparkassenstiftung supports microfinance institutions and banks in developing countries and emerging economies by:

- Developing market-oriented lending products and financial services for MSMEs
- Setting up organisational structures and establishing decision-making and control committees
- Implementing efficient lending processes
- Introducing innovative technologies
- Securing adequate risk management
- Creating distribution structures, especially in rural regions
- Training staff and building internal training capacities

In all of this, the projects benefit from Sparkassenstiftung's international experience and the know-how of Germany's Sparkassen.

Guaranteed success – customising services to the (female) entrepreneur segment

Increasingly, Sparkassenstiftung is now focusing on support for women-led MSMEs. Our project approach is customised to the special challenges that women face in what are often very traditional social and economic structures.

On the demand side, we:

- Organise networking events and conferences to which we invite financial institutions in order to foster networking between business owners (women and men) and financial actors.
- Provide basic training and assist women entrepreneurs with business management and financial planning. We also help build their general economic and financial skills.

On the supply side, we:

- Develop targeted strategies for the women-led MSME segment.
- Adapt existing financial products to women's specific needs or develop new ones.
- Specifically align financial institutions' sales pitches and marketing approaches to women entrepreneurs.
- Adapt advisory concepts and train bank personnel to deliver consultancy that is specifically designed to meet the needs of women entrepreneurs.



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Overview of selected projects



PHILIPPINES

Building CARD SME Bank

Overall term: 10/2009 – 09/2020

Funding by: BMZ*

German project partner: Sparkasse Ansbach



MYANMAR

Consulting Services for SME Lending Programme SELP II

Overall term: 07/2018 – 12/2020

Funding by: KfW Development Bank

German project partner: Internationale Projekt Consult GmbH



EASTERN CARIBBEAN CURRENCY UNION

Financial inclusion of small and medium-sized enterprises

Overall term: 04/2016 – 03/2021

Countries: St. Lucia, St. Vincent and the Grenadines

Funding by: BMZ*

German project partner: Sparkasse zu Lübeck



TAJIKISTAN

Women in Business

Overall term: 07/2017 – 07/2021

Funding by: European Bank for Reconstruction and Development (EBRD)

German project partner: Internationale Projekt Consult GmbH



INDONESIA

Assisting the regional development banks (BPDs) to decentralise financial service provision

Overall term: 06/2010 – 12/2019

Funding by: BMZ*

*German Federal Ministry for Economic Cooperation and Development (BMZ)



As engines of employment and economic growth, micro, small and medium-sized enterprises (MSMEs) rely on access to needs-oriented financial services in order to succeed. Sparkassenstiftung thus harnesses the experience of Germany's Sparkassen-Finanzgruppe (Savings Banks Finance Group) to empower banks and microfinance institutions to build and grow their lending operations.

PROJECT REPORT: PHILIPPINES

Building CARD SME Bank



CARD SME Bank was founded by the microfinance institution CARD precisely in order to generate services for small and medium-sized enterprises (SME).

Successful micro, small and medium-sized enterprises (MSME) are a major driver of economic development in the Philippines. MSMEs account for 99.6% of all companies in the country and some 61.2% of total employment and around 35.7% of total value added.

Sparkassenstiftung's project aims to strengthen MSMEs in the Philippines by giving them better access to needs-oriented financial services. In this way, it hopes to bridge the ongoing supply gap for those MSMEs with substantial market potential. By supporting the development of professional and efficient organisational and operational structures at CARD SME Bank, the project is enabling it to sustainably deliver services to more and more small and medium-sized enterprises (SME).

Sparkassenstiftung is tasked with developing a further training and HR development system for bank staff along with an efficient risk management system. At the

same time, it is working to mainstream structures on a sustainable basis. This includes effective and efficient loan processing, efficient IT, successful sales and marketing and general consolidation of overall bank steering. Since CARD SME Bank is to be empowered to implement tasks itself, Sparkassenstiftung recommended establishing a new risk management department at the bank, which subsequently started operations in 2017. Sparkassenstiftung has seconded a risk management expert to provide ongoing training and support for staff in this department since 2017. Furthermore, this expert is also helping to roll out suitable mechanisms for analysing and steering relevant risks. By way of example: numerous monitoring and early warning systems have been implemented to detect credit loss risks. Germany's Federal Ministry for Economic Cooperation and Development (BMZ) is funding project activities. The German project partner is Sparkasse Ansbach.

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- CARD MRI (Mutually Reinforcing Institutions), i.e. the network of companies that make up the CARD group, currently has more than **5.8 million customers**, of which **3.3 million are borrowers**.
- CARD is also **currently providing** insurance for some **24 million people**. This figure is much larger than the number of customers, as the customers' families are insured, too.
- A member of this group, CARD SME Bank had a total of **786,000 active customers** as at 31 December 2018.



This boy is helping his parents with their fish-breeding business close the Philippine city of San Pablo. The family was able to set up their business thanks to a small loan from CARD SME Bank.



Werner E. Thum (2nd from left), former member of the Management Board of Sparkasse Ansbach

Werner E. Thum, Sparkasse Ansbach:

“Giving people in developing countries access to financial services and thus to prosperity and stable economic structures – for me, Sparkassenstiftung’s mission has never lost any of its fascination. That’s why I’ve repeatedly undertaken short-term consultancy assignments on site since as far back as 1997. Cooperation with CARD SME Bank in the Philippines is particularly strong.

Of course, there’s always the odd anecdote now and then – things that make you smile when meeting people from a different culture. In the Philippines, for example, people repeatedly wanted to know why I wanted to ‘stop for a rest’ so often when we were on the road. You see, in the Philippines, people don’t say ‘rest room’ they say ‘comfort room’.

I know from experience how important practical savings banks know-how is for our project partners. That’s why we want all German Sparkassen to support Sparkassenstiftung by becoming active members.”

Institution Building

Providing access to financial services helps people lift themselves out of poverty. When they were first founded more than 200 years ago, Germany's Sparkassen gave the poor their first-ever opportunity to deposit savings safely – with just small sums of money. Craftspeople and small businesses were able to expand their activities thanks to affordable loans. At the same time, the municipalities were able to access the funding they needed to build infrastructure for industrial growth. Together, this made for equitable regional development across Germany.

The Sparkassen model is a good blueprint for institutions in developing countries and emerging economies

- 1. Staying local:** Local institutions know their region and their customers. The principle of regionalism prevents local institutions from engaging in business with unknown, more risky customers located further afield. Savings are mobilised locally and help grow the local economy. And profits are channelled back into the region. The principle of regionalism thus strengthens and protects individual institutions, the respective regions and the companies based there.
- 2. Keeping costs down:** The Sparkassen themselves are organised in regional and supraregional associations which enable them to realise economies of scale and learn from one another at an institutional level. As a result, staff training, political lobbying and the organisation of internal and external audits can all be done cost-efficiently, enabling each individual Sparkasse to save money and resources without having to compromise on quality.
- 3. Raising earnings potential:** Sparkassen are assisted by other companies within the wider Sparkassen finance group network. Insurers, building societies, a central data centre with standardised IT solutions for all Sparkassen and

other shared specialised facilities offer each Sparkasse and their customers additional products and services.

This model of local institutions strengthened by central associations and alliances within the region is resilient in times of financial crisis and capable of getting through processes of change intact. Germany's Sparkassen are also pioneers in the field of digitalisation. This applies to the digital transformation and enhancement of their internal processes and to digital services for their customers.

Sparkassenstiftung transfers and leverages these key assets in its project work in order to restructure retail banks, transform informal microfinance institutions into regulated microfinance banks and establish associations and affiliated companies as essential service touchpoints. In Asia, for example, Sparkassenstiftung is assisting microfinance institutions to set up new branch offices and to roll out digital solutions. In the Regional Project for East Africa, Sparkassenstiftung is working to strengthen associations' training capacities so that they can provide their members with better services. And in Cameroon, it is helping ensure the rural population has better access to financial services by strengthening local village savings banks.

The Sparkassen model is also in demand in Europe again. In Ireland and Greece, for example, many small and medium-sized enterprises have virtually no access to loans. The Deutscher Sparkassen- und Giroverband (DSGV) has commissioned Sparkassenstiftung to address this issue by creating local savings banks (initially in pilot regions).



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Overview of selected projects



BHUTAN

Building and strengthening the microfinance sector

Overall term: 04/2013 – 03/2021

Funding by: BMZ*

German project partner: Sparkasse Germersheim-Kandel



SUB-SAHARAN AFRICA

Improving access to financial services

Overall term: 11/2016 – 10/2024

Funding by: BMZ*

Countries: Zambia, Togo



IRELAND AND GREECE

Promoting “Sparkassen” in the EU

Overall term: 01/2015 – 12/2020

German project partner: Deutscher Sparkassen- und Giroverband (DSGV)



CAMEROON

Strengthening village savings banks (CVECA)

Overall term: 08/2013 – 12/2021

Funding by: BMZ*

German project partner: Sparkasse Esslingen-Nürtingen



RWANDA

Professionalising the Umurenge SACCO sector

Overall term: 09/2015 – 09/2021

German project partner: Sparkasse Heidelberg

Funding by: BMZ*

*German Federal Ministry for Economic Cooperation and Development (BMZ)



Besides successfully combining sound profit with social responsibility, Germany's Sparkassen foster universal access to financial services. The key to their success lies in lowering costs through association-based cooperation and raising profits by ensuring professionalism. Sparkassenstiftung transfers and applies these concepts in its project work.

PROJECT REPORT: BHUTAN

Building and strengthening the microfinance sector



A centre meeting in Bhutan: At these meetings, micro and small savings deposits are collected, loans disbursed and repaid, as well as experience shared. The centre meetings also provide a place to access financial education.

With a per-capita annual income of around a little more than US\$ 2,000, Bhutan counts as one of the poorest developing nations in the world. More than one quarter of its population has to get by on less than US\$ 1.25 a day. These difficult living conditions are – as is so often the case – especially challenging for women and children. This is why one non-governmental organisation's name is also its agenda: RENEW (Respect, Educate, Nurture and Empower Women) aims to strengthen women's role in Bhutan. As its patron, the Queen Mother of Bhutan wanted to do even more by enabling women to become more

independent! Since 2011, Sparkassenstiftung and RENEW have been working together to establish a microfinance institution (MFI) whose mandate is to help women in rural Bhutan take control of their lives.

An expert seconded by Sparkassenstiftung started activities in Bhutan in 2011 and, just one year later, the first branch office was opened. In the capital city of Thimphu, and now also in some nine rural regions of Bhutan too, more than 16,000 women customers are banked. The branch offices remain the starting point for activities. From here, staff travel to their customers to hold so-called 'centre meetings'. At these meetings,

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micro and small savings deposits are collected, loans disbursed and repaid and, perhaps most importantly, experience shared. The centre meetings also provide a place for women to access financial education. This is not an easy undertaking as in rural regions especially most customers can at most write their name. At the same time, it is very important to teach people basic financial skills. This is because there has to be a sufficient number of customers in order to operate sustainably in rural areas, too.

RENEW MFI was operating in the black for the first time. Furthermore, tradition is now meeting modernity; namely, RENEW MFI is relying on modern technology such as tablet devices to lower costs even further and to continue expanding the scope of business operations.

Germany’s Federal Ministry for Economic Cooperation and Development (BMZ) is funding project activities. The Sparkasse Germersheim-Kandel is partnering the project.

Large distances – great success

Given the country’s poorly developed infrastructure and its remote villages, organising centre meetings is a major challenge for everyone concerned. In densely populated countries, such as Bangladesh, it is possible to hold up to eight meetings of this kind in one day. In Bhutan, the maximum is three. RENEW MFI staff and their customers often have to travel extremely long distances to get to these meetings.

In spite of all the obstacles, RENEW MFI’s lending activities have developed very positively and it now earns enough to offset the costs generated by the country’s major infrastructural weaknesses. By 2015,

In August 2018, RENEW MFI was authorised to accept deposits. This means it can now help people build up their savings. This is a major step forward, because being licensed as a ‘deposit-taking MFI’ will empower RENEW MFI to continue growing, enabling it to provide even more people with savings banks services.

Heidi Reiser, Sparkasse Germersheim-Kandel:

“I was really impressed by the fact that, despite the difficult conditions and hardships that people are often faced with, they still exude a deep sense of satisfaction and optimism.

This country that prioritises its people’s happiness over acquiring a larger Gross Domestic Product fascinates me and it will always have a place in my heart. I’m happy that I had an opportunity to go there and that, through my work, I’ve been able to contribute in some small way to the success of this project.”



Heidi Reiser from Sparkasse Germersheim-Kandel provides support on site at a centre meeting.

Capacity Development

Financial Literacy

MSME Finance

Institution Building

Rural Finance

Green Finance

Rural Finance

In many developing countries and emerging markets, economic development is mostly concentrated on large urban areas. Sustainable rural development is, however, decisive for a country's economic and social stability. If rural areas are neglected, social and ecological problems only get worse, causing more and more people to migrate to cities that are already bursting at the seams.

Access to appropriate financial products is of special importance when it comes to strengthening rural areas on a sustainable basis. At the forefront here are the needs of microfarming enterprises and the creation of needs-oriented and bespoke agricultural financial products that also take account of cropping cycles and seasonal fluctuations. The core topics of rural finance comprise lending and savings products as well as insurance and payment transactions, including entire value chains and safety mechanisms, such as target-oriented insurance products or guarantees, for example. However, it is important not to lose sight of the needs of subsistence farmers and of those people who work outside the agricultural sector.

In its projects on site, Sparkassenstiftung assists regional institutions that prioritise the delivery of adequate financial services to customers in rural areas. Product development is of key importance here, as products have to meet the needs of a customer base consisting of small farmers and entrepreneurs. In addition to product design, training for decision-makers and staff at the relevant institutions is vital. In Cameroon, for instance, the village savings banks are staffed to a quite substantial extent by part-timers and often also by volunteers. Here – as in other projects – local officials are responsible for oversight even though they have little or no financial or business knowledge. In these cases, the objective is to raise professionalism through targeted staff training.

In this context, it is important to promote the institutions' organisational growth and to set up and consolidate associations. As a result, project

work often targets groups of institutions that have a clearly defined social mandate. The aim is to empower these institutions to widen their scope of activities to financially include more and more people.

Besides developing corresponding financial institutions, it is vitally important to ensure the customers themselves are suitably educated to use bank services. In poorly developed regions in particular, micro and small entrepreneurs in the agricultural sector play a key role in raising economic capacity and thus making their respective region more attractive. In addition to regional financial institutions and local craftspeople, we explicitly target local agribusinesses for entrepreneurial training measures – and thus for financial inclusion. Alongside capacity-building measures, like the ones Sparkassenstiftung has conducted in Mexico's agricultural sector, and the drive to increase financial services customised to the demands of smallholders, Sparkassenstiftung's projects are now increasingly offering training measures specifically for this rural target group, like Sparkassenstiftung's very own Farmers Business Game, for example.



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Overview of selected projects



REGIONAL PROJECT FOR SOUTHEAST ASIA

Strengthening the regional microfinance network

Overall term: 01/2015 – 03/2021

Countries: Laos, Myanmar, Vietnam

Funding by: BMZ*

German project partner: Sparkasse Essen



MEXICO

Strengthening the agricultural sector and promoting rural development

Overall term: 09/2016 – 08/2021

Funding by: BMZ*



CAUCASUS AND NEIGHBOURING COUNTRIES

Responsible Finance

Overall term: 03/2015 – 02/2021

Funding by: BMZ*

Countries: Armenia, Azerbaijan, Georgia, Ukraine

German project partners: Sparkassenverband Westfalen-Lippe, Sparkasse Märkisches Sauerland Hemer-Menden



REGIONAL PROJECT FOR EAST AFRICA

Vocational training and strengthening of the microfinance sector

Overall term: 09/2014 – 08/2020

Funding by: BMZ*

Countries: Burundi, Rwanda, Tanzania

German project partners: Sparkassenverband Baden-Württemberg, Kreissparkasse Tübingen



REGIONAL PROJECT FOR SOUTH AMERICA

Strengthening education and association structures

Overall term: 10/2014 – 09/2022

Funding by: BMZ*

Countries: Bolivia, Chile, Ecuador, Colombia, Peru

German project partner: Ostdeutscher Sparkassenverband

*German Federal Ministry for Economic Cooperation and Development (BMZ)



Lending operations, savings products, insurance and payment transactions are all core topics of Rural Finance. The focus here is on the needs of agricultural microenterprises and on creating suitable agricultural finance products. Sparkassenstiftung assists its partners to make their customers more ‘financially savvy’ – and one of the tools it employs to do this is its Farmers Business Game.

REGIONAL PROJECT: SOUTHEAST ASIA

Laos, Myanmar, Vietnam

Strengthening the regional microfinance network



Financial education for TYM customers.
TYM is Vietnam's largest microfinance institution.

Sparkassenstiftung's activities in Vietnam, Laos and Myanmar form part of a regional project which, for many years now, has been supported on the German side by Sparkasse Essen and in the Philippines by the Center for Agriculture and Rural Development (CARD) MRI.

CARD's involvement is particularly noteworthy in that the seeds of this regional project can be traced back to the Philippines. Formerly at the receiving end of assistance, CARD has gone on to become an adviser itself. This is development cooperation at its best: Just like in a positive snowball system, one Southeastern Asian country is passing on knowledge to another. Of course, Sparkassenstiftung and Sparkasse Essen have always been there to support the process. Today, the CARD Group comprises more than 5.8 million customers. In Myanmar, CARD MRI has set up a wholly owned subsidiary – CARD Myanmar Co. Ltd. – which is also being supported by the regional project.

The aim is to leverage a functioning microfinance network to give target groups in Vietnam, Laos and Myanmar sustainable and customer-oriented access to financial services. In turn, this is intended to improve the living conditions of rural and in particular women-led households. Furthermore, the project also aims to help microentrepreneurs and small traders make investments and access loans to finance their business projects. Yet another key aspect focuses on financially educating these target groups, and thus on empowering them to take part in economic life.

In Laos, regional expansion involves opening more branch offices in rural areas. However, greater efficiency is required to handle a bigger branch office network and a larger volume of transactions. To achieve this, the centre meetings have now started using tablet devices to record customer transactions. In Laos, the project is also supporting village banks,

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with a view to enabling organised access to financial services even in remote regions. New technologies have been rolled out in Vietnam, too, in order to offer the target group yet more attractive financial services (including microinsurance).

Germany's Federal Ministry for Economic Cooperation and Development (BMZ) is funding project activities. Sparkasse Essen is partnering the project.



*Klaus Remmer from Sparkasse Essen:
At the home of TYM customers in Vietnam*

Klaus Remmer, Managing Director of the Sparkassen-Service Center Essen GmbH:

"I've been working for Sparkassenstiftung as a short-term expert since way back in 1997. That adds up to a lot of years, none of which I'd want to have missed. I remember my first assignment well. At that time, Sparkasse Essen was partnering the Center for Agriculture and Rural Development – or CARD for short, in the Philippines. My mandate was to advise CARD on organisational issues surrounding its transformation from a non-governmental organisation into a formal bank. Although I already had extensive experience with savings banks systems, this was a challenging task. I only had a limited amount of time and the conditions on site were significantly different to those in Germany, in cultural, legal and also specialist terms. However, it seems my employer and partners were evidently pleased with my work, because I was asked to continue the mission the following year.

At Sparkasse Essen, I was tasked with coordinating the partnership projects. I say projects and not project because, after finishing the project with CARD in 2004, Sparkasse Essen subsequently joined Sparkassenstiftung on a new partnership, this time with organisations in Laos, Cambodia, Vietnam and Myanmar. In addition to this task, I was able to assist Sparkassenstiftung with many other activities. I've worked in Bhutan, China, Cambodia, East Timor, Laos, Nepal, the Philippines and in Vietnam. Our longest mission to date has been in Vietnam (from 2003 up to the present day). Perhaps that's why there's such a close bond. But we still have many close ties with CARD, too. I really can't say which country I like most. They are all in Asia, but they are all different. I feel at home everywhere. Over the years, I've made friends in many countries. Alongside the professional success we've achieved with our partners, that's something I've found especially enriching.

What has impressed me most is how people manage under the difficult conditions they often live in. In many countries, the poor cannot count on help from the state. Whoever has the wherewithal, takes charge of their own fate. Often though, there are no opportunities for accessing financial services, be it a loan to realise an income-generating project or saving money for emergencies or old age. This is where Sparkassenstiftung provides a vital contribution to help for self-help. I am happy and proud to be a part of this – hopefully for a long time to come."

Green Finance

Green finance is about financing investments in renewable energies and energy efficiency. It is also about improving adaptation to climate change and, in particular, about promoting eco-friendly economic growth.

At the latest, the Paris Climate Agreement of December 2015 left most people in no doubt about the significance of climate change and the urgent need to find solutions. Financial institutions are no longer just rendering their own buildings energy efficient or cultivating a 'green' image, but are now actively supporting the path to greater sustainability through corresponding financing tools. Green finance is thus now an integral part of the financial sector.

Support for local banks and microfinance institutions

Sparkassenstiftung assists local banks to finance corresponding investments in sustainable technologies for their customers. It helps project partners with the design and rollout of suitable products, like loans and insurance policies for investments in the field of renewable energies and energy efficiency. It also fosters resource-friendly production procedures and works to improve adaptation to climate change. Its main focus here is on small farmers and micro, small and medium-sized enterprises (MSME) that operate in the agricultural sector or are exposed to the impacts of climate change in some other way. Furthermore, Sparkassenstiftung assists its project partners to analyse existing portfolios and determine their vulnerability to the impact of climate change. And it also helps with the development of suitable risk management concepts. Moreover, Sparkassenstiftung implements green finance studies, inter alia, on the feasibility and potential demand for green products.

Sparkassen are funding Germany's energy transition

Germany's Sparkassen are engaged in the country's energy transition. In particular, they are backing the many small-scale projects by medium-sized enterprises, home owners or municipalities (e.g. wind farms, photovoltaics, and biogas plants etc.). They are also a leading broker of KfW Development Bank programmes mandated to promote the use of renewable energy and energy efficiency in companies and residential housing. Germany's Sparkassen have amassed extensive experience in this field and, thanks to Sparkassenstiftung, our local project partners are able to share in it.

Green Finance in our projects

In Myanmar, we are working jointly with the WWF and the Myanmar Food Processors and Exporters Association to prepare small and medium-sized enterprises (SME) in the food industry to establish contacts with banks. The objective is to enable them invest in clean and eco-friendly production technologies. At the same time, procedures and processes designed specifically for SME clients are being rolled out and the banks themselves trained to extend SME loans.

In Namibia and Mexico too, Sparkassenstiftung – partly via the Mexican subsidiary FAS – is involved in the green finance sector. Also in Mexico, a study has been conducted that explores financing options for better energy efficiency.



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Overview of selected projects



MYANMAR

Sustainable water and energy management in food and beverage industries in the Ayeyarwady River Basin

Overall term: 02/2018 – 01/2022

Funding by: European Union

Project partners: WWF Germany, Myanmar Food Processors and Exporters Association



NAMIBIA

Strengthening Kongalend MFI

Overall term: 08/2015 – 07/2020

Funding by: BMZ*

German project partner: Kreissparkasse Saarlouis



SOUTH CAUCASUS

Promoting eco-corridors

Overall term: 11/2016 – 01/2020

Funding by: KfW Development Bank and World Wide Fund for Nature (WWF)



MEXICO / EL SALVADOR

**Green loans for the development bank in El Salvador:
Marketing and awareness-raising component**

Overall term: 09/2016 – 12/2016

Funding by: Central American Bank for Economic Integration (Banco Centroamericano de Integración Económica, BCIE)

Capacity Development

Financial Literacy

MSME Finance

Institution Building

Rural Finance

*German Federal Ministry for Economic Cooperation and Development (BMZ)



Green finance is about leveraging investments in renewable energies and promoting energy efficiency. Sparkassenstiftung assists local banks in developing countries and emerging economies to finance corresponding investments in sustainable technologies.

PROJECT REPORT: MYANMAR

Sustainable water and energy management in the Ayeyarwady River Basin



Representatives of the EU delegation, WWF and Sparkassenstiftung as well as all four partner banks at the signing of the Memorandum of Understanding.

The aim of Sparkassenstiftung's project in Myanmar is to facilitate hygienically clean food production in combination with sustainable economic development. Around 60% of the food-processing industry in Myanmar consists of small and medium-sized enterprises (SME). And these SMEs are regarded as the country's biggest water polluters. For this reason, investments in eco-friendly procedures that enable companies to reduce costs will not only have a positive impact on businesses, but on the environment, too. At the same time, this opens up a wide range of business

opportunities for Myanmar's banks. This is a win-win situation that benefits the companies, their customers and, last but by no means, the environment.

The target group initially consists of around 200 SMEs in Myanmar. Sparkassenstiftung's partner in this project, i.e. the World Wide Fund For Nature (WWF), is working closely with the political actors on site (including the Ministry of Natural Resources and Environmental Conservation and the Ministry of Industry), and also with the companies themselves, in a bid to map out the political way forward, raise companies' awareness

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and transfer technical know-how. Sparkassenstiftung meanwhile is chiefly focusing on creating and improving the target group’s options for accessing financing.

To this end, agreements were signed with four banks in Myanmar in November 2018. In these banks, around 60 staff members – mostly loan officers – are undergoing theoretical and practical training to enable them to extend loans to SMEs. At the same time, SMEs are being assisted to access financing from their local banks in order to realise their business plans.



The sacks on this truck contain rice husks that are used as biomass fuel.

Partner banks on site:

- A Bank (Ayeyarwaddy Farmers Development Bank)
- CB Bank (Co-operative Bank Ltd.)
- MAB (Myanma Apex Bank Ltd.)
- MCB Bank (Myanmar Citizens Bank Ltd.)

Project partners on site:

- WWF Germany / WWF Myanmar
- Myanmar Food Processors and Exporters Association

The European Union is funding project activities.

Cooperation with project partners:

Catalysing Sustainable Water and Energy Management in Food and Beverage Industries in the Ayeyarwady River Basin in Myanmar



Renders technical support to SME clients – and advocates SME bankability, advances the reform process

Myanmar Food Processors and Exporters Association

Sparkassenstiftung für internationale Kooperation

General coordination, creation of laws and policies enabling the enforcement of (environmental) standards

Advocates SME bankability, introduces loan disbursement procedures for SME clients, trains bank staff in SME lending

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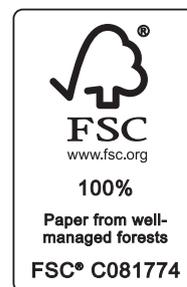
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Target groups: Smallholders, emerging farmers and agricultural entrepreneurs
- **MICRO BUSINESS GAME**
Target groups: Microentrepreneurs and people, who want to learn how the success of a businesses can be improved
- **SAVINGS GAME**
Target groups: Private households, young people and small family businesses
- **BANK MANAGEMENT GAME**
Target groups: Senior and middle managers as well as decision-makers of the finance sector
- **MARKET DEVELOPMENT GAME**
Target groups: Senior and middle managers as well as high potentials of financial institutions
- **MFI MANAGEMENT GAME**
Target groups: Senior and middle managers as well as high potentials of financial institutions
- **STRATEGIC RISK MANAGEMENT GAME**
Target groups: Bank managers and high potentials



Finanzgruppe
Sparkassenstiftung für
internationale Kooperation

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