

# Microfinance SPOTLIGHT

## INTRODUCTION

### CONTENTS

Introduction	01
Survey Sample	02
Findings	02
Key Features of Microfinance Players	02
Geographic Distribution	05
Active Borrowers	05
Microfinance Players	07
Competition in the Sector	09
Competitive Risk Intensity	09
Cooperation among Players	10
Problem Faced	10
External Problems	10
Internal Problems	11
Institutional Changes and Innovations	12
Threats and Opportunities	13
Threats	13
Opportunities	13
The Unconventional Player in the Sector	14
Pakistan Post Services	14
Abbreviations	15

The microfinance sector in Pakistan is relatively young and dynamic. Each year new players enter the arena while the existing ones adapt to their changing environment. This trend has been on the rise in recent years, resulting in a sector characterized by a diversity of microfinance players ranging from large and small conventional development organizations to commercial financial institutions involved either partially or exclusively in reaching the 'un-banked'.

The involvement of a large and diverse group of organizations has, invariably, translated into a multitude of strategies to implement microfinance in the country. In order to highlight some of the emerging characteristics of these institutions, and quantify recent developments in the microfinance sector as a whole, the Microfinance Spotlight was conceptualized. Modeled on a similar publication by the Microfinance Center, Poland (MFC)<sup>1</sup> the Spotlight is based on the findings of a survey conducted between July 1, 2005 and October 15, 2005.

The findings of the study emerge from the responses of 38 microfinance players operating in Pakistan. These organizations have been in operation for a varying number of years, providing services to clients in very diverse geographical and social settings. In addition to all four provinces of Pakistan, the respondent organizations also support operations in the Federally Administered Northern Areas (FANA), Azad Jammu and Kashmir (AJK), and the Islamabad Capital Territory (ICT).

Analysis of the data shows that despite the array of players involved, the key drivers for the sector continue to be the organizations with the highest outreach and the largest loan portfolios. Currently, these include specialized microfinance players as well as integrated development

programmes. Among the 38 reporting institutions, 7 dominate the sector in terms of client outreach – together these organizations account for approximately 90 percent of the total active loan clients serviced during 2005 (584,836). The largest 4 claim approximately 80 percent of the total outreach by the sector<sup>2</sup>.

Similarly, in each of the four provinces one or two microfinance players are the key drivers, influencing the nature of microfinance in the area. The main players are Kashf Foundation (KF) and the Punjab Rural Support Programme (PRSP) in Punjab; Thardeep Rural Development Programme (TRDP) in Sindh; the Taraqee Foundation (TF) in Balochistan; and the Bank of Khyber (BOK) in the NWFP. Khushhali Bank (KB) and the National Rural Support Programme (NRSP) maintain a significant presence at the national level.

The Pakistan Microfinance Network (PMN) would like to thank the Financial Sector Strengthening Programme (FSSP) and the Department for International Development (DFID) for their financial support to the project.

<sup>1</sup> Pytkowska, J. 2004 "Overview of the Microfinance Industry in the ECA Region in 2004"

<sup>2</sup> As of Oct. 2005: 7 largest microfinance players in terms of active loan clients (ordered by size): Khushhali Bank, National Rural Support Programme, Kashf Foundation, Punjab Rural Support Programme, Thardeep Rural Development Programme, Taraqee Foundation, The First MicroFinanceBank Ltd.

## SURVEY SAMPLE

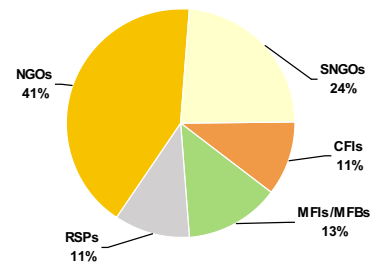
For the purpose of analysis, respondent organizations have been classified into five groups. These are:

- ↘ **MFIs/MFBs:** specialized microfinance institutions or microfinance banks
- ↘ **RSPs:** rural support programmes running microfinance operations as a part of their integrated rural development programmes
- ↘ **NGOs:** non-governmental organizations running microfinance operations as a part of their integrated development programmes
- ↘ **SNGOs:** small non-governmental organizations, distinguished from the previous group for having less than 300 active borrowers
- ↘ **CFIs:** commercial financial institutions involved in microfinance

Of the 38 institutions surveyed, NGOs constituted 41 percent of the total sample, followed by SNGOs, MFIs/MFBs, CFIs and RSPs.

A complete list of the organizations surveyed, differentiated by category, is given at the end of the report.

**Exhibit 1: Survey Sample**



## FINDINGS

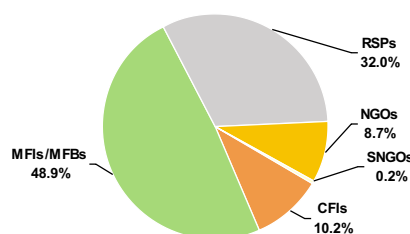
### KEY FEATURES OF MICROFINANCE PLAYERS

This section outlines the main features of the 38 microfinance players included in the survey.

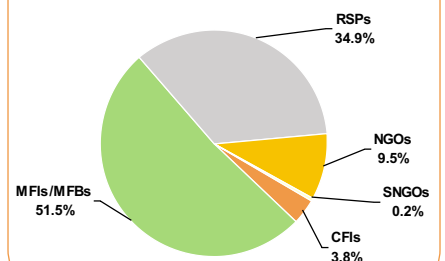
- ↘ Despite constituting only 13 percent of the survey sample, MFIs/MFBs account for the largest share of the outstanding loan portfolio. The average outstanding loan per MFI/MFB amounts to Rs 557 million, compared to Rs 145 million for CFIs, Rs 455 million for RSPs, Rs 31 million for NGOs, and Rs 1.3 million for SNGOs.

- ↘ Accordingly, most of the active borrowers are serviced by specialized MFIs/MFBs, followed by the RSPs.

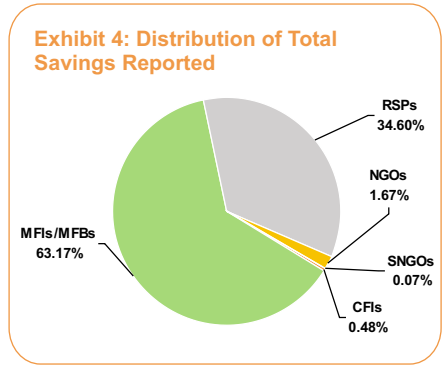
**Exhibit 2: Distribution of Outstanding Loan Portfolio**



**Exhibit 3: Distribution of Active Borrowers**



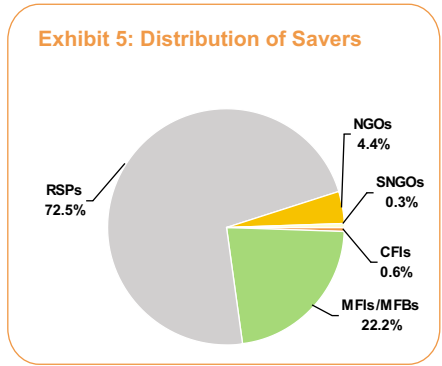
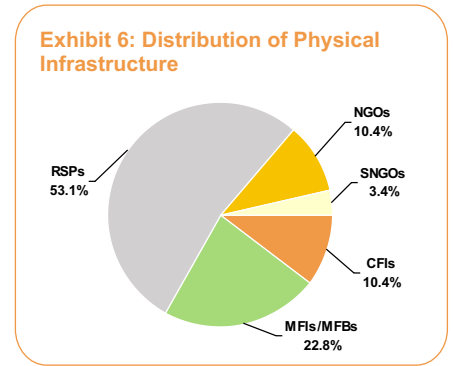
- ✎ In terms of savings, MFIs/MFBs once again account for almost 60 percent of the total amount deposited in savings accounts, either with, or through a microfinance service provider.
- ✎ RSPs account for approximately 35 percent of the total amount saved.



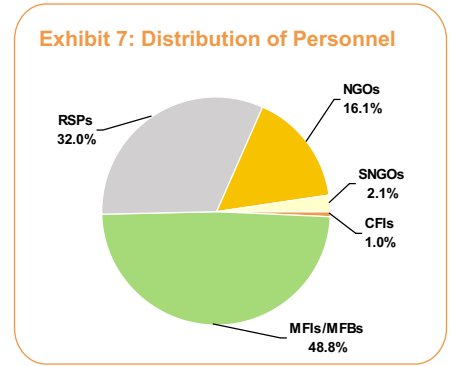
It is important to note here that the legal framework in Pakistan does not allow organizations that are not regulated by the State Bank of Pakistan (SBP) to take deposits. Thus, MFIs, NGOs, and SNGOs are unable to accept deposits; instead clients are facilitated to deposit savings with commercial banks regulated by the SBP. At present, MFIs, RSPs and NGOs only facilitate savings. In fact, even MFBs allowed to offer saving facilities currently offer limited deposit-taking services to their clients.

- ✎ The RSPs have the largest infrastructure network, accounting for approximately 53 percent of the total number of programme offices.

- ✎ The RSPs report the largest number of savers – approximately 73 percent of total savers are facilitated by the RSPs. The NRSP, the second largest institution in terms of active borrowers, accounts for 54 percent of the total savers facilitated by the RSPs.
- ✎ Approximately 22 percent savers are accounted for by MFIs/MFBs. Of these approximately 92 percent are facilitated to deposit savings with commercial banks, whereas only 8 percent deposit funds directly with MFBs.



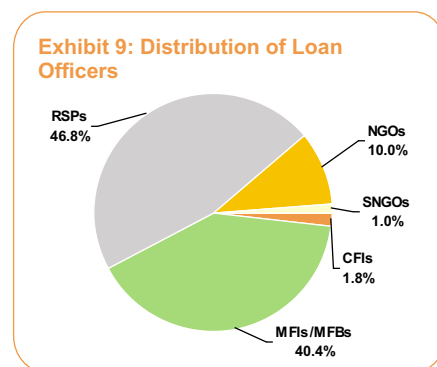
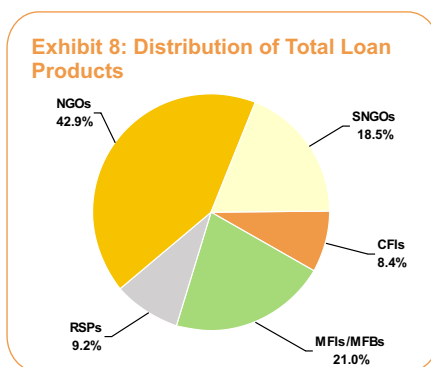
- ✎ The RSPs also have the largest number of employees, almost half of the total personnel employed for microfinance activities, followed by specialized MFIs/MFBs. These figures are a direct reflection of the number of offices, as more offices need more employees.



↳ NGOs offer the largest number of loan products<sup>1</sup>, while CFIs and RSPs offer the least. This diversity of loan products however, is primarily the result of definitional issues at the organizational level i.e., every microfinance player labels loan products differently, even though they fall under the same category, which is why NGOs reported a total of 51 different loan products during the survey.



↳ Again, RSPs have the largest number of loan officers, followed by specialized MFI/MFBs.



- ↳ Almost all the CFIs and NGOs offer loans for the purpose of setting up small business and enterprise.
- ↳ Loans for the purpose of agriculture are mainly offered by NGOs, perhaps because they have a greater outreach in rural/agricultural areas as they operate in smaller regions where bigger or more specialized microfinance players are absent.
- ↳ Fewer microfinance players offer loans for the purpose of livestock, and most of those that do are NGOs.
- ↳ All four CFIs offer loans for the purpose of working capital. This highlights the specific specialized areas in which CFIs operate.
- ↳ Very few institutions offer loans specific to women's needs. Surprisingly, no CFI is active in this area.
- ↳ The majority of the organizations that provide loans for emergency or community development are the RSPs and NGOs.

Exhibit 10 shows the distribution of each type of loan across microfinance players

**Exhibit 10: Purpose of Loans by Institutional Category**

Income Generating Activities	CFIs	MFIs/MFBs	RSPs	NGOs	SNGOs	Total
Small Business/Enterprise	3	5	2	15	4	29
Agriculture		1	1	13	6	21
Livestock		2	1	8	5	16
Working Capital	4	2		1		7
Income Generating Activities	3	3		5	2	13
Loans for Women		1		2	1	4
Emergency/Community Development	1	2	3	6	1	13
Other (micro leasing, handcraft, sewing machine, etc.)	1	1		2	2	6

<sup>1</sup> Different organizations have defined products differently. Hence, for the purpose of analysis products have been categorized as shown in Exhibit 10.

Exhibit 11 shows the main characteristics of each type of loan product

Exhibit 11: Loans in terms of Size, Term and Interest Rate								
Purpose of Loans	Loan Size (Rs)		Loan Term (months)		Flat Interest (%)		Declining Balance (%)	
	Min	Max	Min	Max	Min	Max	Min	Max
Small Business/Enterprise	500	450,000	6	36	1	20	10	28
Agriculture	500	50,000	6	36	9	20	18	20
Livestock	500	70,000	6	18	12	20	18	20
Working Capital	2,000	100,000	12	36	20	20	16	28
Income Generating Activities	500	100,000	3	36	15	25	16	18
Loans for Women	1,000	55,000	9	36	12	18		
Emergency/Community Development	1,000	100,000	6	36	7.5	20	18	28
Other (micro leasing, handicraft, sewing machine, etc.)	1,000	300,000	10	36	12	18	16	16

- ∨ The smallest loan amount, Rs. 500, is being offered for small businesses or enterprises, agriculture, income generation, and livestock. The largest is Rs 450,000, offered for setting up businesses or enterprises.
- ∨ Loans for the purpose of income generation are being offered for the shortest term of 3 months. Most of the loans products, other than for livestock purchase, are offered for a maximum term of 3 years.
- ∨ The minimum flat interest rate being charged is 1 percent on loans for the purpose of small business and enterprise. The highest flat interest rate of 25 percent (effective interest rate 48 percent) is charged on loans for the purpose of income generation.
- ∨ The lowest declining interest rate charges of 10 percent are on loans for the setting up of small business or enterprise.

## GEOGRAPHIC DISTRIBUTION

### ACTIVE BORROWERS

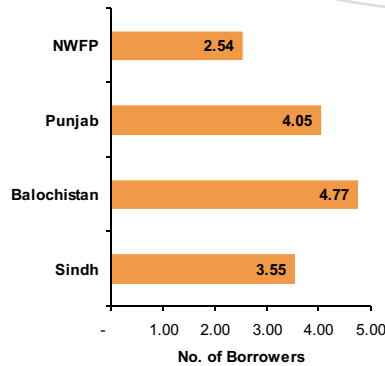
A comparison of the data by province shows that almost 60 percent of the total active borrowers are from the Punjab, followed with a considerable lag by Sindh at 23 percent. Punjab and Sindh are the two most densely populated provinces in the country, with 56 percent and 25 percent of the total population of Pakistan, respectively<sup>1</sup>. The uneven penetration of microfinance between provinces may therefore be attributed to the distribution of population in the country.



<sup>1</sup> Excluding Federally Administered Tribal Area (FATA)

Exhibit 13 shows the provincial distribution of microfinance lending in terms of active borrowers for every 1,000 persons, highlighting the penetration of microfinance in each of the four provinces of the country.

**Exhibit 13: Penetration by Province (Active Borrowers per 1,000 Persons)**

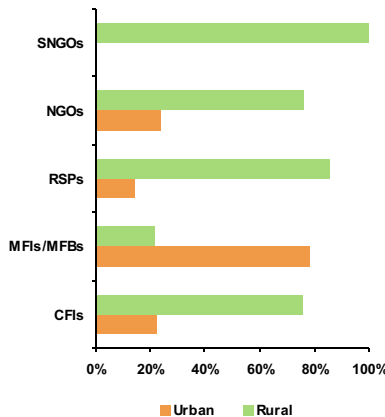


- Balochistan shows the highest number of borrowers per 1,000 persons. One possible explanation could be the low population density of the province.
- The rest of the results meet expectations, with Punjab having the second-highest penetration in terms of active borrowers, followed by Sindh, and NWFP.

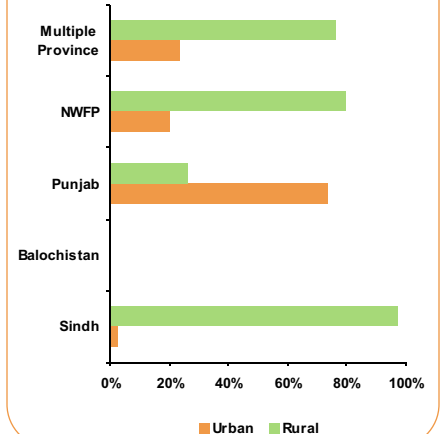
- Of the total microfinance players surveyed, 17 cater only to rural borrowers. 3 of these organizations are NGOs.
- With one exception, the RSPs support only rural borrowers. ZTBL also makes loans exclusively to rural borrowers.
- Only 2 out of the 38 institutions lend exclusively to urban borrowers. These include one NGO and one MFB.

Exhibit 15 shows the distribution of borrowers by rural and urban proportions across institutions

**Exhibit 14: Proportion of Urban and Rural Borrowers**



**Exhibit 15: Proportion of Urban and Rural Borrowers by Single Vs. Multiple Province Organizations**



- Around 80 percent of the borrowers from CFIs are rural. Of the 3 CFIs whose data is included in Exhibit 14, all cater to rural clients, with one, ZTBL, lending exclusively to rural borrowers.
- However, 80 percent of the borrowers from specialized MFBs and MFIs are urban.
- Almost 80 percent of the borrowers from RSPs and NGOs are rural. SNGOs cater mainly to rural borrowers.

- Most Sindh-based microfinance players concentrate on rural borrowers. The largest organization in Sindh, Thardeep Rural Development Programme (TRDP), caters exclusively to rural people.
- The case of the NWFP is similar. The top two active players in the province, the Bank of Khyber (BOK) and Sarhad Rural Support Programme (SRSP), concentrate on the rural population.
- Punjab-based institutions concentrate more on urban populations. Kashf Foundation (KF) operates mainly in the cities and focuses on the urban poor. Punjab also has the largest number of cities compared to the other provinces and consequently a higher proportion of urban poor.

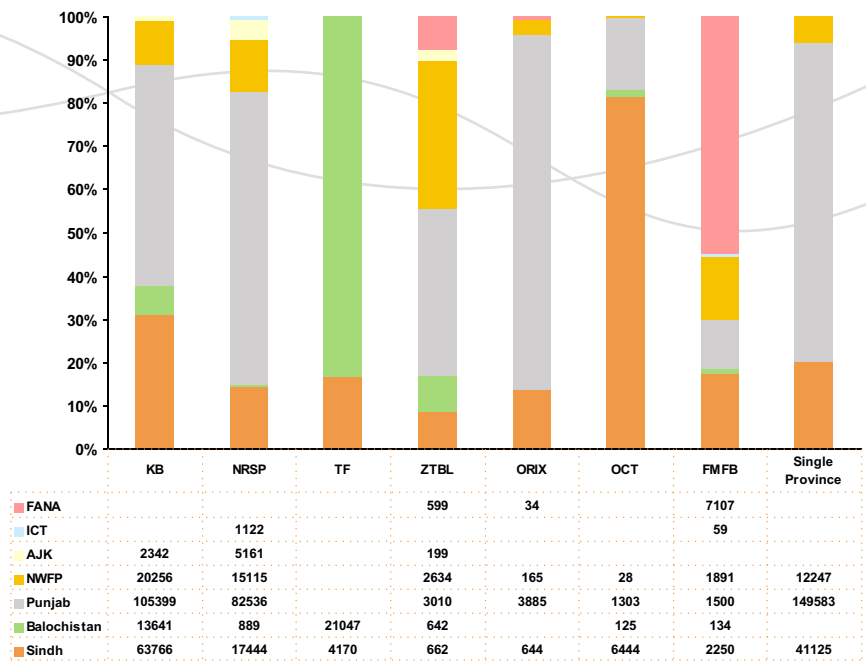
## MICROFINANCE PLAYERS

- Of the 4 CFIs surveyed, BOK is the only single-province CFI, operating exclusively in the NWFP. The rest support operations in multiple provinces: 2 operate in Punjab, 2 in Sindh, 3 in the Federally Administered Northern Areas (FANA), 2 in the NWFP, 1 in Balochistan, and 1 in AJK. ZTBL is the only CFI to operate in Balochistan. The lack of physical infrastructure and low population density make it difficult for CFIs to operate extensively in Balochistan.
- Of the 5 MFIs/MFBs, 4 operate in Punjab, 3 in Sindh, 2 in Balochistan, 2 in FANA, 1 in the NWFP, and 1 in AJK. The better infrastructure and higher population density, relative to the other provinces, probably explain why there are more specialized MFIs active in Punjab than in any other province.
- Of the 25 NGOs, 14 are active in Sindh, followed by 7 in Punjab, 5 in FANA, and 2 in Balochistan.
- Of the 4 RSPs, 2 operate in Punjab, 2 in Sindh, 1 in Balochistan, 2 in FANA, 1 in AJK, and 1 in the ICT area.



**Exhibit 17** compares the distribution of borrowers from multiple-province institutions to single-province microfinance players in Pakistan

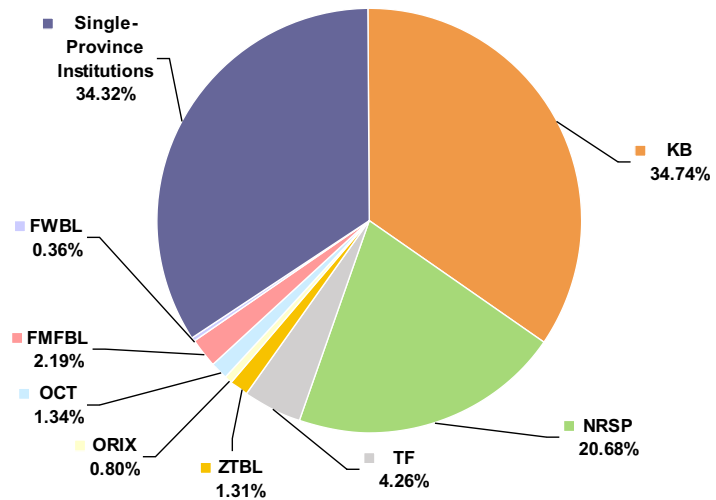
**Exhibit 17: Active Borrowers of Multiple Province vs Single Province MF Players**



- ✎ Out of the 38 institutions, 8 operate in more than one province (multiple province presence). Of these, 3 are CFIs, 2 specialized MFIs/MFBs, 2 NGOs, and 1 RSP.
- ✎ Of the 8 multiple-province institutions, the highest concentration of the borrowers of 4 institutions are in Punjab. Taraqee Foundation (TF) has the highest number of borrowers in Balochistan.
- ✎ The data by province shows that the largest number of borrowers from FANA has borrowed money from the First MicrofinanceBank Ltd (FMFB). The NRSP and FMFB are the only two institutions actively working in the ICT area. Out of 3 institutions working in AJK, the NRSP has lent money to the most number of borrowers. In the NWFP, Sindh, and the Punjab, KB has the largest number of borrowers.
- ✎ The majority of the single-province institutions are operating in Punjab; there are none in Balochistan. The absence in Balochistan may be due to the scattered population and the difficulty of setting up a microfinance organization in the region.
- ✎ In terms of the number of borrowers, organizations in Punjab have the highest share, followed by those in Sindh. FANA- and AJK-based institutions claim the lowest share of borrowers.
- ✎ In Sindh, 76 percent of the borrowers have taken loans from TRDP, followed by 15 percent from Sindh Agriculture and Forestry Workers' Cooperative Organization (SAFWCO).
- ✎ In Punjab, approximately half of the borrowers have taken loans from KF and 34 percent from the PRSP.
- ✎ In the NWFP, two thirds of the borrowers have loans from BOK, followed by SRSP and Lachi Poverty Reduction Project (LPRP). Together these 3 cover 90% of the loans in the province.
- ✎ Thus, the data does not show any trend of a particular kind of microfinance organization dominating all regions.

**Exhibit 18** shows the distribution of active borrowers across multiple-province institutions. All single-province institutions are lumped together

**Exhibit 18: Distribution of Active Borrowers across Multiple-Province vs Single Province MF Players**



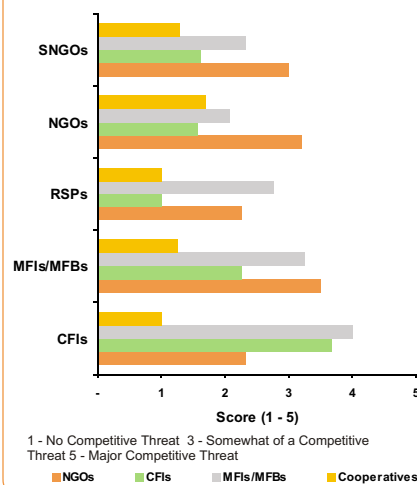
KB has around 35 percent of the borrowers, which is equivalent to the percentage of people borrowing from all the single-province institutions combined. This is followed by the NRSP, which has loaned money to almost 21 percent of the total borrowers.

## COMPETITION IN THE SECTOR

### COMPETITIVE RISK INTENSITY

This section illustrates the average competitive risk intensity as perceived by each of the 5 kinds of institutions surveyed. The risk is measured along a scale where 5 is a major competitive threat and 1 is no threat.

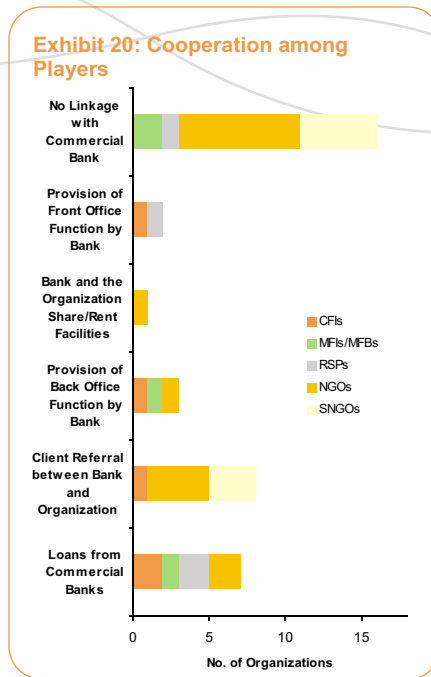
**Exhibit 19: Perceived Average Competitive Risk Intensity**



- In general, competition was not perceived as a very strong threat. This indicates that perhaps competition is not yet strong enough to cause a major threat as the microfinance industry is still evolving.
- For CFIs, the biggest threat is considered to be MFBs followed by other CFIs.
- For specialized MFIs/MFBs the biggest threat is considered to be other NGOs followed by specialized MFIs/MFBs.
- RSPs consider MFBs and NGOs as their biggest competitors.
- Both NGOs and SNGOs consider other NGOs as a big threat, followed by specialized MFBs.

## COOPERATION AMONG PLAYERS

This section highlights ways in which different microfinance players cooperate with one another.



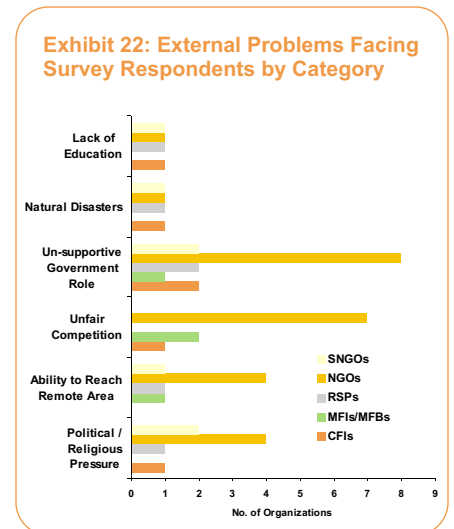
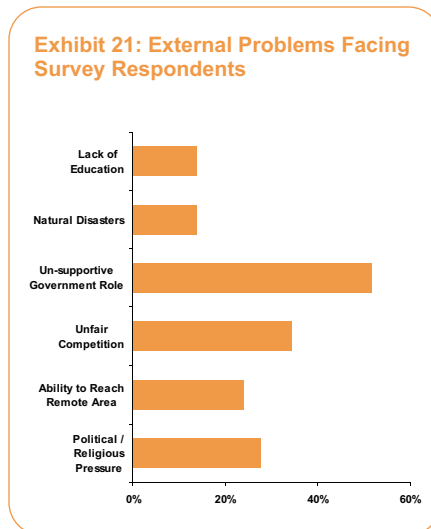
- Microfinance players generally do not borrow from CFIs. Only 7 out of 33 institutions take loans from banks.
- Only 8 institutions refer clients to CFIs. These are mostly CFIs, probably because NGOs and CFIs are not direct competitors.
- Very few institutions interact through bank provision of back and front office functions, and sharing of rent or facilities.
- Most institutions do not have any link with CFIs. They probably have other sources of funding and do not require specialized MFIs. The smaller NGOs may also lack the capacity to interact with CFIs for support.

## PROBLEMS FACED

### EXTERNAL PROBLEMS

This section highlights external problems faced by the microfinance sector as a whole.

Exhibit 22 shows the same data across organizational categories



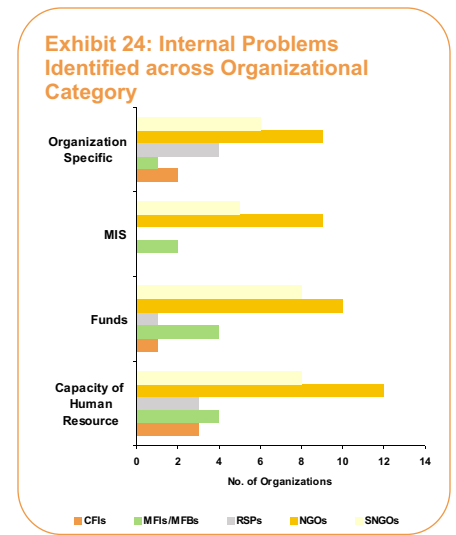
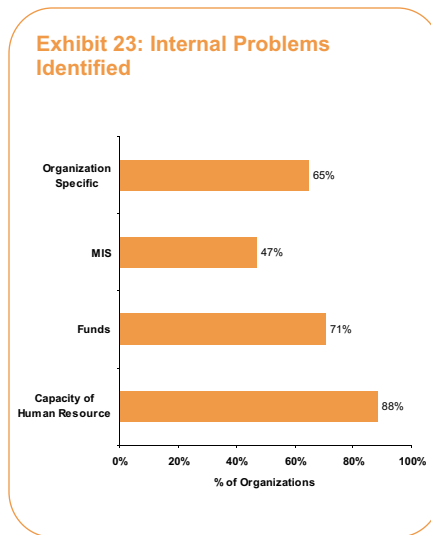
- Almost 50 percent of the institutions feel the government is un-supportive of their activities.
- Less than 20 percent fear natural calamities or see lack of education as a problem for their microfinance operations.
- Most NGOs consider the government's role un-supportive. Most of them also have trouble reaching remote areas due to limited infrastructure and the added complication of political and religious pressure.

## INTERNAL PROBLEMS

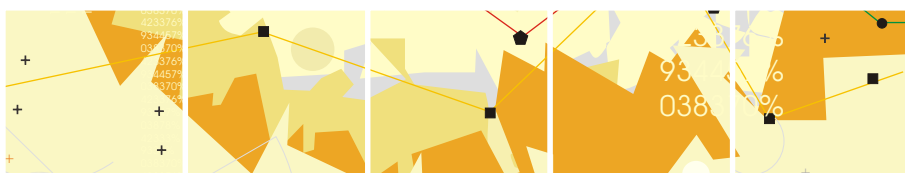
- More than 80 percent of the microfinance players face human resource problems, followed by problems with funding and management information systems. Training staff is often very expensive and, as the sector is growing, human resource management is becoming a major concern.
- About two-thirds of the microfinance players also face organization-specific problems, such as governance and management issues.

**Exhibit 23:** features a selection of internal challenges encountered by the survey respondents

**Exhibit 24:** shows the same data across the different categories of institutions



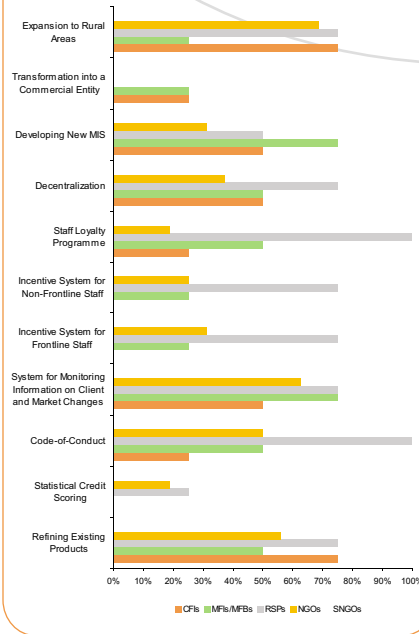
- Almost 90 percent of the institutions face human resource problems. This could be due to two factors: either a lack of specialized personnel for microfinance, or the small size of the sector resulting in its diminished status as a viable career option for fresh graduates.
- Funding is a major issue for most MFIs/MFBs and NGOs.
- None of the specialized institutions such as CFIs and MFIs/MFBs face MIS problems. More than 50 percent of the NGOs face problems with MIS, which maybe due to lack of resources and difficulties in developing the system.
- All RSPs and a significant number of NGOs face organization-specific problems. RSPs usually work very closely with communities, thus this might be a reflection of community-specific problems.



## INSTITUTIONAL CHANGES AND INNOVATIONS

This section highlights the main institutional changes and innovations introduced in microfinance institutions since January 2002.

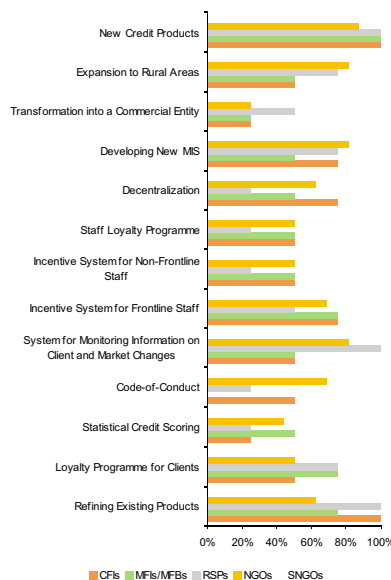
**Exhibit 25: Institutional Changes and Innovations**



- More than 70 percent of all RSPs have brought about changes in almost all major aspects of their microfinance programmes: refining existing products, introducing loyalty programmes for clients and staff, establishing a code of conduct and a system for monitoring information on clients and market changes and incentive system for frontline and non-frontline staff. Most of them have also begun to focus on decentralization, perhaps as a measure to increase outreach.
- CFIs and specialized MFIs/MFBs have also instituted significant changes in these areas. NGOs have been relatively slow in embracing modifications in their existing system.
- In addition to these changes almost all MFIs have expanded into rural areas.
- A significant portion of the MFIs/MFBs and CFIs are considering delivering products in partnership with other institutions. This is probably a good proposition for specialized microfinance institutions that are likely to gain from economies of scale.

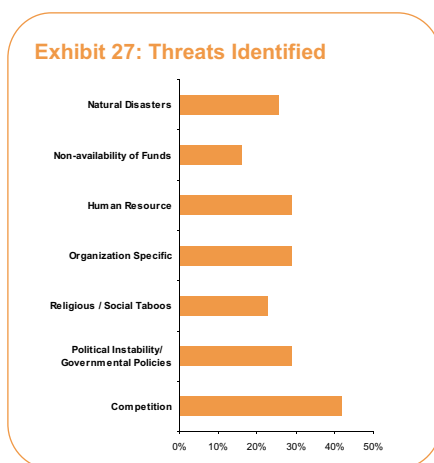
**Exhibit 26** highlights the institutional changes and innovations planned for the next three years (2006 - 2009)

**Exhibit 26: Planned Institutional Changes and Innovations**



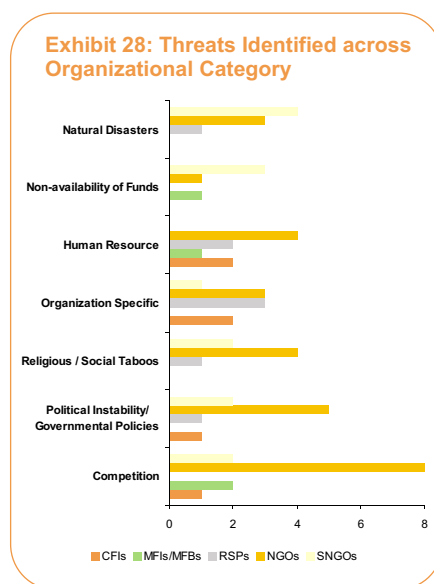
- All the institutions plan to consolidate and strengthen existing operations in addition to initiating new ventures.
- Almost all CFIs and RSPs plan to refine existing products further. All RSPs also plan to deliver a system for monitoring information on clients and markets.
- NGOs are least active in introducing or planning any changes.
- Almost 80 percent of the CFIs plan to decentralize, and introduce new credit products. All MFIs/MFBs and most CFIs and RSPs also plan to introduce non-credit financial services, such as insurance and remittance.

THREATS



- ⌵ Around 40 percent of the survey respondents view competition from other players as a major threat.
- ⌵ Less than 20 percent perceive non-availability of funds as a major issue.
- ⌵ Around 20 percent view political instability, religious and social taboos, and natural calamities as a risk to their organization.
- ⌵ There is no single threat that stands out for all microfinance players.

Exhibit 28 shows the same data across different organizational categories



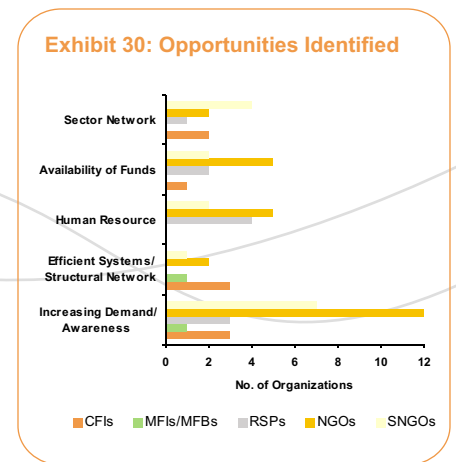
- ⌵ None of the RSPs consider competition as a risk to their organization, but, of the remaining organizations, around 50 percent of each type of microfinance player perceives competition as a threat.
- ⌵ None of the specialized MFIs/MFBs fear political instability. Overall very few organizations feel government policies or political instability will affect their performance.
- ⌵ None of the CFIs or MFIs/MFBs think that religious or social taboos influence their organizations. Most of the institutions that do are the SNGOs.
- ⌵ CFIs and RSPs do not anticipate lack of funds. NGOs, on the other hand, are concerned about non-availability of funds as a number of them rely on donor grants and very little on their own net earnings.
- ⌵ CFIs and MFIs/MFBs do not fear natural disasters.

OPPORTUNITIES

This section highlights the major opportunities reported by the surveyed microfinance players.

- ⌵ Most of the organizations consider increasing demand/awareness as an opportunity for the institutions to grow.
- ⌵ Around 20 percent of all institutions expect availability of funds, sector networking, efficient systems, and human resources to give a boost to their organization.
- ⌵ Around 30 percent of the organizations surveyed consider human resource an opportunity, and the majority of the organizations consider human resource problems a major obstacle. If this view of human resource as an opportunity is perpetuated, it could mean eventual awareness and availability of trained staff as the microfinance sector continues to expand.

Exhibit 30 shows the same data across the different categories of microfinance players



Almost 90 percent of the NGOs consider increasing demand and awareness about microfinance beneficial for their organization.

## THE UNCONVENTIONAL PLAYER IN THE SECTOR

### PAKISTAN POST SERVICES

In addition to its core postal service business the Pakistan Post Services (PPS) has over the years diversified and restructured its operations to provide a range of financial services such as Savings, Insurance, and Remittance services. These services are available in all 13,419 post office outlets across the country<sup>1</sup>.

The PPS, through the Pak Post Saving Bank (PPSB) offers the largest network of savings bank services all across Pakistan. Serving as an agent of the Ministry of Finance (MoF) it is popular both in urban and rural areas. In fact, in some remote areas, it is the only banking service available. PPSB offers a range of saving bank schemes, including Saving Bank Mobile Account, Saving Certificates, and Special Saving Account. Incentives for investment offered by the PPSB include the following: all investments are guaranteed by the GoP, are transferable from one person to another, and can serve as collateral. As of June 2004, the total numbers of account holders were 3,552,255. In addition, 146,420 Cash Saving Certificates with a total cash value of Rs 60,344 million were issued.

Under the Postal Life Insurance, PPS offers a total of ten (10) insurance options to the general public including, Life Insurance, Life Endowment Policy, Accidental Death and Permanent Disability Benefit, and Group Insurance. Postal Life has a significant presence in rural areas. Some of the key features of the insurance facility include loan on policies, rebate on advances payment of premium, and low premium rates. As of June 2004 the total number of policies sold were 252,810.

National as well as international Remittance services are provided independently as well as in collaboration with 28 Postal Administrations and Western Union. The remittance service has been designed to fulfill requirements for small remittances (minimum amount of Rs 2,000) at nominal commission. Remittance services provided by PPS include Money Order (Urgent and Regular), Fax Money Order, Postal Draft, and Incoming International Money Order. During 2003-04 the total volume of funds remitted were as follows:

- Total Rs 19,478.3 Million;
- Inland Rs 13,616.7 million;
- International Rs 15.2 million;
- Western Union Rs 2,662.6 million<sup>2</sup>.

<sup>1</sup> Source: [www.pakpost.gov.pk](http://www.pakpost.gov.pk)

<sup>2</sup> PMN Survey 2005

## ABBREVIATIONS

AJK	Azad Jammu and Kashmir
BOK	Bank of Khyber
CFI	Commercial Financial Institution
FANA	Federally Administered Northern Areas
FATA	Federally Administered Tribal Areas
FMFB	The First MicroFinanceBank Ltd.
FWBL	First Women's Bank Ltd.
GoP	Government of Pakistan
ICT	Islamabad Capital Territory
KB	Khushhali Bank
KF	Kashf Foundation
LPRP	Lachi Poverty Reduction Project
LSRDA	Lower Sindh Rural Development Association
MF	Microfinance
MFC	Microfinance Centre
MFI	Microfinance Institution
MFB	Microfinance Bank
MoF	Ministry of Finance
NGO	Non-Governmental Organization
OCT	Orangi Charitable Trust
OSS	Operational Self Sufficiency
PAR	Portfolio at Risk
PMN	Pakistan Microfinance Network
PPS	Pakistan Post Services
PPSB	Pak Post Saving Bank
PRSP	Punjab Rural Support Programme
NRSP	National Rural Support Programme
NWFP	North West Frontier Province
RMBL	Rozgar MicroFinance Bank Ltd.
RSP	Rural Support Programme
SAFWCO	Sindh Agriculture and Forestry Worker's Cooperative Organization
SHED	Sindh Health and Education Development Society
SNGO	Small NGO
TF	Taraqee Foundation
TRDP	Thardeep Rural Development Programme
WASD	Women Association Struggle for Development
WSO	Women Social Organization
ZTBL	Zarai Taraqiyati Bank Ltd.

# List of Institutions

Category	Organization
<b>MFIs/MFBs</b> Specialized microfinance institutions or microfinance banks	1 Asasah
	2 Kashf Foundation (Kashf)
	3 Khushhali Bank (KB)
	4 Rozgar MicroFinance Bank Ltd. (RMBL)
	5 The First MicroFinanceBank Ltd. (FMFB)
<b>RSPs</b> Rural support programmes running microfinance operations as a part of their integrated rural development programmes	6 National Rural Support Programme (NRSP)
	7 Punjab Rural Support Programme (PRSP)
	8 Sarhad Rural Support Programme (SRSP)
	9 Thardeep Rural Development Programme (TRDP)
<b>NGOs</b> Non-governmental organizations running microfinance operations as a part of their integrated development programmes	10 Bhitai Welfare Association (BWA)
	11 Development Action for Mobilization and Emancipation (DAMEN)
	12 Goth Seenghar Foundation (GSF)
	13 Indus Resource Centre (IRC)
	14 Lachi Poverty Reduction Project (LPRP)
	15 Lower Sindh Rural Development Association (LSRDA)
	16 Marvi Rural Development Organization (MRDO)
	17 Narowal Rural Development Project (NRDP)
	18 Orangi Charitable Trust (OCT)
	19 Organization for Participatory Development (OPD)
	20 Rural Community Development Society (RCDS)
	21 Sindh Agricultural & Forestry Workers' Cooperative Organization (SAFWCO)
	22 Sindh Rural Partners Organization (SRPO)
	23 Swabi Women's Welfare Society (SWWS)
	24 Taraqee Foundation (TF)
25 Women Social Organization (WSO)	
<b>SNGOs</b> Small non-governmental organizations, distinguished from the previous group for having less than 300 active borrowers	26 Al Mehran Welfare Association
	27 Anjuman Falah o Behbood
	28 Baahn Beli
	29 Goth Sudhar Sangat (GSS)
	30 Goth Sudhar Sangat Aghamani (GSSA)
	31 Khwendo Kor
	32 Sindh Health and Education Development Society (SHEDS)
	33 Women Association Struggle for Development (WASD)
	34 Village Development Organization (VDO)
<b>CFIs</b> Commercial financial institutions involved in microfinance	35 Bank of Khyber (BOK)
	36 First Women Bank Ltd. (FWBL)
	37 ORIX Leasing Pakistan Ltd (ORIX)
	38 Zarai Taraqiati Bank Ltd.(ZTBL)

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