



សហគមន៍ក្រុមហ៊ុនធុនតូចកម្ពុជា Cambodia Microfinance Association



TOWARD FINANCIAL INCLUSION & EQUITABLE MICROFINANCE

Annual Report **2016**



GLOSSARY OF ACRONYMS

ABC	Association of Banks in Cambodia
ADA	Appui au Développement Autonome (Luxembourg)
ADB	Asian Development Bank
AFD	Agence Française de Développement
CAFE	Consumer Awareness and Financial Empowerment
CBC	Credit Bureau Cambodia
CCC	Cambodia Chamber of Commerce
CEO	Chief Executive Officer
CMA	Cambodia Microfinance Association
CPP	Client Protection Principle
FSP	Financial Service Provider
F2F	Face to face
GDT	General Department of Taxation
IMF	International Monetary Fund
IT	Information Technologies
MDI	Microfinance Deposit Taking Institution
MEF	Ministry of Economy and Finance of Cambodia
MFI	Microfinance Institution
MoI	Ministry of Interior of Cambodia
MoU	Memorandum of Understanding
MSP	Mekong Strategic Partners
M-CRIL	Micro-Credit Rating International Limited
NBC	National Bank of Cambodia
PAR	Portfolio at Risk
PPI	Progress out of Poverty Index
RIM	Risk Management Initiative
RMGM	Risk Management Graduation Model
SPM	Social Performance Management
TA	Technical Assistant or Technical Assistance
UNCDF	United Nations Capital Development Fund
USD	United States Dollars
VoC	Voice of the Clients

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Chairman's Message

SNAPSHOT OF MICROFINANCE IN 2016

- The Cambodian MFI industry continues to grow rapidly;
- Portfolios increased by 3.86% reaching USD 3,065.54 million;
- Customers increased by (3.92%) reaching 194,294,4 families;
- Deposits fund increased by 13.08% reaching USD 1,490.22 million;

It is a great honor to present to you CMA's 2016 Annual Report. With 13 years of history since its inception, CMA has grown year after year to become a strong and coherent representative voice of the microfinance industry in Cambodia and I am convinced it will keep on playing a decisive role in the years to come. In 2016, CMA expanded its membership by 20 members, to a total of 83 members. I wish to warmly welcome these new members, we look forward to a long and productive working relationship representing your interests.

Industry-wide, microfinance has continued to contribute to the Cambodian financial sector development. It has been a key player in promoting financial inclusion and contributed to improve the livelihood of Cambodians – especially, those in the rural areas. The year 2016 can be once again characterized by growth, as reflected by the following statistics of the CMA members:

- Loan portfolio in USD increased by 3.86%, reaching USD 3,065.54 million; loan portfolio in Khmer Riel increased by 4%, reaching KHR 12,375,593.36 million,
- Deposit amount increased by 13.08%, reaching USD 1,490.22 million; deposit amount in Khmer Riel increased by 12.72%, reaching KHR 6,016,006.37 million,
- Deposit accounts increased by 12.56%, reaching 1,596,863 accounts,
- Number of employees increased by 3.51 %, reaching 26,286 employees,
- Microfinance has maintained its presence in all provinces and cities of the Kingdom but the number of branches decreased by 18 to 1,290 offices.

Microfinance has thus continued to expand its network in 2016, even as we observed signs of slowing in the overall growth in the industry compared to previous years. For instance, the number of borrowers decreased by 5.05% and number of branch offices by 18. This reduction in credit growth and in the number borrowers can be partially attributed to the recent reclassification of Sathapana from a MFI to a commercial bank. Including Sathapana figures in the total calculation of MFIs credits would have led to an estimated USD credit growth of 22.90%. Concerning the PAR30 (portfolio at risk after 30 days), the most widely used measure for portfolio quality and risk of default, it increased but remained very low at 0.67%.

A very encouraging trend to keep in mind from the statistics is the continuous growth in deposit amount and accounts, implying that Cambodians understand more and more the importance of saving; to deposit their additional earnings (on which they bear interests) in order to smooth their consumption, prevent financial shocks and overcome unexpected events. Continuing to promote the importance of saving is essential in the fight against poverty. Beside these statistics, microfinance is not only about providing financial products but also non-financial services to clients such as financial, business and agricultural training programs. The importance of providing capacity building alongside financial services is being demonstrated. More and more, initiatives are undertaken in that field.

Microfinance credit growth is encouraging, but only to a certain point. Too much growth might lead to a situation of market saturation, as highlighted by the MIMOSA report released in 2016. The negative consequences of increased competition might be diverse including relaxed lending criteria and a reduction of information sharing between MFIs, which could ultimately lead to issues of over-indebtedness. Slowing down and stabilizing the growth is now thus a priority for the industry. We, with the guidance of the government, are working on preventive measures to mitigate possible the negative effects of market saturation on clients.

For instance, throughout the year, CMA has organized activities, events, meetings and trainings related to this topic. One example is the Client Protection Initiative, that has been made possible thanks to the support and funding from AFD,

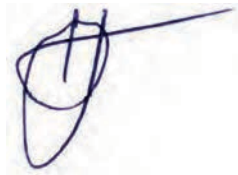
contributes to the stability and promotion of responsible finance and to ensure the sustainable growth of the microfinance industry. Over 2016, three member MFIs became certified to the Client Protection Principles.

Similarly, our partnership with Good Return enables us to continuously improve financial literacy through the Consumer Awareness and Financial Empowerment (CAFE) project. This project aims at empowering communities by promoting the adoption of productive financial behaviour, deepening their awareness, safeguarding their rights and increasing their self-esteem. On a yearly basis, The project provided training to 4,000 community people.

This year marked by the launch of the Preah Sihanouk MoU initiative, which consists of providing FSPs with sector-wide lending guidelines, in order to forward them an overall framework to review and enhance their credit policies. The purpose of the initiative is to ensure healthy competition between service providers, to improve client protection and prevent over-indebtedness. By the end of 2016, 30 CMA members have signed the MoU. The objective is that all CMA members eventually comply with these lending guidelines.

On behalf of CMA, I would like to extend my appreciation to all our partners and stakeholders, including our members, National Bank of Cambodia, Ministry of Economy and Finance, Ministry of Interior, Association of Banks in Cambodia, Appui au Développement Autonome (ADA), Agence Française de Développement, Good Return, Australian Volunteers for International Development and all the others, for their financial and in-kind support. I would also like to thank the Board of Directors and CMAs clubs and committees for their contribution to CMA's progress over the year. Last, I would like to thank and congratulate CMA managerial team and staff for their effort in maintaining high quality standards in their work and for their commitment to our social mission.

I hope this annual report will be useful resource and will provide you with relevant information about CMA achievements and the Cambodian microfinance industry in general. I wish you great success for the coming year.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Oknha Hout leng Tong,
Chairman of CMA



Notes: from the General Secretary

I am pleased to introduce a new edition of the annual report to brief relevant stakeholders of the progress and achievements of the microfinance sector in 2016. All of these progresses should be viewed alongside the work of CMA, which has strived to play a leading role in the ongoing growth of the industry. Our chairman, Oknha Hout leng Tong, has highlighted many of our actions for 2016. These happen in conjunction with CMA core activities, which include, but not limited to:

- Facilitating new sources of funding, local and international,
- Ensuring smooth relations between CMA members and key stakeholders,
- Promoting and advocating for the interest of the sector at both national and international levels, providing our members and partners with networking opportunities,
- Providing our members with capacity building and training opportunities, promoting fair competition, client protection, prevention of over-indebtedness, and financial inclusion.

Looking ahead to 2017, I believe the industry will continue to perform strongly if we continue to ensure professionalism and lend responsibly – putting the interests of our clients at the heart of what we do. I believe “it isn’t the mountains ahead that wear you out, it’s the pebble in your shoe” that we should pay attention to risk of microfinance in Cambodia, and to remain vigilant. Our main challenges lie in the promotion of the financial inclusion and financial literacy. It encompasses many areas where improvement has to be made in the face of slow growth - yet, maintaining it at a sustainable level, promoting transparent competition between FSPs, promoting social performance, and improving the implementation of Client Protection initiatives.

In this report, you will find information related to the structure of our governance, including the committees and clubs [advisory committee] established to guide and ensure the objectives of CMA are being met. You will also find updates about the main activities and projects we have implemented together with our partners.

On behalf of the management and staff, I would like to warmly welcome our new members to the CMA family. Moreover, I would like to express my sincere gratitude to our Chairman and the Board of Directors for their leadership and tenacity for the well-being and representation of the sector. I would also like to thank Agence Française de Développement and Appuis au Développement Autonome, our main funding partners that have enabled us to go from strength to strength.

All in all, I would like to thank all of our members, partners and stakeholders for their support to CMA and to the microfinance industry in general. I sincerely hope this cooperation will be maintained, in order to continue to strengthen the industry and bring us closer to a country free of poverty.

Please feel free to contact us if you have any question or comments.

Yun Sovanna
General Secretary of CMA

VISION

Cambodian citizens should receive financial services in a timely fashion through a sustainable financial system.

MISSION

To facilitate microfinance operators in their operations and to strengthen communication with authorities, national and international donors, creditors and investors.

CMA Overview

FUNCTION

The purpose of CMA is to ensure the prosperity and sustainability of the microfinance sector in Cambodia. CMA plays a vital role in providing training, networking, advocacy opportunities and promoting financial awareness. All of these activities are designed to support and strengthen the ongoing success of each member FSP.

GOALS

- To ensure the sustainable association in the microfinance sector and create a strong representative,
- To create a sound communication with national and international markets, to learn from the exchange of experience,
- To create forums where experiences and knowledge are shared; in order to build confidence and improve self-sufficiency, transparency and management practices,
- To provide members with services that best meet their needs and continuously improve them,
- To promote and improve the client's protection mechanisms, to prevent over-indebtedness,
- To promote best practices and a transparent competition between FSPs,
- To increase microfinance awareness of the public and key stakeholders, including government agencies and policy makers,
- To improve the representative voice and protect the interests of the microfinance sector when negotiating and lobbying with the government and national and international stakeholders,
- To raise funds for the association and support MFIs in their fundraising.

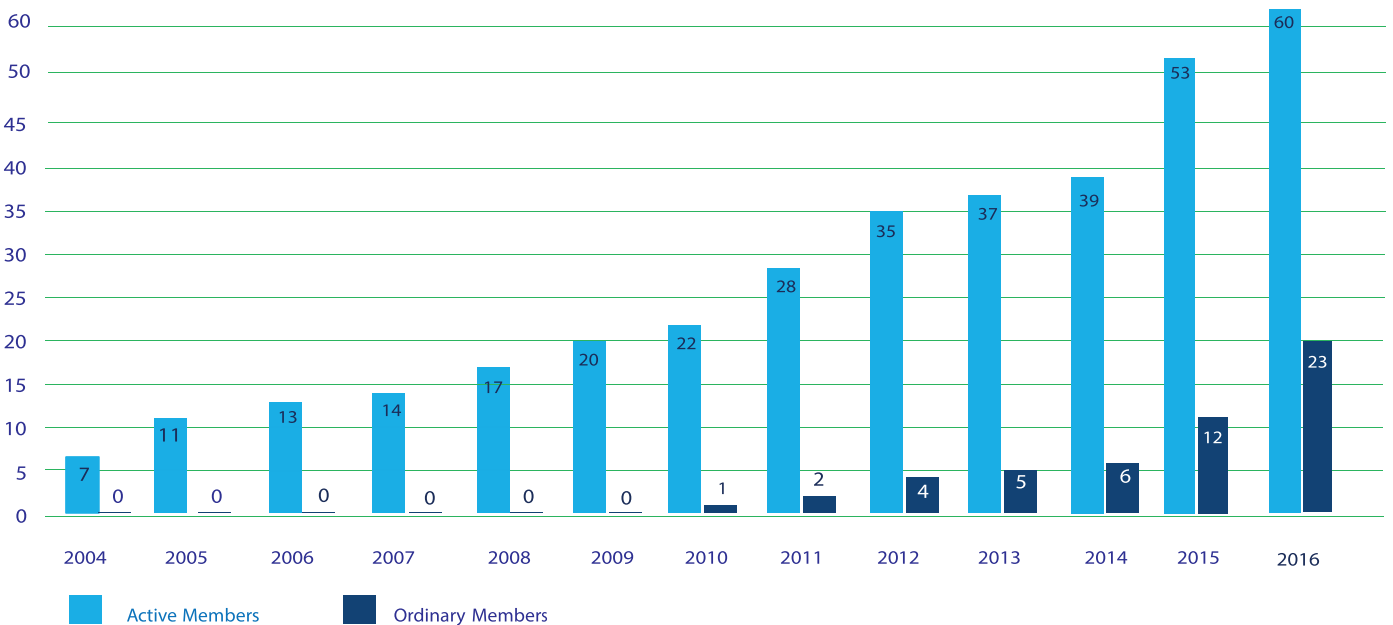
LEGAL FOUNDATION

According to the Banking and Finance Law in Cambodia (Chapter 22, Article 72), there is scope for only one professional association, related to banking services in Cambodia. The National Bank of Cambodia has enabled CMA to operate as a sub-division of the ABC, as recognized by NBC on 29 January 2008.

As a sub-division of ABC, CMA holds institutional membership with ABC and can negotiate relevant microfinance matters directly with NBC.

MEMBERS

Since its creation in 2004, CMA has grown from a membership association serving seven members to a much larger organization serving a total of 83 members in 2016, among which 60 are active members and 23 are ordinary ones.



BENEFITS OF MEMBERSHIP

There are two types of memberships:

1. Active Members - MFIs that are licensed by NBC and therefore legally required to apply for CMA membership.
2. Ordinary Members - any financial services operators (non-bank as well as MFI) and other institutions related to the microfinance sector, that have no legal obligation to apply for CMA membership but do it on a voluntary basis.

CMA membership brings several benefits, including:

- Information dissemination and sharing,
- Training and workshops opportunities,
- Profile raising and networking (with other local MFIs and international stakeholders),
- Advertising and public relations,
- Advisory services on microfinance issues, challenges and opportunities,
- Government lobbying and advocacy opportunities,
- Access to a broad range of research and publications.

CMA HISTORY

2002-2003

- o A meeting in August 2002 between 7 MFIs including AMRET (formerly EMT), HKL, Seilanithih, VisionFund Cambodia, SATHAPANA (formerly CEB), PRASAC (formerly PCA), and HI/ADC resulted in an agreement to establish a microfinance association.
- o From August 2002 until November 2003, a small sub-working group drafted a constitution for the association.
- o In November 2003, the Cambodia Microfinance Association(CMA) was formed as an organization. Its governing structure included a General Assembly, Board of Directors, and an elected General Secretary and Board Chair.

2004

- o CMA was formally established with seven member MFIs: SATHAPANA, AMRET, H K L, Maxima, Seilanithih, CREDO, and PRASAC.
- o The team was comprised of a General Secretary (part time volunteer) and an Assistant Secretary.
- o In October 2004 CMA was granted registration by the Ministry of Interior as a non-governmental organization.

2006

- o AFD becomes a donor for the first time.
- o The system of CMA Committees is established in the areas of IT & Marketing, Advocacy, Training and Audit.

2007

- o ADA in Luxembourg provides a shop on Microfinance Performance Analysis for CMA members.
- o ADA commits to supporting CMA until 2016.

- o The CMA team grows to include two full time staff members: General Secretary and Finance & Administration Officer.

2008

- o CMA becomes a sub-division of ABC and is recognized by the NBC.
- o The CMA team expands to four full time paid staff members: General Secretary, Finance & Administration Officer, IT & Project Assistant Officer and Admin Assistant & Driver. Funding for additional staff is provided by ADA and Planet Finance.
- o CMA produces the first MoU of Healthy Competition.
- o The Cambodian microfinance industry is severely affected by the Global Financial Crisis (GFC).

2009

- o CMA grows to six full time staff members: General Secretary, Finance & Administration Officer, IT & Marketing Assistant Officer, Training Manager, Admin & Training Assistant Officer and Cleaner.

2010

- o CMA changes its membership structure to include "Ordinary Members" to accommodate for market conditions following the global market recovery from the GFC.
- o CMA staff numbers grow to seven.
- o Planet Finance agrees to support CMA's SPM Project until 2012.
- o CMA's clubs were established including CEO Club, Operation Club, Finance Club and HR Club. CMA release the second version of Healthy Competition MoU.
- o CMA receives volunteer support from Australian Youth Ambassadors for Development.

2012-2013

- o CMA staff numbers grow to eight.
- o AFD commits funds to the CPI project until 2015.
- o CMA receives volunteer support from Australian Youth Ambassadors for Development.

2014

- o CMA enters a partnership with Australian development partner Good Return to implement the CAFE project. This includes two full time members of the Good Return team working from CMA premises.
- o CMA creates a new documentary series with the purpose of financial education for the Cambodian public.
- o CMA receives volunteer support from Australian Volunteers for International Development.

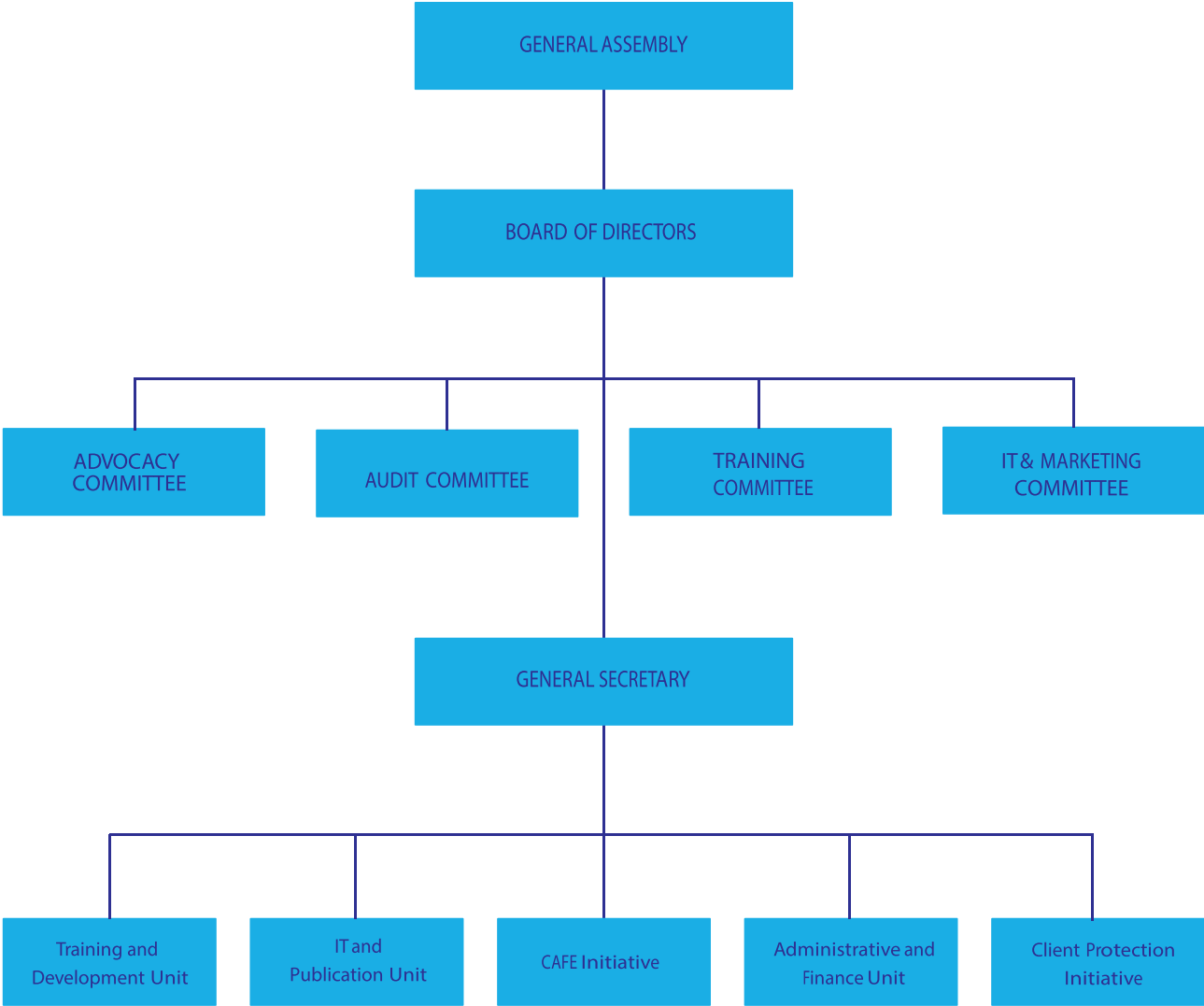
2015

- o CMA supports the organization of the Social Performance Task Force's Annual Meeting in June 2015.

2016

- o CMA launches the Preah Sihanouk MoU initiative, which consists of providing FSPs with sector-wide lending guidelines, in order to provide an overall framework within which FSPs can review and enhance their credit policies.

ORGANIZATIONAL STRUCTURE



STAKEHOLDERS



Cambodia's Economic Performance in 2016

Today Cambodia remains one of the poorest Asian countries, making it still reliant to foreign aid. Nevertheless, it has witnessed impressive growth over the last few years. As a result, poverty decreased strongly and is expected to continue declining over the coming years.

The overall growth is nonetheless slowly declining year after year, towards a stable level. For the year 2016, the Cambodian economy remained at a relatively high real GDP growth level of 6.9%, dropping slightly from a rate of 7% in 2015. Growth is projected to remain strong, expanding at 6.9% in both 2017 and 2018. The World Bank has officially revised the status of Cambodia's economy, moving it from the low-income bracket into the lower-middle income bracket.

The Cambodian economy is still mostly dominated by micro, small and medium-sized enterprises. However, the trends of GDP growth and poverty reduction are being driven by the garment, construction & real estate, services and tourism sectors in urban areas. In rural areas, where about 80% of the population live, the agricultural sector has been the main driver of poverty reduction over the past. Its growth has recently eased but showed a slight improvement over 2016. This was due to better climatic conditions and longer raining season, but mitigated by depressed agricultural commodity prices.

Resilient exports coupled with depressed oil prices contributed to a lower trade deficit (-7.2 % of GDP) in 2016 and improved the country's overall external position. This, coupled with a positive economic outlook, contributed to increases in the inflow of foreign direct investment (10.7% of GDP) and to increase the balance of payment surplus to 5.7%, as compared to 3.7% in 2015. Inflation remains low, at 2.9%. The main reason for the inflation is the increase in the food and clothing prices, as a result of a rising domestic demand in line with the improvement of the living standards. The reason why inflation remained low is the low oil price environment coupled with the supportive fiscal and monetary policies.

The banking sector's overall credit growth has been high over the last few years and 2016 was no exception with credit growth of 23%. Nevertheless, we can observe signs of slowing growth as compared to 2015. This overall deceleration is mainly due to a slowing in the microfinance sector. This might partially be explained by the new Prakas on the Liquidity Coverage Ratio, increasing it to 128% for banks and 152% for microfinance service providers. At the same time, this high level of liquidity ratio, together with high level of solvency ratio (22.4% for banks and 21% for MFIs) and low ratio of non-performing loan (3.5% and 1%) enabled the banking system to remain healthy. Since the banking sector is very competitive, lending rates had fallen to an average of 11.8% for commercial banks and 28% for MFIs. The dollarization of the financial system remains high, foreign currency deposits are around 83% of total deposits (M2) in 2016, making the implementation of monetary policy difficult. To overcome this problem, the government has increased the Cambodians awareness of using of Riels, decrease transaction costs of payments in Riel, and required banking and financial institutions to provide loans in Riel on a gradual basis.

STATISTIC	2008	2009	2010	2011	2012	2013	2014	2015	2016
Nominal GDP US\$bn	10,3	10,4	11,242	12,8	13,9	15,4	16,9	18	20,2
GDP per capita US\$	739	739	830	909	990	1024	1139	1024	1078
Real GDP growth % change y-o-y	6.7	0.1	6	7.1	7.3	7.6	7.2	7	6.9
Exchange rate KHR/US\$ eop	4081	4169	4050	4039	4100	4100	4040	4050	4037
Goods imports US\$bn	5	4.4	5.4	6.7	7.4	8.2	10.43	12.28	12.24
Goods exports US\$bn	3.4	2.9	3.8	5.2	5.7	6.4	7.69	7.44	10.18
Inflation % per year	25	-0.7	4	5.5	4.8	4.2	3.5	1.2	3
Government Revenue (%of GDP)	12	12.0	13.1	13.2	13.8	14.2	15.4	20.33	17.6
Government Expense (% of GDP)	14.8	20.4	20.6	20.6	20	20	19	17.07	17
Foreign Direct Investment (USD million)	795	525	762	1332	1300	1352	1380	2188	3249

Figures Sourced From: Ministry of Planning, NBC, Ministry of Commerce and The World Bank.

The Development of Microfinance in Cambodia

BEFORE 1990: LIMITED FINANCIAL SERVICES

In the late seventies, the Khmer Rouge government eradicated Cambodia's local banking system. Only in the early nineties did the banking system recovered, with financial services being only provided by commercial banks in Cambodia's urban centers. However, the great majority of the Cambodians were living in rural and remote areas. Without access to formal, sustainable and timely accurate financial services, Cambodians typically relied on informal money lenders that provided them with unregulated financial services with high usury interest rates.

1990-1995: THE FIRST MICROCREDIT SEEDS ARE PLANTED

In the early 1990s, microfinance emerged in Cambodia from non-profit microcredit projects initiated by international donors, NGOs and other institutions, designed to fill the financial gap and meet the demand for credit. Organizations such as GRET (1991), World Relief (1992), ACLEDA and CRS (1993) started to run microcredit projects by handling cash transfers. This initiative was lately recognized by the new Cambodian Government and international aid started to pour into the country, with a strong emphasis on community rehabilitation projects. However, despite the progress, microfinance initiatives failed to reach the population on a big scale, with approximately 44,000 recipients in 1994.

1995-2000: GOVERNMENT SUPPORTED INSTITUTIONALIZATION

To support development of the sector, in 1995 the Royal Government of Cambodia established the Credit Committee for Rural Development (CCRD), with financial support from the UNDP and ADF. Their goal was to formulate a strategy for rural credit expansion, strengthen its overall management and secure funding.

In 1997, the NBC set up the Supervision Office of Decentralized Banking System Bureau, that later was divided in two branches: the Specialized Bank and the MFIs Supervision Office, whose aim was to oversee the coordination, supervision and regulations of the sector and to support capacity building programs.

By 1998, the sector had undergone a strong growth and had served 214,000 individuals. Nevertheless, this growth was accompanied with new risks for clients and promoters, which encouraged the government to design a regulatory framework.

In 1999, given the impact on rural populations, the Royal Government of Cambodia adopted a two-tier system under the Law on Banking and Financial Institutions for supervising microfinance.

2000-2005: COMMERCIALIZATION DRIVES THE SECTOR UP A NOTCH

The year 2000 brought several milestones to the sector. A Prakas on microfinance regulation was enacted and implemented by the NBC. Moreover, the Government support of a free-market economy and a more stable political environment allowed MFIs to attract an increasing number of foreign private investors. ACLEDA was the first MFI to transform from an NGO to a specialized microfinance institution.

As a result, taking ACLEDA as a rolemodel, other NGOs started to transform into commercial MFIs. This eventually led to stronger growth of the sector and increased competition. This commercialization brought positive effects such as a drop from 42 to 32 % of the average annual interest rates charged to clients between 2003 and 2004, improvements in financial products and services design, and diversification to new innovative products.

In that context, the establishment of CMA by seven MFIs in 2004 encouraged internal collaboration among the sector's main actors, including information sharing and the design of tailored training programs. CMA started to operate as a sub-division of the ABC in accordance with the legal framework, enabling direct negotiation channels with the NBC on relevant microfinance topics.

2005-2015: MICROFINANCE AS AN INTEGRAL ECONOMIC PLAYER

Since 2005, the microfinance field has undergone significant changes. In 2006 the NBC, with technical assistance from the ADB, established a Credit Information System (CIS) designed to collect and share negative credit information from commercial banks.

Between 2006 and 2013, microfinance activities fostered a healthy lending environment, with the number of borrowers.

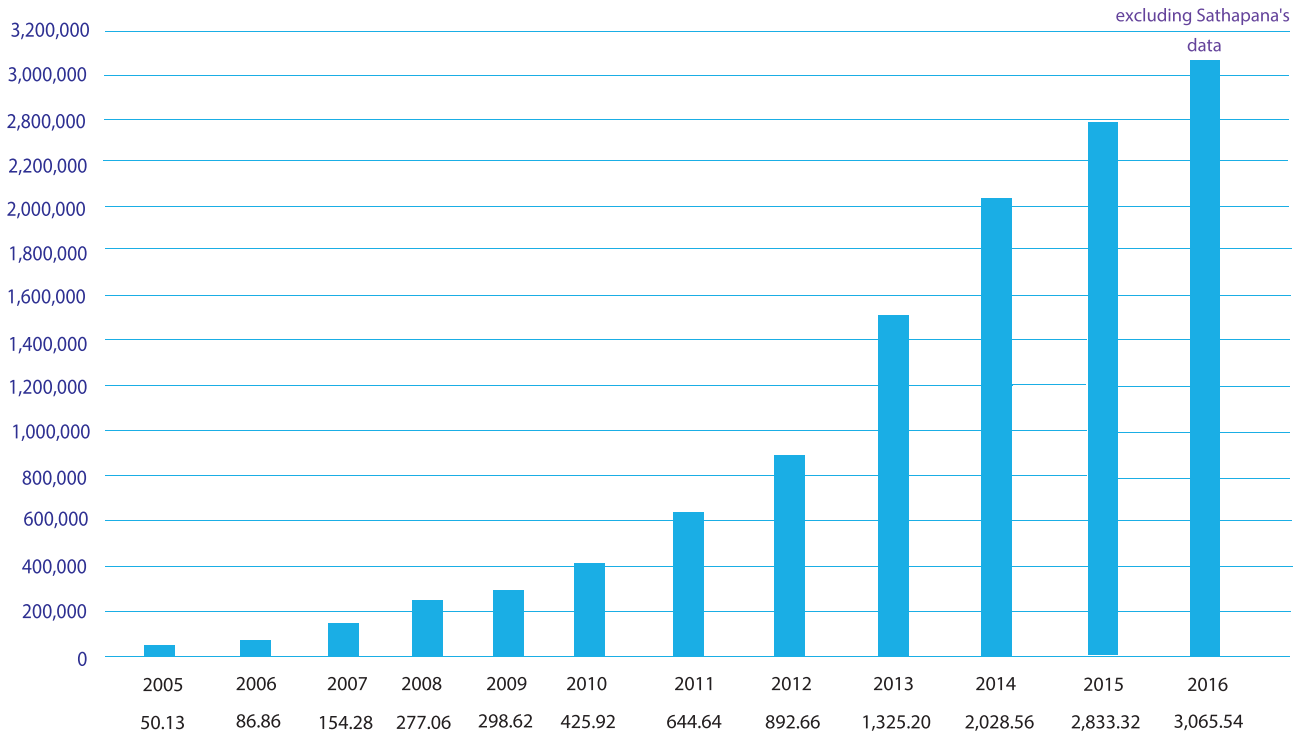
This growth was impacted by the global financial crisis of 2008, which had detrimental impacts on all Cambodia economic sectors as seen in the following year. In the microfinance sector, this was reflected by a rising PAR; although, the sector showed rebound in 2010.

December 2007 was characterized by a big milestone: eligible MFIs received the authorization to attract deposits from the general public, which provided MFIs with cheaper sources of funds primarily in the local currency at a time when foreign investment contracted significantly and which was a highly valued service by clients themselves. This whole period was also characterized by the offering of new innovative financial products, such as mobile banking technologies.

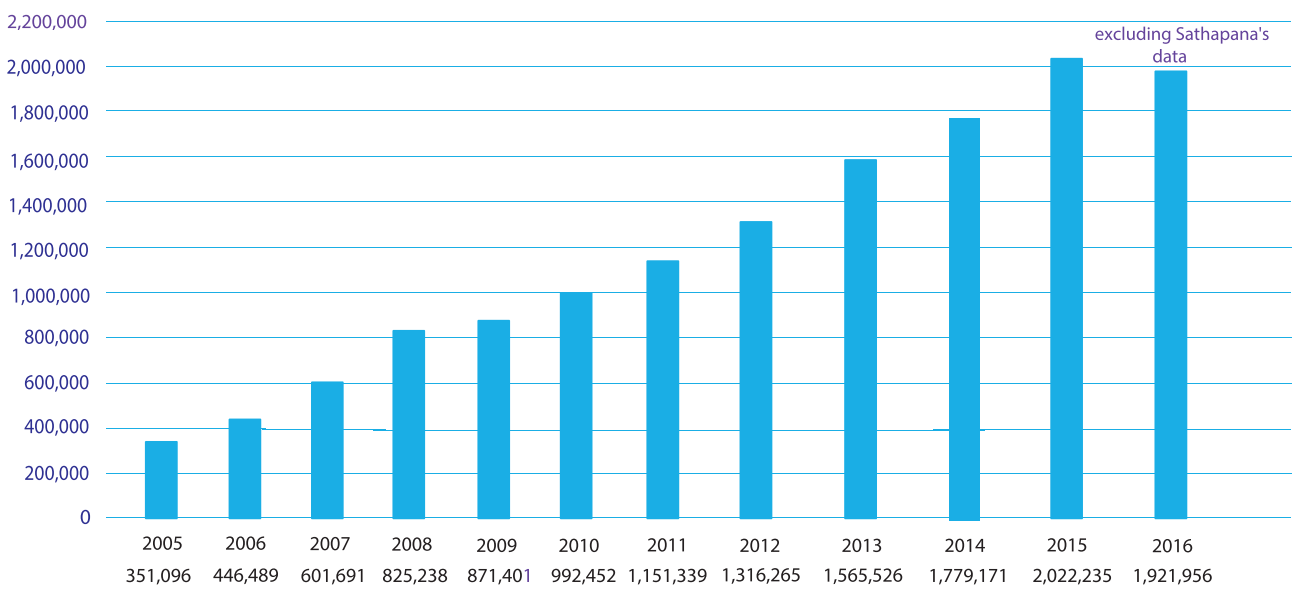
Up to 2015, the tremendous growth of the microfinance sector was perceived by most as a sign of performance, with MFIs providing financial services to underserved clients. But some experts started to argue that the microfinance sector in Cambodia has become overly profitable for both existing and new entrants. In 2015, the number of loans kept on increasing by 13.5% and the portfolio volume by 39.6%, as compared to previous year. Cambodia's credit growth ratio has started to substantially diverge from a path considered as sustainable. This eventually led to a situation of market saturation, highlighted by Mimosa Report. Indeed in the great majority of Cambodian provinces, the MIMOSA score indicates that loan penetration has exceeded capacity. Since an infinite growth is not possible in a finite world, the detrimental consequences can be diverse; reduction of information sharing between MFIs, relaxed criteria for obtaining a loan, aggressive sales practices and so on. This might in turn ultimately bring increased over-indebtedness problems.

Stabilising the credit growth is now a priority. Credit growth in 2016 has slowed to 23% (including small loan portfolio of Sathapana, which has been reclassified as commercial bank) and should be seen as a positive development. However, the reasons behind it might not be positive. The reclassification of Sathapana from a MFI to a commercial bank might be the main reason. Indeed, Sathapana had nearly USD 600 million in outstanding loan portfolio at the end of 2016, which was not included in the end-of-year portfolio. If this has been included in the total calculation of MFI credit, it would have led to a much stronger growth. However, the increased competition between MFIs, leading to relaxed lending criteria might become common practice. Indeed, the first financial service providers to lower their lending standards are the private and unregulated moneylenders, meaning more credits might be informal and therefore not accounted for. On the demand side, reason for lower credit growth might be a lower demand for credit from farmers, given the slowdown in the agricultural sector. The slowdown of the growth might then come from different sources simultaneously, and might be illusory, linked to external factors or the switch of a share of the clients towards informal sources of credit. It is now too soon to tell if this trend will persist over the long run to talk about credit growth stabilization. This situation needs constant monitoring and a host of issues need to be addressed to ensure growth stabilization.

For now, the implementation of preventive measures to avoid the negative effects of market saturation, such as building the capacity of the sector, regulatory guidance on clients protection, reporting mechanisms as well as the promotion of healthy and responsible lending practices are highly valuable and should continue to be a priority.



■ Loan Outstanding (USDollars millions)



■ Number of Clients

Training Programs

TRAINING PROGRAMS OFFERED BY CMA

In 2016, in order to provide its members with best quality capacity building programs at lower costs, CMA offered 35 training courses to a total of 585 participants. Those were spread across 5 categories, as follows:

- Public Training Program - 13 training sessions to a total of 189 participants,
- Customized (in-house) Training Program - 3 training sessions to a total of 94 participants,
- MFI Skills Development Program (Weekend training sessions) - 3 training sessions to a total of 21 participants,
- Cooperated training (with CIB and Centergy Malaysia) - 13 training sessions to a total of 214 participants,
- Exposure Visit Training - 3 sessions to a total of 67 participants.

PUBLIC TRAINING

N°	TOPIC	TRAINER	DATE	LANGUAGE	PARTICIPANTS
1	Customer service excellence Management	Mr. Lun Borey	27-28 Jan	Khmer	11
2	Effective Branch Management for Branch Manager	Mr. Lun Borey	05-06 Feb	Khmer	23
3	Effective Branch Management for Branch Manager	Mr. Lun Borey	20-21 Mar	Khmer	17
4	Advance Credit Risk Management	Mr. Soeung Phyr	28-29 Apr	Khmer	17
5	Land Contract and Land Law	Mr. Heng Sotheavannarith	26-27 Apr	Khmer	8
6	Loan Solution In and Out Judicial Procedure	Mr. Heng Sotheavannarith	26-27 May	Khmer	10
7	Internal Control, Audit and Managing Key Risk	Mr. Phat Reatana	01-02 May	Khmer	21
8	Effective Human Resources Management	Mr. Phat Thomas	20-21 May	Khmer	12
9	Credit Risk and Delinquency Management for SME Lending	Mr. Kenny Tay	19-Jun	English	16
10	Lending to The SME	Mr. Kenny Tay	20-21 Jun	English	7
11	Internal Control, Audit and Managing Key Risk	Mr. Phat Reatana	17-18 Sep	Khmer	9
12	High performance Sale Strategy	Mr. Lun Borey	19-20 Sep	Khmer	12
13	Leadership and Facilitation Skill	Mr. Leng Chhay	16-17 Dec	Khmer	26
				Total	189

MFI SKILLS DEVELOPMENT TRAINING

N°	TOPIC	TRAINER	DATE	LANGUAGE	PARTICIPANTS
1	Professional Accounting Skill for Financial Institution	Mrs. Vath Sovanna	2-3 Jul	Khmer	6
2	Taxation Skill For Microfinance Institution	Mrs. Vath Sovanna	27-28 Aug	Khmer	8
3	Taxation Skill For Microfinance Institution	Mrs. Vath Sovanna	26-27 Nov	Khmer	7
				Total	21

CUSTOMIZED AND IN-HOUSE TRAINING

N°	TOPIC	TRAINER	DATE	LANGUAGE	PARTICIPANTS
1	Training of Trainers	Mr. Oul Vann	20-21 Jun	Khmer	40
2	How become Professional Trainer	Mr. Si Len	17-18 Jun	Khmer	32
3	How become Professional Trainer	Mr. Si Len	19-20 Aug	Khmer	22
				Total	94

COOPERATE TRAINING

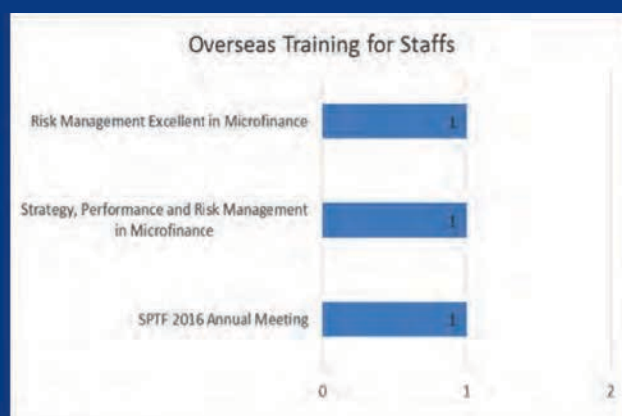
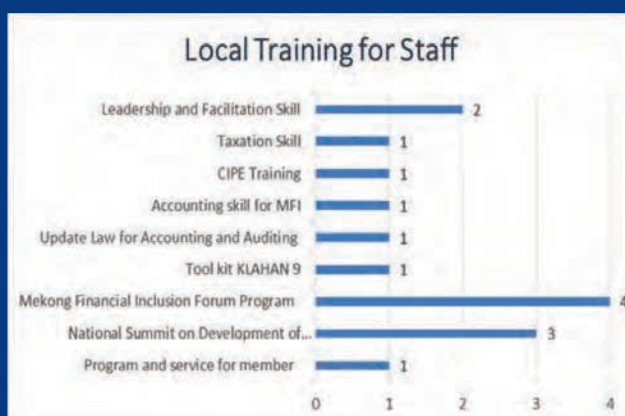
Nº	TOPIC	TRAINER	DATE	LANGUAGE	PARTICIPANTS
1	Introduction to Asset Management	Mr. Ho Virakbot	9-12 May	English	10
2	Cambodia Taxation Application for Bank & MFIs	Mr. Touch Tivea	16-17 Jun	English	13
3	Fundamentals of Operational Risk Management	Mr. Soeung Phyry	29-30 Jun	Khmer	14
4	Financial Analysis	Mr. Ho Virakbot	01-02 Jul	English	12
5	Regulatory Compliance for Banks, MFIs & FIs	6 Speakers	07 – 08 Jul	English	27
6	Liquidity Risk Management	Ms. Nary Ung	16-17 Jul	English	20
7	Designing an Internal Compliance System (FATCA Compliance Application)	Mr. Touch Tivea	5-6 Aug	Khmer	26
8	FINANCIAL MODELLING	Mr. Ho Virakbot	20-21 Aug	English	12
9	CAMBODIA TAX APPLICATION FOR BANK & MFIs	Mr. Kosal SONG	25-26 Aug	English	14
10	Banking Audit Essentials	Ms. Nary Ung	09-10 Sep	English	15
11	Compliance in Practice (RGC)		28-29 Oct	Khmer	15
12	Advance Credit Analysis	David	16-17 Dec	English	25
13	EFFECTIVE RISK BASED AUDIT PLANNING	Mr. Steven	20-21 Oct	English	11
				Total	214

EXPOSURE VISIT PROGRAM

Nº	TOPIC	FROM	DATE	LANGUAGE	PARTICIPANTS
1	Exposure training visit from Nepal Rastra Bank	Nepal	4-6 Oct	English	26
2	Exposure training visit from Nepal Rastra Bank	Nepal	25-27 Oct	English	28
3	Exposure training visit from Luthanian	Luthanian	6-Dec	English	13
				Total	67

CMA STAFF TRAINING

CMA staff members participated to several training courses, relevant to their role and job requirements within the association. These courses took place in both Cambodia and Overseas.





Workshops and Events

ANNUAL GENERAL ASSEMBLY

CMA hosted the 10th Annual General Assembly (AGA) on the 4th of March 2016 at the Himawari hotel, with a total of 62 participants including MFIs and NGOs team members, Rural Credit Operators and the CMA secretariat staff team. The Assembly has outlined and discussed several topics including:

- The review of the 9th Annual General Assembly (2015),
- The review of 2015 key activities,
- The Budget and Work plan for 2016,
- The NBC's National Summit on Microfinance, Development in Cambodia held on the 14th and 15th of March 2016,
- The election of Board of Directors members for 2016-2017,
- The election of the Chairman and Vice-Chairman.

The Board of Directors for 2016-2017 is composed by:

1. Oknha Hout leng Tong (HKL - Chairman)
2. Mr. Kea Borann (AMK Microfinance Plc. - Vice Chairman)
3. Mr. Chea Phalarin (Amret - BoD member)
4. Mr. Soung Engchhay (KREDIT - BoD member)
5. Mr. Sok Voeurn (LOLC Cambodia Plc. - BoD member)
6. Mr. Sim Senacheert (Prasac - BoD member)
7. Mr. King Kap Kalyan (Samic Plc. - BoD member)
8. Oknha Dr. Bun Mony (Vithey - CMA Advisor)
9. Mrs. Top Sok Samphea (VisionFund Cambodia Ltd. - BoD member)
10. Mrs. Khun Sonita (YCP - BoD member)
11. Mr. Hun Sopheak (Woori Finance Cambodia Plc. - BoD member)

LET'S TALK ABOUT OVER-INDEBTEDNESS, NOW

CMA, together with key partners and development investors, jointly organized a workshop entitled "Let's Talk About Over-Indebtedness, Now", that took place on the 11th of July 2016, with the following main objectives:

- To bring the "Over-indebtedness" issue to the forefront of the discussion,
- To learn from international experiences in avoiding and managing a crisis; and set these in the Cambodian context,
- To discuss healthy growth target and possible mechanisms to avoid potential crisis.

There were 194 participants in total and 15 speakers and contributors from NBC, AFD, IMF, UNCDF, M-Cril, microfinance practitioners and partner organizations.

ANNUAL MICROFINANCE CONFERENCE

The Annual Microfinance Conference was held on the 2nd of December 2016 in Sihanoukville. First, The event was opened by Kim Vada, Director General of NBC and Chou Vannak, Deputy Director General of MEF. It was moderated by Oknha Hout leng Tong, chairman of CMA, in charge of introducing and concluding the conference. The content was structured the following way.

Mr. Yun Sovanna, General Secretary of CMA, made a general introduction about CMA and Mr. Ear Techkung, Project Manager of CMA presented the main initiatives and achievements of CMA for 2016, in terms of clients protection, awareness and empowerment. These are:

- Client Protection Principle Initiative,
- Voice of Clients project,
- Consumer Awareness and Financial Empowerment (CAFE) initiative,
- Lending Guidelines Initiative.

Second, the theme of over-indebtedness and responsible finance was moderated by Ms. Erin Hale,

from DPA German Press Agency. Other experts addressed specific issues related to this thematic:

- Mr. Voeun Sok, Chairman of the CMA CEOs Taskforce and CEO of LOLC,
- Mr. Sothearoath Oeur, Interim CEO of CBC,
- Mr. Daniel Rozas from Mimosa,
- Ms. Dina Pons, East Asia Regional Director of Incofin.

Still related to that panel, the press conference for SMART Certified Institutions AMK and Kredit took place.

Third, the theme of inclusive finance expansion was moderated by Dr. Robin Gravestijn, Data Management Specialist at UNCDF. It outlined several specific related sub-topics such as:

- Mobile banking as a way to expand financial inclusion and improve accessibility to financial services in remote areas,
- Products diversification to best meet clients needs,
- Raising public confidence and awareness through financial education/literacy,
- Designing a legal framework that enables to improve financial inclusion.

Fourth, the theme of innovation and efficiency was moderated by Mr. Ron Bevacqua, Managing Director of Access Advisory. This panel outlined several specific related sub-topics, including:

- Credit information and customer data as a way to strengthen credit assessment and factors influencing loan portfolio quality, presented by Mr. Youhay Tan, Head of Sale and Credit at Amret,
- Efficiency gains through digital or branchless delivery, presented by Mr. Vattanak Phakdey Chhun, Enterprise Business Director at Wing,
- How to improve efficiency and brand image at the same time and IT and staff training as a way to improve operational efficiency, presented by David Mashall, Partner at MSP,
- Making the most from big data, presented by Mr. Vannadarong Pen, Director of Credit Department, HKL,
- Customer journey research, presented by Robin Gravestijn, Data Management Specialist at UNCDF.

Last the theme of technology as a way to improve efficiency in microfinance was moderated by JMR Infotech. Several related sub-topics were outlined, including:

- Causes of inefficiency in the microfinance sector,
- How technology and digitalisation aids efficiency,
- Factors favoring efficiency gains,
- Key trends and Efficiency drivers,
- Value for MFIs,
- Partnership with CMA for affordable digital solution.



BRANCH NETWORK MEETING IN PROVINCIAL AREA

CMA has facilitated and attended 20 Provincial Network Meetings over 2016, with a total of 469 participants including branch managers and deputy branch managers. These meetings took place in Kandal, Prey Veng, Takeo, Kampot, Kampong Speu, Kampong Chhnang, Pursat, Battambang, Banteaymeanchey, Kampong Cham, Kratie, Preah Sihanouk, Siem Reap and Svay Rieng. The following critical topics have been discussed:

- The creation of a platform for branch managers to voice their concerns to CMA top management,
- The identification of key faced challenges/root causes of over-indebtedness such as lack of financial education, managerial skills for running a business, communication between MFIs' staff and local authority, information sharing between MFIs, etc.,
- Ways to address key operational issues faced by branch offices,
- The exchange of knowledge and experiences on best practices,
- The establishment of workshops with local authorities,
- The informal money lenders (that charge higher interest rates) issue,
- The election of new chairman and vice-chairman of branch network.

No.	PROVINCIAL NETWORK MEETING	CHAIRMAN	MFI	# MEETING	#Participant
1	BATTAMBANG	Mr. CHHIENG PONHARITH	AMK	1	18
2	TAKEO	Mr. TIN SROEUN	AMRET	2	48
3	KAMPONG SPEU	Mr. ON PHEAP	AMRET	1	12
4	PREAH SIHANOUK	Mr. IM PHIRUN	AMRET	2	43
5	SVAY RIENG	Mr. VEN SAMEAN	AMRET	2	66
6	PURSAT	Mr. LAM SOKMENG	HKL	1	18
7	BANTEAYMEANCHHEY	Mr. MAM THORN	HKL	1	32
8	KANDAL	Mr. Y LAI IN	HKL	1	25
9	PREY VENG	Mr. SAN PHEAKDEY	PRASAC	2	32
10	KRACHEH	Mr. KORN BORUN	PRASAC	2	33
11	KAMPOT	Mr. MIL PROS	SAMIC	1	24
12	KAMPONG CHHNANG	Mr. RUN LIMHOUR	SPN	1	19
13	KAMPONG CHAM	Mr. OUR SOPHEAP	SPN	1	18
14	SIEM REAP	Mr. HEM MARA	YCP	2	79
TOTAL				20	467

IMPLEMENTATION OF RISK MANAGEMENT GRADUATION MODEL (RMGM) to 3 MFIs

Risk Management Initiative (RIM) was founded in 2013, as a collaboration between organizations with a vested interest in raising the risk management standards in the microfinance industry. The initiative operates on the premise that microfinance risk management can be improved through the development of appropriate risk management standards as well as increased cooperation and coordination amongst market actors.

With the completion of the Risk Management Graduation Model (RMGM), RIM desires to move into an implementation phase through which it can communicate the ability of the framework to bring about positive institutional changes to the risk management practices of MFIs. In that context, CMA is contracting a collaborator to undertake an RMGM implementation mission in Cambodia. The objectives of the mission are to facilitate organizational changes and to identify areas for improvement in user-friendliness and functionality of the RMGM and diagnostic tool.

The RMGM was designed by Gilles Angely, a consultant from LH Invest, with financial support from ADA. The first RMGM for CAMMA was coordinated by Mr. Lam Roviay, from the 12th to the 16th of September 2016. The second RMGM in IPR was held from the 21st to the 25th of November and the third one was conducted at First Finance from the 28th of November to the 2nd of December.

SOCIAL ACTIVITY: CMA FOOTBALL LEAGUE

In order to build good relationships among CMA members and to promote a healthy lifestyle, CMA created a football league in 2012. In 2016, the following teams competed in the league: AMK, AMRET, KREDIT, LY HOUR, PRASAC, SATHAPANA and MOHANOKOR.

The opening event held on the 23rd of April at the Old Stadium, presided over by CMA Chairman, Okhna Hout leng Tong. The official first two matches were KREDIT vs. LY HOUR and AMRET vs. PRASAC.

A total of 25 matches were played within four months. Competition for places in semi-final and final was intense. The grand final was taking place on the 17th of July. PRASAC were the great champions, followed by SATHAPANA that came second and KREDIT that came third. AMK got the Fair Play award.



Microfinance Information Exchange 2016

CMA regularly collects and consolidates information from members such as: amount of loans outstanding, number of borrowers and depositors, balance of deposits, number of provinces, districts, communes, and villages where MFIs operate, PAR and number of staff. Some key statistics collected from the year were:

At the end of 2016, 66 licensed MFIs and 13 registered NGOs were operating within 25 of Cambodia's provinces

- o Total loans outstanding amounted to 3,065.54 million USD, an increase of 3.86%
- o The number of borrowers decreased to -3.92%, equating to 1,942,944 people
- o The PAR ratio increased from 0.67% to 1.41%
- o Total deposit balances have increased 13.08% to 1490.22 million USD, which is contained in 1,596,863 savings accounts. This equates to an increase of 12.56%
- o In 2016 microfinance provided jobs to 26,286 staff, an increase of 3.87% over the past year.

Note: Sathapana's data is excluded from 2016.

DATE	REPORTING MEMBERS	(MILLION KH) LOAN OUTSTANDING	(MILLION USD) LOAN OUTSTANDING	BORROWERS	PAR>30 (DAYS)	DEPOSIT AMOUNT (MILLION USD)	DEPOSIT ACCOUNT	NUMBER OF EMPLOYEES
Dec-15	57	11,954,464.17	2,951.72	2,022,235	0.67%	1,317.82	1,418,702	25,307
Dec-16	59	12,375,593.36	3,065.54	1,942,944	1.41%	1,490.22	1,596,863	26,286
Change	#	421,129.19	113.82	-79,291	0.74	172.40	178,161	979
	%	4%	4%	-3.92%	110.45%	13.08%	12.56%	3.87%

Advocacy and Representation

As the representative voice of microfinance services providers (including MFIs, leasing companies and rural credit operators), CMA advocates for their interests with regulators and policy makers. In 2016, CMA continued long standing relationship of open and honest dialog about the real challenges faced by the Cambodian microfinance sector with our counterparts and partners such as Association of Banks in Cambodia (ABC), National Bank of Cambodia, Cambodia Chamber of Commerce (CCC), Ministry of Economy and Finance (MEF) and General Department of Taxation (GDT), etc. Meeting with stakeholders were requested, in order to discuss several key topics and identify appropriate solutions, including:

1. Provision for bad debts for determination of pre-payment of profit tax with GDT,
2. Prakas 1704 about taxation mechanism of leasing company with GDT,
3. Retained earnings to capital conversion with GDT,
4. Staff loan and medical benefit for staff's spouse and children with GDT,
5. Tax on company's logo with GDT,
6. CMA's taxation related issues with CCC and ABC,
7. Purpose of inspection mission officers (inspection-general) with MEF,
8. Draft of MOU lending guidelines with NBC,
9. Draft LPCO with NBC,
10. MFI lending in the rice/paddy sector with NBC,
11. Interest rate issue and pricing transparency with NBC,

In the future, market saturation and over-indebtedness are key issues to be addressed with regulators and policy makers as well as members of CMA.

Client Protection Initiative 2016

1. Aims and objectives

The aim of the project is to contribute to the promotion and stability of responsible finance and to enable a sustainable growth in the microfinance sector in Cambodia. Among other actions undertaken to mitigate clients' over-indebtedness risk, CMA is supervising the implementation of the Client Protection Principles (CPPs) within its members MFIs.

2. The detailed objectives are:

Component 1: Encourage MFIs to implement the CPPs, through the "Smart Campaign" certification.

Component 2: Support the MFIs in their contribution to the CBC, by supporting (i) the initial purchase of the software and the homogenization of their database, (ii) the setting-up of efficient information and monitoring systems, and (iii) the training of MFIs' staff members to data collection and transmission.

Component 3: Strengthen the CMA's action capacities in order to be able to pursue, improve and diversify its training and awareness building activities, as well as conduct impact studies.

Summary of the Achievements

Component 1: Encourage MFIs to implement the CPPs through the "Smart Campaign" certification.

A. The successful MFIs

Certification missions in Cambodia, under the AFD-CMA program, were commissioned by M-CRIL which was selected as the rating agency by CMA. At the time of the report, 8 institutions have been Smart Certified and two are still processing. This clearly reflects the impact of the program. Concerning Seilanithih it managed to improve its major weaknesses, even if it has not been certified. Chamroeun will demonstrate its commitment to the CPPs in 2017.

No.	Name of MFIs	Technical Assistance (TA) – Start (Month/ Year)	Certification Mission (Month/Year)	Certification Achievement (Month/Year)
1	KREDIT	Feb-2015	Jan-2016	Sep-2016
2	HKL	Feb-2015	Dec-2015	June 2016
3	Vision Fund Cambodia	Feb-2015	Feb-2016	May-2016
4	AMK	Feb-2015	May-2016	November 2016
5	Sathapana	Feb-2015	October 2015	May-2016
6	Seilanithih	Feb-2015	Mission Not Planned	No Certification.
7	LOLC	Feb-2015	May-2015	June-2015
8	Chamroeun	Feb-2015	December 2016	Likely in 2017
9	Amret	Feb-2015	Nov-Dec- 2015	June-2016
10	Samic	Sep-2015	August 2016	Fail
11	Prasac	Not part of TA	May 2015	December-2015

B. Certification Ceremony

3 CPP certification press conferences have been organized, with a total of 7 MFIs, affiliates from the Smart Campaign, AFD, and CMA. The first one took place in Siam Reap in July 2015 at the SPTF meeting, and was awarded by H.E Kim Vada. The second one awarded 4 MFIs (HKL, SPN, VFC, and Amret) in July 2016 at Phnom Penh hotel, during the over-indebtedness workshop supported by AFD. The last one was conducted in December 2016, during the Annual Microfinance Conference of CMA at Sokha hotel in Sihanuville and awarded 2 MFIs (AMK and KREDIT), officiated by Oknha HOUT IENG TONG, chairman CMA.



C. The Gaps highlighted:

All of the certifications were conducted by a technical assistant from Smart Campaign, a Sub-Contracted from Microfinanza Srl and Good Return. Most MFIs obtained the certificate. During the Technical Assistance phase, we found out about the following gaps in each of the Client Protection Principles. Some of them have been filled through mitigation strategies since then.

- 1. Principle 1 (Appropriate product design and delivery channels):** Most institutions have inappropriate collateral policies, which appeared to be sector-related. Plus, about 40 percent of the institutions have standardized products, not customized to client requirements. Nevertheless, most institutions investigated reasons for client drop-out, used client feedbacks to improve their products and did not use aggressive sales techniques.
- 2. Principle 2 (Prevention of over-indebtedness):** The central indicator of this principle is linked to repayment capacity analysis. Around 60 percent of the institutions don't have policies/norms in place to undertake a sound capacity analysis. In addition, for 3 of them, these were not adequately disseminated amongst staff. The other noted gap for 4 institutions is a reported misalignment between productivity targets and employees' incentives policies. However, in general, most MFIs were pretty good on that dimension.
- 3. Principle 3 (Transparency):** Some significant gaps were reported on this dimension. The main one is that some institutions do not disclose full pricing, cost of loans and conditions to the clients. Claiming that this lack of transparency on pricing was a way to protect themselves about competitors is not a valid excuse. Indeed, their pricing would have been known anyway by their competitors through market research studies or would be disclaimed by their own staff. Being transparent would then not affect their business adversely but would rather help them to be more trustable and to retain clients over time.
- 4. Principle 4 (Fair pricing):** Very few MFIs had gaps on that principle. 3 MFIs did not have a non-discriminatory clause or efficiency ratios aligned to the benchmark. 2 smaller MFIs had a higher pricing, because of higher operating expense ratios, related to their size. Therefore, it is difficult for TA to support such institutions in reducing their costs. However, both institutions are working on improving their efficiency, to ultimately reduce their pricing. Another larger institution needs to improve its efficiency to reduce its current pricing. The TA provider has discussed with its planning department and senior managers on a way of improving productivity levels. About pre-payment penalties, TA provider suggested the institution not to charge the full interests to a client in case of early pay-off. Then, the prepayment policy has been revised from USD 1 /day to 0.2% per day on the outstanding amount.

5. **Principle 5 (Fair and respectful treatment of clients):** Several gaps were reported for many institutions. TA providers then needed to spend significant time on fixing them. One of the sectorial gaps was about having a proper code of conduct linked to third party collections and to what is expected from the staff. Therefore, TA providers worked with MFI in improving the Code of Conduct by adding specific section on expected staff behavior to clients.
6. **Principle 6 (Privacy of clients' data):** Since most institutions did not have a clear policy about the gathering, processing, use, distribution and storage of client information, this gap seems to be related to the microfinance sector in itself. Technical assistant provided inputs to the institution to develop a privacy policy and communication materials. Further, the policy was also approved by the board, and made part of the induction training program of new and existing staff. TA provider developed a comprehensive privacy policy and updated the loan application form by adding a privacy clause. Updated loan contracts also require more details about the 'third parties' with whom MFI can share data. One MFI had the idea of including a clause that penalizes misuse or misappropriation of client data within their privacy policy as well as sanctions in case of non-compliance.
7. **Principle 7 (Effective mechanisms for complaint resolution):** The large majority of institutions showed gaps in various indicators. However, after the Technical Assistance training by Smart Campaign, institutions already showed great progress in filling those gaps. First, clients were not informed about their right to complain, but once again here, this seems to be more of a sectorial issue. TA providers recommended institutions to warn clients about their rights to complain, through their front-line staff and ongoing client education/product disclosures. TA providers also recommended to educate clients at the pre-loan stage itself and particularly to highlight the circumstances under which clients can exercise their rights to complain. In some institutions wherein a special customer service officer was present, he/she was entrusted the responsibility of explaining all of the cited points.

Component 2: Support the MFIs in their contribution to the CBC

Farmer Finance, Prime, and Amatak Capital are on the process of software maintenance provided by SIP, after the installation of MBwin license key and configured MBwin system. This includes setting up an accounting system, loan system, and concerned reports for National Bank of Cambodia (NBC) and Credit Bureau Cambodia (CBC).

Component 3: Strengthen the CMA's action capacities in order to be able to pursue, improve and diversify its training and awareness building activities, as well as conduct some studies on microfinance.

1. support client awareness and financial education (CAFE Project):

The Certified financial education has been provided in 2016 to 14 CAFE Trainers and 2,765 beneficent received Financial Education through CAFÉ. Training programs for teachers established; Course materials development (contextualized & translated) and printed out for Trainers and learners. Learning Management System (LMS) software application is implemented and institutionalized at CMA and with MFI members. The Learning Management System (Cornerstone) was implemented at CMA in March 2016.

2. Capacity building for project manager to become an Accredited Lead Assessor:

Mr. Ear Techkung is recently internationally recognized by Smart Campaign as a CPP TA and Support Lead assessor. He can support MFIs in the smart assessment activities on CPPs and is entitled to provide TA to MFIs that need to improve their practice, toward client protection certification.

3. Feasibility study, business plan and curriculum development for Training Center:

A TA has been recruited to work on microfinance training center feasibility. Once this feasibility will be demonstrated, CMA will need more support on curriculum development for training center operation.

3. Outside Projects

1. **VoC:** The VoC initiative was developed in response to the limited availability and quality of data in the area of client protection principles. The idea of the VoC initiative was originally conceived by Hivos, based on its citizen monitoring experiences in fields unrelated microfinance. Hivos was the principal funder of the first two pilot projects in India and
2. **Peru, which were coordinated and managed jointly by MIX and Hivos.**

1. Feedback Collection from Client based on client protection principles
2. Implemented by MIX and CMA Partnership with 5 MFIs
3. Use of Interactive Voice Recorder (Voto Mobile)
4. Free of Charge for Partner MFIs
5. Final questionnaires will collect data from Mid FEB 17
6. Free of charge for clients to call or be called by the system
7. 1000 clients/MFI will be interviewed
8. Two types of reports will be produced (overall report and confidential report)



3. **Partnership with MIS service Providers:** CMA has partnered with 6 MIS service providers to upgrade current MIS to faster, cheaper and more performant ones.

4. **Lending Guidelines:** These have been established by OID workshop, to protect over-indebtedness (Based on CPPs) and were signed by 38 Members now. MOU have been established as well.



Consumer Awareness and Financial Empowerment (CAFE) Initiative

Providing clients with tailored services such as training often requires investments in process and systems, which impacts FSPs profitability and efficiency ratios. However, while these decisions heavily draw down on resourcing in the short run, over the longer term, such investments are expected to return capable, resilient, empowered and loyal clients.

In that perspective, CMA and Good Return joined force to implement the Consumer Awareness and Financial Empowerment Initiative (CAFE) in Cambodia. The CAFE initiative works together with FSPs to strengthen their clients financial capabilities, support the adoption of productive financial behaviour, deepen their awareness and safeguard their rights in all of their financial transactions. The overall objective is then to strengthen clients protection, which will in turn enhance their financial well-being. The project was initially backed by support of two CMA member MFIs, KREDIT and SAMIC.

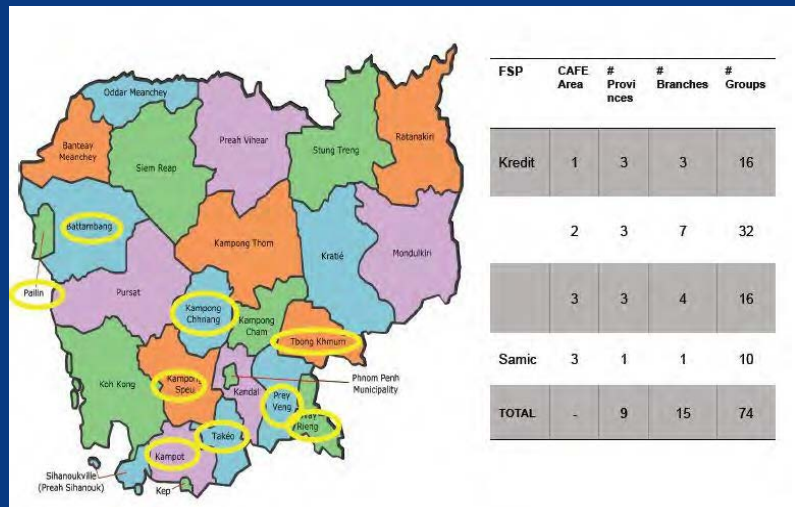
Clients are segmented into two categories: general and vulnerable consumers.

For FSPs dealing with general consumers, the CAFE initiative provides them with support and TA, to help them to increase Consumer Awareness and Financial Empowerment information and resources. For FSPs serving the most vulnerable consumers, the CAFE initiatives provides them with the Face to Face Training Program (F2F), that delivers intensive financial capability training.

CAFE F2F Training program phase 1 (March to October 2015)

This Face to Face Training Program was piloted in 4 different provinces during Phase 1, from March to October 2015. Those provinces were Kamptot, Kandal, Prey Veng and Tboung Khmum.

Two different delivery models were trailed during this pilot phase: Direct delivery (1) and Cost Share (2).



Direct Delivery: The access to the CAFE F2F Training is only available to the existing FSP clients. The trainers are recruited directly by the FSP and the related on-costs are embedded within operations. The training is integrated within the existing offer and at existing clients contact points. Management and accountability of the trainers is shared between the FSP (at a branch or regional level) and the peak association (in this case, CMA).

Cost Share: The access to the CAFE F2F Training is offered, beyond the participating FSP client base, to the identified communities members. The trainers are recruited into a community pool and the management and accountability of these trainers are the sole responsibility of the peak association (in this case, still CMA). The different FSPs share the cost of the community trainers.

CAFE F2F Training program phase 2 (June 2016 to January 2017)

CAFE training pilot phase 2 was completed between June 2016 and January 2017. It has delivered a total of 20 training sessions to KREDIT and SAMIC clients as well as to community members across 9 provinces in Cambodia.

CAFE F2F has been restructured to 2 courses: CAFE Financial Foundations for the most vulnerable and CAFE F2F Applied catering to those who completed the financial foundations already as well as for general clients of the FSPs. The key focus of CAFE F2F training is to help the most vulnerable consumers to connect knowledge to a sense of empowerment and confidence in their own ability to take mindful and informed actions. This curriculum consists of five modules:

1. Recognizing and responding,
2. Mapping and planning,
3. Choosing and negotiating,
4. Using and Communicating,
5. Growing and securing.

Then, **CAFE Accelerator** has been designed during phase 2. It fleshes out two components: Accelerator CP 2.0 (Client Protection 2.0) and Accelerator CX (Consumer Experience). This approach focuses on institutional policies and practices as well as on leveraging 'teachable moments' (when consumers are making a financial decision or transaction). It aims at accelerating the adoption of beneficial financial behavior.

The CAFE management and implementation team planned and conducted a progress review, in order to assess the different outcomes of these training sessions upon the completion and effectiveness of the implementation and management systems. This will allow for the design and modifications of the initiative for the next phase.

In 2016, CMA and Good Return joined forces to implement the CAFE initiative (Consumer Awareness and Financial Empowerment) in Cambodia. The project was initially backed by support of two CMA member MFIs including KREDIT and SAMIC. CAFE F2F training pilot phase 2 was delivered a total of 20 training sessions on Financial Foundations and Applied to clients of KREDIT and SAMIC as well as community members across 9 provinces in Cambodia

The CAFE initiatives has completed the second phase of the F2F Training from June 2016 to January 2017. The CAFE management and implementation team planned and conducted a progress review to assess the outcomes of the F2F Training upon completion and the effectiveness of the implementation and management systems, with a goal to inform the designing and programming of the initiative for the next phase.

CAFE aims to increase the number of clients demonstrating financial capability and financial consumer awareness; build institutional capacity at MFA, FSP and trainer levels; as well as add to current research on the relationship between access to finance, financial capability, consumer protection and poverty.

The CAFE initiative delivery models include:

1. CAFE Accelerator
2. CAFE F2F

Key developments of CAFE to date:

o CAFE F2F has been re-structured to two courses: CAFE Financial Foundations for the most vulnerable, and CAFE F2F Applied catering to those who completed CAFE F2F Financial Foundations as well as general clients of the FSPs.

oCAFE Accelerator has fleshed out two components: Accelerator CP 2.0 (Client Protection 2.0), and Accelerator CX (Consumer Experience).

A key focus of the CAFE F2F training is to help the vulnerable consumer connect knowledge to sense of empowerment and confidence in their own ability to take mindful, informed action. The CAFE F2F training curriculum consists of five modules:

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The CAFE management and implementation team planned and conducted a progress review, in order to assess the different outcomes of these training sessions upon the completion and effectiveness of the implementation and management systems. This will allow for the design and modifications of the initiative for the next phase.

Achievements of phase 2 and goals for the future

There were in total 74 implementing villages, in collaboration with KREDIT and SAMIC and 15 participating branches (KREDIT 14 & SAMIC 1). 45% of the FSPs clients in average participated to the training courses (KREDIT 47% and SAMIC 29%).

- The CAFE F2F training, that targets the most vulnerable clients, selected communities based on poverty incidence and over-indebtedness risk. In selected villages, a mix of clients of participating FSPs and non-clients voluntarily signed up for the course. Clients of the training are characterized by a limited education background, farming as a main economic activity and disability challenges in some ways,



- The total number of people that signed up for Financial Foundations was 1980. However, throughout the 10 weeks, the highest attendance record was 1487, implying a gap between sign-up and actual commitment. The estimated enrolments for Foundations is 1,640 learners, among who 92% were women,
- As compared to phase 1, clients' participation and completion has undergone strong improvements, with an average attendance of 87% during the financial foundations course and 83% for applied course. On average, 8 out of 10 learners completed the Foundations or Applied course,
- While demonstrating significant improvements in adopting good money management practices and boosting confidence level in money management (from pre- and post-training survey results), it is also noted that being prepared to financial shocks and unexpected expenses is still a big challenge faced by most learners,

- When comparing clients to their neighbouring communities, CAFE clients outperform their counterparts in grasping basic financial knowledge, acquiring good financial habits, being confident in money matters and having a better subjective financial wellbeing,

- CAFE trainers have demonstrated strong improvements in their training skills over the short period of 20 weeks,
- During phase 2, the CAFE app was launched for the first time, to collect clients and training data. Feedbacks from the FSP teams reveal that the implementation has been beneficial, since it allowed a regular access to monitoring data. The information flow between trainers, participating branches and headquarters still has to be established,
- Moving forward, on the one hand, institutions have confidence in managing the administrative and coordination sides of the training. On the other hand, TA is needed to be provided with training content, delivery, monitoring and evaluation.

About learners:

- Average age of learners is 44,
- 92% are women,
- 80% are married,
- 91% rely on farming as a main source of income,
- 28% have no formal schooling background,
- 55% completed primary education.

In the future, CAFE aims to

- Increase the number of clients demonstrating financial awareness and capability,
- Build institutional capacity at MFA, FSP and trainers levels,
- Include the links between access to finance, financial capability, consumer protection and poverty to the current research.

SOME LEARNERS EXPERIENCE (after CAFE F2F phase 1)

Ms. Cheng Sophal, Sambour Village, Prey Veng Province.

Cheng Sophal is a client of KREDIT, one of CAFE partner MFI. She found out about the CAFE training opportunity while she was at the branch office for some money transactions. She was directly interested in signing up for the training program.

"Attending the training sessions represented no challenge. One hour of training a week is nothing to me. The content of the sessions was very meaningful and concrete, for instance the weekly money tracker. Now, my learner booklet is filled up so I created a weekly money tracker on a sheet of paper."

The main lessons Sophal has learnt from the CAFE F2F weekly session are to anticipate (plan today for tomorrow), to negotiate in order to be provided with products and services that best meet her needs and priorities and to keep her code/PIN number safe.

"I asked a provider about interest's rebate in the case I can repay my loan in advance. Even though he did not grant my request, he explained to me very clearly the reason why and what options I had. Having the confidence and ability to ask made me feel proud."

Sophal always realizes what she learned when she completes the take home challenges. Although the trainer is young, what he taught her is applicable and useful.

"For example, I am planning to borrow money, so when the trainer asked me to shop around for provisions, I did it quickly because I could see that it's practical and I can make better decisions. I use the weekly money tracker every day, which allows me to have a clear view on my money in and out. It also helps to prevent arguments with my relatives about where the money has gone. It is a tool that enables transparency. It all started as an exercise that the trainer asked us to complete and since then, I have been keeping on doing it as it was really beneficial."

Every week, Sophal shares what she learned with her family and neighbors. "I share it because it feels right to do so. It can also help them to avoid money arguments with their family. The training also taught me how to reduce my debts and I was provided with wash powder every time I attended a session. Instead of spending this hour for sleeping, I attend the session and learn many things."

"I used to borrow money from several MFIs at a time to build my house. Almost every day, while I was working hard, I had to wait home for the credit officer to collect the money. It was a difficult situation. I was like a picture of a woman wearing many, many hats - when I was at the training, I understood what it means. Now, I borrow the money from only one MFI to buy a truck. It makes it easier for me to repay. Beside the rice field, I raise crickets and other animals, and I have a truck for transporting the earth. After another training session, I started a cricket raising business. Through the CAFE program, I started tracking money in and out for my business as well. It allowed me to expand my business, by building more rooms for raising the crickets. In the future, I plan to build more rooms and expand my business further."

Ms. Mean Savan, Vihear village, Kandal province.

"Ms. Chantha, the community trainer, said that people either borrow money individually or in a group, without thinking carefully of what each option implies. Sometimes, this lead some people to over-indebtedness. I decided to register for the training session because I had time, am interested to learn and thought it would be useful for me to think more carefully about my actions and not to take risks anymore."

"The most important things I have learned are to think carefully, read the contract before signing and making the decision to borrow money and to have a 'What if plan' to be well prepared for unexpected events. If the loan officer collected the money already once and then came back to collect the same money again and did not provide official receipt the first time, we need to complain".

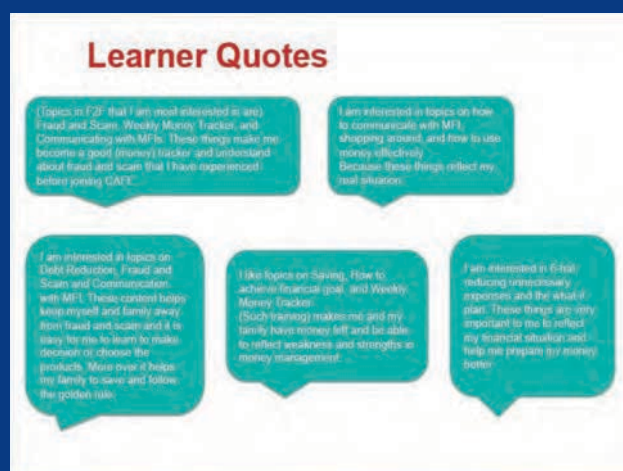
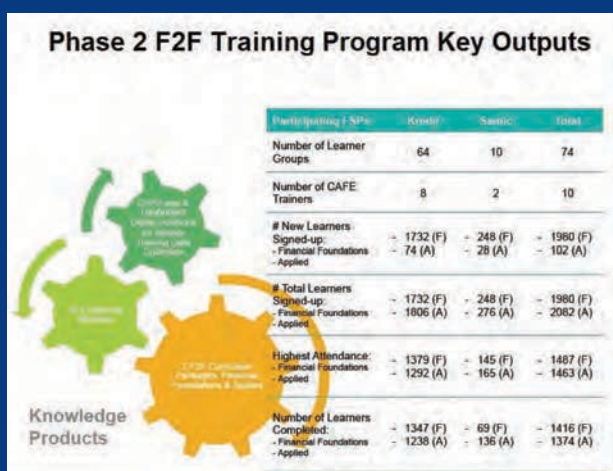
The topic I am still confused about is how to build a relationship with the service provider. It would be great to be provided with example to understand it easily."

Savan said she completed all the take home challenges because all of them are useful and beneficial. She also tracks down her money in and out every day.

“Knowing exactly where my money goes is very beneficial. If we track every transactions, it helps avoiding domestic violence and misunderstanding within the family.”

“I spend my money only to things I can afford, I reduced many of my expenses. I shared my knowledge with my neighbors, for instance to stop borrowing money from the moneylenders because the interests are too high. Previously, there were many credit officers from different institutions that came to the village to collect the money. Now it feels like it reduced by 50 percent because people stopped borrowing from some institutions.”

“My consumption habits changed a lot. Before, when I was going to the market, I would spend 10000 Riel even though I had only 5000. I purchased some of the goods on credit. I was not mindful. Now I stopped borrowing money from the moneylenders and other MFIs, I also stopped guaranteeing for someone. Even if I still owe some money to MFIs, I think next year I will be able to repay it all. I now understand about fraud and scams and know how to shop around and build better relationships with the service providers.



Financial Statements



INDEPENDENT AUDITORS' REPORT TO THE MEMBERS
OF CAMBODIA MICROFINANCE ASSOCIATION
(Registration No: 252N.) (Continued)
Auditors' Responsibilities for the Audit of the Statements (continued)

As part of an audit in accordance with CISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- o Identify and assess the risks of material misstatement of the statements of the Organization, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- o Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- o Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Director.
- o Conclude on the appropriateness of Director's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the statements of the Organization or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, further events or conditions may cause the Organisation to cease to continue as a going concern.
- o Evaluate the overall presentation, structure and content of the statements of the Organization, including the disclosures, and whether the statements of the Organization represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with Director regarding, among other matters, the planned scope and timing of the audit and significant Findings, including any significant deficiencies in internal control that we identify during our audit.



Phnom Penh, Cambodia
Date: 05 June 2017

Registration No:
252N.

CAMBODIA MICROFINANCE ASSOCIATION

STATEMENT OF ASSET AND LIABILITIES

AS 31 DECEMBER 2015 &
31 DECEMBER 2016

	Note	2016 US\$	2015 US\$
ASSETS			
Non-current assets			
Property and equipment	3	23,070	28,470
Investment in Credit Bureau	4	34,800	34,800
		<u>57,870</u>	<u>63,270</u>
Current assets			
Prepayments and other receivables	5	33,830	4,875
Cash and bank balances	6	<u>320,298</u>	<u>290,395</u>
		354,128	295,270
Total assets		<u>411,998</u>	<u>358,540</u>
LIABILITIES AND ACCUMULATED FUND			
Current liabilities			
Other payables	7	<u>108,735</u>	<u>143,968</u>
Accumulated fund			
Fund balance brought forward		214,572	192,553
Surplus of income over expenditures		<u>88,691</u>	<u>22,019</u>
Fund balance carried forward		<u>303,263</u>	<u>214,572</u>
TOTAL LIABILITIES AND ACCUMULATED FUND		<u>411,998</u>	<u>358,540</u>

The accompanying notes form an integral part of the statements.

Members Representatives 2016

The General Assembly is the highest level of CMA, and is composed of the representatives of all due-paying members. They meet annually at the end of each term to elect the new Board of Directors, vote on the Board's decisions and to review CMA's statute. Its members in 2015 | 2016 were:

N°	Organization Name	Participant Name	Current Position
1	Active People's Micro-Finance	Mr. MAO Kear	COO
2	ACTION FOR DEVELOPMENT AND HEALTH ORGANIZATION	Mrs. Ty Sophorn	Manager
3	AMK Microfinance	Mr. Kea Borann	CEO
4	AMATAK	Mr. Chea Borin	Senior IT
5	AMRET Microfinance	Mr. Chea Phalarin	CEO
6	Apple Finance	Mr. Chhe Bounmeng	BoD
7	ASARD	Mr. Samnang Sopheary	Branch Manager
8	Asia Pacific Finance Plc	Mr. Hem Monpheak	DCEO
9	BAYTANG CREDIT ORGANIZATION	Mr. Dub Pirun	Director
10	BAYON Credit Limited Microfinance	Mr. Yim Sokhen	CEO
11	BORRIBO Microfinance Institution	Mr. Ouk Torany	General Manager
12	CAMMA Microfinance	Ms. Dith Nita	CEO
13	Cellcard Finance	Mr. Lim Kevin	CEO
14	CCDA (NGO)	Mr. Thao Pheary	Founder and Director
15	CDF (NGO)	Mr. Pou Chann Dararith	Managing Director
16	COMMUNITY Mutuel Kampuchea (CMK)	Mr. San Sokkosol	General Secretary
17	CHAMROEUN Microfinance	Mr. Pheng Raksa	CEO
18	City Micro Finance	Oknha Ly Khun Thai	CEO
19	Collective Win (Cambodia) Plc	Mr. Slesh Romly	Internal Auditor
20	Delta Microfinance	Mr. Tha Thon	CEO
21	Farmer Finance	Ms. So Vatey	Administration
22	Fasmec Microfinance	Oknha Te Taingpor Mr. Khoem Sokhim	CEO Development Officer
23	First Finance	Ms. Chun Sothany	CEO
24	Green Central Microfinance	Ms. Eileen Cheng	CEO
25	GL Finance	Mr. Riki Ishigami	CEO
26	HKL Limited	Oknha Hout leng Tong	President/CEO
27	Idemitsu Saison Microfinance	Mr. Koichi Watanabe Mr. So Yada	Managing Director Translator
28	IPR Microfinance	Mr. Hort Bun Song	CEO
29	KBSC (Cambodia)	Mr. Park Byoung- Soo Ms. Hoy Sophea	President & CEO General Manager
30	Key Micro Finance	Mr. Chea Chamroeun	Operation Manager
31	KREDIT Microfinance	Mr. Soung Engchhay	COO
32	LOLC (Cambodia)	Mr. Sok Voeun	CEO
33	KK FUND Leasing	Mr. Sok Narong	Credit Manager
34	Ly Hour Micro Finance	Mr. Loy Sareth	CFO
35	MEGA LEASING	Dr. Uong Kimseng	CEO
36	MAXIMA Microfinance	Mr. Pa Ponnak Rithy	CEO
37	Max Credit (NGO)	Mrs. Ros Chandara	FM
38	Niron Mikroheranvatho	Mr. Leng Leak	Head of Internal Audit
39	NCD(NGO)	Mr. Nov Sopheak	General Manager
40	ORO Financecorp	Mr. Ear Kheymeng	Senior Branch Manager
41	PRASAC Microfinance	Mr. Oum Samroeun	EVP & COO
42	Prince Finance	Mr. Honn Sorachna	CEO

43	Pracheacheat Finance	Mr. Moc Nach	CEO
44	RMA	Mr. Etienne Kettenmeyer	Managing Director
		Mr. Ung Phalla	OM
45	Royal Microfinance Finance	Mr. Mao Kokkhin	CEO
46	SACHAK MICROFINANCE	Mr. Keo Phalla	General Manager
47	SHAKRINPHEAP S.T Microfinance	Mr. Loung Phealin	CFO
48	SAMIC Microfinance	Mr. King Kap kalyan	CEO
49	SAMRITHISAK Microfinance	Mr. Bun Zhicheav	Vice Director
50	SATHAPANA Limited	Oknha Dr. Bun Mony	CEO
51	SEILANITHIH	Mr. Nay Chhuon Kosal	Marketing Manager
52	Sonatra Microfinance	Mrs. Sokna Kolapbopha	DCEO
53	Taca Microfinance	Mr. Um Sovannarin	Head of Finance
54	TBB (Cambodia)	Mr. Chen Chun-Hui	CEO
55	TOYOTA TSUSHO FINANCE (CAMBODIA) Plc	Mr. Srey Vibol	Manager, Finance and Accounting
56	VDA (NGO)	Mr. Dok Luon	CEO
57	VisionFund Cambodia	Mrs. Top Sok Samphea	COO
58	Woori Microfinance	Mr. Hun Sopheak	General Manager
59	YCP Microfinance	Mrs. Khun Sonita	Deputy Director
60	AngkorACE Microfinance	Mr. Sophal Sophath	CCO

Board of Directors

The Board of Directors is CMA's main policy arm to which all major decisions are submitted for approval. The Board is composed of 11 members chosen by the General Assembly, all of whom are important players in the microfinance industry.



Oknha. Hout Leng Tong
Chairman of CMA
CEO of HKL

Mr. Tong obtained a Bachelor of Agriculture in Phnom Penh in 1991, and holds an MBA from Build Bright University. He worked as an economic researcher for three years and has 15 years management experience in microfinance. He has attended local and international courses in staff management, financial management, planning, leadership, human resource management, credit management and microfinance management and has been to visits/workshops in many countries.



Mr. Kea Borann
Vice Chairman of CMA
CEO of AMK

Mr. Borann joined AMK as its Finance Manager in February 2004. Previously, Borann worked for World Relief Cambodia / CREDIT (Microcredit program) as the Finance Director. Borann holds a BBA in Finance and Accounting, and received ACCA (Association of Chartered Certified Accountants) accreditation.



Oknha Dr. Bun Mony
Board Member of CMA
CEO of SATHAPANA Bank Plc (*)

Oknha Dr. Bun Mony, Dr. Mony has 18 years experience in microfinance after founding CCB NGO and then working for eight years as Executive Director of CCB. In 2003 CCB NGO became a licensed MFI. Dr. Mony is a field specialist in finance, accounting and management with a Bachelor of Business Administration from the National University of Management, a Master of Business Administration (MBA) from Utara University of Malaysia, and a Doctor of Business Administration (DBA) from Preston University, USA.

***Noted:** Oknha Dr. Bun Mony resigned from Sathapana Bank Plc at the end of 2016 and Sathapana Board seat was vacated.



Mr. Sim Senacheert
Board Member of CMA
CEO of PRASAC

Senacheert holds masters and bachelor degrees in Business Administration and a diploma in Accounting and Finance. He has attended several training courses related to microfinance operations and management and is an accredited Microfinance Trainer. Senacheert started working with PRASAC in 1995 as a Credit Officer and was promoted to various positions such as accountant, Branch Manager, MB Trainer and Supervisor and Finance Manager. From mid-2002, he held positions such as Branch Manager, Operation Manager, and Deputy CEO with another MFI before rejoining PRASAC as General Manager in late 2003. He currently holds the position of President and Chief Executive Officer.



Mr. Chea Phalarin
Board Member of CMA
CEO of Amret

Mr. Phalarin has worked with AMRET since 1997 and his responsibilities focus on training credit agents, supervising key managers in different departments, relating to local authorities, governments, donors and creditors, and managing relationships with the Board of Directors. In 1995, he worked with Ministry of Agriculture before joining AMRET. He holds a Bachelor of Business Administration from National Institute of Management (1991) and a Master of Business from University Utara Malaysia (2002).



Mr. Sok Voeun
Board Member of CMA
CEO of LOLC

Mr. Voeun obtained his Master degree in Business Administration majoring in Finance and Banking at the Build Bright University in Cambodia in 2005. He received a Bachelor degree in Economic Science at the faculty of Law and Economic Science in 2000. He has attended microfinance training program at the Boulder Microfinance in Italy, and other pertinent training in USA, South Africa, India, Bangladesh and Thailand. He started working for TPC as Chief Operations Officer in April 2010 and he was promoted to be Deputy Chief Executive Officer in December 2012.



Mr. Soung Eng Chhay
Board Member of CMA
COO of Kredit

Mr. CHHAY joined KREDIT in 1996 through the Kampong Cham branch. He has advanced quickly as a result of his hard work. He initially worked as the Translator, followed by the Branch Bookkeeper, the Deputy Branch Manager, Deputy General Manager and in 2006, he was promoted to be Head of Internal Audit Department. He obtained a Bachelor's Degree in Business Administration, specializing in Management, and is pursuing a Master's Degree in Management. He attended nationally and internationally numerous courses related microfinance and banking.



Mrs. Top Soksamphea
Board Member of CMA
COO of VisionFund

Mrs. Samphea has been in her position since 2007, after joining VisionFund as Finance and Administration Director in 2002. She has spent more than 10 years in finance, accounting, management, auditing and communications. Her career started with Ernst & Young and PricewaterhouseCoopers as senior auditor. She has bachelor and master's degrees from the NUM, Cambodia and a diploma of Accounting and Administration from Noisy Le Grand College, France. She also has certificates from International Financial Accounting, Ernst & Young Vietnam, Auditing Skills I, II, III, Auditing Senior Essentials, Business Plan, Operacy, and Risk, Asset & Liabilities and Treasury Management.



Mr. KING KAP KALYAN
Board Member of CMA
CEO of SAMIC

Mr. KING KAP KALYAN, CHIEF EXECUTIVE OFFICER, was appointed as Chief Executive Officer in response to the need for the growth of the institution. Prior to this Mr. Kalyan held the position of President after holding his previous position as General Manager for many years within the organization since late 2005. With 22 years' experience in the Banking and Microfinance sector, he has held crucial positions including within the Bank Supervision Department of the National Bank of Cambodia from 1993 to 2002 and as the Credit Program Director of CHC NGO from 2003 to 2004. Mr. Kalyan has an Associate and Bachelor Degree in Banking and Finance, and a MBA in Business Administration and Organization Development (Specialized in Microfinance Management), the Philippines.



Mr. Hun Sopheak
Board Member of CMA
General Manager of Woori

Mr. Sopheak has 11 years' experience in the banking and MFI sectors. He has a BBA in management and an MBA in Finance from the National University of Management and has completed many courses related to MFI management and development in Cambodia. After four years at ACLEDA bank as deputy Corporate Loan Manager, he successfully developed an MFI named Green Central from 2008 until 2010. Now, he is the founder of MALIS FINANCE as of November 2010 and has successfully transformed this to Woori Finance Cambodia Plc as part of Woori Bank, which is known as a global financial institution.



Ms. Khun Sonita
Board Members of CMA
Deputy CEO of YCP

Mrs. Sonita graduated with honor from the Royal University of Law and Economics, ELBBL, majoring in Public International Law. Prior to her graduation in 2009, she represented Cambodia to compete in Louis Brown International Client Counseling Competition in India in 2008 and the world's largest international moot court competition the Phillip C. Jessup in Washington D.C. in 2009. From 2006 to 2009, she joined Khunaco Import Export Co., Ltd., as assistant to Managing Director. In 2009, She joined YCP Microfinance Limited and was promoted to Deputy CEO.

Secretariat



Mr. Yun Sovanna
General Secretary



Mr. Lam Roviay
Training and Development
Manager



Mr. Ear Techkung
Program Manager



Ms. Hok Chheng leng
Senior Admin and
Finance Officer



Mr. UK Phaikdey
Program Officer
CAFE Initiative Program



Mr. Neat Thirth
Training Specialist
CAFE Initiative Program



Mr. Hoy Saksa
Training and Development
Officer



Mr. Sor Piseth
IT and Publication Officer



Ms. Mourng Sophany
Admin and Finance Assistant



Mr. Ian Hamilton
Australia Volunteer
International



Mr. Korng Bo
Driver



Mrs. Louth Sreyneang
House Keeper

Committees and Clubs

COMMITTEES

CMA's network of committees was established in 2006 and in 2008 four additional clubs were created. Each committee and club is structured around a unique MFI business function, such as: HR, Finance, Audit, training, operation etc. The groups allow MFI staff from each discipline to network, discuss key issues regarding their function such as new regulatory requirements, share examples of best practice and brainstorm strategies for industry-wide issues.



TRAINING COMMITTEE

This Committee meets twice a year (with extra meetings if required) to assess training needs and hence develop skill training programs for member organizations' staff, ensuring the success of their own institutions and contributing to the long term sustainability of the microfinance sector in Cambodia.

Chairman

Mr. Chea Phalarin (CEO of AMRET)

Members

Mr. King Kapkalyan (CEO of Samic)

Mr. Hort Bunsong (CEO of IPR)

Dr. Uong Kimseng (CEO of Mega Leasing)



ADVOCACY COMMITTEE

This Committee meets quarterly (with extra meetings if required) to discuss how to work effectively with stakeholders, including government institutions and policy makers, including removing barriers to allow MFIs to grow smoothly.

Chairman

Oknha Dr. Bun Mony (BOD Chairman of Vithey)

Members

Mr. Kea Borann (CEO of AMK)

Mr. Sim Senachheert (CEO of PRASAC)



AUDIT COMMITTEE

This Committee meets twice a year (with extra meetings if required) to ensure transparency and proper management of the daily financial operations of CMA in compliance with policy and by-laws.

Chairman

Mr. Soung Engchhay (COO of KREDIT)

Vice-Chairwomen

Mr. Top Soksamphea (COO of VisionFund)

Members

Mr. Sok Sophal (CFO of LOLC)

Mr. Nop Saravoan (CFO of SAMIC)



IT AND MARKETING COMMITTEE

This Committee meets quarterly to promote the effective use of IT and sharing of information among internal and external stakeholders in order to improve transparency and the exchange of information.

Chairman

Mr. Hun Sopheak (GM of Woori)

CLUBS

The purpose of CMA's Clubs is to build and encourage strong relationships among MFIs, and to define common issues and seek inclusive resolutions for the industry as a whole.



CEO CLUB

The CEO Club meets twice a year to develop skill building training programs for member organizations' staff where a need exists. This helps to ensure the success of each MFI and contributes to the long term sustainability of the microfinance sector in Cambodia as a whole.

Chairman

Mr. Hout lengtong
(CEO of HKL)

Members

Chief Executive Officers
from each member MFI



FINANCE CLUB

The Finance Club meets four times a year to encourage strong relationships between Finance Managers/Chief Finance Officers by providing networking opportunities in a variety of settings. Members of the Club share examples of best practice related to finance/accounting management, define key issues regarding the application of national and international standards and policies (IAS, CAS, CFRS, NBC regulation, Taxation Law) and other applications for respective institutions.

Chairman

Mr. Ohm Sareth
(Head of Finance
Department, AMRET)

Members

Finance Managers/Chief
Finance Officers from
each member MFI



OPERATIONS CLUB

The Operations Club encourages strong relationships between Operations Managers. Members meet to share experiences and examples of best practice, define the key issues, create strategies to deal with these issues and prevent future occurrences.

Chairman

Mr. Suon Pisey
(Head of Credit, AMK)

Members

Operations Managers from
each member MFI



HR CLUB

The HR Club meets four times a year to encourage strong relationships between Human Resources Managers from member MFIs. The members share their experiences, examples of best practice, define key issues and discuss compliance with labor laws and PRAKAS. All of these activities are designed to strengthen the human resource management of member MFIs in order to ensure they work effectively and professionally.

Chairwoman

Ms. Peaing Pisak (Head of HR, Amk)

Vice-Chair

Mrs. Leng Thavy (Head of HR, LOLC)

Members

Human Resource Managers
from each member MFI



SOCIAL PERFORMANCE MANAGEMENT (SPM) CLUB

The club meets twice a year, including additional meetings if necessary, to build strong relationships among SPM department heads across all of CMA's members. Their role is to promote and enhance tools in the sector including Social Performance Management, Client Protection Principles, and Universal Standards for SPM, SPM tools and other targeting tools (PPI, PAT...) in the sector, and to share their experience on best practice of SPM.

Chairman

Mr. Ban Phalleng
(Head of Social Performance
Management Department,
LOLC)

Members

SPM heads of department
from each member MFI/NGO



CEO Taskforce

The CEO Taskforce meets in 5 times to discussed as following: Discussion on CMA CEO Task Force of Term of Reference, Selection Chairman and Vice Chairman for CMA CEO Task Force Team, Discussion on Multiple loan and Over-Indeptiveness in Finance Sector, Review and Discuss about the agenda of Workshop "Let's talk about over-indeptiveness, Now".

Chairman

Mr. Sok Voeun
(CEO of LOLC)

Members

Chief Executive Officers
from each member MFI

Microfinance Deposit Taking Institutions



AMRET Microfinance Institution. (AMRET) In 1991, GRET, a French NGO, set up an experimental project to deliver microcredit to the rural population of Cambodia. The experiment was successful and became known in 1995 as Ennatien Moulethan Chonnebat (EMT) which became a Private Limited Company in 2000 and received an MFI license in 2001. EMT was renamed as “Amret” on June 14, 2004.
www.amret.com.kh



AMK Microfinance Institution Plc (AMK) is a licensed Microfinance Institution (MFI) dedicated to the efficient provision of financial services for the poor. AMK originated from the savings and credit components of Concern Worldwide Programmers in Cambodia. In accordance with Cambodian microfinance regulations, AMK became a separate company in 2003 and obtained an MFI license from the central bank in 2004.
www.amkcambodia.com



Hattha Kaksekar Limited (HKL) started as a food security project by OCSO/OXFAM-Quebec in Pursat province in 1994. In 1996 it registered as an NGO and in 2001 HKNGO transformed to a private limited liability company owned by four shareholders. HKL is now an MFI licensed by the NBC.
www.hkl.com.kh



LOLC (Cambodia) Plc. was established in 1994, and began offering microfinance services as part of Catholic Relief Services (CRS)/ Cambodia’s strategy for rural reconstruction and poverty alleviation. In 2002, LOLC successfully spun off from CRS and was registered as a limited liability company, and was licensed by the National Bank of Cambodia (NBC) in 2003 to operate as a regulated microfinance institution (MFI). As LOLC continues its sustainable growth in financial sector, LOLC was licensed by NBC to conduct deposit-taking business (MDI) in 2015. LOLC has a social vision and a business orientation that provides entrepreneurs and families at the base of the socio-economic pyramid with the economic opportunities to transform the quality of their lives and their communities through the provision of effective and sustainable client empowering financial services.
www.lolc.com.kh



PRASAC MFI, Ltd. (PRASAC) is a private limited liability company registered with Ministry of Commerce and licensing from National Bank of Cambodia (NBC). Started in 1995, PRASAC, Cambodia’s largest microfinance deposit taking institution, offers a wide range of sound financial solutions for the growth such as loans, deposits, local fund transfer, international fund transfer, foreign exchange, bill payment, internet banking, mobile banking, ATMs, POS and others. As of 31 December 2016, PRASAC operating in nationwide with 181 office, 115 ATM and 6,162 staff, loan portfolio of more than USD 1.03 billion, 347 thousand borrowers, deposit balance of USD 619 million and 572 thousand depositors.

PRASAC commits to improve the living standard of rural people and contribute to sustainable economic development by being a financially viable microfinance institution. For more information, please call us at 023 999 911 or 086 999 911 or visit www.prasac.com.kh



KREDIT has had solid growth, good profits and continues to make strong contributions to client and community development. In late 2010, the National Bank of Cambodia granted Micro Deposit-Taking-Institution (MDI) license to KREDIT. As of Dec 2016, with a total asset of some USD175 million and 1, 679 staff, we are operating in 20/25 provinces and cities using 83 offices. Our products and services include loan, deposit, local money transfer, ATM, Payroll Service, and FAST Payment. Additionally, KREDIT also implements many social and community development programs, including financial training, agriculture training, parenting training and need-based programs. Currently KREDIT has two shareholders: Phillip MFIs Pte Ltd, a member of the Phillip Capital Group and World Relief, an international humanitarian and economic development NGO".
www.kredit.com.kh



VisionFund (Cambodia) Ltd evolved from a small-credit program of World Vision Cambodia in 1993 to a separate institution in 2003 as an affiliated member of VisionFund International (VFI). VisionFund has been registered with the Ministry of Commerce in 2003 and obtained a permanent MFI license in 2004 and Microfinance Deposit Taking Institution (MDI) license in 2011 from NBC. As a private Microfinance Institution that provides reliable services, VisionFund has global network of more than 31 countries with mission to brighter future for children, empower families to create income and jobs, and unlock economic potential for communities thrive.

VisionFund Head Office; building #398, Preah Monivong Blvd, Sangkat Boeung Keng Kang I, Khan Chamkamorn, Phnom Penh, Cambodia..
www.visionfund.com.kh



SATHAPANA Bank Plc.'s ultimate parent company is MARUHAN Corporation of Japan, founded in May 1957 by present Chairman Dr. Han Chang-Woo, and is today the leading entertainment conglomerate in Japan. In the mid-2000s, Chairman Dr. Han Chang-Woo was visiting the various countries in the Southeast Asia region to explore new business potentials and opportunities as well as with a vision to assist a country, its economy and its people to prosper. Dr. Han Chang-Woo experienced the days Japan was growing in the 1950s till today. He met with top government and business leaders for advice and consultation. Chairman Dr. Han Chang-Woo was particularly interested in Cambodia, he felt that the country had a great potential after experiencing very difficult times during the civil war. He came to a conclusion that to build a commercial bank with a Japanese hospitality touch will assist and contribute to Cambodia's prosperity. Sathapana Bank Plc was transformed from Sathapana Limited (MDI) but still maintained its membership with CMA.
www.sathapana.com.kh

Microfinance Institutions



Active People's Microfinance Institution Plc is incorporated in the Kingdom of Cambodia as a limited liability company. The company is registered with the Ministry of Commerce under registration number Co.0665E/2011, dated 21 March 2011. The National Bank of Cambodia (NBC) granted the Company a permanent license to conduct business as a micro-finance institution commencing from 18 August 2011.
www.apmfi.com.kh



Amatak Capital Plc received its microfinance license from the NBC on 14th January, 2013. The institution was founded by two Cambodian-Australian brothers who believe they can make a difference and contribute to Cambodia's social development and the alleviation of poverty. Since its commencement, Amatak has been well received by its customers. The company's superior services and transparent policy makes it highly distinguishable. As well as providing micro loans to the underprivileged, Amatak also offers other loans to improve the standard of living of Cambodians, for example we offer purchasing financing that caters to the young and upcoming Cambodian workforce.
inquiry@amatakcapital.com.kh



Micro Finance Institution Atom Capital, Ltd invested by Japanese investors of its Chairman, Mr. Takahashi Akihiro, was licensed by the NBC on 24th April, 2016 and opened to the public on 23rd June, 2016 to provide loans to small and medium sized enterprises, as well as to individuals on various of sectors. The aim of Atom Capital is not only to be the first option for clients in term of quality, convenience and trust, but also to participate in reducing the poverty on society with Cambodian government and will get itself to be the top MFI with others.

Address: #A43, La Seine, Sangkat Tonle Bassac, Khan Chamkarmorn, Phnom Penh.
Tel: 023 999 345 / 010 85 00 10



Apple Finance Plc is licensed by the National Bank of Cambodia to operate as a Microfinance Institution. Operations started on 07 July 2015.

www.applefinanceplc.com



Asia Pacific Finance Plc. (APF) is a Micro Finance Institution which obtained the license from National Bank of Cambodia for carrying out the official business. By cooperation between Japanese and Cambodian investor, APF was established with the initial registered capital in National Bank of Cambodia also. With this capital, we have the purposes to provide the loan products to you with the best service. As well as, we are catering your business and personal needs because we understand precisely regarding your financial needs.

www.apf-mfi.com



Bamboo Finance PLC was established in Cambodia on 22 March 2015. Bamboo Finance PLC aims to become one of the leading microfinance institutions (MFIs) in Cambodia, with offices in 3 provinces. We are providing all types of loan products to clients.

No. 71 BEo, St. No 2 (BOREY PIPHUP THMEY Veng Sreng), Sangkat Chaom Chau, Khan Pursenchey, Phnom Penh



Bayon Credit Microfinance Institution was established in 2011, initiated by an investor team with the purpose of contributing to economic development. Bayon Credit Microfinance Institution was registered with Ministry of Commerce on July 21 2011, and registered with NBC on November 21, 2011. Bayon Credit Microfinance Institution employees many people and provides credit to many farmers and entrepreneurs who live in rural communities, towns and urban centers. Bayon also provides loans to employee in any institution.

info@bayoncredit.com.kh



BNKC (Cambodia) Microfinance Institution Plc. former name KBSC (Cambodia) Microfinance Institution Plc. is a Public Limited Company which received official license from National Bank of Cambodia on 07th May, 2015. BNKC has a paid-up capital of USD 10 Million and 100% shareholder-BNK Financial Group. The aim of BNKC is to provide job opportunities and the best financial services to Cambodian people as well as to contribute to Cambodia's economic development.

Telephone Number: (855) 23 213 900, www.bnkcmfi.com



BORRIBO Microfinance Institution Plc., licensed by the National Bank of Cambodia on 30 December 2011, our business focuses on small enterprises and poor people that have low incomes and no ability to get finance from banks or other kinds of businesses. Our vision is "to help everyone own a house by improving the standard of living of the poor and small enterprise." Our management philosophy is to "support customer's business and enable each household business to get the maximize profit at the future by providing financing to them all".

www.borribo.com.kh | facebook.com/borribomfi | email: bmimfi@borribo.com.kh



Camma Microfinance Limited (Camma) is a limited company licensed by the NBC as a microfinance institution since 29th July, 2010. It has full permission to provide loan services to all Cambodian people who are micro, small and medium entrepreneurs and who want to expand or establish a new business.
camma.mfi@gmail.com



Cambodian Labor Care Plc. (CLC) is a limited company licensed by the NBC as a microfinance institution since 31st Oct 2016. We are financing to Garment Factory worker and those who need the financial services across the country to help ease the daily life and start up, operate their business.
 Address: #13, Kampong Pring Village, Sethbo Commune, Saang District, Kandal Province.
 Phone: 098 300 111
 Email: info@clcmfi.com; sowath@clcmfi.com



Chamroeun Microfinance Limited (Chamroeun) was launched in March 2006 as a project of Entrepreneurs du Monde (EdM) an international French NGO who provide financial and non-financial services to families in urban depressed areas in Cambodia. In 2009, Chamroeun was registered as limited liability company with the Ministry of Commerce, and also recognized as Rural Credit Operator by the NBC. With thanks to the strong commitment and hard work of its staff, Chamroeun was recognized by the NBC on August 03, 2011.
www.chamroeun.com



Licensed as MFI in 2015, **Cellcard Finance Plc** provides sustainable, innovative, and demand-driven financial products that help alleviate poverty and contribute to the social and economic development of Cambodia. Our target groups are urban and peri-urban poor Cambodians living in Phnom Penh Capital, Suburban areas, and major provincial towns who inspire to improve their socio-economic lives.
info@cellcard.com.kh



ChokChey Finance Plc. was established in 11 July, 2015. It was registered with Ministry of Commerce as public limited company under registered license No. 00002952, issued on 2nd March, 2016 with Paid Capital of USD 1 million. The institution received its countrywide microfinance approval from National Bank of Cambodia, No. M.F-70, 27th April, 2016. Primary Activities are to provide micro finance services to all people in order to contribute to the Cambodian socio-economic development with the aims of improving living standards of the people in the communities focusing on increasing income through the promotion of business activities of small and medium enterprises, trades, and rural agriculture using lending and saving services with rational interests so as to ensure long-term sustainability of the Institution and the clients through its Head Office in Phnom Penh.

The registered head office of the institution is located at #9-11, St. Vengsreng, Sangkat Stung Meanchey, Khan Meanchey, Phnom Penh, Kingdom of Cambodia.



City Microfinance Plc., is public company licensed by the NBC as microfinance institution since August 21, 2012. City Microfinance Plc., has full permission to provide loan services to all Cambodian people who are micro, small and medium entrepreneurs and who want to expand or establish a new business.
www.citymfi@yahoo.com



COLLECTIVE WIN (Cambodia) Plc. is a microfinance institution registered with the Ministry of Commerce under registration number 7126 ពណ. ចបណ, dated on 23 June 2015 and obtained a license from National Bank of Cambodia (NBC) number ម.ហ៊-១ to conduct business as a micro finance institution commencing from 28-Oct-2015. COLLECTIVE WIN (Cambodia) Plc. provides microfinance services to Cambodian helping them to expand their business, enhancing employment opportunities, and creating wealth.
Contact Number: 023 900 969



Delta Microfinance PLC (“Delta”) started its operation in Cambodia in Feb 2014 when it was approved by the NBC. The principal activity of the Delta is to provide microfinance services such as loans, savings and other forms of financial services permitted by NBC.

Delta provides various types of loan products such as micro loan, small and medium loan, housing loan to people in the urban city and rural community with a reasonable and affordable price for the sustainability. Delta also provides student loan to help students pay for university tuition, books, and other materials. www.info@delta.plc.com



DAKO FINANCE PLC is a professional financial service company that provide financial services to the poor at rural area. Our main services are Credits, Currency Exchange and Local money transfer. Established in January 2013 as local NGO, DAKO granted formal license from NBC as rural credit operator in 2015. Our mission is to assist the poor to conduct business successfully by providing both financial and technical skills.
www.dakobank.com / dakobank@gmail.com



Entean Akpevath Pracheachun (EAP) is an MFI owned by 16 shareholders who obtained an MFI license from NBC on 10th January, 2007. EAP's mission is to contribute to the socio-economic development of Cambodia by providing microfinance services to customers and entrepreneurs who wish to create or expand small and medium enterprises to increase employment opportunities and raise the standard of living within rural and urban communities.
www.eapcredit.com



Farmer Finance Ltd was founded in September 2007 by a group of investors with the objective of providing financial services to low income clients through small loans to individuals, groups and small to medium-sized enterprises (SMEs) with a focus on the agricultural sectors. FF's vision is to improve the livelihood of the people of Cambodia through its mission of providing affordable credit to smaller business people, especially in rural areas.
leenamster@gmail.com



FASMEC had one of the fastest growing economy within ASEAN and between 2004 to 2007, enjoyed a double digit growth second only to China prior to the Global Banking Crisis of 2008. Such strong economic performance also benefitted tremendously from business friendly policies implemented by the Royal Government of Cambodia such as the bi-annual Government Private Sector Forum (GPSF) being an avenue for the Private Sector to air its grievances to the relevant public institutions.
www.fasmec.com



First Finance Plc is a joint venture company established between Cambodia-based First Home Plc, Singapore-based Phillip Capital, and Luxembourg-based Investor Fund. The company was granted its license on 23rd April, 2009 by the NBC and became the first financial institution to specialize in housing finance in Cambodia. The company is focused on providing long-term home loans and medium-term home improvement loans to underserved low and middle income Cambodian households who do not have access to formal commercial lending.

www.firstfinance.biz



FUNAN is a microfinance institution in Cambodia performing with professional, trustable and dignity manner, by focusing on diversified customers and paying much attention on legal activities through provision of financial service and financial counseling.

www.funan.com.kh



FUTABA Microfinance Plc. has been established in the purposes and dreams of a shareholder. It received a formal license Microfinance Institution from National Bank of Cambodia (NBC), No M.F – 64 on December 16, 2015. The purpose of FUTABA is to offer the most reliable Financial Services to Medium, Small and Micro – Enterprises and Individuals by creating sustainable market to support current and succeeding generation and social performance to achieve their goal with better life in the future.

www.futabamfi.com.kh



Grow Microfinance Institution PLC was established and granted a microfinance license in September 2016 from National Banking of Cambodia to provide the convenience financial products and services to improving living standards of the Cambodian poor people.

Address: #21, Street 1986, Sangkat Phnom Penh Thmei, Khan Saensokh, Phnom Penh, Cambodia.

Tell: 023 23 15 67

IDEMITSU SAISON MICROFINANCE (CAMBODIA) PLC. was licensed by the NBC on 20th January, 2016 and covered its own operation areas all over the country. Currently, we have two offices located in Battambang province as main head office and Phnom Penh capital city as branch office. Our productions are ①SME Loan, ②Famer Loan, ③ Instalment Service, and ④Individual Loan.

Official Contact Address:

1. Battambang Head Office:(855) 53-953-503 / 53-953-504

2. Phnom Penh Branch Office: (855) -23-953-503 / 23-953-504.

E-mail: idemitsuaisaon.financedesk@idemitsu.com;



Intean Poalroath Rongroeurng (IPR). The company Intean Poalroath Rongroeurng Ltd. (meaning Credit, Population, Prosperity in Khmer) was founded by two private Cambodian individuals, Mr. Oknha Phou Puy and Ms. Hao Simorn, in 2003. It was founded as a credit unit of the Federation of Cambodian Rice Millers Associations, to alleviate the capital constraint of rice mill entrepreneurs who lacked access to credit to expand their production.

www.iprmfi.com



Key Micro Finance Institution Plc. is owned by Cambodian People and was licensed by the NBC on 4th July, 2012. Key's mission is to provide the public with sustainable micro finance services or expand capital for their small and medium enterprises, trade and other agricultural businesses. Interestingly, through this mission the institution plays a major role in enhancing living standard of the poor by equipping them with access to loans with reasonable interest rates.

info@key-mfi.com



Khemarak Microfinance Institution Limited (Khemarak Limited) was licensed as a microfinance institution by the NBC on 27th October, 2010. Khemarak Limited's main business is to deliver credit, saving and other financial services and products to various types of individuals especially micro, small, regular and medium entrepreneurs.

www.khemarak-mfi.com



Krousa Ennatean Plc was, the professional and reliable rural credit operator licensed by the National Bank of Cambodia, established in the purpose of sharing the improvement of the standard living of the people throughout the country by providing sustainable and dependable financial service (small and medium loans) in an appropriate interest rate.

Address: Building No 108, National Road No 6, Salakhum Village, Triel Commune, Baray District, Kampong Thom Province.

Contacts: Phone Number (855-96) 7105 777,

Email: krousa.ennatean@gmail.com



LY HOUR Microfinance Plc. is a subsidiary of LY HOUR Group. It was established as the 37th licensed MFI by the NBC in late 2012. We provide opportunities to Cambodian people to start up or expand their businesses to improve the living standard of the community through appropriate microfinance services.

www.lyhourmfi.com.kh



Maxima Microfinance Plc. was found in March 2000 by a group of friends with the objective of achieving social and economic progress by providing affordable finance to rural poor and low-income people in order to improve their living standards and realizing their business goals. MAXIMA is a socially and environmentally responsible MFI with strong ethical values and working within the framework of the client protection principles.

In December of 2001, MAXIMA registered with the Ministry of Interior as MAXIMA Organization for Household Economic Development, as an NGO. In June 2008, the National Bank of Cambodia granted MAXIMA a permanent license to operate as an MFI in Cambodia. In 2014, Gojo & Company, Inc, joined MAXIMA as shareholder. In July 2015, MAXIMA transformed into a corporation and was renamed MAXIMA Microfinance Plc.

www.maxima.com.kh



Given the Cambodian economic growth mainly in the area of financial sector then our Japanese shareholders has decided to contribute its capital to invest in this area. Mothers Financial Japan Plc. (MFJ) comprises several financial experts both international and local levels to serve its customers. Highly skilled and in-depth Management Team with a plentiful products and services will bring MJF to be an outstanding MFI in Cambodia. MFJ is legally a registered Institution at MOC on 30 April 2015, got a license from National Bank of Cambodia on 02 February 2015, and registered at the General Department of Tax on 4 July 2015.

www.mfjapan.com



NIRON Agency Development Economics Community (NIRON ADEC) was first established and operated in 08-08-2008 with a Paid-up Capital of 5,000 USD and 3 Staffs, specializing in delivery of loan services to Cambodian’s economically poor. In early 2009, NIRON ADEC was registered as a Cambodian Non-Governmental Organization (NGO) under the Association and NGO Law in 2009 from Ministry of Interior and by 2013, NIRON ADEC has transformed to NIRON MIKROHERANHVATHO PLC., which is a public limited company with a Paid-up Capital of 1,500,000 USD, licensed by National Bank of Cambodia. Due to its rapid and sustainable growth, NIRON MIKROHERANHVATHO PLC has been merged with one local NGO and changed its name to NIRON Microfinance Plc.. www.niron.com.kh



ORO Financecorp Plc. (MFI) was found by ventures of Japanese and Cambodian investors into a private limited company, licensed by NBC (No M.H 41) on 3rd December, 2013. ORO Financecorp Plc. has set up a new strategy and established up-to-date products and services within Cambodia’s MFI market. Our aim is to contribute to the development of Cambodia by helping to reduce poverty through financial development related to interaction sectors of triangle strategy of Government of Cambodia. www.ofinancecorp.com



Prasethpheap Finance (PF) is one of the many projects of the Mengly J. Quach Foundation, a nonprofit organization. It functions as a social corporate responsibility body of the Mengly J. Quach Education. PF was established in 2005 for the purpose of providing zero interest loans to students, staff, families and people from all walks of life. Clients are mostly from poor and vulnerable families. Since its foundation, PF has been lending loans to the amount of over three million USD. To reach our vision, “...making life better”, in 2013 PF transformed itself into a financial institute providing low interest loans to the public in order to ensure the sustainability of its operations. It is now a separate entity from the Mengly J. Quach Foundation. www.prasethpheapfinance.com



PRIME MF Microfinance Institution Ltd (Prime) is a newly established MFI in Cambodia with 100% foreign shareholders. It was granted a license for its microfinance business operation from the NBC on 17th December, 2010. PRIME MF is providing loan products and services to various types of businesses especially micro, small and medium entrepreneurs. www.primemf.com



Prince Finance Plc obtained an MFI license from the National Bank of Cambodia “No: M.F-58” to provide financial services to individuals, groups, and small or medium-sized enterprises (SMEs). Prince Finance’s vision is to provide professional financial solution to promote small and medium-sized enterprises (SMEs) as well as people who are confronting financial issues for the living; and to promote social development through the engagement in social, environmental, and educational activities. www.princeplc.com.kh



Royal Microfinance PLC (RMF) is a newly established MFI with approval letter from National Bank of Cambodia in Feb 2015, number: ២៧ ០១៥ ១៣៨ សជណ, and company registration with Ministry of Commerce as a public limited company via number ៣០៣២ ៣៣ ២២៣. Royal Microfinance is being completing necessary steps and requirements for a full license from National Bank of Cambodia.

Royal Microfinance has a strong commitment to a standard professional operation for both management and MIS. A strongly competitive products and processes have been designed in responding to the rising demands of various micro finance services. The key core value of RMF's to provide a fair and transparent microfinance services to client for mutual benefit and growth.

www.royalmicrofinance.com



SACHAK MFI Plc. Started as NGO in Takeo Province Namely Khmer People Development Organization registered with Ministry of Interior in 2011. It transitioned to a public

limited company registered with Ministry of Commerce and was granted with a permanent license by the NBC to operate as a Microfinance Institution on 30th September, 2013 and operations started on 9th October, 2013. Sachak provides sustainable microfinance services to poor people and communities in urban and rural areas so that they can have a better standard of living by providing loans with reasonable interest rates. At SACHAK, your growth is our commitment.

keo-maly55@yahoo.com



SAHAKA Microfinance Institution Plc, is recognized as a public limited liability company which is registered with Ministry of Commerce under registration number Co. 4361E/2015, dated on 08th December 2015. The institution was granted official license from National Bank of Cambodia (NBC) in April 2016.

SAHAKA Microfinance Institution Plc has committed to provide best financial services and professional operation to fully cater to Cambodian's demands with the aims of boosting and contributing social development and family living standard sustainability.

www.sahakamfi.com



Sahakrinpheap Microfinance Plc., is one of the new microfinance institutions (MFIs) in Cambodia that provide lending services to Cambodia's poor people in the urban and rural area. In May, 2015, Sahakrinpheap got Micro Finance Institution (MFI) license from National Bank of Cambodia (NBC).

Sahakrinpheap focus on serving the poor to have access to the formal financial services to start a micro business or daily emergency needs. Sahakrinpheap is planning to put best effort to help serving the public to improve their standard of living through such a convenient financial services and to contribute to the development of the Cambodian economy.

www.sahakrinpheap.com.kh



Samaky Microfinance Institution Plc ("the Company") is a public limited company, was incorporated with the Ministry of Commerce on 18 March 2015 and having its business operations in Cambodia. On 15 September 2015, the Company obtained a licence from the National Bank of Cambodia to conduct micro-finance business. The Company started its commercial operations on 1 November 2015.

Our principally activities is to engage in all aspects of micro-finance business and the provisions of related financial services. We provide loans to middle and low income families to build their life and improve their standard of living.

83AB Street 1986, Sangkat Phnom Penh Thmey, Khan Sen Sok, Phnom Penh

Telephone: +855 23 666 5959/ +855 23 633 6811

Email: info@samaky.com.kh

www.samaky.com.kh



SAMIC Microfinance (SAMIC), former CHC-Limited, formerly known as the Credit Program of the Cambodian Health Committee, originated from an NGO established in 2004 in response to public health problems. The program has initially funded by Oxfam America. In early 2005 CHC was licensed as a limited company by Ministry of Commerce and in September became a licensed MF, lending to the poor, low-income households and small enterprises. CHC also collects savings.
www.samic.com.kh



SAMRITHISAK Limited (SAMRITHISAK) is a private limited micro-financial institution offering financial services in Cambodia. Samrithisak Limited obtained a license from the NBC on 25 May, 2010 and is legally registered with the Ministry of Commerce. It has recently been expanding to serve poor people in more remote areas, specifically farmers and small business owners. Areas of investment have included businesses sector such as agriculture, small and medium retailers, handicrafts and services.
info@samrithisak.com



SEILANITHIH Limited (SEILANITHIH) is a Cambodian licensed MFI. It was created by the 1996 merger of three CARE Projects. Seilanithih registered with the Ministry of Commerce on 18th September, 2003 and obtained an MFI license to provide financial services in Cambodia on 23rd December, 2003. Seilanithih's mission is to strengthen and extend the best financial services to poor people in order to expand their existing businesses or to start their new business legally through providing credit and savings services.
www.seilanithih.com.kh



Sonatra Microfinance Institution Plc. (SONATRA) obtained a license for operation from the NBC in January 2011 and has provides loan within the area of Phnom Penh City. In the upcoming years, Sonatra MFI plans to expand its operation through-out Cambodia. Sonatra MFI's mission is to encourage income independence and the alleviation of poverty. Sonatra MFI aims to become a leading MFI in providing responsible loans to low-income individuals and small and medium enterprises.
bopha@sonatrafinance.com.kh



TACA MICROFINANCE PLC. (TACA) was incorporated in the Kingdom of Cambodia and registered with the Ministry of Commerce on 01 July 2014 under the registration No. Co. 2055 KH/2014 as a Public Limited Liability Company. TACA obtained a licence from the National Bank of Cambodia (NBC) to conduct business as a microfinance institution in Cambodia on 13 November 2014.
www.tacamfi.com.kh



TBB (CAMBODIA) MICROFINANCE INSTITUTION PLC (Hereinafter referred to as TBBMFI) is a public limited company, also a subsidiary of TAIWAN BUSINESS BANK that is a specialized bank charged with the provision of financial assistance and guidance to SMEs. In Taiwan, it has been cultivating the SME financial services field until now for more than 30 years.
 TBBMFI is licensed by the National Bank of Cambodia as a MFI in June 2015 to provide funding to commercial or individual purposes of Cambodian people as well as customers from Taiwan, thus to support the monetary and economy environment of Cambodia. Tel: 023 887 171



Vithey Microfinance Plc. a private institution, born from a nongovernment organization named Cambodia Community Building which was granted a license from Ministry of Interior No. 770 SCN dated 29th August 1996, and obtained the licensing of Microfinance Institutions from National Bank of Cambodia on 02nd February, 2017.

The business objective of VITHEY MICROFINANCE PLC. is supported to development through providing microfinance services to Cambodia people in the Kingdom of Cambodia.
www.vithey.com.kh



Welcome Finance (Cambodia) Plc. ("WFC") is a financial institution that was transformed from Green Central Micro Finance and was approved by the NBC on 25 October 2016, and Welcome Creditline Corporation is the main Korean Shareholder with 100% shares.

WFC was licensed by NBC as a MFI on 24th Oct. 2008 to strengthen and expand healthy microfinance services to the Cambodian people and to participate in the healthy development of micro and small enterprises, and to boost the growth of Cambodia's economy.
www.welcomefinance.com.kh



Woori Finance Ltd. is a microfinance institution that was licensed by the NBC on 28th February, 2011. Woori was established to deliver microcredit services to middle and low class Cambodian people. Woori is handling various products of medium, small and micro loans. Through the Micro Lending Service, Woori seeks improvement of living standards of Cambodian people and the growth of the Cambodian economy in general.
www.woorifinancecambodia.com



YCP Microfinance Ltd (YCP) was licensed by the NBC on 7th May, 2009 and opened to the public on 9th September, 2009 to provide loans to small and medium sized enterprises, as well as to individuals. The aim of YCP is not only to be the first option for clients in term of quality, convenience and trust, but also to be committed to fulfill its mission.
www.ycpmicrofinance.com | info@ycpmicrofinance.com

Leasing Company



ELIN Leasing Plc. was established as a public limited company and obtained a license to carry out financial leasing business from National Bank of Cambodia on February 17th, 2015 and the registered office is located at #182, Ekareach Street, Phum 2, Sangkat 2, Preah Sihanouk Province.
 Tel: 034 63 60 089



GL Finance Plc. (GLF) began its commercial activities in Cambodia in May 2012, being the first step of the regional expansion plan. GLF has teamed up with Honda NCX to provide financial services to all local Honda customers. Based on this partnership, GLF can support the purchase of brand-new motorcycles from its commercial desk in each official Honda retailer. With presence in 48 outlets, covering of the countries' provinces, GLF will soon expand to the rest of the country.



i-Finance Leasing Plc. was founded in 2014 with the aim to provide flexible financial services to underserved MSMEs and individuals for the purchase of vehicles and essential appliances. i-Finance's vision is to be the first choice for customers seeking financial services by offering them competitive pricing with the highest-quality customer service ensuring highly satisfied borrowers. We operate as a licensed financial leasing company.



Mega Leasing Plc. Was officially established in February 2013 with the primary objective to provide financial leasing service as hire-to-purchase to local consumers and businesses for items such as: motor vehicles, electronic equipment & household appliances, furniture and agricultural equipment & machinery. Mega Leasing Plc. was granted a license to carry out financial leasing business from the NBC in January 2014.
www.megaleasing.com.kh



KREDK FUND LEASING Plc. was established in January 2013 with the aims of offering financial leasing services for the customers. KKF was granted financial leasing license from National Bank of Cambodia in September 2014.
 Add: #144BEo, St 143, BoengKengkang 3, Chamkarmorn, Phnom Penh
 Website: www.kkleasing.com



RMA Financial Services is a licensed leasing company that was created in October 2013 to provide fast, simple and reliable equipment financing and leasing solutions to RMA customers. Thanks to broad RMA experience in SMEs, construction, automotive and the heavy equipment sector in Cambodia, RMA Financial services has a unique insight into the challenges our customers face every day. Whether our customers need to acquire new equipment or a simple car, finance a fleet of company cars or productive assets, RMA-FS can provide each of its customers with a financing solution tailored to their specific needs.

With RMA-FS, it is easy to turn equipment leasing and financing into a great business advantage such as: conserve working capital, balance equipment usage and cost, against inflation and obsolescence or gain tax advantages. As RMA-FS is fully part of RMA Group, we can propose a fully integrated package with the other RMA companies to help our customers to achieve their business goals.

www.rmagroup.net



TOYOTA TSUSHO FINANCE (CAMBODIA) PLC "TTFC" was found in June 2014 and commenced the operation in October 2014. TTFC is a new-established Financial Leasing Company which is licensed by National Bank of Cambodia. Our major shareholder is TOYOTA TSUSHO CORPORATION (a multi-national company with HQ in Japan), www.tffc-kh.com

Rural Credit Operator



Action For Development and Health Organization
 Address: Phum Krang, Sangkat Ampil, Krong Kampot Province



The Association of Samnang Rural Development (ASARD) formed as non-profit organization under the law of the Kingdom of Cambodia in 2006. On 30th June, 2006 ASARD was registered by the Ministry of Interior of Cambodia. ASARD provides micro-loans to members of ASARD and people in the community that are in the Samrong Loeu Commune. On 11th January, 2007 ASARD was the first Rural Credit Operator registered by the NBC.
asard.vourn@gmail.com



Cambodian Community Savings Federation (CCSF), previously known as a Small Economic Activity Development project of CARE Cambodia, was transformed on 1st January 2003 to local NGO status. CCSF is a pioneer of the credit union model promoting saving and thrift habits through its network of community-based microfinance organizations.
www.ccsf-cambodia.com | secretary@ccsf-cambodia.com





Baytang credit organization is a rural credit operator to conduct business in Cambodia under the law on banking and finance institution and all existing laws in kingdom of Cambodia,
 Baytang credit organization was established in 2011 and was registered with ministry of interior in 2013 as a local NGO , Then in 2015 baytang credit organization registered with National Bank of Cambodia as a rural credit operator,



CCDA HISTORY In 2008, CCDA founders established two trial projects Community Training and Community Strengthening for people at Streung Meanchey Garbage Mountain supported by the people from USA and France.
 In 2010, CCDA Founders and Donors established one more project Community Micro-Business Training.
 In 2011, Founders prepared new structure and memorandum to register with Ministry of Interior of Cambodia.
 In 05 March 2012, CCDA accepted by Ministry of Interior of Cambodia. Meanwhile, founders and CCDA staff established two projects Community Member Loan and Community Member Saving.
 In 06 January 2014, CCDA was approved by Ministry of Interior of Cambodia to operate its projects to other 06 provinces such as Kandal, Prey Veng, Kampong Cham, Takeo, Kratie and Svay Rieng.
www.ccdamfi.com



Community Development Fund (CDF) was born with small scale of lending activities to rural community in 2010.
 In 12-april-2011, CDF registered with Ministry of Interior as a local NGO.
 In 24-October-2014, CDF registered with National Bank of Cambodia as a rural credit operator.
 In 13-February-2015, CDF is an Ordinary Member of Cambodia Microfinance Association.



Cambodian Family Economic Organization (CFEO) is Cambodian Non-Governmental Organization that has been working in Cambodia since 2010 and receiving official license from the Ministry of Interior of Cambodia No 109 S.Ch.N in Jan 2012. CFEO provided general support to the Cambodian Community in the economic development, training services and consultancy, information technologies and business management to the poor communities and offer small micro-financial service to support the business of those communities in close collaboration with the others micro-finance NGOs in the country.
www.cfeo-cambodia.org



Crédit Mutuel Kampuchea (CMK), opened in Cambodia in 2004 by Crédit Mutuel, the second largest cooperative bank in France. It is a financial cooperative which belongs to its members that share common interests. CMK's objective is to provide access to savings, credit and banking services to everyone especially the less privileged population.
www.cmk.com.kh



In 18 August 2014, **Max Credit NGO (M.C.O)** has registered and approved by Ministry of Interior of Cambodia to operate as a local non-profit organisation to participate with government in developing Cambodia's economic, educate human resources, enhance capability of people, and improve standard of living of poor people by provide various financial services to assist them increase their income as well as increase career opportunity for Cambodia's people.
 Address: No.2BEoE1, Street 355, Boeng Kok I, Toul Kork, Phnom Penh, Cambodia.
 Phone: 023 2217 07



NCD was founded in May 2011 as a local NGO under registration with Ministry of Interior. In November 2012, NCD was formally registered by the NBC as a Rural Credit Operator and also, became a member of the Cambodia Microfinance Association in March 2013. NCD rural credit operator plans to apply to become a licensed MFI in 2014 under joining partnership with Singaporean Investors. Our vision is both local and international, in which all people have the best opportunity to provide for their families and build a better life.
ncd.mfi@online.com.kh



PCO Finance Plc. is a rural credit operator established on the 22nd of September 2010. It has been first registered at the Ministry of Interior of Cambodia as an NGO. It transformed into a MFI and registered at NBC on the 11th of August 2015. It provides Khmer Reil and UD Dollar credits to populations living in urban and rural area. It mostly provides clients with business loans for developing their micro or small businesses. Besides providing loans, PCO is involved in social activities such as offering gifts to the poor, sponsoring events, providing equipment to local councils and district, etc..
www.pcofinance.com



SLEUK MEAS KHMER FINANCE PLC., (SMK) was established in Svay Rieng Province and operated in 2013 with the aims of delivery of loan services to Cambodian's economically poor and was registered on 18 March 2014 as a local NGO under Ministry of Interior. Sleuk Meas Khmer Finance Plc., was licensed No. C.O 189 by National Bank of Cambodia issued on 25 December 2015 as Rural Credit Operator. www.smkplc.com
sophornphin@gmail.com



Village Development Association (V-DA) was born with small scale of lending activities to rural communities in 2003 and then registered with Ministry of interior 2008 as a local NGO. In 2009 Village Development Association registered with the NBC as a Rural Credit Operator. It provides micro credit to rural families with agricultural, health, educational and commercial demand.
www.vdamfi.org

Donors and Partners

AFD

French Development Agency is the operator for France's bilateral development finance mechanism. It is a public institution with the industrial and business status of a specialized financial institution. Its work is in line with the policy set out in France's Framework Document for Development Cooperation document approved at the end of 2010.

AFD's teams are based in Paris and Marseille and in a network of 70 agencies and representations in developing countries and the French overseas provinces.

ADA

Inclusive finance expertise

Over the past 20 years, ADA has been dedicated to building and catalysing the financial inclusion of populations excluded from conventional banking channels in developing countries.

ADA empowers microfinance institutions and networks. Through the Luxembourg Microfinance and Development Fund, ADA also helps them obtain the funding necessary for their sustainable growth. ADA focuses on the development of innovative inclusive financial services, on capacity building and on action research.

ADA put their expertise to use in areas including youth financial inclusion, access to green energy through microfinance, microinsurance, and reinvested savings through remittances for migrants. ADA also put their know-how forward to individual States and collaborate with them to support their inclusive finance expansion strategies.

Good Return

Established in 2003, Good Return is a non-profit organisation that works across Asia Pacific to deliver economic and social development programs for the financially and socially excluded. Sharing with others the vision of a world without poverty, Good Return is proud to be one of the leading supporters of financial inclusion across the Asia Pacific region.

Good Return partners with Financial Service Providers, Microfinance Associations and Financial Sector Regulators to research, design and implement game changing initiatives for the poor.

Good Return keeps the consumer's interests front and centre in the design of its programs through leveraging the 'Human Centred Design' (HCD) approach.

Australian Volunteers for International Development

Since the 1960s, the Australian Government has, through its aid program, supported Australians to undertake voluntary work in developing countries. The Australian Volunteers for International Development (AVID) program is managed by the Department of Foreign Affairs and Trade. The goal of the AVID program is for Australian volunteers to make an effective contribution to the development objectives of the Australian Government and its partner governments through working with people and organisations in developing countries. In 2013-14, a total of 2,006 volunteers were supported in 43 countries with the majority of the volunteers on assignment in the Asia Pacific region. For more information, visit: dfat.gov.au/people-to-people/avid/about-the-program/Pages/avid-and-australias-aid-program.aspx

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