

MINUTES OF THE 65th BOARD OF DIRECTORS' MEETING

May 9, 2007
Melia Hanoi Hotel, Vietnam

First Session

Members Present

Ambassador Jesus P. Tambunting, Planters Development Bank, Presiding Chairman
Mr. Fuimaono Falefa Lima, Development Bank of Samoa
Mr. Zaigham Mahmood Rizvi, House Building and Finance Corporation
Mr. Nihal Fonseka, DFCC Bank
Mr. Tukana Bovoro, Fiji Development Bank
Mr. V. P. Shetty, IDBI Limited
Mr. Le Dao Nguyen, Bank for Investment and Development of Vietnam
Mr. Milan Bikram Shah, Nepal Industrial Development Corporation
Mr. Abdullah Celik, Development Bank of Turkey
Mr. Jean-Rene Halde, Business Development Bank of Canada
Mr. Takayuki Yamamoto and **Mr. Hiromasa Kondo**, representing Mr. Takeshi Komura, Development Bank of Japan
Mr. Young-Kee Kim, representing Mr. Chang-lok Kim, Korea Development Bank
Mr. Zhanat Zhakanov representing Mr. Askar Sembin, Development Bank of Kazakhstan
Mr. Arash Onsoni, representing Dr. Mehdi Razavi, Bank of Industry and Mine
Mr. Aladdin bin Mohamed Lip, representing Datuk Abdul Rahim Mohd. Zin, Bank Pembangunan Malaysia Berhad
Mr. Davron Khidoyatov, representing Mr. Saidakmad B. Rahimov, National Bank of Uzbekistan
Ms. Vallapa Assakul, representing Dr. Subhak Siwaraksa, TMB Bank Public Co. Ltd.
Mr. Ugyen Dhendup, representing Mr. Nawang Gyetse, Bhutan Development Finance Corporation
Mr. Octavio B. Peralta, Secretary General

Members Absent¹

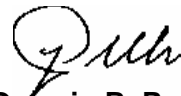
Mr. Chen Yuan, China Development Bank
Mr. Randolph Koppa, Trade & Development Bank of Mongolia
Mr. Son Koun Thor, Rural Development Bank of Cambodia

¹ Board Members absent have sent their regret letters for not being able to attend or send a representative to the meeting.

The Minutes

This first session of the Board was called to order by the Chairman, Ambassador Jesus P. Tambunting at 9:00 a.m. at the hotel's Function Room No. 3.

1. The Chairman thanked the Board Members for their presence and welcomed them to the 4th Annual Board Retreat². He also thanked Messrs. Tran Bac Ha and Le Dao Nguyen, General Director and Deputy General Director, respectively, of the Bank for Investment and Development of Vietnam (BIDV) for hosting this event and Mr. Mark McCord, CIPE Chief of Party in Afghanistan, for his role as resource person for the day's seminar on fundraising.
2. Noting that there were new faces in the room representing their institutions in the Board, the Chairman requested each one to introduce themselves.
3. The Chairman emphasized the importance of improving the Association governance through engagement with and interaction of the Board Directors and how best ADFIAP can *make a difference* as an Association to its stakeholders, particularly its members.
4. The Chairman also stated that fundraising for the Association is one of the main tasks of the ADFIAP Board and that the coverage of the day's session is to familiarize the Board on the importance and relevance of fundraising and to generate ideas on fundraising initiatives that will enhance ADFIAP's financial standing, particularly its target to reach US\$ 1 million in surplus revenue in 2009, in accordance to its 5-year strategic plan (2005-2009).
5. The Chairman then turned over the floor to the Secretary General, Mr. Octavio B. Peralta, to update the Board on the performance of the Secretariat with regard to the strategic plan.
6. The Secretary General made a 40-minute Powerpoint presentation on "*The 5-Year Strategic Plan: Where are we Now?*" For details and highlights of this presentation, please refer to **Annex 1** of this report.
7. After a short break, the Board reconvened for a one-hour session on "*Integrated Fundraising: Raising Money while Reinforcing Mission*" conducted by Mr. McCord whose participation was made possible through the courtesy of the Center for International Private Enterprise (CIPE), ADFIAP's benefactor of its corporate governance program. The handout materials of the session are provided in **Annex 2**.
8. The first session of the Board concluded at 12:00 noon.



Octavio B. Peralta
Secretary General

² The first, second and third annual Board retreats were held in Almaty, Kazakhstan (2004), Nadi, Fiji, (2005) and Colombo, Sri Lanka (2006) respectively, in conjunction with the ADFIAP Annual Meetings in these venues.

The 5-Year Strategic Plan: Where are we now?

The Secretariat Report

1. Background

With its first building blocks put into place by the ADFIAP Board in May of 2004 in Almaty and the final bricks laid in August of the same year in Kuala Lumpur, the Association's 5-year strategic plan is now on its third year of implementation. The Plan with the theme, "*ADFIAP: Focused and Prepared to Lead*", embodies the aspirations of and sets the guideposts for all members committing to the new mission of the Association—*financing sustainable development*.

The following brief report provides a snapshot of what have been achieved so far in the faithful fulfillment of the Plan.

2. The Five Strategic Directions

- a) Membership Development
- b) Policy Development and Advocacy
- c) Resource Development and Innovation
- d) Human Capital Development, Professional Standards and Education
- e) Support of ADFIAP-affiliated National and Sub-regional DFI Associations and Counterpart Regional Associations Worldwide

3. Achievements

a) Membership Development

The Aim:

Expand membership base and provide the development banking and finance community with regional leadership, collaboration opportunities, value-added services, and group benefits responsive to the interests and needs of a broad and diverse membership.

The Rationale:

A big, strong and progressive member base as well as the positive experiences of the members through the Association's meaningful programs and activities are essential to ADFIAP's long-term success and sustainability.

Our Achievement:

During the period, the Board and the general membership took part in an earnest membership drive, participated in a branding process of the Association resulting in a new organizational

logo and identity, and actively engaged with same-purposed international organizations to come up with new initiatives and programs.

Performance Indicators:

	<u>2004</u>	<u>2005</u>	<u>2006</u>
No. of members	52	62	78
No. of countries represented	25	26	36
Diversity of membership ³	SME banks, housing ECAs, MFIs banks, investment KBs ⁴ , credit banks & guarantee agencies		
New services ⁵	Country host program, credentialing program, enhanced CEO Forum, corporate governance rating system, new web services, EGS ⁶ , COP ⁷		

b) Policy Development & Advocacy

The Aim:

Explore, shape and advance policy and advocacy positions that impact the development banking and finance community as well as improve the membership's capacity to do the same; build relationship and partnerships with like-minded international development organizations.

The Rationale:

A focused and credible commitment to present issues and trends in the sustainable development arena and ADFIAP's active engagement with like-minded and respected institutions in this field are crucial actions for the Association in taking a leading role and becoming a *partner of choice* in the region. *Our Achievement:*

In the last two years, ADFIAP has developed and communicated to the world its own sustainable development framework, highlighting exceptional economic performance with environmental and social dimensions and with good governance at its core.

Performance Indicators:

Recognition of and preference for ADFIAP as a development advocate and partner by the following affiliations:

- NGO in consultative status with the UN's Economic & Social Council
- Co-Chair, Asia-Pacific Task Force Outreach Group, UN Environment Program's (UNEP) Finance Initiative
- Member, Advisory Board, Cooperation Dialogue, UN Department on Economic and Social Affairs (UNDESA)
- Invitations to high-level conferences in the area of environmental banking, sustainable consumption and production, socially-responsible investing and related areas.

³ Types of institutions aside from "traditional" development banks already members of ADFIAP

⁴ Export credit agencies (ECAs), microfinance institutions (MFIs), KBs (commercial banks)

⁵ Beside existing activities, i.e., annual meetings, awards, newsletters, etc.

⁶ Environmental governance standards (EGS) for DFIs

⁷ Compliance officership program (COP)

c) Resource Development and Innovation

The Aim:

Maintain, expand and innovate on the pool of financial and partnership resources available to support the operations of the Association and its members, and undertake sustainable development initiatives.

The Rationale:

A financially-healthy and alliance-friendly Association will be able to muster the strength of these resources toward the benefit of its members as well as contribute to the public good.

Our Achievement:

For two years since the Plan, ADFIAP has diversified its revenue mix and, as a consequence, has more than doubled its financial resources, putting the Association in a more comfortable level funding-wise as before. It also doubled its efforts in building solid networks and partnerships internationally, with good multiplier benefits for its stakeholders.

Performance Indicators:

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Surplus funds	US\$ 200,915	\$ 461,167	\$ 621,894
Revenues	289,420	567,617	639,508
Members dues	188,536	254,490	331,191
Grants	35,000	287,387	171,464
Others	65,884	46,344	136,853

International Partnerships:

- United Nations Environment Programme (UNEP) Finance Initiative
- International Trade Centre UNCTAD.WTO (ITC)
- EU-Asia Eco Pro Programme
- InWEnt – Capacity Building International, Germany
- Center for International Private Enterprise, U.S.
- Community Development Finance Association, U.K.
- Association for Overseas Technical Scholarship, Japan
- Center for Sustainable Consumption & Production, Germany

d) Human Capital Development, Professional Standards and Education

The Aim:

Advance the development banking and finance sector by establishing standards, credentials and core competencies; improving the skills and prominence of development banking practitioners; recruiting and retaining talented and committed individuals in the industry.

The Rationale:

A professional, skilled and multi-disciplinary human resource backed-up by a credible continuous learning and credentialing program provided by ADFIAP is a vital component of its members' organizational success and sustainability.

Our Achievement:

The last two years marked the re-direction of policy and activities of ADFIAP's *Institute of Development Finance* (IDF), with a present three-level credentialing program for the professionalization and career-pathing of members' corps of officers and staff as well as focusing its training events on the key topics on the sustainable development agenda, including the MDGs, the Monterrey Consensus and the Marrakech Process⁸.

Performance Indicators:

- CORE Development Banking Program: 13 graduates
- Development Bank Management Program: 11 graduates
- Fellow in Development Banking: 3 grantees
Training Programs: Corporate Governance:
193 trainees in 8 events
 - Environmental Governance: 284 (10)
 - SME Finance: 93 (5)
 - Microfinance: 18 (2)
 - Others⁹: 45 (3)

e) Support of ADFIAP-affiliated National and Sub-regional DFI Associations and Counterpart Regional Associations Worldwide

The Aim:

Preserve and reinforce the role of ADFIAP-affiliated associations in the development banking and finance community in the Asia-Pacific region as well as relate and work with counterpart regional associations worldwide.

The Rationale:

The bond among members, affiliates and partners in the same *community* committed to the financing of development is the *currency* of the Association. Maintaining and invigorating these relationships will make the *community* even better and stronger in the long term.

Our Achievement:

During the past two years, ADFIAP initiated more contacts and proposed joint initiatives with counterpart associations resulting in co-organized training events, more interaction, and frequent exchanges of information among them.

Performance Indicators:

Counterpart associations that ADFIAP relate to:

- Association of African Development Finance Institutions (AADFI)
- Association of Development Finance Institutions in Malaysia (ADFIM)
- Association of Development Finance Institutions in the Pacific (ADFIP)
- Association of European Development Finance Institutions (EDFI)

⁸ The Millennium Development Goals (MDGs), the UN's Financing for Development initiative (the Monterrey Consensus), and the UN's sustainable consumption and production program (the Marrakech Process).

⁹ Subjects such as risk management and project appraisal

- Association of National Development Finance Institutions in Member Countries of the Islamic Development Bank (ADFIMI)
- Latin American Association of Development Financing Institutions (ALIDE)
- World Federation of Development Financing Institutions (WFDFI)
- Asian Bankers Association
- ASEAN Bankers Association

Integrated Fundraising

Raising Money while Reinforcing
Mission

Integrated Fundraising Means:

- It includes the message that ADFIAP needs support and provides people the opportunity to give.
- Fundraising activities promote as much as possible ADFIAP's current mission and activities.
- Fundraising offers a wide range of options.
- Fundraising is done in a strategic and targeted way.

Effective Fundraising....

- Aims to influence behavior.
- Relies on a targeted message to reach potential donors.
- Requires clear communication and a call for action.
- Makes it easier to say “yes” than to say “no”.
- Builds awareness of ADFIAP’s mission and goals.

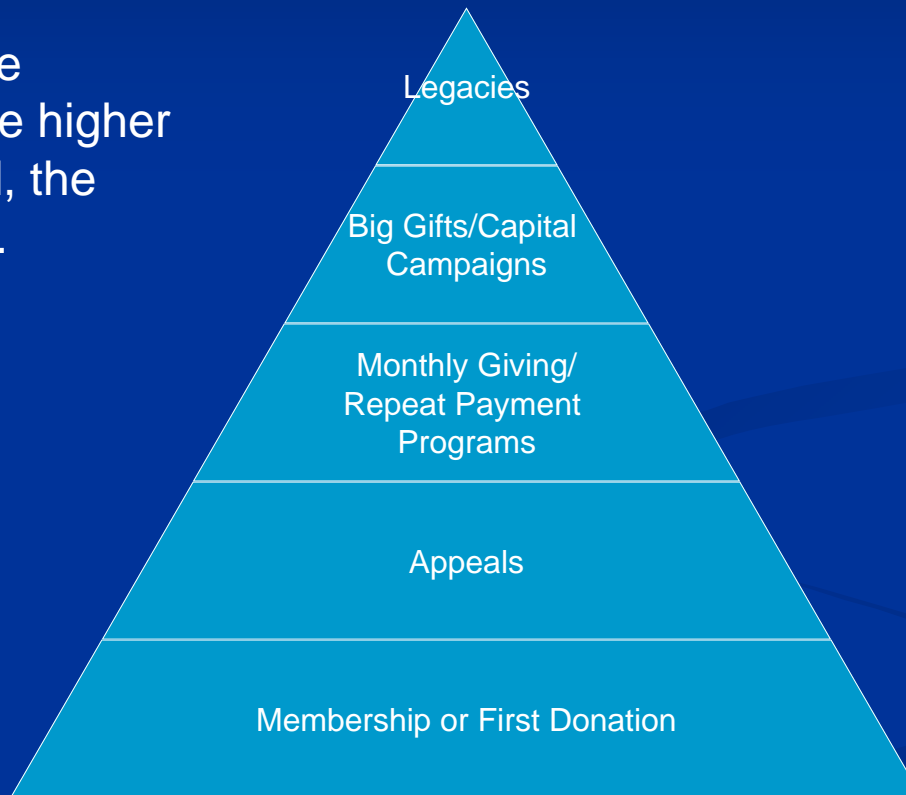
Why Integrate?

- Integration reinforces ADFIAP's reputation and creates organizational visibility.
- Integration “merges” the request for both time and money.
- Integration ensures a consistent message.
- Integration creates a clear understanding of ADFIAP's goals.
- Integration provides a way to personalize the fundraising process.

**Fundraising Principle # 1:
“People give to people not to
organizations”.**

The Fundraising Pyramid

The warmer the relationship, the higher up the pyramid, the greater the gift.



Source: Amnesty International
Campaign Manual

**Fundraising Principle # 2:
Pereto Principle...20% of the
people give 80% of the money.**

Key Questions in Fundraising

- How much does a new member/donor cost to acquire?
- How much do you need to raise?
- How much do you spend on servicing members/donors?
- How can you make members/donors loyal for life?

Types of Fundraising

- Direct Mail
- Advertising and Promotion
- Telemarketing
- Merchandising
- Special Events
- Capital Campaigns
- Large Donor Groups

Fundraising Questions

- What is ADFIAP's current mix of fundraising activities?
- What proportion of income comes from membership?
- Are new programs needed?
- What are barriers to ADFIAP's growth?
- What resources, time and money are available for developing fundraising programs?

When Developing a Fundraising Strategy, ADFIAP Should Determine:

- Are fundraisers and campaigners involved in the strategic planning process?
- Are the people responsible for fundraising involved in the process?
- Does your strategy convey your mission and support your overall goals?

Fundraising Strategy Should Include:

- Target amount of net revenue to be raised.
- Demographic profile of people most likely to give.
- Fundraising campaign budget.
- Organizational structure (e.g. campaign committees, strategy meetings, etc.)
- Timeline for fundraising campaign.
- Media plan
- Fundraising theme and materials.

Fundraising Principle # 3: Do not build your fundraising strategy on one or two income sources. Diversity provides an organization with flexibility.

TASK: Development of ADFIAP's Fundraising Strategy

MINUTES OF THE 65th BOARD OF DIRECTORS' MEETING

May 9, 2007
Melia Hanoi Hotel, Vietnam

Second Session

Members Present

Ambassador Jesus P. Tambunting, Planters Development Bank, Presiding Chairman
Mr. Fuimaono Falefa Lima, Development Bank of Samoa
Mr. Zaigham Mahmood Rizvi, House Building and Finance Corporation
Mr. Nihal Fonseka, DFCC Bank
Mr. Tukana Bovoro, Fiji Development Bank
Mr. V. P. Shetty, IDBI Limited
Mr. Le Dao Nguyen, Bank for Investment and Development of Vietnam
Mr. Milan Bikram Shah, Nepal Industrial Development Corporation
Mr. Abdullah Celik, Development Bank of Turkey
Mr. Jean-Rene Halde, Business Development Bank of Canada
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Mr. Davron Khidoyatov, representing Mr. Saidakmad B. Rahimov, National Bank of Uzbekistan
Ms. Vallapa Assakul, representing Dr. Subhak Siwaraksa, TMB Bank Public Co. Ltd.
Mr. Ugyen Dhendup, representing Mr. Nawang Gyetse, Bhutan Development Finance Corporation
Mr. Octavio B. Peralta, Secretary General

Others Present

Mr. Arash Onsori, Bank of Industry and Mine

Members Absent¹

Mr. Chen Yuan, China Development Bank
Mr. Randolf Koppa, Trade & Development Bank of Mongolia
Mr. Son Koun Thor, Rural Development Bank of Cambodia

¹ Board Members absent have sent their regret letters for not being able to attend or send a representative to the meeting.

The Minutes

1. Call to Order and Brief Remarks by the Chairman

The meeting commenced at 2:30 p.m., with the Chairman calling the meeting to order. He spoke of the usefulness of the morning session on the update of the ADFIAP 5-year strategic plan by the Secretary General and seminar on integrated fundraising by Mr. Mark McCord.

The Chairman then welcomed all the Board Members to the meeting. He thanked Mr. Le Dao Nguyen of BIDV for hosting the conference and for the excellent arrangements made in Hanoi.

2. Approval of the Minutes of the 64th Board of Directors Meeting

Upon receiving the required motions to approve the adoption of the minutes of the 64th Board of Directors Meeting held at the Parkroyal Hotel Kuala Lumpur, Malaysia on November 29, 2006, the Chairman moved for its adoption and the Board approved it.

3. The Secretary General's Report

The Secretary General's report covering the period from December 1, 2006 to April 30, 2007 was tabled. It consisted of three parts, i.e., routine, consent and strategic matters.

A. Routine Matters

Membership Matters – A comparison of the membership count, annual meetings attendance, ADFIAP Awards nominations, country host programmes covered and existing database resource of the Association as at December 1, 2006 and as at April 30, 2007 was presented – all indicating an increase in numbers. In terms of membership count, it increased to 78 members in 36 countries and territories from 71 and 35, respectively.

Programs – Details of capacity-building and training programs held and promoted were presented and explained to the Board, as follows:

- Three programs under the “*DFIs for Corporate Governance*” project
- One under the *Environmental Governance Standards* project
- Two under the *SME Finance Initiative* project
- One under the *Microfinance* project

The training need survey requested by the Board's *Training Committee* which is chaired by Mr. Falefa was also presented, the salient points of which are as follows:

- For banking operation training needs, the two ADFIAP credentialing programs, i.e., Core Development Banking and Development Bank Management Programs, as well as risk management, project finance, and trade finance were the top 5 training programs needed.
- For institutional development, the top 5 programs needed were on corporate governance, business strategy, total quality management, organizational development and decision-making.

(Note: More on this survey is in the Permanent Working Committee Minutes on **Annex 1**).

Grants & Projects – Details of ongoing grant projects as well as those in the pipeline were presented and included the following:

- EU-Asia Pro Eco Programme: Euro 346,446 (winding up)
- EU-Asia Invest Programme: Euro 437,900 (under evaluation)
- CIPE: US\$ 59,000 (awaiting approval)
- ITC Global Trust Fund: US\$ 220,000 (under evaluation)
- JP Morgan Foundation: US\$ 296,100 (under evaluation)
- American Express Foundation: US\$ 537,090 (proposal declined)

Business Cooperation – The Board's *Business Cooperation Committee* chaired by Mr. Mahmood Zaigham Rizvi, has initiated an information gathering activity to compile concise but relevant data on member-institutions that the Secretariat will use in the publication of the *ADFIAP Factbook*. Also part of the initiative is the “Delegate-Meets-Delegate” (DMD) event for bilateral meetings and networking. (Note: The first ever DMD, a new addition to the Annual Meetings, aimed at facilitating interaction and business cooperation among ADFIAP members, was highly successful during the Hanoi meetings).

International Relations – The *Finance & Relations Committee* of the Board headed by Mr. Nihal Fonseka has moved into the dialogue stage the possibility of setting up the “ADFIAP Enterprise Fund” to provide for a regional refinancing facility for small and medium enterprises (SMEs), with the participation of interested ADFIAP members and Germany's KfW Development Bank. (Note: The first such dialogue was held during the Hanoi meetings, with KfW hosting a second dialogue in Frankfurt on August 20 and 21, 2007).

(Note: More on these issues are presented in the Permanent Working Committee Minutes on **Annex 1**).

Partnerships & Speaking Invitations – The Board was informed of the development institutions around the world with which ADFIAP has maintained relationships and details of speaking invitations offered to ADFIAP as part of its ‘*mainstreaming*’ initiative.

Information Services – Details of the various publications and web-based resources of the Association were presented, among which are as follows:

Web services:

- ADFIAP website www.adfiap.org
- SME Finance Initiative website www.smefi.com
- Environmental Governance Standards website www.egs-asia.com
- DFIs for Corporate Governance website www.governance-asia.com
- Annual Meetings Website www.adfiap.org/30th
- E-Newsletter

Publications:

- Journal of Development Finance
- Newsletter
- Executive Memogenda
- Greenbank
- Governance
- Various books on development banking

Financial Highlights

The audited financial statements for the year ending December 31, 2006 was presented and reviewed by the Board. Upon receiving the motions to approve the financial statements, the Board proposed its recommendation by the General Assembly.

An interim financial report as of April 30, 2007 was also presented and showed the following results:

- Cash Position: US\$ 522,290.50
- Cash Flow Balance: + US\$ 480,566
- Membership Dues Collection
 - Total Annual Collectibles: US\$ 322,800 (100%)
 - Total Collection: US\$ 200,840 (62%)
- Aging of Receivables: Balance (after write-off): US\$ 90,149 (3-yr. arrears write-off policy)

Secretariat Matters

The organization and performance measurement of the Secretariat was tabled. Having achieved its performance targets for the year, the Board commended the Secretariat for a job well done. (Note: Details of the key performance indicators are shown in Annex 2.)

B. Consent Matters

1. Membership Reconfirmation – The following eight new members were reconfirmed by the Board:
 - Export-Import Bank of Thailand
 - Credit Guarantee Corporation of Malaysia
 - Bank Ekspor Indonesia
 - First Credit & Investment Bank Ltd. (Pakistan)
 - Export Finance & Insurance Corporation (Australia)
 - Land Bank of the Philippines
 - National Housing Bank (India)
 - Zarai Taraqati Bank Ltd. (Pakistan)
2. Venue of the Next Board Meeting – The Board expressed its gratitude to the SME Development Bank of Thailand for hosting the CEO Forum IV on December 17-18, 2007 and the 66th Board Meeting on December 19, 2007 in Bangkok.

C. Strategic Matters

1. Board Representation according to Number of Members in a Country – The Board approved the Secretariat's proposal allowing for a *“one Board seat for every five (5) members in the country”* policy in order to provide greater Board representation for countries having many members.
2. Creation of a Council of Chairmen – The Board disapproved the proposal to create such council or board for former Chairmen, arguing that an honorary membership is already in place. The Board also reiterated that the grant of honorary membership to former chairmen is upon discretion of the Board and not “automatic”.

4. Concluding Remarks

The Chairman, in his concluding remarks, stated that 2006 was another good year for the Association. Membership is increasing as well as revenues, more quality programs, innovative changes in the Constitution, new publications, better website and good governance.

The Chairman also stated that ADFIAP is in a very solid financial position and could continue to move forward with confidence. The credibility and confidence placed on ADFIAP had contributed to the success of the Association.


The Chairman thanked the Board for their cooperation and valuable inputs, the Secretary General for successfully executing ADFIAP's policies and strategies for year 2006, and the host BIDV for the organizing this event.

There being no other matters to be deliberated on, the Chairman called the meeting to an end at 5:00 p.m.

ADDENDUM:

Minutes of the Board Meeting held after the General Assembly Meeting on May 10, 2007:

1. Venues of the 31st (2008) and 32nd (2009) Annual Meetings – Upon the gracious hosting offer of Bank of Industry and Mine of Iran and the Oman Development Bank, the Board approved the venues for the 2008 and 2009 annual meetings of ADFIAP as Iran and Oman, respectively.
2. Turnover of Chairmanship – Ambassador Tambunting announced that he is standing down as ADFIAP Chairman in the next annual meetings in 2008 after serving for four years. The early announcement, he said, would allow for a succession process to proceed.


Octavio B. Peralta
Secretary General

Report Highlights of the Permanent Working Committees

Finance & Relations Committee

Rapporteur: Mr. Nihal Fonseka, DFCC Bank, Committee Chair

1. Make ADFIAP more relevant to members (attract and retain members)
2. Reduce the cost of servicing members with the use of technology, e.g., video conferencing
3. Continue the initiative to increase membership
 - each member to recruit one new member in 2007
4. Increase/diversify revenue streams
 - through grants
 - build capacity of Secretariat to prepare grant proposals
5. Pursue the idea of an ADFIAP Fund (ADFIAP to receive a fee)
6. Open ADFIAP conferences to non-members for a token fee and improving ADFIAP “image”
7. Reviewed/recommended Secretariat staff remuneration adjustments and performance-based bonus scheme; authorized the Chair to implement these.

Business Cooperation Committee

Rapporteur: Mr Zaigham Rizvi, House Building Finance Corporation, Committee Chair

1. Identify contact person at operational level in member-institutions
2. Survey members, and for those inactive/non-participating members, to find out what “de-motivated” them
3. Establish a “marketplace” for members and more involvement of middle-level officers of members
4. For “big” members like Canada, China and others, find out whether their membership is “worth their time and money”. There could be some “business sense” to their membership
5. Find out members’ interest in the ADFIAP Awards

Training Committee

Rapporteur: Mr. Falefa Lima, Development Bank of Samoa, Committee Chair

1. Propose “Training-of-Trainers/Training Administrators” on a 2-3 year horizon to build capacity for training
2. Look at conducting “in-country” training programs due to cost consideration
3. Generate more interest from members as regard training needs survey (as only 14 members replied to the survey)
4. Develop more “practical” training programs using actual case studies by member-banks

Annex 2

BUSINESS PLAN 2006-2007 Key Performance Indicators (KPI) Results vs. Targets (January 1 to April 30, 2007)

K P I	Target (Whole Year)	Result (4 mos.)	Attainment
1. New Members	10	6	60% (more new prospective members invited)
2. Service fees ¹	US\$ 7,700	US\$16,500	214% (net of expenses- 2 more fee-based programs to be run till year end)
3. Grant money	US\$ 40,000	0	0% (balance from EU grant of Euro 70,000 still collectible this year)
4. Office rental ²	US\$ 7,000	US\$6,250	89% (from lease rental of 2/3 of the office space)
5. Savings	US\$ 6,600	US\$2,400	36% (savings from Condominium dues, electricity & other utilities due to office lease)
6. Net Annual Cash Flow Balance	US\$ 66,000	US\$480,566 ³	728% in 4 mos.

¹ Training fees, sale of publications, sponsorship, etc.

² Lease of rentable office space in headquarters

³ Net of beginning cash balance