

**CGAP** advocates networks as an effective means for donors to engage in microfinance. Donors with limited staff or technical capacity can leverage their time and funds by investing in well-managed networks that may be in a better position to provide direct financial and technical assistance to MFIs. Networks have played a critical role in developing standards, practitioner exchange, mutual accountability, wholesaling funds and providing technical services. But the term “network” encompasses organizations with as many differences as similarities, and many people are confused by the variety and diversity of networks. The network support organization self-profile highlights key dimensions of network operations and then differentiates the features by charting them along a series of spectrums. The profile was developed with network leaders in a consultative process launched at a workshop sponsored by SEEP and CGAP in October 2002 and continuing through June 2003.

## WORLD VISION

### I. Overview

(Fiscal year as of September 30, 2002\*)

<p><b>A. Mission Statement for network support organization (NSO)</b>  <i>(Please include gender, target clients and geographic scope)</i></p>	<p><b>Mission Statement for World Vision:</b> WORLD VISION is an international partnership of Christians whose mission is to follow our Lord and Saviour Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the Kingdom of God. We pursue this mission through integrated, holistic commitment to Transformational Development; Emergency Relief; Promotion of Justice; Strategic Initiatives; Public Awareness; and Witness to Jesus Christ.</p> <p><b>Draft Mission Statement for the World Vision MicroEnterprise Development-Network:</b> To increase impact to larger numbers of poor clients and their children within World Vision's Transformational Development and Emergency Relief programs, through integrated and viable services.</p>
<p><b>B. Description of partners/members/affiliates</b>  <i>(Depending on the relationship between the network and the organizations it works with, different terms are used to describe this relationship. For the purposes of this profile, partner will represent all of these relationships including members and affiliates.)</i></p>	<p>The policy states that "World Vision microfinance programming is normally carried out by specialized and self-funding entities that are separate from the management of the transformational development program (ADPs)." The policy also states that the MFIs "...are run on business principles, operate against business plans, seek self-funding sustainability and subject themselves to the demands of the markets." Therefore, World Vision MED programs operate through World Vision created and affiliated separate legal institutions. World Vision maintains the majority of seats on the board of directors and assists institutional development by providing financial resources, capacity building, technical assistance, and systems support.</p>
<p><b>C. Number of partners</b></p>	<p>43</p>
<p><b>D. Number of full-time staff of the network support organization</b></p>	<p>17</p>
<p><b>E. Percentage of partners with positive Return on Assets (ROA)</b></p>	<p>26% of partners have positive ROA.</p>
<p><b>F. Total active clients of partners</b></p>	<p>173,864</p>

\*Networks will have the option to update their own profiles on the MIXMarket in early 2004. Go to <http://www.mixmarket.org/en/partners/partners.quick.search.asp> for the latest information.

## II. CORE BUSINESS MODEL

### A. ORGANIZATIONAL FOCUS



### B. OWNERSHIP/GOVERNANCE ROLE of network support organization with its partners



### C. GOVERNANCE of the network support organization and partner involvement



### D. STATUS OF PARTNERS AT ENTRY



## III. OPERATIONS

### A. GEOGRAPHIC FOCUS



### B. REGIONAL PRESENCE: Areas where the network support organization operates and/or has partners

(Indicate number of partners in each region)

Sub-Saharan Africa	Asia	Latin America	Eastern Europe, Central Asia, NIS	Middle East, North Africa	North America Western Europe
13	8	14	8		

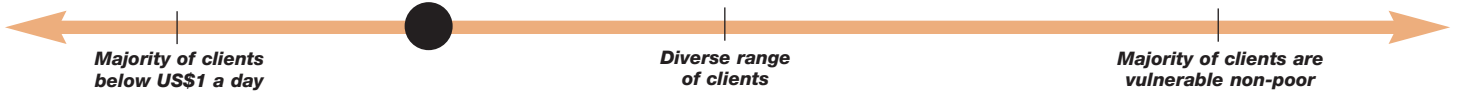
### C. PARTNER LEGAL STATUS

(Indicate number of partners in each category and differentiate between regulated and unregulated)

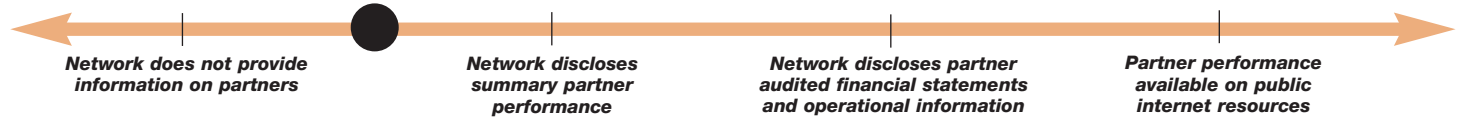
Project/informal		Foundation & NGO		Cooperative		Non-bank finance inst.		Bank (mf focus)	Bank (traditional)
Regulated	Unregulated	Regulated	Unregulated	Regulated	Unregulated	Regulated	Unregulated		
	11		28	0		1	1	2	

III. OPERATIONS CONT.

**D. TARGET CLIENTS of Partners at time of initial entry**



**E. INFORMATION ABOUT PARTNERS including financial performance and outreach**



**F. NETWORK-WIDE STANDARDS on performance including membership criteria and minimum standards of performance**



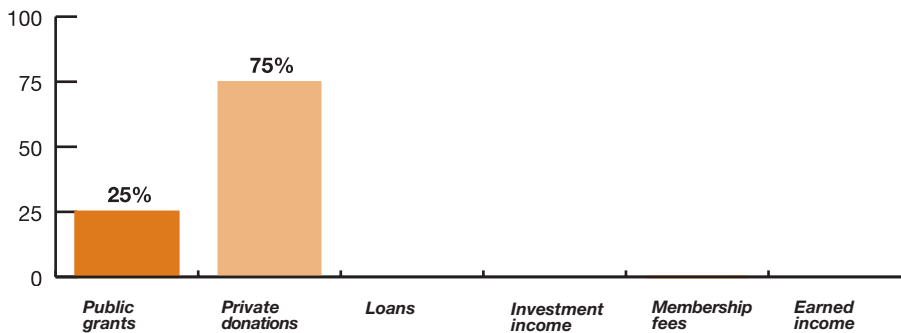
**G. IMPLEMENTATION OF STANDARDS**



**H. CONCENTRATION OF RELATIONSHIP**

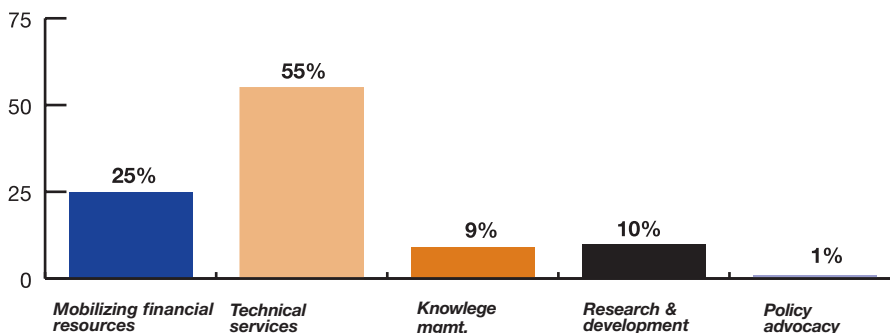


**I: NETWORK SUPPORT ORGANIZATION SOURCE OF FUNDS**



IV. SERVICES

**A. LEVEL OF EFFORT committed directly by the network support organization to its partners**



IV. SERVICES CONT.

**B. MOBILIZING FINANCIAL RESOURCES FOR PARTNERS**



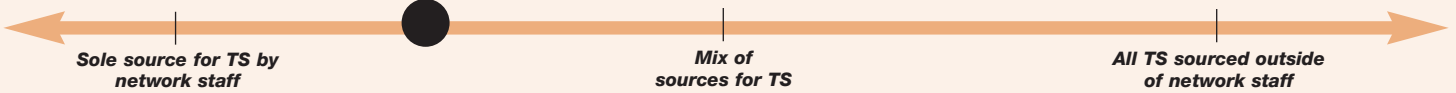
**C-1. TECHNICAL SERVICES: Types of technical services offered to network partners. Technical services refers to consultancy, training, advisory services etc. (Indicate percentage of effort per topic for last FY)**

Institution Start-ups	Transform to FFI	Product dev. & roll out	Human Resource Development	Information Technology	Strategic Planning	Efficiency & Re-engineering	Financial Analysis & Rating	Other
10		10	10	15	15	25	15	

**C-2. COST COVERAGE FOR TECHNICAL SERVICES**



**C-3. TECHNICAL SERVICES (TS) DELIVERY:**



**D. KNOWLEDGE MANAGEMENT: Opportunities for transferring lessons learned within the network to other network partners and the broader microfinance industry (Check all the appropriate boxes)**

Task Force/ Working Group	Case studies	Technical guides	Staff exchanges	Listserve/ virtual mtg.	Website-external	Newsletter	Other
X	X	X					X

**E. RESEARCH AND DEVELOPMENT: innovation, research and piloting new products (Check all the appropriate boxes)**

Clients	Products	Operations	Technology	Other
X	X	X	X	

**F. POLICY ADVOCACY: Engagement of network support organization staff and partners in policy advocacy with national governments and bank supervisors.**

