

LOAN APPLICATION

The Deutsche Bank Global Social Investment Funds (GSIF) loan application consists of the following three components:

1. This word document, which contains a series of questions.
 - a. Please provide the answers to each question in the space below or select the appropriate response. We prefer that you cut and paste directly from your policies and procedures, but if you decide to reference them instead, please indicate the specific section and page number in your policies and procedures.
 - b. Please provide financial information in local currency unless asked specifically for foreign currency.
 - c. If information is not available or applicable, please put N/A.
 - d. For Yes/No answers please place an “X” in the box that after the appropriate response

YES		NO	
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2. An excel file that is used to collect financial data and details about your savings and loan portfolios. *Text in green italics within this document are reminders to provide additional information in the excel file.*
3. Policies, procedures, organizational charts and resumes as well as documentation required to be in compliance with regulatory and Deutsche Bank internal practices. *Text in blue italics within this document is a reminder to provide the specified documents.*

A detailed checklist of all requested documents is included in Appendix A of this document.

GSIF collects certain information regarding the organizations that receive loans and other forms of finance. This information includes the legal identity of the borrowers, and personal information concerning the directors and senior management of the organization. The information is used to comply with laws to help prevent terrorist financing, money-laundering and other illegal activities.

The items of information collected for the above purpose are included in this application form and are identified with an asterisk (*). These items must be filled out as completely as possible. We may request applicants to amplify or explain any items that may be considered insufficient to satisfy our policies and procedures.

The information supplied in this application marked * will be verified by the Fund, and maintained for a period of five years from the date of any financing transaction becomes effective.

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I. Background Information

General Information for MFI	
Institution Name	
Address	
Website	
Contact Person	
Title	
Telephone	
Cell #	
E-Mail	
Fax	

Date Institution Founded ¹		Name of External Audit Firm	
Lending Methodology (i.e. Group, individual)		Last Audit Opinion	
Average Effective Rate on Loan Portfolio		Name of Rating Firm	
Name of Governing Regulator		Date of Last Rating	
		Rating Assigned	

Type of Institution	Place "X"
Bank	
Finance Company / Non-Bank Finance Institution	
Specialized Microfinance Institution	
Credit Union	
Insurance Company	
Other (Please Specify)	

Capital Structure ²	Place "X"
Listed Corporation	
Privately Held Company / Joint Stock Company	
Non-Profit / Non-Governmental Organization (NGO)	
Cooperative / Mutual	
Other (Please Specify)	

Registrations and Authorizations	
National, Provincial, and/or Municipal Jurisdiction	
Registration Number	
Taxpayer Identification Number	

¹ Date institution first began making loans and r taking savings.

² Please list shareholders in excel file.

➤ *Please provide 5 references that are independent of your organization such as other lenders, donor agencies, networks, consultants, etc.*

#	Name	Organization	Telephone	E-Mail
1				
2				
3				
4				
5				

➤ *Please provide the following information for each branch using the most recent date available:*

Branch Location	Credit Officers	Total Staff	Active Borrowers	Gross Loans

➤ *What are your hours of service (e.g. 8 – 12 and 2-6)?*

Day	AM Service	PM Service
Monday to Friday		
Saturday		
Sunday		

➤ *For clients that will be using a letter of credit or deposit guarantee to access funding through a local bank, please provide information of bank that you intend to use.*

General Information for MFI	
Institution Name	
Address	
Contact Person	
Title	
Telephone	
E-Mail	
Fax	

Please provide an overview in the boxes to the right of the following:

Mission Statement	
Strategic Objectives	

II. Strategy and Business Planning

A. Business and Strategic Planning

➤ *Do you have a business plan (one year)?*

YES		NO	
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➤ *Do you have a multi-year strategic plan?*

YES		NO	
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- If you have both documents, please skip the next section and be sure to include both documents in the application. If **not**, please give a brief overview of each of the following sections.

Operating Environment	
Competition	
Regulatory Environment	
Actions to Reach Operational Self-sufficiency	
Growth / Expansion Plans	
New Products / Services	
Human Resources / Training	
Risk Management	
Other Significant Developments	

B. Competitive Environment and Growth

➤ *Who are your primary competitors in your principal markets?*

➤ *How competitive are the markets in which the MFI operates? Does competitiveness limit MFI pricing capability?*

➤ *What is the MFI's niche or competitive advantage?*

➤ *Is the MFI stealing market share from other MFI organizations or is there still a lot of unmet demand that is not being met?*

C. Marketing

➤ *Do you have a marketing department with a person dedicated only to marketing?*

YES		NO	
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➤ *Do you conduct market studies?*

YES		NO	
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➤ *If you have conducted market studies, when was the last study and what were the key findings?*

➤ *What media do you use to market your products and services?*

Radio		Brochure		Newspaper		TV	
Other							

➤ *Do you develop a marketing plan each year?*

YES		NO	
-----	--	----	--

➤ *If you answered “Yes” to the previous question, is this plan frequently evaluated and updated?*

YES		NO		Frequency	
-----	--	----	--	-----------	--

III. Governance

A. Governance Structure, Board and Committees

- Please describe in the space below the governing body of the organization, its functions, committees and frequency of meetings. In addition please:
 - Complete the Board Summary table in the Appendix B.
 - Provide an electronic copy of the organizational chart with Board and Committees. If microfinance is a unit within a larger organization, please provide a chart relating the unit to the whole.
 - Provide an electronic copy of CVs or brief biographies for Board members describing his or her occupation, experience and the title or position within the Board of Directors, and membership of any Committees of the Board.

➤ How many of the current Board members are independent, i.e. non-shareholders?

➤ What are the roles of each committee?

➤ Is your institution's governance (Board) and operations controlled by the same individual (i.e. President of the Board and General Manager)?

YES		NO	
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➤ Are there requirements for Board members that sit on the Audit Committee?

YES		NO	
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➤ If the answer to the previous question is "Yes" what are the requirements?

➤ Are there any loans made to employee or Board members? Please be sure to complete the table in the excel spreadsheet that details loans to employees and Board members.

YES		NO	
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➤ If the answer to the previous question was "Yes" please outline the process for making loans to employees and Board members.

➤ Under what circumstances do Board members approve loans?

➤ Is there any family or business relationship among the officers, directors, key employees and any other principals of the organization?

YES		NO	
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- If yes, please describe relationship below.

- *Please list organizations and networks (national, regional and foreign) with which the MFI is affiliated. Please also describe any particular/expected benefits derived from the affiliation*

B. Management

- *Briefly describe key developments in the MFI's management to date. In addition:*
 - *Complete the Senior Management Summary table in the Appendix C.*
 - *Provide an electronic copy of CVs or brief biographies for employees, describing his or her describing his or her prior operational experience and current responsibility.*
- *Please describe any significant technical assistance received by the MFI in the last two years.*
- *Are there performance-based incentives for Senior Management (i.e. a bonus)? If so, please describe how it works.*
- *Please describe any other benefits provided to Senior Management.*
- *How do the compensation levels for the management team compare to those of competitors (i.e. higher, lower, etc.)?*
- *Does the CEO or Chairman sit on any external Boards or hold management responsibility outside of the MFI? If so, please list the organizations.*
- *Is there a succession plan in place for the CEO position?*
- *How are the CEO's objectives established?*
- *How are the senior management team's objectives established?*
- *How are objectives tracked?*

IV. Internal Controls

A. Financial Discipline / Accounting

- *What is the structure of the Finance and Accounting functions, i.e. how many people work in the area, what are the key functions of each area, reporting, etc.*
- *Where does the chart of accounts or accounting nomenclature come from (internally developed, regulatory body, trade association, etc.)?*
- *Are the organization's accounts maintained on an accrual or a cash basis?*

Accrual		Cash	
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- *If the accounts are maintained on an accrual basis, how is the accrued income from a loan handled for delinquent or past due loans?*

- *What financial reports do you generate and what is the frequency?*

Report	Frequency
Balance Sheet	
Income Statement	
Credit Risk Management Reports	
Recovery / Charge-Off of Delinquent Loans	
Cash Flow / Liquidity	
Asset-Liability Management (Maturity)	
Interest Rate Risk	
Foreign Currency Exposure	
Budget Analysis	
Other (Specify)	

- *How many days are needed to close out each month?*
- *Are transactions in the loan/savings ledgers of clients tied directly to the general ledger?*
- *Have you created sufficient (according to local law) provisions for employee benefits?*
- *Do you utilize suspense accounts and do they have any balances?*

YES		NO	
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YES		NO	
-----	--	----	--

YES		NO	
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If the answer is "Yes" what is the balance?

B. General Internal Controls

- *Does the MFI have policies and procedures that outline how related party transactions are managed?*

YES		NO	
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- *What are they?*

- *Please provide details of any related party transactions. [Related parties include family members related to employees or directors].*

- *How often are policies and procedures updated?*

- *Which group ensures that policies are updated with regular frequency?*

- *Is there a third-party vendor due diligence process? Due diligence would include regular review of financial statements, review of internal controls of third party, handling of sensitive material, etc.*

YES		NO	
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- *If question above is “YES”, then please describe.*

- *Do any third-party vendors have any familial relationships with employees or Board members?*

YES		NO	
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- *If question above is “YES”, then please describe.*

- *If there are familial relationships, are transactions entered into at arms length and has the Board approved and documented them?*

YES		NO	
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If “Yes”, please describe the familial relationships

- *Is there an internal group that independently reviews transactions to ensure compliance with the institutions policies and procedures? What proportion of transactions is reviewed? Note: This person should not be the branch manager or someone that is directly involved in managing clients.*

YES		NO	
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If “Yes” please describe this group.

C. Internal Audit

- *Please describe your internal audit (IA) function in detail below. Please be sure to cover the following issues:*
 - *Number of employees in the IA unit*
 - *Reporting lines – To whom does IA report*
 - *How frequently does IA visit each branch*
 - *Summary of audit procedures*
 - *Key areas reviewed*

D. External Audit

- *Please note in the space below the name of your external auditor, the date of your last audit and any significant issues presented in your last audit. If your institution has not been audited, please detail the reasons why the institution has not been audited and when it will be audited. Please be sure to include audited financial statements for the last three years (where available).*
- *How long have you been using your current External Auditor?*
- *What is the selection process used for hiring an External Auditor?*
- *Could Deutsche Bank contact your External Auditor? If so, please provide contact information:*

E. Regulatory Environment

- *Who is your primary regulator, if any?*
- *If you are regulated, what was the date of your last visit? Were there any outstanding issues?*
- *How many weeks does the regulator spend at your institution on an annual basis?*
- *In the event that you are not regulated, do you have any plans for transformation?*
- *Are there any pending legal changes? If so, what impact would they have on your organization?*

F. External Rating

- *Is your institution regularly rated by an external entity?*

YES		NO	
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- *If so, please provide the name of the rating agency below and discuss any significant issues.
Please provide a copy of the rating report in your loan application submission.*
- *How long have you been using your current external rating company?*
- *What are the criteria used in the selection process used for hiring the rating agency?*

V. Credit Risk Management

A. Underwriting Process

➤ *Please describe the MFI's principal approach/ methodologies (group/individual/other). If the organization has credit policies and procedures manual, please attach a copy to the application.*

➤ *Please check all general criteria that the MFI uses to evaluate microfinance borrowers.*

Criteria	Place "X"
Assessment of Character	
Capacity to Repay / Cash Flow	
Collateral / Guarantee	
Capital Accumulated	
Required Borrower Training	
Savings Account Linked to Loan	
Membership in a Group	
Pre-Existing Business	
Use of Funds	
Location of Borrower	
Other (Specify)	

➤ *When were the policies and procedures last up dated?*

➤ *What steps are necessary to approve credit changes and how are these changes communicated to loan officers?*

➤ *Are compulsory savings or shares required to receive a loan?*

YES		NO	
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➤ *If so, how does loan size relate to the compulsory savings?*

➤ *What is the maximum and minimum that you can loan to one person or group of people?*

Maximum		Minimum	
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➤ *Do loan officer's or a third party evaluate the guarantees for the loans?*

Loan Officer		Third Party	
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➤ *Does it vary by size of loan? Please describe below*

YES		NO	
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➤ *Do you require collateral for all loans?*

YES		NO	
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➤ *If no, under what circumstances do you not require collateral?*

➤ *What is the loan-to-value (LTV) that the guarantee must have for each type of loan:*

Chattel		Home		Office Building		Other	
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➤ *Do you require the client to have insurance on collateral?*

YES		NO	
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➤ *Please describe your loan approval hierarchy. Please note that the hierarchy below is only suggested. Please add or subtract where appropriate.*

	Authorized Amount/Situation
Branch Loan Officer	
Branch Manager	
Branch Credit Committee	
Regional Loan Officer	
Head Office Loan Officer	
General Manager	
Head Office Credit Committee	
Board of Directors or Member of Board	

➤ *What percentage of your institution's gross loan portfolio is comprised of loans with bullet maturities? Please also describe whether it is interest and principal and/or principal only.*

➤ *Does your institution have policies that limit its top ten loan concentration (i.e. limits on how much of the portfolio can be concentrated in the top ten largest loans)?*

➤ *Does your MFI have policies that limit loans to company insiders (i.e. employees and Board members)?*

B. Collection Process

- *How many days after a payment is missed is it considered to be past due or delinquent?*
- *Is the entire loan balance included in the delinquency calculation or just the amount of payment that is late?*

Entire Balance		Payment Past Due	
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- *Please describe below (or reference section and page number of credit policy/procedure), the procedures to assure timely collection of amounts falling due. Please be sure to include*
- *Timing and description of verbal and written reminders and/or notices*
 - *Timing and success rate of collecting against guarantors*
 - *Timing and description of legal collection efforts*

- *Does the MFI use a third-party collection service?*

YES		NO	
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- *If so, under what circumstances are the loans given to the third-party collectors, and what portion of delinquent loans are generally recovered by collectors?*

- *When a loan falls delinquent, do you charge clients a penalty?*

YES		NO	
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- *If a delinquent penalty charge is applied, how is it calculated?*

- *How many internal and external lawyers do you have working on collection efforts?*

C. Loan Loss Reserves, Charge-Offs and Recovery

- *Please describe MFI’s policies and procedures for creating loan loss reserves for past-due loans. We understand that this may vary by product, so please provide for primary loan products. Where possible, please provide in table format as in the example below:*

Product Name	
Days Past Due	Loan Loss Reserve as a % of Loan
0-15 Days	5%
15-30 Days	10%
etc.	

- *Is collateral considered in the creation of the MFI’s loan loss reserves?*

YES		NO	
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- *If collateral is considered, please describe the process.*

- *Is loan loss reserve policy dictated by a regulatory body?*

YES		NO	
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- *If answer above is “NO”, how was the loan loss reserve policy established?*

- *How frequently is the loan loss reserve policy reviewed?*

- *What is the MFI’s policy for charging off loans? Please outline (1) Timing of charge-off and (2) After a loan is charged-off, what is the process followed with respect to the loan?*

- *How are recoveries of loans that are charged-off moved back onto the balance sheet or income statement?*

D. Restructuring Loans

- *Describe policies that the MFI follows with respect to restructuring of loans. Be sure to include how the MFI handles unpaid interest, determines new term, does MIS track, etc.*

- *How does the MFI differentiate between a restructured and a refinanced loan? Please provide the definition that the institution uses for both types.*

- *At what point are restructured loans included in the delinquency calculation?*

VI. Social Impact

- **Client Profile:** *In the area below, please describe the organization’s target market(s): household income levels, gender, types of business enterprises (i.e. maximum employees), needs, etc. Please provide a map of your service area and the locations of the branches.*

- **How would you characterize your current clients using the following criteria (general %):**

Income	Low	%	Middle	%	High	%
Gender	Men	%	Women	%		
Employment	Public	%	Private	%	Self-Employed	%

- **Product Diversification:** *What are the main services or products your institution offers (place “X” for all that apply)? For the items with an asterisk “†” please provide additional information below explaining product.*

Product	Place “X”	Product	Place “X”
Regular Savings		Loans	
Time Deposits		Loan Insurance	
Savings Insurance		Credit Cards	
Other Savings/Shares [†]		Lines of Credit	
Bill Payment Service		Business Development [†]	
Check Cashing		Consulting/Technical Assistance [†]	
Other Insurance [†]		Training [†]	
Other [†]		Education [†]	
Other (Specify):			

- *Please further describe below the microfinance and non-microfinance services offered including details of saving programs and insurance services you might offer.*
- *Please provide indicative rates from your local market for the following for current date:*

Type	Rate
Inter-bank Lending Rate	
Local 10-Year Government Bond Rates	
Maximum Rate Charged by Commercial Banks	
Current Average Effective Rate of Banks	
Effective Rates Charged by Money Lenders	
Inflation Rate	
US\$ Exchange Rate	

➤ ***Is your institution a signatory to the Client Protection Principles?***

YES		NO	
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➤ ***Does your Board monitor the institution’s performance relative to the Client Protection Principles (avoiding client over-indebtedness, ensuring transparent communication with clients about terms of loans, ensuring appropriate collections practices are followed, ensuring ethical codes of conduct are followed, resolving client complaints)?***

YES		NO	
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➤ ***What does your institution do to avoid client over-indebtedness? (Put an X next to all that apply)***

Has written credit policies that give decision makers (loan officers, supervisors, etc.) explicit guidance regarding borrower debt thresholds	
Credit underwriting process includes an evaluation of client ability to repay the loan	
Credit underwriting process includes checks on client credit history and existing debt	
Loan product options are flexible enough to fit client business and/or household needs	
Does not rely solely on guarantees for repayment	
Clients receive training/guidance on evaluating their own debt capacity	
Management regularly obtains information about debt levels among its clients	
Uses peer assessment (in group methodologies)	
Other (please specify): _____	

➤ ***How does your institution ensure transparent communication with clients about prices, terms and conditions of financial products? (Put an X next to all that apply)***

Contracts and information use plain language and provide full disclosure of prices, terms and conditions	
Interest rates (incl. fees, commissions) or other product prices are published, displayed and provided to clients	
Penalty and pre-payment fees are disclosed before loan contracts are signed	
Amortization schedule in loan contract separates principal, interest, fees, and shows amount and due dates of installments	
Communications address client literacy limitations (e.g. reading contracts out loud, materials in local languages)	
Clients have an opportunity to ask questions and receive information prior to signing contracts	
Clients receive transaction receipts and regular, clear, accurate account statements	
Other (please specify): _____	

➤ ***How does your institution ensure that appropriate collections practices are followed? (Put an X next to all that apply)***

A code of acceptable and unacceptable debt collection practices is in place	
Debt collection procedures and time frames (e.g. times/locations when collections are appropriate, etc.) are clearly outlined in a staff book of rules	
Loan contracts explain what the borrower should expect in case of late repayment or default	
Efforts are made to negotiate reasonable repayment plans prior to seizing assets	
Monitors staff and any third party collections agents to ensure compliance with acceptable practices	
Provides debt counseling services	
Other (please specify): _____	

- ***How does your institution ensure staff ethical codes of conduct are consistently followed? (Put an X next to all that apply)***

A Board approved a code of ethics which defines organizational values and ethical standards expected for staff	
Staff rules describe acceptable/unacceptable behavior, reprimands and violations that can result in employment termination	
Hiring procedures assess employees for compatibility with organizational values and ethics	
All staff sign annual pledges to follow ethical codes	
Anti-corruption policies are in place, provided to each staff member and enforced by decision-makers	
Internal audit for risk management detects corruption and code violations	
Other (please specify): _____	

- ***Does your institution have policies and procedures in place for complaint resolution and client problem solving? (Put an X next to all that apply)***

A written policy requires customer complaints are taken seriously, investigated and resolved in a timely manner	
Specialized personnel are designated to handle customer complaints and problem solving	
Customers are informed appropriately of their right to complain and know how to submit a complaint	
Complaints and their resolution are tracked and used to improve products, sales techniques and customer interactions	
Internal audit or other monitoring systems check that complaints are resolved satisfactorily	
Suggestion boxes are provided in each place of business	
Hotline or call center with toll free access is available	

- ***If you have other policies or practices designed to protect clients and ensure their fair treatment, please provide details here.***

VII. Capital Structure

A. Capital Plans

- *Are any of the current employees also shareholders? Please be sure to detail all employee owners in the Excel file on the worksheet that outlines existing shareholder information.*

YES		NO	
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- *Please provide in the table below some of the details of anticipated equity funding over the next 12-24 months. Please be sure to complete in the Excel file the existing shareholder information.*

Investor	Tentative Investment Date	Amount	Number of Shares	Projected Ownership Percentage	Equity Type, i.e. Common, Preferred, etc.

- *Is there any seniority or super-voting rights within the equity structure? If Yes, please describe.*

YES		NO	
-----	--	----	--

- *What is the policy for the distribution of net income:*

Distribution	Percentage of Net Income
Dividends to Investors	
Distributions to Clients	
Retained Earnings	
Other	
TOTAL	100%

- *When was the last time a dividend was paid?*

- *What was the rate of return or amount?*

- *How frequently are the dividends or distributions made?*

- *What criteria do you use to create and maintain retained earnings or reserves? Is there a minimum level?*

- *Is there a policy on how retained earnings or reserves (not loan loss reserves) can be used?*

YES		NO	
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B. Debt & Savings

➤ *How does your MFI define leverage and what level do you consider appropriate?*

➤ *Please provide in the table below some of the details of anticipated debt funding over the next 12-24 months. Please be sure to complete in the Excel file the existing indebtedness information.*

Lender	Tentative Disbursement Date	Tentative Amount	Currency	Tentative Loan Term	Debt Type, i.e. Senior, Subordinated	Collateralization? (Yes/No)

➤ *Can any of the loans be converted into equity? If so, what is the conversion rate?*

➤ *What interest rate do you pay on regular savings deposits?*

➤ *How do the interest rates that you pay on clients savings compare with your competition?*

➤ *What are the rates and minimum amounts for the following term deposits that the MFI offers to the public or clients?*

	30 Days	60 Days	90 Days	6-12 Mo.	12-24 Mo.	> 24 Mo.
Interest Rate						
Minimum Amount						

➤ *Do you charge a penalty for early withdrawal of term deposits?*

YES		NO	
-----	--	----	--

➤ *What is the penalty?*

VIII. Productivity and Efficiency

- *What ratios or indicators does the MFI use to measure productivity and efficiency of the organization?*

- *What are the MFI's targets for the next three years with respect to productivity/efficiency targets?*

Metric	Year 1	Year 2	Year 3
[Metric 1]	[Target 1]	[Target 1]	[Target 1]
[Metric 2]	[Target 2]	[Target 2]	[Target 2]

- *What are the principal challenges that the MFI face with respect to managing costs?*

- *What steps has the management team taken recently to increase efficiency?*

IX. Market Risk

A. Asset-Liability Management / Liquidity Risk Management

- *Please describe your liquidity management practice and policies.*

- *What reports / tools do you use to manage your liquidity risk? **Please include an electronic copy of any report that you use to monitor liquidity risk.***

- *Please provide a breakdown of the maturities of your assets and liabilities in the table below. If there is a significant mismatch, please elaborate below the table as to how you intend to handle this situation. **If you have an asset-liability management report, please provide this with your loan application submission.***

	90 Days or Less	91 – 180 Days	180 Days - 1 Year	+ 1 Year
Amount of Assets				
Amount of Liabilities				
Gap (Assets-Liability)				

- *Do you try to match the duration of assets with the duration of liabilities so as to manage liquidity?*

YES		NO	
-----	--	----	--

- *How does the MFI generally handle large bullet repayments?*

- *Is ALM integrated with the MFI's funding projections?*

B. Interest Rate Risk

- *When do the majority of your assets reprice? Your liabilities? Is the MFI exposed to any material interest rate risk repricing?*
- *Does the MFI monitor interest rate risk in its asset-liability management (ALM) or do you only monitor maturity matching?*

C. Foreign Exchange Risk Management

- *Does the MFI have a policy to manage foreign exchange risk? Please describe policy below or reference manual and page number, and include your current foreign exchange exposure and whether you are fully covered.*

YES		NO	
-----	--	----	--

- *What level of net foreign exchange losses or gains did you incur over the last year, if any what percent of pre-tax earnings did this represent?*

X. Human Resources

- *Does the MFI have an HR department and if so, how many people work there?*
- *What sort of staff training programs do you have?*
- *Do you have minimum education or years of experience for Management positions? Please outline criteria below.*

YES		NO	
-----	--	----	--

- *Do you have job descriptions or criteria defined for the recruitment of new personnel?*

YES		NO	
-----	--	----	--

- *Do you have a training system for new Board members?*

YES		NO	
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- *What percentage of a loan officer's total compensation is based on performance (variable)?*

- *What are the criteria used to calculate the bonus?*
- *What was the number of staff that left in the previous 12 months? What percentage is this of average total employees over the period?*

XI. Management Information Systems (MIS)

- *Please provide a brief overview of the institution's primary MIS including location of company that developed software, developer & support location, access to source code, years used, etc.*
- *Please describe the internal MIS team, i.e. number of team members and experience of personnel.*
- *Please describe your backup process. Are backups stored on or offsite? What is the frequency of backups. How long are they stored?*
- *Please describe the interconnectivity between the head office and the branches, i.e. batch processing versus on-line.*
- *Does the MIS track restructured loans separately from the healthy portfolio?*
- *Please describe any new MIS initiatives. Will the MFI be upgrading its MIS soon?*
- *What are the key challenges to your operations from a MIS perspective?*

XII. Appendix A: Document Checklist

Documents for Preliminary Credit Analysis

1. ___ Completed loan application (word document)
2. ___ Excel spreadsheet of financial modeling and loan/savings portfolio data. Please enter both historical information as well as projections where requested. You need only enter data in the highlighted fields.
 - ___ Complete list of current lenders
 - ___ List of current equity shareholders (if applicable)
 - ___ Off-Balance sheet items
 - ___ Loan classification table
 - ___ Largest 10 loans table
 - ___ Loans to employees and Board members
 - ___ Savings product table
3. ___ Audited financial statements for the last 3 years.
4. ___ Most recent quarter of financial information (management report)
5. ___ Business plan (annual plan)
6. ___ Strategic plan (multi-year plan)
7. ___ Credit & collections policies and procedures
8. ___ Operations Manuals
9. ___ Internal controls policies and procedures
10. ___ Other Relevant policies and procedures
11. ___ Curriculum Vitae for each Board Member
12. ___ Curriculum Vitae for each Senior Manager
13. ___ Organizational Chart
14. ___ Map of service area and locations of branches
15. ___ External rating report or evaluation by external agency if available
16. ___ 5 Business references

Know Your Customer (KYC) Documentation

1. ___ Legal formation documents (e.g. charter, memorandum & articles of association)
2. ___ Proof of address. Additional proof not required if address is stated in audited financials or formation document.
3. ___ Proof of government issued registration number. Additional proof not required if address stated in audited financials or formation document.
4. ___ Scanned copies of the passport photo page of all MFI signatories (or scanned copy of another government-issued photo ID)
5. ___ Name, address, and birth date of any signatories who are not on the Board of Directors or the Senior Management team

